Public Document Pack

BUDGETING PACK
2018-19

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At agenda item 2(c), marked E1, the Council will be asked to pass a resolution in terms of Section 50(A)(4) of the Local Government (Scotland) Act 1973 to exclude the public for Appendix 8 to the report 2 (c) – Funding Requests, on the grounds that it is likely to involve the disclosure of exempt information as defined in the appropriate paragraph of Part I of Schedule 7a to the Local Government (Scotland) Act 1973.

The appropriate paragraph is:-

E1 **Paragraph 6** Information relating to the financial or business affairs of any particular person (other than the authority).

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ARGYLL AND BUTE COUNCIL **COUNCIL**

STRATEGIC FINANCE **22 FEBRUARY 2018**

INTRODUCTORY REPORT AND RECOMMENDATIONS FOR BUDGET PAPERS

1. EXECUTIVE SUMMARY

1.1 This report introduces the full package of papers included in the budget packs in relation to the revenue and capital budgets.

REVENUE PACK

Budget Consultation – Findings Report

1.2 This report summarises the feedback provided by local communities to the Council's budget planning consultation.

1.3 More than 770 people responded and provided nearly 2,500 ideas and comments.

Service Plans 2017-20

1.4 This report is to present the draft Service Plans for 2017-20 for the 2018-19 budget allocation. The Strategic Management Team agreed at their meeting on 19 September 2016 to proceed with three-year service plans with a one-year budget, the Service Plans attached cover the 2017-20 period with budget allocation for 2018-19.

Revenue Budget Overview

1.5 This report summarises the overall revenue budget position covering funding, expenditure and savings. It also sets out the assumptions and proposals around non-pay inflation and the cost and demand pressures for inclusion in the revenue budget.

1.6 The funding excluding ring-fenced grants for 2018-19, as advised in the provisional settlement, is £188.777m. Subject to Parliamentary approval, the additional funding that is proposed totals £2.884m for Argyll and Bute Council with £2.260m in financial year 2018-19.

1.7 The Council Tax income for 2017-18 was agreed as £45.476m and this is the starting position for 2018-19. 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 £0.227m.
- Increase Council by 3%, subject to Members approval, which would amount to £1.371m additional income.
- Increase to the base budget of £0.600m due to increased collection of double Council Tax on empty homes and a general increase over and above the base anticipated.

1.8 The budget for 2017-18 has been rolled forward into 2018-19 and the main changes to the 2018-19 budget are summarised below:

- Removal of one-off items agreed as part of the 2017-18 budget in respect of HSCP funding for 2017-18 only, one-off funding for amenity services and one-off cost pressure for Catering and Cleaning post on a spend to save basis.
- Re-instatement of one-off reduction to loans charges and one-off reduction to new schools NDR costs.
- Other adjustments to the base budget in relation to painting Education establishments, loans charges and Argyll and the Isles Tourism funding and the additional cost required for the settled Local Government employees pay award.
- Increases to the base budget in order to fund the commitments as outlined in the settlement for Early Years, Social Work, British Sign Language (Scotland) Act 2015, Teachers Pay and Temporary Accommodation.
- Employee cost increases amounting to £3.415m relating to pay inflation, pay increments, the full year 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 £0.967m.
- Cost and demand pressures amounting to £1.877m

1.9 There are a further two cost pressures for Members consideration that are not included within the cost and demand pressures noted above or in the updated financial outlook in relation to Bute Advice Centre (£0.022m) and the World War 1 commemorations (£0.015m).

1.10 The measures to balance the budget include:

- Reduction to loans charges as a result of a number of factors, including lower interest, rates, use of cash balances and profiling changes.
- Release of two surplus balances sitting against two European Projects.
- Removal of budget provision for employer's superannuation no longer required.
- A general increase to fees and charges of 3%, subject to Members approval.
- Previous agreed savings as part of Service Choices, management/operational savings and efficiency savings.

1.11 In respect of the Health and Social Care Partnership, there are no conditions as part of the settlement as to the level of payment this year. The settlement does included £1.217m to support additional investment in social care in recognition of a range of pressures and £0.011 for the British Sign Language (Scotland) Act 2015 and whilst this funding is not ring-fenced there is a presumption that this funding should be transferred to the Health and Social Care Partnership. In the previous budget outlook there was an assumption around the level of funding for 2018-19 and in the mid-scenario this was a £0.725m reduction to the base payment last year. This overview has continued to include this assumption, however, in light of the more favourable Local Government settlement than expected, the prospect of further additional funding and the current forecast outturn position of the HSCP, this is an area that Members may wish to give consideration to.

1.12 The payment to the Health and Social Care Partnership has also been increased to reflect the additional budget (£0.105m) required as part of auto enrolment.

1.13 The Policy and Resources Committee agreed the management fee to Live Argyll for 2018-19 of £3.546m. As a result of auto enrolment and holiday pay entitlement (refer to paragraph 3.3.7 and 3.3.8) the management fee requires to be increased by £0.033m to £3.579m.

1.14 If Members agreed to all the proposals noted within this report, which includes increasing the Council Tax by 3%, increasing fees and charges by a general 3% inflation, agreeing to a number of cost/demand and inflationary pressures and reducing the payment to the HSCP by £0.725m, this would produce a balanced budget for 2018-19 with a surplus of £0.689m or £2.949m if the additional settlement funds indicated by the Cabinet Secretary for Finance and the Constitution are agreed by Parliament. There remains estimated significant savings required in 2019-20 and 2020-21.

1.15 There were a number of policy options reported to Council on 26 October 2017 and subject to the Council's budget consultation exercise. Members are asked to give consideration to all the savings options as they would assist in reducing the budget gap in future years. Accepting all options would produce savings of £1.810m in 2018-19 rising to £5.673m by 2020-21.

1.16 Five funding requests have been received from organisations that currently have a Service Level Agreement in place. Bute Advice Centre have asked for an extension to their loan arrangement. Argyll and Bute Citizen's Advice Bureau, MACPool, Rejig and Kintyre Recycling are all looking for additional funding over and above their current service level agreement.

Fees and Charges

1.17 This report sets out proposals for increases in fees and charges and the resulting impact on income included in the revenue budget.

1.18 The general increase to fees and charges is proposed at 3% for 2018-19. This was the increase applied each year between 2013-14 and 2015-16, with a 6% increase applied in 2016-17 and another 3% applied in 2017-18. There are some exceptions to the standard inflationary increase and these are outlined within the report. The inflationary increase is expected to generate additional income of £0.277m.

1.19 There are two fee changes, as part of the service choices savings previously agreed, in relation to schools meals and school milk and these will generate £0.046m of income that is already included within the budget outlook as part of previously agreed service choices savings.

1.20 The 3% additional increase over and above general inflation on piers and harbours is estimated to generate additional income of £0.158m which is ring fenced to fund asset improvements.

1.21 There are a number of fee proposals as part of the Transformation Board Service

Packages and they are anticipated to generate income of around £0.698m should Members wish to accept the proposals. Within the budget outlook, this additional income has been accounted for as part of the service package policy options.

Revenue Budget Monitoring Report as at 31 December 2017

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

1.23 There is a forecast underspend of £1.000m as at the end of December 2017. The underspend is in respect of the following:

- Underspend within NPDO (utilities and deductions) as a result of enhanced contract management £0.098m.
- Over recovery of vacancy savings within Customer Services and Development and Infrastructure of £0.153m.
- Grant income in Development and Infrastructure relating to expenditure in the previous year £0.097m.
- Underspend in fleet of £0.132m relating to a delay in replacing vehicles over 5 years old.
- Over-recovery of income within regulatory services (fish export certifications, private landlord registration and appraisal of water supplies) amounting to £0.070m.
- Over recovering of income within piers and harbours as a result of RET £0.200m.
- Underspend of £0.245m relating to a provision for superannuation costs that is no longer required.
- Apprenticeship levy estimated to be £0.090m below budget.
- Estimated £0.395m underspend within utilities across the Council.
- Over recovery of Council Tax income amounting to £0.600m.
- Overspend of £0.177m in relation to dangerous buildings.
- Increased demand within ASN support and residential schools placement estimated overspend of £0.213m.
- Under recovery of planning fee income estimated to be £0.240m.
- Estimated winter maintenance overspend of £0.450m. This was the figure calculated as at the end of December, however, due to the snow in January, this overspend is likely to increase and a further estimate will be calculated.

1.24 Where the forecast outturn position is recurring in nature, this has already been accounted for as part of the budget outlook position.

Financial Risks Analysis 2018-19

1.25 This report set out the risks identified as part of preparing the revenue budget and makes an assessment of the potential financial impact of these. The financial risks are monitored routinely throughout the year and actions put in place to mitigate risks.

1.26 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.

1.27 There are currently 44 departmental risks totalling £6.026m. Only 5 of the 44 departmental risks are categorised as likely with no risks categorised as almost certain.

Reserves and Balances

1.28 This report summarise the reserves and balances, sets out an analysis of risk around the adequacy of reserves and balances and proposes a level of contingency to be held in the General Fund Reserve.

1.29 The Council has a total of £58.449m usable reserves as at the end of 31 March 2017. Of this balance, £0.896m relates to the Repairs and Renewals Fund, £4.064m relates to Capital Funds and the remainder is held in the General Fund, with £41.519m of the balance earmarked for specific purposes.

1.30 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 2018-19, and a top up of £0.045m is required towards the contingency. The revised contingency at 2% of net expenditure amounts to £4.716m.

1.31 There is currently an estimated surplus over contingency of £3.549m. If the additional funding is approved, the surplus over contingency will be £4.173m. In addition, the forecast underspend for 2017-18 is currently estimated to be £1.000m underspent which could increase the balance as at 31 March 2018 to £5.173m, however, this is an estimated position and is subject to change.

CAPITAL PACK

Capital Plan Summary

1.32 This report summarises the base capital budget previously approved, profiling and phasing changes, cost increases, overall capital commitment and capital funding to bring out the net level of capital funding available. Separate appendices set out proposed additions to the capital plan, the phasing and cost changes and the resulting proposed capital plan.

1.33 There is a decrease in the capital funding available of £2.673m as a result of:

- A decrease in the General Capital Grant advised for 2018-19 of £0.062m and a reduction to the assumed General Capital Grant for 2019-20 of £0.062m.
- A reduction in the estimate of capital receipts of £2.668m.
- Additional Specific Grant in respect of Cycling, Walking and Safer Streets of £0.119m.

1.34 The additional Specific Grant monies must be spent on Cycling, Walking and Safer Streets and therefore an additional £0.119m will be built into the programme for this.

1.35 After adjusting for the funding there is an over commitment in the capital plan of £2.792m. However, when the capital plan was approved at the Council meeting on

23 February 2017, there was an under commitment at that time of £0.031m and this reduces the over commitment to £2.761m.

1.36 It should also be noted that there are further pressures on the capital plan. The capital monitoring as at the end of December is reporting an overspend on total capital plan of £0.537m, with one project marked as off track and a problem in respect of CHORD Dunoon with a £0.400m overspend. Within the Corporate Asset Management Plan report, paragraph 3.19 summarises a number of high risks assets, across all services, that are not addressed within the current capital plan. In addition, the limited provision within the central repairs account means that in the main only statutory/regulatory inspection and maintenance takes places and this places pressure on assets. Members are asked to take these issues into consideration as part of the capital plan process for 2018-19.

Corporate Asset Management Strategy

1.37 This report outlines the overall approach to managing the asset base of the Council.

Corporate Asset Management Plan

1.38 This report identifies key issues for this planning cycle in managing the asset base, the proposed actions and any red risk assets not addressed through the proposed Capital Plan.

Service Asset Management Plans

1.39 There are Service Asset Management plans for each department including the Argyll and Bute Health and Social Care Partnership and Live Argyll. Each plan summarises the asset base, arrangement for managing assets and key issues for individual departments.

2. RECOMMENDATIONS

2.1 It is recommended that the Council:

a) Note and give consideration to the findings from the Council's budget planning consultation.

b) Approve all service plans, subject to updating the budget figures in line with the budget agreed for 2018-19.

c) Approve the 2018-19 allocation to the Health and Social Care Partnership of £54.831m.

d) Approve the adjustment to the Live Argyll Management Fee, resulting in a management fee in 2018-19 of £3.579m.

e) Approve the revenue estimates for 2018-19 and that consequently the local tax requirement estimated at £47.674m is funded from Council Tax. Approve the following rates and charges for the year, 2018-19:
   - Council Tax to be paid in respect of a chargeable dwelling in Band "D" of

£1,249 representing a 3% increase.

- Council Tax to be paid in respect of a chargeable dwelling in each of the other valuation bands in accordance with Section 74(1) of the Local Government Finance Act 1992 as amended.
- Business Rates as determined by Scottish Ministers.

f) Approve the revenue budget for 2018-19 as set out in the revenue budget overview report. This would result in a surplus of £0.689m or £2.949m if the additional settlement funds indicated by the Cabinet Secretary for Finance and the Constitution are agreed by Parliament on 21 February 2018 and subject to any decisions on further savings.

g) Approve the policy savings options as outlined in Appendix 5 of the revenue budget overview report noting that any savings approved will change the budget position as noted above.

h) Give consideration as to what the surplus in 2018-19 is to be spent on, acknowledging that any commitment to recurring expenditure will increase the gap in future years. Any surplus not spent will be transferred to the General Fund balance.

i) Approve or otherwise the cost pressures in respect of Bute Advice Centre and the World War 1 commemoration event.

j) Approve or otherwise the five external funding requests noted within Appendix 8 of the revenue budget overview report.

k) Approve the proposals for the fees and charges inflationary increase of 3%, the two fee changes in respect of schools meals and milk previously advised as part of service choices proposals and approve the additional 3% increase over and above inflationary increase for piers and harbours to be ring-fenced to fund asset improvements.

l) Note the revenue budget monitoring position as at 31 December 2017.

m) Note the financial risks analysis.

n) Approve the contingency level for the General Fund balance at a level of 2% of net expenditure, equivalent to £4.716m and note the report on reserves and balances.

o) Approve the phasing and cost changes and the proposed additions as set out in appendices 3 and 4 of the capital plan summary report.

p) Approve the capital plan as set out in appendix 5 of the capital plan summary report and approve how the Council will address the capital plan over commitment.

q) Approve the Corporate Asset Management Strategy.

r) Approve the Corporate Asset Management Plan.

s) Approve the Service Asset Management Plans and ICT Group Asset Management Plan.

3. IMPLICATIONS

3.1 Policy – There are policy implications associated with proposals to balance the revenue budget as well as the policy options that have been subject to employee consultation.

3.2 Financial – The report outlines the revenue budget position over 2018-19 to 2020-21 and the funding and commitments for the capital plan 2018-20.

3.3 Legal – Any legal implications have and will be considered when developing the savings options required for the revenue budget. The funding for new capital expenditure may not address all the statutory and regulatory requirements in relation to health and safety.

3.4 HR – Any HR implications have and will be considered when developing savings options required for the revenue budget. There are risks that the capital funding available will have an impact on the sustainability of the property design team and the design team within Roads and Amenity Services.

3.5 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.

3.6 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. In respect of the capital programme, there are risks arounds the level of capital receipts, future grant funding and there are a number of red risks highlighted within the service asset management plans.

3.7 Customer Service – There may be some customer service implications arising from previously agreed savings options and the new policy options. Future customer service implications will be considered when developing savings options.

Kirsty Flanagan
Head of Strategic Finance
2 February 2018

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

ARGYLL AND BUTE COUNCIL **Council**

CUSTOMER SERVICES **22 February 2018**

BUDGET CONSULTATION – FINDINGS REPORT

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 More than 770 people responded and provided nearly 2,500 ideas and comments.

1.3 This report outlines the feedback they provided for elected members' consideration.

ARGYLL AND BUTE COUNCIL **Council**

CUSTOMER SERVICES **22 February 2018**

BUDGET CONSULTATION – FINDINGS REPORT

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.

3.0 DETAIL

Consultation approach

3.1 The council carries out budget consultation exercises to ensure that communities have the opportunity to get involved in the process of setting the council budget.

3.2 This year's consultation asked people to give their views on savings options, on the council and communities working together, and on what they value about Argyll and Bute.

3.3 It was promoted in a variety of ways, from social media and website links, to email, in council customer service points and via the on-line network of the Third Sector Interface.

3.4 People could give views on the council's website, in printed copies available in libraries and council offices, through our Youth Services, and via our Citizens Panel (a representative section of the local population).

3.5 We received responses from across Argyll and Bute and from residents aged 16 – 75+

3.6 People were free to respond to all or only parts of the consultation. Respondents went to considerable effort to give feedback: as well as responses to the questions set, we received nearly 2,500 comments and suggestions, from individuals, businesses and groups.

3.7 A summary of findings is presented below. Overall findings from the Citizens Panel and general population responses were the same, so are presented as one set of findings.

Key Findings – Service Priorities

3.8 Respondents were asked to choose their top three priorities from a number of service areas ranging from public transport and roads to education for adults/children, regulatory, environmental and customer services. The top three are:

- Education services for children
- Care for vulnerable people
- Roads

3.9 Respondents were asked if they were 'for', 'against' or had 'no view' of 32 different savings options, which were set out with details of the savings possible and impact on jobs. Responses are listed in Appendix 1.

3.10 People are either in favour of, or have no view, of almost all savings options presented. Responses 'for'/'no view' are split equally with those 'against' for the closure of public toilet facilities.

3.11 Objections were made to individual savings options by letter, email or as comments in the consultation.

3.12 Closure of public toilets, closure of the road safety unit, reduction in education management posts, reduction in community grants, and increasing charges for the Isla/Jura ferry service all received detailed objections.

3.13 Questions 4 and 6 asked for other suggestions for making savings, cutting costs and raising income. Similar feedback was given to both these questions so is outlined together, in Appendix 2. The main themes put forward are:

- Review and cut staff/councillor/running costs eg reduce travel, salaries, bureaucracy, expenditure on consultants (38%)
- Review working practices eg reduce sickness absence, staff turnover (12%)
- Reduce spend on or charge for non-essentials eg leaflets, non-essential services (10%)
- Better use of IT (9%)
- Sell, rent or make better use of buildings and/or facilities (7%)
- Review or close small schools (7%)

3.14 Respondents were then asked what services/advice/training other organisations or groups might buy from the council: 21% said none or didn't know; 79% identified skills within the council that could be of commercial value. These are listed in Appendix 2. The top three are:

- Support services: Admin, secretarial, marketing, public relations, payroll, recruitment, HR, customer service (14%)
- Training / education (11%)
- IT / Internet (Help desk, services, skills training) (11%)

Key findings – getting involved with us in helping your community

3.15 Question 7 asked what people would like to get back if they got involved with the council in helping their community.

3.16 29% said they would not be interested or did not reply. The majority attributed this to not having time, to already being involved in volunteering, or having age/health issues.

3.17 For those interested, these are the most popular reasons:

- Make a difference to life in my community (39%)
- Work experience (23%)
- Training (21%)

3.18 The overall preference for how often to volunteer was during the day (rather than evenings or weekends) on a monthly/weekly basis.

3.19 Preferences for the areas of work in which people would like to be involved were very closely split across those listed in Appendix 3 – to follow. The top three are:

- Community engagement/development, community council (8%)
- Environmental or conservation (7%)
- Looking after or helping vulnerable people) (7%)

Key findings – promoting the area to attract people and jobs

3.20 Question 11 asked what makes people most proud of Argyll and Bute. Answers are set out in Appendix 3 with these as the top three choices:

- Scenery (71%)
- Lifestyle (45%)
- The people who live here (44%)

3.21 Respondents were then asked how they could help promote Argyll and Bute as a great place to live, learn, work and do business:

- Social media (57%)
- Word of mouth (48%)
- Inspire others (eg tourists/customers) to promote a positive experience of the area (40%)
- Other (4%) – social media, promotional films, better internet access

3.22 Following on from this question, respondents were asked if there is anything the council could do to help them promote the area. The majority said 'no' or did not respond. Suggestions put forward by those who said 'yes' focused on actions for the council, primarily:

- Improve facilities/infrastructure: roads, transport links, broadband/internet access (64%)
- Advertising/increased marketing of the area/use social media (32%)
- Provide employment opportunities or support businesses (9%)
- Work with local communities, partners and community groups (9%)

Providing feedback for respondents

3.23 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.

3.24 This will be made available in different ways, as soon as possible after the budget-setting meeting of 22 February.

3.25 Information will be:

- published on our website and on social media
- emailed to community councils, our community planning partners, 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

5.1/2 Policy/Financial: Feedback from the consultation is set out in this report for elected members to consider in progressing planning our future.

5.3 Legal : None

5.4 HR : None

5.5 Equalities :The consultation was 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 get involved in setting the council's budget.

Executive Director Douglas Hendry

For further information contact:
Jane Fowler, Head of Improvement and HR; 01546 604466
Jane Jarvie, Communications Manager, 01546 604323

Policy Lead: Councillor Rory Colville

Attachments

Appendix 1:	Views on savings options
Appendix 2:	Suggestions for making savings, cutting costs or raising income / Services or training others might buy from the council
Appendix 3:	Areas of interest for public involvement / Reasons to be proud of Argyll and Bute

Appendix 1: Views on savings options

Please find below the views given on possible savings options. The most favoured response is highlighted in blue.

Savings Option	% For	% No view	% Against
TB01-1: Development and Infrastructure (roads and amenity, planning, economic development) – review support delivered by central council services.	32	**38**	30
TB03-1: Environmental Health and Animal Health – increase income through raising fees to better match what is charged by other councils	**50**	39	11
TB03-3: Environmental Health and Animal Health – redesign arrangements for service delivery	44	**47**	9
TB04-2: Regulatory Services – stop doing work that is not a duty of a council	**52**	39	9
TB04-4: Regulatory Services – remodel advice, debt counselling and welfare rights services	**46**	33	21
TB06-1: Planning/Other Planning Services – introduce charges for non-statutory pre-application services for all scales of development	**49**	40	11
TB06-2: Planning/Other Planning Services – stop displaying planning applications in Post Offices	**58**	25	17
TB06-4: Planning/Other Planning Services – reduce team leadership	**48**	38	14
TB06-5: Planning/Other Planning Services – reduce team whose duties include processing householder/major/local planning applications	37	**39**	24
TB06-9: Planning/Other Planning Services – increase charges by 3%	**54**	34	12
TB07: Depots – create one main depot in key areas, to reduce running costs and create opportunities to raise income	**66**	24	10
TB08: Parking – increase parking charges, and introduce additional parking charges to places currently not charging, to keep traffic moving, manage demand for parking, and contribute to maintenance of roads infrastructure.	**44**	20	36
TB09: Public Conveniences – review public toilet facilities (providing toilets is not a duty of a council)	22	28	**50**
TB10: Ferries – review the Isla/Jura ferry service including the cost of bookable services, increase ferry charges to better reflect actual cost, council staff to manage ships instead of an external company.	37	**40**	23
TB11: Piers and Harbours – increase income to fully fund capital work and loan charges	**47**	44	9
TB12a: Amenity Services – establish a funeral director service	**39**	**39**	22
TB12b: Amenity Services – review charges for use of Mossfield, Rothesay and Dunoon stadiums to cover the cost of using the venues and make improvement work possible. Provide a portaloo-hire service.	**54**	37	9

Savings option	% For	% No View	% Against
TB12c: Amenity Services – combine Roads and Amenity teams into one team and review the services provided. This saving is the Amenity Service contribution to that (with TB13c)	**44**	34	22
TB13b: Roads and Infrastructure – introduce or increase charges for non-statutory services; carry out work for other organisations	**50**	34	16
TB13c: Roads and Infrastructure – combine Roads and Amenity Teams into one team and review the services provided. This saving is the Roads Service contribution to that (with TB12c)	32	32	**36**
TB14: Waste – identify opportunities to raise commercial income and reduce costs of collecting and disposing of waste.	**59**	32	9
TB15: Airports – review existing air service contracts and the levels of operation. Pursue more commercial opportunities at Oban airport.	**50**	40	10
TB16-3: Economic Development - Strategic Transportation – reduce road safety materials budget and remove the Road Safety Unit.	**37**	29	34
TB16-10: Economic Development - Economic Growth – re-design the economic development service	**47**	44	9
TB16-12: Economic Development - Economic Growth – stop funding Visit Scotland with its move away from providing face-to-face advice to providing information on-line.	**48**	35	17
TB16-14: Economic Development - projects and regeneration – remove renewable energy budget	36	**37**	27
TB16-19: Economic Development - Economic Growth – stop membership of a specialist Europe-focused organisation following the UK decision to leave the European Union.	44	**45**	11
TB17: Property Services – identify opportunities for office rationalisation and raising income.	**63**	31	6
TB19: Transport – reduce costs of the council's use and management of vehicles across different services.	**45**	31	24
TB20-1: Education (Centrally deployed officers) – reduce overall number of centrally deployed officers within the Education Management and Central Team.	**46**	37	17
TB21-1: Design and Project Management Teams – cross-departmental review and restructure of design and project management teams.	**54**	41	5
TB23: Education – other –review of current janitor provision within all Argyll and Bute schools.	25	35	**40**

Appendix 2: What other suggestions do you have for making savings, cutting costs or raising income?

- Review and cut staff/councillor/running costs eg reduce travel, salaries, bureaucracy, expenditure on consultants (38%)
- Review staffing and/or working practices eg reduce sickness absence, staff turnover (12%)
- Reduce spend on or charge for non-essentials eg leaflets, non-essential services (10%)
- Better use of IT, especially on-line meetings (9%)
- Sell, rent or make better use of buildings and/or facilities (7%)
- Review or close small schools (7%)
- Rationalise or centralise departments or staff (6%)
- Share services eg make more use of local businesses, groups or other public sector agencies to deliver services (5%)
- Reduce waste eg cut down on paper (5%)
- Reduce spend on contractors and/or consultants and bring more in-house (5%)

Which services or training might others buy from the council?

- Back office services (Marketing / PR / Admin / Secretarial / Payroll / Recruitment / HR / Customer service) (14%)
- Training / education (general) (11%)
- IT / Internet (Help desk / Services / Skills training) (11%)
- Catering Services / Food Safety (10%)
- Health and Safety / Fire Prevention / Road Safety / First Aid (8%)
- Hire out equipment/building space/parks/ school car parks etc (7%)
- Planning advice / services (7%)
- Renewables / Environmental / Recycling / Waste Management / Bin cleaning (7%)
- Professional Services (Accounting / Legal / Surveying / Architecture) (7%)
- Grounds / Garden maintenance (6%)
- Council should concentrate on delivering own services (6%)
- Hire out fleet cars / vans (use as taxis / delivery / collection) / Other Transport provision / MOT testing (6%)

Appendix 3: In which areas of our work would you be interested in getting involved?

- Community engagement, community council or community development (8%)
- Environmental or conservation (7%)
- Looking after or helping vulnerable people (7%)
- Anything (7%)
- Education (adult or unspecified) (6%)
- Business, industry or commerce (6%)
- Gardening (5%)
- Already involved in some way (5%)
- Working with or helping elderly people (5%)
- Education for children / young people (5%)

What makes you most proud of Argyll and Bute?

- Scenery (71%)
- Lifestyle (45%)
- The people who live here (44%)
- Community spirit (42%)
- Community safety (30%)
- Economic strengths eg food and drink, tourism (25%)
- Other (3%)

‘Other’ includes culture, heritage, wildlife and clean air.

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ARGYLL AND BUTE COUNCIL **COUNCIL**

Customer Services **22 February 2018**

Service Plans 2017-20 For 2018-19 Budget Allocation

1.0 EXECUTIVE SUMMARY

1.1 The purpose of this report is to present to the Policy and Resources Committee and Council the Service Plans 2017-20 for the 2018-19 budget allocation. The Service Plans support the delivery of the Corporate Plan.

1.2 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 Service Plans attached cover the 2017-20 period with budget allocation for 2018-19.

ARGYLL AND BUTE COUNCIL **COUNCIL**

Customer Services **22 February 2018**

Service Plans 2017-20 For 2018-19 Budget Allocation

2.0 INTRODUCTION

2.1 Service Plans set out the Business 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 Service Plans attached cover the 2017-20 period with budget allocation for 2018-19.

3.0 DETAIL

3.1 Service Plans are a core part of the Council's Planning and Improvement Framework (PIF). They set out the Business 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. 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 Service Plans attached cover the 2017-20 period with budget allocation for 2018-19.

3.2 Work has continued to improve the format, consistency and use of plain language in the service plans. This has resulted in the Service Plans containing 214 success measures with improved appropriateness compared to the previous 254 success measures, some of which were very operational in nature. To enable a better overview high level strategic plans and strategies are now also noted in the Service Plans. The Service Plans remain 2-part with a strategic 'locked-down' top level and operational, flexible lower level. These changes support high-level scrutiny and strategic focus by Elected Members.

3.3 The Service Plans 2017-20 include key Improvements that each service has identified it will work towards. These are monitored and reported on by Senior Officers with additional Improvements added as they arise.

3.4 Operational Risks will be aligned to the Challenges set out in the Service Plans as identified by Services. The service-led Challenges will provide a more robust and appropriate source for the operational risks.

3.5 HR&OD supported Heads of Service through the service planning process and undertook a quality assurance exercise.

3.6 The Service Plans clearly identify how different services are contributing to the same Business Outcome along with the appropriate resources.

3.7 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 carried out by the Council's Strategic Committees and the Audit and Scrutiny Committee.

3.8 Business Outcomes BO02 & BO06 relate to services that are now delivered by LiveArgyll. Regular performance reports will be presented to the Council's Strategic Committees.

3.9 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.

3.10 Work is underway to review the current suite of Business Outcomes and ensure they are more robust to accommodate future challenges and changes.

4.0 CONCLUSION

4.1 The Service Plans 2017-20 for 2018-19 are presented 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 - None

5.2 Financial - None

5.3 Legal - None

5.4 HR - None

5.5 Equalities - None

5.6 Risk - None

5.7 Customer Service – The Service Plans 2017-20 for 2018-19 revenue budget show improved use of content, consistency and use of plain language.

Executive Director of Customer Services
2 February 2018

For further information contact: Jane Fowler, Head of IHR.

Policy Lead
Rory Colville

APPENDICES
Appendix 1 – Business Outcomes
Appendix 2 – Service Plans 2017-20 for 2018-19 budget allocation.

Appendix 1

Business Outcomes 2017-2020		
Corporate Outcome	**BO Ref**	**Business Outcome**
People live active, healthier and independent lives	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
People live in safer and stronger communities	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
	BO33	Information and support are available for our communities
Young people have the best possible start	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
Education, skills and training maximise opportunities for all	BO19	All children and young people are supported to realise their potential.
	BO20	***No longer used – incorporated into BO19***
	BO21	Our young people participate in post-16 learning, training or work
	BO22	Adults are supported to realise their potential.
Our Economy is diverse and thriving	BO23	Economic growth is supported
Our Infrastructure supports sustainable growth	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
	BO15	Argyll and Bute is open for business
Enablers	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

Customer and Support Services

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 Cyber Essentials Plus and full PCI-DSS accreditation. Increase the adoption of IT service management framework, provide more customer responsive ICT services with more formal Service Level Agreements.

Implement Barclay Review changes for NDR. Fully utilise the Discretionary Housing Payment and Scottish Welfare Fund monies but not overspend. Roll out new Council and Benefits online facilities

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	£1,112,455
BO23	Economic growth is supported	£1,156,682
BO27	Infrastructure and assets are fit for purpose	£3,718,937
BO28	Our processes and business procedures are efficient, cost effective and compliant	£1,844,846
	Central Management Costs	£355,839
		£8,188,759

Appendix 2

Customer and Support Services Success Measures

	SM Code	Outcome success measures	Target	Timescale	Benchmark
BO04	**Benefits are paid promptly and accurately**				
	CS04_01	All benefit changes in circumstances are processed promptly.	Changes in circumstances within average of 6 days	Quarterly	Scottish avg. 2016/2017: 6 days
	CS04_02	All new benefit claims are processed promptly.	New claims within average 21 days	Quarterly	Scottish avg. 2016/2017: 21 days
	CS04_03	All benefit changes in circumstances are processed accurately.	Year to date accuracy rate of minimum 95%	Quarterly	97.7% in 2016/17 Scottish average 2015/16 94% - no figures available for 2016/17
	CS04_04	Crisis Grant applications are processed promptly.	99% of Crisis Grants within 1 day	Quarterly	99.9% within 2 days in 2016/17 Scottish average: 98% paid in 2 days in 2016/17
	CS04_05	Community Care Grant applications are processed promptly.	90% of Community Care Grants within 15 days	Quarterly	81.4% within 15 days in 2016/17 Scottish average: 90.5% paid in 15 days in 2016/17
	CS04_06	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. 2016/2017 is 99%
	CS04_07	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%	We spent 96.7% in 2016/17 62.5% of Scottish LAs spent 100% of their allocation in 2016/17
	CS04_08	We are prepared for launch of Universal Credit Full Service in May 2018	new processes in place	May 2018	no external benchmark

	SM Code	Outcome success measures	Target	Timescale	Benchmark
BO05	**Information and support are available for everyone**				
	CS05_01	Maintain the low error rate of our Births, Marriages and Deaths registration service.	1.8%	Annual	Scottish average: 2.21% 2015 ABC 2016 error rate: 1.8%
	CS05_02	Reduce the percentage of face-to-face Customer Service Centre (CSC) contacts as a total of all customer interactions.	FQ1 16.0% FQ2 16.0% FQ3 16.0% FQ4 16.0%	Quarterly	At end of Oct 2017: Avg. of 12.2%, but this excludes some activities
	CS05_03	Reduce the percentage of Agent handled telephone calls as a total of all customer interactions.	21.5% per annum	Quarterly	At end of Oct 2017: Avg. of 21%
	CS05_04	Maintain the average length of answered calls.	< 3.50 decimal minutes	Monthly	Oct 2017: 3.18 decimal minutes but expected to rise as more done on calls
	CS05_05	Increase the percentage of telephone service enquiries (not service requests) that are dealt with at the first point of contact by the Customer Service Centres (CSC).	Planning: 60% Social Work: 60% Regulatory: 75% General Enq.: 63% All other: 90%	Monthly	Stats as at Oct 2017 Planning:60.5% Social Work: 59.4% Regulatory:73.8% General Enq:62.2% All other:90%
	CS05_06	Reduce the 'calls abandoned' rate.	< 6.0%	Monthly	Oct 2017: 5.2%
	CS05_07	Increase the percentage of successfully routed self-service calls.	79%	Monthly	Oct 2017: 78.8%
	CS05_08	Maintain 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 Sept 2017: Face to face: 96.2% Telephony: 96.4% Emails: 95%
	CS05_09	Increase the total number of all online transactions.	FQ1: 65K FQ2: 65k FQ3: 68K FQ4: 70k	Quarterly	2016/17 total 261k To end Sept 2017: 143K
	CS05_10	Implementation of "Bob's 11" digital projects proceeds to timetable following approval of business cases	On track throughout year	quarterly	

	SM Code	Outcome success measures	Target	Timescale	Benchmark
BO23	**Economic growth is supported**				
	CS23_01	Increase the percentage of local suppliers that bid for business through the procurement portal.	20% by 31 March 2019	Quarterly	Past Performance: 15.3% in 16/17
	CS23_02	Increase the percentage of all Small Medium Enterprises (SMEs) that win council contracts.	75%	Quarterly	Past Performance: 83% in 16/17
	CS23_03	Increase the percentage of suppliers that are paid within 30 days.	Minimum of 95.0%	Quarterly	Scottish Avg. 93.08% for 2016/17
	CS23_04	Maintain percentage of purchase transactions done through systems and therefore efficiently	FQ1: 55% FQ2: 55% FQ3: 55% FQ4: 55%	Quarterly	51.2% in 2016/17 55.1% FQ1 2017/18
	CS23_05	Maintain the percentage of all Council spend that is either under a contract or a Service Level Agreement (SLA).	90%	Quarterly	Avg. contracted spend 2016/17: 90.1%
	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 - 16/17: 66.7% (2 out of 3 completed contracts had CBCs)
	CS23_07	The Net cost of Non-Domestic Rates (NDR) discretionary relief remains within budget.	£171K per annum	Quarterly	No External Benchmark
	CS23_08	Increase the total amount of Non-Domestic Rates (NDR) relief awarded.	£12.0m	Quarterly	No external benchmark. £12.5m awarded Oct 2017
	CS23_09	No purchase order no payment project rolled out to 2 more services	go live by 31 Mar 2019	31 Mar 2019	No external benchmark
	CS23_10	Procurement and Commissioning Strategy	Complete	Annual review by 31 December each year	

	SM Code	Outcome success measures	Target	Timescale	Benchmark
BO27	**Infrastructure and assets are fit for purpose**				
	CS27_01	IT capital programme projects are delivered on time and within budget.	100%	Monthly	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	ICT and Digital Strategy	Complete	Ongoing review of related actions by 31 March each year	

Appendix 2

	SM Code	Outcome success measures	Target	Timescale	Benchmark
BO28	**Our processes and business procedures are efficient, cost effective and compliant**				
	CS28_01	Maintain the high level of Non-Domestic Rates (NDR) collection.	97.5% Cumulatively including year end accruals.	March 2019	Scottish average 96.95% 2016/17 per Cipfa stats
	CS28_02	Maintain the high level of Council Tax collection.	96.5% Cumulatively including year end accruals.	March 2019	Scottish average 95.98% 2016/17 per Cipfa stats
	CS28_03	Maintain the current cost of collecting Council Tax per chargeable dwelling.	£7.25 per chargeable dwelling	March 2019	Scottish Avg at £9.09 per chargeable dwelling in 2016/17 - CIPFA Directors of Finance Stats
	CS28_04	Total debt older than 3 months will remain below target.	< £900K	31 March 2019	No external benchmark; £1054k as at Oct2017 up from £884k at Mar 2017
	CS28_05	New facilities for council tax e-bills and online transactions, and landlord portal for benefits are in place	ebills in place; landlord facilities available to RSLs; online portal operational to public	April 2018; May 2018 June 2018	no external benchmark
	CS28_06	Web Strategy	In Progress	By 31 March 2018. Then ongoing review of related actions by 31 March each year	
	CS28_07	Customer Service Strategy	Complete	Ongoing review of related actions by 31 March each year	

Customer and Support Services Service Improvements

	Improvement Action	Completion date	Source of improvement	Source detail
BO04	**Benefits are paid promptly and accurately**			
	New landlord portal implemented for benefit claims paid to landlords	Sep 2018	Annual Performance Review	
BO27	**Infrastructure and assets are fit for purpose**			
	90% of IT Capital spend budget committed by 31 December 2018.	December 2018	Other	Asset Management Board target
BO28	**Our processes and business procedures are efficient, cost effective and compliant**			
	Achieve PCI-DSS compliance for payment card processing across all channels	March 2019	Annual Performance Review	
	Ensure Digital Action Plan is completed.	March 2019	Customer Service Action Plan	
	Customer Service Action Plan completed.	March 2019	Customer Service Action Plan	
	Retain Customer Service Excellence accreditation achieved in March 2017.	March 2019	Customer Service Action Plan	
	Progress roll out of "No PO no payment" iacross all services which will support the system spend work.	March 2019	Annual Performance Review	
	Ensure system spend continues to increase during 2018-19 to enable a further review of purchase to pay processes.	March 2019	Annual Performance Review	
	Progress improvement plan in order to obtain higher PCIP score at next assessment in June 2018.	June 2018	Other	
	Implement Barclay Review changes.	Mar 2019	Other	Legislative requirement - timetable still to be announced

Improvement Action	Completion date	Source of improvement	Source detail
Roll out new online processes for council tax following implementation of new system	Sept 2018	Annual Performance Review	

Economic Development and Strategic Transportation

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 and retain high quality jobs and build sustainable communities that will attract residents, businesses and visitors.

The Service employs 71 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.

Delivering a transformational Rural Growth Deal that recognises key strategic priorities and the scale of external investment required.

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 and skilled workforce to take advantage of our key economic opportunities.

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:

BO07	Our communities benefit from the development of renewables	£30,000
BO15	Argyll and Bute is open for business	£2,633,804
BO23	Economic growth is supported	£1,004,308
BO27	Infrastructure and assets are fit for purpose	£136,064
	Central Management Costs	£275,393
		£4,079,569

Economic Development Success Measures

	SM Code	Outcome success measures	Target	Timescale	Benchmark
BO07	**Our communities benefit from the development of renewables**				
	ET07_01	Deliver the REAP - Renewable Energy Action Plan	Complete	31 March 2019	

	SM Code	Outcome success measures	Target	Timescale	Benchmark
BO15	**Argyll and Bute is open for business**				
	ET15_01	Increase the number of air passengers carried at Oban airport.	5% uplift from 2017 baseline.	Quarterly FQ4 2018/19	Comparison with comparable rural HIAL airports.
	ET15_02	Externally funded support sustains rural communities through the European Maritime and Fisheries Fund (EMFF).	£980k committed investment.	Quarterly FQ4 2018/19	Other FLAG areas.
	ET15_03	Increase the percentage of social media followers by using all available channels to post success stories emanating from economic development, in its broadest sense, within Argyll and Bute.	20% across all channels measured by followers/likes, reach and engagement resulting from EDST postings.	Quarterly FQ4 2018/19	Not applicable.
	ET15_04	Number of new business start-ups supported.	100 per annum	Quarterly FQ4 2018/19	Data provided as part of the Business Gateway National Unit reporting programme.
	ET15_05	Number of existing businesses supported (comprises of workshop attendees and /or advisory support).	200 per annum.	Quarterly FQ4 2018/19	Data provided as part of the Business Gateway National Unit reporting programme.
	ET15_06	12 month survival rate of new businesses.	77%	Quarterly FQ4 2018/19	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
BO23	**Economic growth is supported**				
	ET23_01	Argyll and Bute's tourism sector has access to a workforce of highly skilled customer service professionals.	12 workshops delivered by Business Gateway to contribute towards 25% of businesses with world host training accreditation	Quarterly FQ2 2018/19	VisitScotland Regions comparison.
	ET23_02	Deliver the Local Growth Accelerator Programme to support our entrepreneurs.	100% of funds committed.	FQ3 2018/19	Scottish Government Structural Funds spend targets.
	ET23_03	External funding supports sustainable rural economic growth and regeneration across Argyll and Bute through the Argyll and the Islands LEADER programme.	£4.86 million committed investment by March 2019.	Quarterly FQ4 2018/19	Other 20 LAG areas across Scotland.
	ET23_04	Deliver the Strategic EDAP - Economic Develop Action Plan	Complete	March 2021	

	SM Code	Outcome success measures	Target	Timescale	Benchmark
BO27	**Infrastructure and assets are fit for purpose**				
	ET27_01	Identification and prioritisation of the key actions and infrastructure investments considered necessary to sustain economic growth in Argyll and Bute.	To reach a negotiated agreement with the UK and Scottish Governments on a rural growth deal. Milestones: - Establish Rural Deal Steering Board - Agree Rural Growth Deal projects - Sign off Rural Growth Deal project document	FQ4 2018/19	N/A
	ET27_02	To influence the coverage of 4G mobile phone technology across Argyll and Bute.	90% of geographical area.	Annual FQ4 2018/19	Digital Scotland data
	ET27_03	To influence increase in the percentage of Argyll and Bute premises covered by the digital network.	90% coverage of Argyll and Bute premises.	Annual FQ4 2018/19	Digital Scotland data.
	ET27_04	Deliver the SIP - Single Investment Plan.	Delivery of Sub-projects	No end date for delivery of the SIP	

Economic Development and Strategic Transportation Service Improvements

	Improvement Action	Completion date	Source of improvement	Source detail
BO15	**Argyll and Bute is open for business**			
	To develop and implement a joint strategy for the communications, marketing and web teams.	FQ1 2018/19	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.
BO27	**Infrastructure and assets are fit for purpose**			
	To create integrated project delivery teams on capital projects to ensure that the asset is fit for purpose and can be adopted by the relevant services. Develop Stage 3 Design and have internal sign-off prior to commencing Pre-Application Consultation Process in April 2018 and Planning Application in September 2018.	FQ4 2018/19	Other	In December 2016 the CHORD Programme Manager, at the behest of the SMT, came forward with proposals for a cross-Directorate/Service Project Team to deliver the Helensburgh Waterfront Development Project. Bringing together engineering, architectural, procurement, project management and property development professional from across the Council it will help ensure that the assets delivered meet the statutory and operational requirements of the various end users.

	Improvement Action	Completion date	Source of improvement	Source detail
BO09	**Our assets are safe, efficient and fit for purpose**			
	Completion of physical redevelopment of Hermitage Park including redesign of the park and the pavilion.	FQ3 2018/19	Other	Ground-up development instigated by the Friends of Hermitage Park in partnership with Argyll and Bute Council. Heritage-led regeneration project funded in the main by HLF and includes both capital and revenue funding.
	Complete the Queens Hall Refurbishment and Public Realm Improvements Project.	FQ1 2018/2019	Other	CHORD Programme - Dunoon Waterfront Development, which included the refurbishment of the Wooden Pier (works completed FY15/16) and the refurbishment of the Queens Hall.

	Improvement Action	Completion date	Source of improvement	Source detail
BO30	**We engage with our customers, staff and partners**			
	Creation of monthly updates on capital projects to local communities.	Ongoing	Other	Feedback from the communities affected by the delivery of the capital regeneration projects is that they would benefit from having more up to date and regular updates on project delivery, especially when the projects move to the implementation phase. On the Dunoon Queens Hall project a monthly newsletter has been produced from the beginning of the construction works and which is made available by: being published on the A&BC Internet Page; Copies placed in the Public Library; and copies delivered to residential and businesses premises in the immediate area of the works. This approach will be rolled out across all subsequent projects.

Education

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, Youth Services and Adult Learning.

The Service employs 1463 FTE

The Service faces the following significant challenges:

Implementation of a number of legislative and policy changes.

Implementing transformation savings whilst providing an effective service.

Prepare for the delivery of the increase in the number of hours of Early Learning and Child (ELC) care 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 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	£8,791,950
BO17	The support needs of children and their families are met	£6,751,004
BO19	All children and young people are supported to realise their potential	£53,516,238
BO21	Our young people participate in post-16 learning, training or work	£671,631
BO22	Adults are supported to realise their potential.	£599,969
BO30	We engage with our customers, staff and partners	£20,860
BO31	We have a culture of continuous improvement	£4,171,775
BO32	Our workforce is supported to realise its potential	£17,364
		£74,540,791

Appendix 2

Education Success Measures

	SM Code	Outcome success measures	Target	Timescale	Benchmark
BO16	**We wholly embrace our Corporate Parenting responsibilities**				
	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	Maintain the number of looked after young people participating on the 2018 Summer Internship Programme.	10 looked after young people participate on the programme.	FQ2 2018/19	10 looked after young people completed the Summer Internship Programme in 2017
	ED16_03	Increase positive destinations for looked after children in Argyll and Bute.	84%	FQ1 2018/19	76% - FQ4 2016

	SM Code	Outcome success measures	Target	Timescale	Benchmark
BO17	**The support needs of children and their families are met**				
	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 2018/19	No benchmark
	ED17_03	Develop and Implement Parental Involvement Strategy to improve engagement and support with families and parents.	Approved	FQ1 2018/19	No benchmark
	ED17_04	Phasing in of 1140 hours of Early Learning and Childcare (ELC) by 2020.	Phase 1 Phase 2 Phase 3 Phase 4	(a) FQ4 2017/18 (b) FQ2 2018/19 (c) FQ2 2019/20 (d) FQ2 2020/21	No benchmark
	ED17_05	Continue with training school staff on the SEEMiS Wellbeing Application.	Training on wellbeing module completed by remaining Head Teachers and Guidance Teachers (12 multiagency Named Person/Lead Professional training sessions to be delivered)	FQ1 2018/19	No benchmark
	ED17_06	Youth Action Plan	Complete	August 2018	
	ED17_07	Child Protection Plan	Complete	June 2018	
	ED17_08	Edcuation Improvement Plan	Complete	June 2018	
BO18	**Improved lifestyle choices are enabled**				
	ED18_01	Evaluate the impact of the PATHS (Promoting Alternative Thinking Strategies) delivery in Early Years Establishments and Primary Schools.	Complete	FQ3 2018/19	No benchmark
	ED18_02	To evaluate the impact of increased skill and confidence in effectively identifying and responding to mental health issues across our secondary schools.	complete	FQ4	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 2018/19	No benchmark

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	SM Code	Outcome success measures	Target	Timescale	Benchmark
BO19	**All children and young people are supported to realise their potential**				
	ED19_01	Annual audit of curriculum models across all secondary establishments with follow up support and challenge as required.	100%	FQ1 2018/19	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 2018/19	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.	Implement Complete	FQ1 2018/19	No benchmark
	ED19_04	Undertake a consultation on the revised Multi-agency guidance for post school transition and identify the impact of the revised guidance on outcomes for young people.	Complete	FQ4 2018/19	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 2018/19	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	Continue to Include a curriculum discussion in quality improvement visits and school reviews.	100%	FQ1 2018/19	Current Audit of Curriculum Maps School Improvement Plans
	ED19_08	The opportunity for children and young people to continue to experience relevant and wider achievement within the curriculum is offered in all establishments	100%	FQ2 2018/19	Current Audit of Curriculum Maps
	ED19_09	As part of Argyll and Bute's Children, identify key stages within a parenting pathway from pre-birth to school leaving age.	Complete	FQ2 2018/19	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	Continue to improve outcomes in performance within national qualifications at SCQF 5 (National 5).	79%	FQ2 2018/19	National data
	ED19_12	Continue to improve outcomes in performance within national qualifications at SCQF 7 (Advanced Higher).	82%	FQ2 2018/19	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 2017 baseline	FQ2 2018/19	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	Maintain the percentage of school leavers attaining vocational qualifications at SCQF level 5 and above.	17%	FQ2 2018/19	
	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% of Establishments engaged in moderation activity. 2 quality assurance events delivered each year	FQ1 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
	ED19_21	OCTF Implementation Plan	100%	June 2018	
	ED19_22	Annual Education Plan	Complete	September 2018	
	ED19_23	Regional Improvement Collaborative Plan	Complete	June 2018	
	ED19_24	Pupil Equity Funding Plans	100%	June 2018	
BO21	**Our young people participate in post-16 learning, training or work**				
	ED21_01	Increase the number of young people on Activity Agreements (AA) progressing into positive destinations.	65%	FQ2 2018/19 FQ4 2018/19	58%
	ED21_02	Increase the number of 16-19 year olds participating in education, employment and training.	95%	FQ3 2018/19	Benchmark: 93% 2017

Appendix 2

	SM Code	Outcome success measures	Target	Timescale	Benchmark
BO22	**Adults are supported to realise their potential.**				
	ED22_01	Number of participants in activities that improve literacy and numeracy levels.	110 per quarter	Quarterly	Internal Benchmark: 100
	ED22_02	Number of adults accessing Community Based Adult Learning.	325 per quarter	Quarterly	Internal Benchmark: 300
BO24	**Waste is disposed of sustainably**				
	ED24_01	ECO Schools Programme		June 2018	
BO27	**Infrastructure and assets are fit for purpose**				
	ED27_01	ICT and Digital Strategy	Complete	June 2018	
BO28	**Our processes and business procedures are efficient, cost effective and compliant**				
	ED28_01	Customer Service Strategy	Complete	March 2018	
BO30	**We engage with our customers, staff and partners**				
	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 2018/19	No benchmark
	ED30_02	Parental Involvement Strategy/Parental Involvement Act	100%	September 2018	
BO31	**We have a culture of continuous improvement**				
	ED31_01	Continue with a comprehensive programme of educational establishment reviews (early years, primary, secondary, youth services, adult 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 2018/19 (Programme in place) FQ4 2018/9 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

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	SM Code	Outcome success measures	Target	Timescale	Benchmark
BO32	**Our workforce is supported to realise its potential**				
	ED32_01	Support probationer teachers working within Argyll & Bute.	6 probationer support days 100% probationers complete.	FQ1 2018/19 FQ4 2018/19	Current probationer completion rate.
	ED32_02	All PRDs (Professional Review and Development) are undertaken for education staff.	100%	FQ4 2018/19	100%
	ED32_03	Review and amend the 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 2018/19 FQ4 2019/20	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 2018/19 FQ2 2019/20	No benchmark
	ED32_05	Maintain the number of staff accessing Middle Leadership (50%) and maintain number participating in Into Headship programme. Increase the numbers participating in Excellence in Headship	2018/19: 20 Middle Leader teachers 2018/19: 9 teachers accessing Into Headship 2018/19: 5 Excellence in Headship	FQ4 2018/19	2017/18: 20 teachers middle leaders 2017/18: 9 Into headship 2017/18: 3 Excellence in 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

Appendix 2

Education Service Improvements

	Improvement Action	Completion date	Source of improvement	Source detail
BO19	**All children and young people are supported to realise their potential**			
	Additional Improvement Actions may arise from the INEA (Inspection of Education Authority) Inspection follow through report due December 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).
BO22	**Adults are supported to realise their potential.**			
	Increase the number of adult learners who improve their financial capability through digital skills	March 2019	Other	Money Skills Argyll Project
	Increase the number and range of SQA basic accreditations achieved at Level 2 and 3	March 2019	Other	CLD Action Plan
BO30	**We engage with our customers, staff and partners**			
	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.

	Improvement Action	Completion date	Source of improvement	Source detail
BO32	**Our workforce is supported to realise its potential**			
	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.

Facility Services

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 between the Council and our Community Planning Partners.

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 the necessary staffing 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.

Ensuring the delivery of Facility Services Transformation Projects whilst maintaining day to day service delivery.

The difference the Service makes:

The Service contributes to the following Business Outcomes:

BO09	Our assets are safe, efficient and fit for purpose	£11,343,897
BO18	Improved lifestyle choices are enabled	£207,029
	Central Management Costs	£287,629
		£11,838,555

Appendix 2

Facility Services Success Measures

	SM Code	Outcome success measures	Target	Timescale	Benchmark
BO09	**Our assets are safe, efficient and fit for purpose**				
	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.	>273,000 miles	Quarterly	No external benchmarking is available. Benchmarking will be against last year's performance: 273,000 miles (FY 16/17).
	FS09_03	Deliver the Council's property related carbon reduction target as set by the Council's Climate Change Declaration.	100%	FQ4	No external benchmark. Benchmark will be measured against the set target.
	FS09_04	Legionella Management - Deliver a structured Council wide training programme for key staff as required.	100%	FQ4	No external benchmarking is available. Target is to deliver training programme by end of FQ4 2018/2019.
	FS09_05	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_06	Our school transport is regularly inspected.	48 Inspections.	FQ4	No external benchmarking is available. Benchmarking will be against last year's performance: 48.

	SM Code	Outcome success measures	Target	Timescale	Benchmark
	FS09_07	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 16/17).
	FS09_08	The average subsidy per passenger accessing council funded public transport is maintained, taking into account the seasonal passenger fluctuation.	£1.80 - £2.50	FQ4	No external benchmarking is available. Performance will be measured against the rolling annual average.
	FS09_09	The Council's Property Capital Plan and Building Maintenance Protocol ensures that operational buildings included in the LGBF/Core Facts return are maintained to a satisfactory condition (B rated or above).	80%	FQ2	Scottish average LGBF return rate TO BE CONFIRMED ONCE DATA IS AVAILABLE.
	FS09_10	The Council's Property Capital Plan and Building Maintenance Protocol ensures that operational buildings included in the LGBF/Core Facts return are suitable for their current use (B rated or above).	65%	FQ2	Scottish average LGBF return rate TO BE CONFIRMED ONCE DATA IS AVAILABLE.
	FS09_11	The Council's Property Capital Plan is delivered on time (for projects managed by Property Services)	92.8%	FQ4	No external benchmark. Benchmarking will be previous year's performance: 92.8%
BO18	**Improved lifestyle choices are enabled**				
	FS18_01	Achieve acceptable nutrition levels for all measureable micronutrients 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: -5%.

Facility Services Service Improvements

	Improvement Action	Completion date	Source of improvement	Source detail
BO09	**Our assets are safe, efficient and fit for purpose**			
	Carry out a review/refresh Legionella Management Plan Action Plan on an annual basis.	FQ3	Other	
BO18	**Improved lifestyle choices are enabled**			
	Ensure that the Catering and Cleaning Innovations Working Group keeps the project work streams on track to deliver the expected savings and additional income.	FQ4 2021/22	Other	
	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	

Governance and Law

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 48 FTE

The Service faces the following significant challenges:

Supporting the new council in priorities: with increased focus on training and development requirement and supporting new governance arrangements, including paperless working for committees.

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)

Triennial renewal of Civic Government licenses.

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

Review of scheme for community councils and elections following implementation of the new scheme.

Elections: organising and running of elections; Boundary Commission review of UK Parliamentary Constitutions.

The difference the Service makes:

The Service contributes to the following Business Outcomes:

BO10	Quality of life is improved by managing risk	£128,553
BO17	The support needs of children and their families are met	£33,698
BO23	Economic growth is supported	-£113,962
BO28	Our processes and business procedures are efficient, cost effective and compliant	£1,717,394
	Central Management Costs	£204,569
		£1,970,252

Governance and Law Success Measure

	SM Code	Outcome success measures	Target	Timescale	Benchmark
BO10	**Quality of life is improved by managing risk**				
	GL10_01	Number of Anti-social Behaviour cases resolved within agreed timescale of 13 weeks.	80%	Quarterly	New measure
BO17	**The support needs of children and their families are met**				
	GL17_01	Number of fully trained and serving Children's Panel members.	40-50	Quarterly	
BO23	**Economic growth is supported**				
	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
BO28	**Our processes and business procedures are efficient, cost effective and compliant**				
	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 Members very satisfied or satisfied with member services support.	90%	Annual	Previous year's data
	GL28_04	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_05	The performance standards set by the Electoral Commission are met.	100%	Quarterly	Past Performance: 100%
	GL28_06	Percentage of Community Councils who feel supported by the service.	75%	Annual	Previous year's data
	GL28_07	Percentage of responses made within the timescales for Freedom of Information requests.	100%	Quarterly	Previous years' data
	GL28_08	Percentage of complaints resolved by frontline (Stage 1) resolution.	75%	Quarterly	Previous year's data
	GL28_09	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_10	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
	GL28_11	All property transactions (conveyances, leases, securities, discharges) are completed by agreed date	100%	Quarterly	Previous year's data

SM Code	Outcome success measures	Target	Timescale	Benchmark
GL28_12	Section 75 Planning agreements are registered within 4 months from receipt of titles	100%	Quarterly	Previous year's data
GL28_13	General Data Protection Regulations Implementation Plan	Complete	May 2018	
GL28_14	Records Management Plan	Complete	May 2018	

Appendix 2

Governance and Law Service Improvements

	Improvement Action	Completion date	Source of improvement	Source detail
BO10	**Quality of life is improved by managing risk**			
	Arrange Community and Business Resilience events in local communities	September 2018	Other	
BO28	**Our processes and business procedures are efficient, cost effective and compliant**			
	Move towards a paperless Committee process.	June 2018	Other	Implementation complete, but need to monitor programme. Progress to extend the functionality of the system.
BO31	**We have a culture of continuous improvement**			
	Implementation of the Halarose Election management system. Re accreditation of CSE in June 2018 and annually thereafter.	September 2018	Other	
	Retain the Customer Service Excellence Award and annually review thereafter.	June 2018 and annually	Customer Service Action Plan	Governance and Law were 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.
	Review of the scheme for Community Councils and conduct elections	May 2018	Other	Scheme has been consulted on and will be reviewed. Elections will be held by May 2018.

Improvement and Human Resources

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 59 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. Managing the expectations of the services we can deliver.

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	£690,670
BO29	Health and safety is managed effectively	£292,411
BO30	We engage with our customers, staff and partners	£287,264
BO31	We have a culture of continuous improvement	£769,181
BO32	Our workforce is supported to realise its potential	£561,149
	Central Management Costs	£226,680
		£2,827,355

Appendix 2

Improvement and HR Success Measures

	SM Code	Outcome success measures	Target	Timescale	Benchmark
BO05	**Information and support are available for everyone**				
	IHR05_01	Maintain the number of positive press releases that are issued.	300	Per annum	2015/16: 301
	IHR05_02	Issue Gaelic press releases to promote the language	2	Monthly	2
BO11	**There is no place for discrimination and inequality**				
	IHR11_01	Publish an Equalities Mainstreaming report.	Published	FQ1 2017 FQ1 2019	No benchmark
BO28	**Our processes and business procedures are efficient, cost effective and compliant**				
	IHR28_01	Maintain the 'Cost per Employee' of the HR service in line with CIPFA benchmark.	£339	Annual	Council current figure £349 Average from CIPFA benchmarking group £339
	IHR28_02	All HR contracts are issued within 5 working days of receipt of the Successful Candidate Form.	90%	Quarterly	98%
	IHR28_03	Workforce plans that reflect the future needs of the organisation are in place and up to date.	Complete	FQ4 2017/18 FQ4 2018/19	New measure
BO29	**Health and safety is managed effectively**				
	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	Corporate Health and Safety Plan	Complete	31 March 2019	

	SM Code	Outcome success measures	Target	Timescale	Benchmark
BO30	**We engage with our customers, staff and partners**				
	IHR30_01	Increase Facebook followers.	2,860 (10% increase on 2,600 from 2017/18)	FQ4 2018/19	2016/17 Total
	IHR30_02	Increase Twitter followers.	12,320 (10% increase on 11,200 from 2017/18)	FQ4 2018/19	2016/17 Total
	IHR30_03	Communication enquiries are dealt with promptly and within deadlines.	90%	Quarterly	No benchmark
BO31	**We have a culture of continuous improvement**				
	IHR31_01	A Council-wide Self-evaluation programme is implemented according to agreed timescale	On Track	FQ4 2019-20	No Benchmark
BO32	**Our workforce is supported to realise its potential**				
	IHR32_01	Maintain high satisfaction levels of all Corporate courses delivered based on completed evaluation forms	85%	Quarterly	New measure
	IHR32_02	Maintian the number of modern apprenticeships created and commenced	60	FQ4 2019/20	No Benchmark
	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 Annually	New measure
	IHR32_05	Implement the Peoples Strategy	Complete	March 2020	

Improvement and HR Service Improvements

	Improvement Action	Completion date	Source of improvement	Source detail
BO28	**Our processes and business procedures are efficient, cost effective and compliant**			
	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 Improvement Framework (PIF)	March 2019	Other	Service redesign; customer engagement.
BO31	**We have a culture of continuous improvement**			
	Identify best practice in using social media to support the digital first strategy and agenda.	September 2018	Digital Action Plan	
	Develop a programme of increased automation of HROD transactions.	September 2018	Other	Service Choices service redesign; customer engagement.

Planning, Housing and Regulatory Services

The principal purpose of the Service is to:

Planning, Housing and Regulatory Services is an outward looking service which seeks to harness development opportunities, support our communities to realise their potential by enhancing access to housing, supporting businesses, protecting the public and improving the economic, social and environmental wellbeing of the area by ensuring that development takes place in a sustainable manner.

The Service employs 139 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.

Delivering the Food Control Improvements Plan 16/19 and completing the Food Standards Scotland Audit Action Plan.

Responding to and implementation of a Planning Bill in 2017 (which will deliver on Scottish Ministers recent (Jan 2017) consultation "Places, People and Planning"

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

Taking forward with partners the review of advice services in Argyll and Bute.

Retention of Building Standards verification function (reviewed by Scottish Government in May 2017. Retained; One of only 17 LAS granted a six year term as seen to be a good performing service).

Delivering the Strategic Housing Investment Plan (SHIP).

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	£2,460
BO03	Prevention and support reduces homelessness	£2,188,478
BO05	Information and support are available for everyone	£467,675
BO12	High standards of Public health and health protection are promoted	£1,214,483
BO13	Our built environment is safe and improved	£119,485
BO15	Argyll and Bute is open for business	£566,707
BO23	Economic growth is supported	£372,671
BO26	People have a choice of suitable housing options	£713,656
	Central Management Costs	£419,109
		£6,064,724

Appendix 2

Planning, Housing and Regulatory Services Success Measures

	SM Code	Outcome success measures	Target	Timescale	Benchmark
BO01	**The health of our people is protected through effective partnership working**				
	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 31/3/2019	Quarterly	No
BO03	**Prevention and support reduces homelessness**				
	PR03_01	The percentage of clients leaving the Housing Support Service with a planned approach.	80%	Quarterly	Internal benchmark: 70
	PR03_02	The percentage of positive homeless prevention interventions (prevent 1).	70%	Quarterly	LHS 70%
BO05	**Information and support are available for everyone**				
	PR05_01	Provide business advice and resolve requests within 14 days of receipt.	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
BO12	**High standards of Public health and health protection are promoted**				
	PR12_01	Increase the percentage of broadly compliant food businesses as a result of our enforcement interventions.	85%	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.	70%	Quarterly	Yes, nationally and through benchmarking club

	SM Code	Outcome success measures	Target	Timescale	Benchmark
BO13	**Our built environment is safe and improved**				
	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	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)
BO15	**Argyll and Bute is open for business**				
	PR15_01	Update and Improve our Conservation Area Appraisal Coverage.	Produce 2 Conservation Area Appraisals / annum	Annually	Explore performance measures/bench other LA's.
	PR15_02	Adopt the Local Development Plan 2 to agreed scheme deadlines	Fully adopt	31 March 2020	
BO23	**Economic growth is supported**				
	PR23_01	Determine 'All Local Planning Applications' quicker than the National Average.	10 Weeks	Quarterly	National Performance Statistics (Annual) + Heads of Planning Scotland (HoPS) Benchmarking Group
	PR23_02	Achieve an above national average level of application approval rates.	Above 95%	Quarterly	National Performance Statistics (Annual)
BO26	**People have a choice of suitable housing options**				
	PR26_01	Number of new affordable homes completed per annum.	100	FQ4 2018/19	LHS
	PR26_02	Number of empty properties back in use per annum.	25 per annum	FQ4 2018/19	LHS 25
	PR26_03	Amount of income generated by Welfare Rights.	£2.5m per year	Quarterly	Internal benchmark: £2.3m

Planning, Housing and Regulatory Services Service Improvements

	Improvement Action	Completion date	Source of improvement	Source detail
BO12	**High standards of Public health and health protection are promoted**			
	Development and implementation of an integrated system for delivery of successful and safe events across Argyll and Bute.	31st March 2019	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.
	Delivery of Food Safety Improvement Plan 2016/19.	31st December 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.
	Complete the Food Safety Audit Action Plan to the satisfaction of Food standards Scotland	1st December 2018	External Audit	FSS Audit report: Argyll and Bute
BO13	**Our built environment is safe and improved**			
	Delivery and adaption of guidance for assessment of proposals involving the replacement of windows in conservation areas within argyll and Bute	FQ1 2018	APR/PPF	PPSL

	Improvement Action	Completion date	Source of improvement	Source detail
BO15	**Argyll and Bute is open for business**			
	Maintaining a Local Development Plan less than 5 years old.	On track with Development Plan Scheme	Statutory Requirement	Basic requirement in legislation and monitored for annual performance is the % pop covered by an LDP less than 5 years old.
	Delivery of a new guidance for assessment of proposals involving hill tracks and forestry roads within Argyll and Bute	FQ1 2018	APR	PPSL
BO23	**Economic growth is supported**			
	Review Enforcement Charter and provision of Planning Enforcement Service following team re-structure.	FQ1 2018	Annual Performance Review	Planning, Protective Services and Licencing Committee
	Define the opportunities in the martime industry sector of Argyll and Bute by producing a report investigating marine related industrial commercial and leisure infrastructural requirments.	FQ4 2018/19	Employee suggestion	This is a response to a SOA delivery action.
	Produce and submit a Planning Performance Framework (PPF) report (Planning Servcies)	July 2018	Other - Scottish Government	Annual review by Scottish Ministers and benchmarking LA's.
BO26	**People have a choice of suitable housing options**			
	Assist people to make online Universal Credit applications by implementing tailored IT support.	FQ3 2018/19	Other	This is a response to the phased implementation of Universal Credit replacing Housing Benefit. It is an an entirely online process which in pilot authorities difficult for a significant number of clients to complete succesfully.

	Improvement Action	Completion date	Source of improvement	Source detail
BO27	**Infrastructure and assets are fit for purpose**			
	Lead Dunbeg Partnership in delivering on time Dunbeg infrastructure improvements to facilitate affordable hosuing.	FQ3 2018/19	Other	Continue work of Dunbeg partnership in delivering infrastructure improvements (Kirk Road upgrade, new sewers, water and utilities connections) to facilitate development of affordable housing.
	Utilise LDP Action Programme to demonstrate progress and requiremnts delivering infrastructure which is fit for purpose to facilitate sites within the Local Development Plan.	As set in Development Plan Scheme	Scottish Government	This is a statutory requirement and reflects best practice towards greater utilisation of Action Programmes.
BO31	**We have a culture of continuous improvement**			
	Retain Customer Service Excellence Award for Building Standards and attain the award across Planning and Regulatory Services	March 2018 and annually	Customer Service Action Plan	

Roads and Amenity Services

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 within the context of reducing budgets. These include burying the dead, maintaining a safe road network, collecting and disposing of waste and providing lifeline ferry services to island communities.

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.

Delivering a programme of depot rationalisation and merging operational teams to maximise effective delivery of services in the current financial context.

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 on service delivery with a reducing workforce and service specification. Developing a culture of customer care, ensuring that our systems allow service requests to be processed efficiently, with information also published online.

The difference the Service makes:

The Service contributes to the following Business Outcomes:

BO14	Our transport infrastructure is safe and fit for purpose	£5,635,003
BO24	Waste is disposed of sustainably	£12,142,693
BO25	Access to and enjoyment of the natural and built environments is improved	£3,792,398
	Central Management Costs	£129,770
		£21,699,864

Appendix 2

Roads and Amenity Success Measure

	SM Code	Outcome success measures	Target	Timescale	Benchmark
BO14	**Our transport infrastructure is safe and fit for purpose**				
	RA14_01	Cumulative number of unplanned/reactive works on bridges in the financial year	0	Report each quarter	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). There is a time lag between actual condition and reported condition due to surveys covering part of the network each year.	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
BO24	**Waste is disposed of sustainably**				
	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
BO25	**Access to and enjoyment of the natural and built environments is improved**				
	RA25_01	Percentage of overall street cleanliness - measured against Keep Scotland Beautiful national criteria.	65%	Report twice per year FQ2; FQ4	67% LEAMS (Keep Scotland Beautiful)

Appendix 2

Roads and Amenties Services Service Improvements

	Improvement Action	Completion date	Source of improvement	Source detail
BO14	**Our transport infrastructure is safe and fit for purpose**			
	Development of a control HUB to manage roads and amenity operations team more effectively making best use of reducing resources.	June 2018	Other	Ongoing service development.
	Publish information for example Capital Plan, policicies and strategies, reported defects and cyclic maintenance on council website.	July 2018	Digital Action Plan	
BO24	**Waste is disposed of sustainably**			
	Develop Waste Management Strategy to determine methods of waste disposal in line with a 25 year financial plan already in place.	Scope and risk of the review Sep 2018	Annual Performance Review	
BO25	**Access to and enjoyment of the natural and built environments is improved**			
	Implement Environmental Land Management (ELM) system.	April 2018	Other	

	Improvement Action	Completion date	Source of improvement	Source detail
BO27	**Infrastructure and assets are fit for purpose**			
	Maintain 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	
	Produce a Fleet Strategy setting out how the Council procures, utilises and disposes of its road vehicle fleet, including fleet cars.	*******	Other	
	LED street light replacement project to reduce the amount of energy consumed across the 14000 street lights the Council has responsibility for. The LED programme also makes the lighting stock more reliable and enables a number of colums, prioritised as being in worst condition to be replaced.	December 2018 (2 year programme)	Other	

Strategic Finance

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 40 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	£1,694,495
		£1,694,495

Appendix 2

Strategic Finance Success Measures

	SM Code	Outcome success measures	Target	Timescale	Benchmark
BO05	**Information and support are available for everyone**				
	SF05_01	Money Skills Argyll project on target to achieve the project outcomes: improve the money management skills of participants and reduce debt as a barrier to social inclusion.	80 new participants engaging in project per month	Monthly	No benchmark
	SF05_02	Money Skills Argyll Project - the number of participants who sign up to a personal action plan.	58 participants per month	Monthly	No benchmark
	SF05_03	Money Skills Argyll Project - the numbe rof participants who complete all the activities on their action plan.	43 participants per month	Monthly	No benchmark
BO28	**Our processes and business procedures are efficient, cost effective and compliant**				
	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	Medium to Longer Term Financial Plan reviewed and updated	Complete	Half-yearly	No benchmark
	SF28_09	Participate in formal annual benchmarking for Accountancy Services, Treasury, Risk and Audit.	Completed	30 October	30 October
	SF28_10	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

SM Code	Outcome success measures	Target	Timescale	Benchmark
SF28_11	Review treasury management practice (TMP) statements	100% reviewed	31 March	100% reviewed
SF28_12	Investment Strategy produced	Approved by Council	28 February	Approved Annually
SF28_13	Annual Treasury Management Report produced	Completed	30 June	Produced Annually
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	Annual Audit Plan approved by 31 March	Complete	31 March	No benchmark
SF28_18	Percentage of audit plan completed	100%	Quarterly	100%
SF28_19	Percentage of audit recommendations accepted by management	100%	Quarterly	100%
SF28_20	Internal Audit - Level of Customer Satisfaction	80%	Quarterly	No benchmark

Strategic Finance Service Improvements

	Improvement Action	Completion date	Source of improvement	Source detail
BO28	**Our processes and business procedures are efficient, cost effective and compliant**			
	Review financial reporting tool with a view to replacement if deemed necessary.	30 June 2018	Annual Performance Review	
	Review of comprehensive financial monitoring pack	30 June 2018	Other	Ongoing service improvements
	Review improvements to revenue budget process including the use of budget monitoring risk matrix	30 June 2018	Other	Service Choices/Efficiency Improvements
	Implement a new capital plan prioritisation process	30 April 2018	Other	

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ARGYLL AND BUTE COUNCIL **COUNCIL**

STRATEGIC FINANCE **22 FEBRUARY 2018**

REVENUE BUDGET OVERVIEW 2018-19 to 2020-21

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 2018-19. It also provides budget estimates for 2019-20 and 2020-21; within the report the mid-range estimates are noted, with the best case and worse case estimates included in Appendix 1.

1.2 The draft Scottish Budget for 2018-19 was announced by Derek MacKay, the Cabinet Secretary for Finance and the Constitution, on 14 December 2017. The budget information was provided for one year only.

1.3 The Local Government Finance Circular 5/2017 provides detail of the provisional total revenue and capital funding allocations for 2018-19. 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 2018 being presented to the Scottish Parliament in late February 2018.

1.4 There were further updates advised to Councils on 15 January 2018 and 23 January 2018. The updates were in relation to the Supporting People Grant distribution and the floor calculation in addition to other small distributional changes. A revised provisional settlement was issued to Councils on 23 January 2018. On 31 January 2018, Councils received a copy of letter sent to COSLA from the Cabinet Secretary for Finance and the Constitution. Subject to Parliamentary approval in the final stages of the Budget Bill and Local Government Finance (Scotland) Order 2018, it outlined that he intends to propose to allocate additional resource funding to support local government services. The additional resource was indicated at £159.5m (paid in two tranches) and is to be added to the sums previously confirmed in the provisional offer. This funding is to be spent at the discretion of individual Councils.

1.5 The funding excluding ring-fenced grants for 2018-19, as advised in the provisional settlement, is £188.777m. Subject to Parliamentary approval, the additional funding that is proposed totals £2.884m for Argyll and Bute Council with £2.260m in financial year 2018-19.

1.6 The Council Tax income for 2017-18 was agreed as £45.476m and this is the starting position for 2018-19. 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 £0.227m.
- Increase Council by 3%, subject to Members approval, which would

amount to £1.371m additional income.

- Increase to the base budget of £0.600m due to increased collection of double Council Tax on empty homes and a general increase over and above the base anticipated.

1.7 The budget for 2017-18 has been rolled forward into 2018-19 and the main changes to the 2018-19 budget are summarised below:

- Removal of one-off items agreed as part of the 2017-18 budget in respect of HSCP funding for 2017-18 only, one-off funding for amenity services and one-off cost pressure for Catering and Cleaning post on a spend to save basis.
- Re-instatement of one-off reduction to loans charges and one-off reduction to new schools NDR costs.
- Other adjustments to the base budget in relation to painting Education establishments, loans charges and Argyll and the Isles Tourism funding and the additional cost required for the settled Local Government employees pay award.
- Increases to the base budget in order to fund the commitments as outlined in the settlement for Early Years, Social Work, British Sign Language (Scotland) Act 2015, Teachers Pay and Temporary Accommodation.
- Employee cost increases amounting to £3.415m relating to pay inflation, pay increments, the full year 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 £0.967m.
- Cost and demand pressures amounting to £1.877m

1.8 There are a further two cost pressures for Members consideration that are not included within the cost and demand pressures noted above or in the updated financial outlook in relation to Bute Advice Centre (£0.022m) and the World War 1 commemorations (£0.015m).

1.9 The measures to balance the budget include:

- Reduction to loans charges as a result of a number of factors, including lower interest, rates, use of cash balances and profiling changes.
- Release of two surplus balances sitting against two European Projects.
- Removal of budget provision for employer's superannuation no longer required.
- A general increase to fees and charges of 3%, subject to Members approval.
- Previous agreed savings as part of Service Choices, management/operational savings and efficiency savings.

1.10 In respect of the Health and Social Care Partnership, there are no conditions as part of the settlement as to the level of payment this year. The settlement does included £1.217m to support additional investment in social care in recognition of a range of pressures and £0.011 for the British Sign Language (Scotland) Act 2015 and whilst this funding is not ring-fenced there is a presumption that this funding should be transferred to the

Health and Social Care Partnership. In the previous budget outlook there was an assumption around the level of funding for 2018-19 and in the mid-scenario this was a £0.725m reduction to the base payment last year. This overview has continued to include this assumption, however, in light of the more favourable Local Government settlement than expected, the prospect of further additional funding and the current forecast outturn position of the HSCP, this is an area that Members may wish to give consideration to.

1.11 The payment to the Health and Social Care Partnership has also been increased to reflect the additional budget (£0.105m) required as part of auto enrolment.

1.12 The Policy and Resources Committee agreed the management fee to Live Argyll for 2018-19 of £3.546m. As a result of auto enrolment and holiday pay entitlement (refer to paragraph 3.3.7 and 3.3.8) the management fee requires to be increased by £0.033m to £3.579m.

1.13 If Members agreed to all the proposals noted within this report, which includes increasing the Council Tax by 3%, increasing fees and charges by a general 3% inflation, agreeing to a number of cost/demand and inflationary pressures and reducing the payment to the HSCP by £0.725m, this would produce a balanced budget for 2018-19 with a surplus of £0.689m or £2.949m if the additional settlement funds indicated by the Cabinet Secretary for Finance and the Constitution are agreed by Parliament. There remains estimated significant savings required in 2019-20 and 2020-21.

1.14 There were a number of policy options reported to Council on 26 October 2017 and subject to the Council's budget consultation exercise. Members are asked to give consideration to all the savings options as they would assist in reducing the budget gap in future years. Accepting all options would produce savings of £1.810m in 2018-19 rising to £5.673m by 2020-21.

1.15 In view of future savings requirements, a Transformation Board has been established to oversee all the Council's transformational activities. The Transformation Board has identified a number of areas which they would propose to explore for future years and this is attached as Appendix 7 for Members endorsement.

1.16 Five funding requests have been received from organisations that currently have a Service Level Agreement in place. Bute Advice Centre have asked for an extension to their loan arrangement. Argyll and Bute Citizen's Advice Bureau, MACPool, Rejig and Kintyre Recycling are all looking for additional funding over and above their current service level agreement. The Council is asked to consider the funding requests as summarised within Appendix 8.

ARGYLL AND BUTE COUNCIL **COUNCIL**

STRATEGIC FINANCE **22 FEBRUARY 2018**

REVENUE BUDGET OVERVIEW 2018-19 to 2020-21

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 2018-19. It also provides budget estimates for 2019-20 and 2020-21; within the report the mid-range estimates are noted, with the best case and worse case estimates included in Appendix 1.

2.2 The draft Scottish Budget for 2018-19 was announced by the Cabinet Secretary for Finance and the Constitution on 14 December 2017. The budget information was provided for one year only and is subject to Parliamentary approval.

2.3 Regular reports on the budget outlook 2018-19 to 2020-21 have been presented to Members throughout the year. Reports were presented to the Policy and Resources Committee on 17 August 2017, 19 October 2017, 8 December 2017 and a further update at the Members Seminar held on 25 January 2018.

3. DETAIL

3.1 Funding

3.1.1 Finance Settlement

3.1.1.1 The draft Scottish Budget for 2018-19 was announced by Derek MacKay, the Cabinet Secretary for Finance and the Constitution, on 14 December 2017. The budget information was provided for one year only.

3.1.1.2 The Local Government Finance Circular 5/2017 provides detail of the provisional total revenue and capital funding allocations for 2018-19. 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 2018 being presented to the Scottish Parliament in late February 2018.

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:

- Baselining from 2018-19 of the £130m additional revenue investment announced earlier this year at Stage 1 of the Budget Bill for 2017-18.
- £52.2m revenue and £150m capital to deliver on the ambitious programme for the expansion of Early Years Education and Childcare

provision. This is an addition to the £11m of revenue which has been added to support the initial expansion of Early Years set out in the 2014 Act provision.

- An additional £24m to cover the additional full year cost of the teachers' pay offer for 2017-18.
- A continued funding package of £88m, made up of £51m to maintain teacher numbers and £37m to support the Teacher Induction Scheme. Local authorities will continue to be required to maintain an overall pupil:teacher ratio of 13.7:1, and secure places for all probationers who require one under the Teacher Induction Scheme.
- An additional £66m to support additional investment in social care in recognition of a range of pressure local authorities are facing, including support for the implementation of the Carers (Scotland) Act 2016, maintaining the commitment to the Living Wage (including to extend it to cover sleepovers) and an increase in the Free Personal and Nursing Care payments.
- Maintenance of the £355m baseline transfer from NHS Boards to Integration Authorities in support for health and social care.
- The continued flexibility to increase Council Tax by up to 3% which could generate an additional £77m.

3.1.1.4 The Scottish Government has confirmed their view that these measures set out in the settlement offer must be viewed as a package to protect agreed priorities. In order to access all the benefits involved, including those priorities supported by specific financial benefits, local authorities must agree to deliver all of the measures set out in the package and will not be able to select elements of the package. For those authorities not agreeing the offer, a revised, and inevitably less favourable offer will be made.

3.1.1.5 There were further updates advised to Councils on 15 January 2018 and 23 January 2018. The updates were in relation to the Supporting People Grant distribution and the floor calculation in addition to other small distributional changes. A revised provisional settlement was issued to Councils on 23 January 2018.

3.1.1.6 On 31 January 2018, Councils received a copy of letter sent to COSLA from the Cabinet Secretary for Finance and the Constitution. Subject to Parliamentary approval in the final stages of the Budget Bill and Local Government Finance (Scotland) Order 2018, it outlined that he intends to propose to allocate additional resource funding to support local government services. The additional resource was indicated at £159.5m and is to be added to the sums previously confirmed in the provisional offer. The funding is to be paid in two tranches, with the first tranche of £34.5m paid as a redetermination to the General Revenue Grant in the final week of 2017-18 and the remaining £125m over the course of 2018-19. This funding is to be spent at the discretion of individual Councils. It has not been confirmed whether the intention is that any or all of this additional funding be baselined. COSLA are currently seeking that confirmation.

3.1.2 Scottish Government Funding for Argyll and Bute Council

3.1.2.1 The funding excluding ring-fenced grants for 2017-18 noted within the February 2017 budget pack was £190.397m. Since this time, there has been a number of funding announcements from the Scottish Government which increased the funding by a further £1.053m to £191.450m. The funding excluding ring-fenced grants for 2018-19, as advised in the provisional settlement, is £188.777m. Subject to Parliamentary approval, the additional funding that is proposed totals £2.884m for Argyll and Bute Council with £2.260m in financial year 2018-19.

3.1.2.2 The table below represents the changes between 2017-18 and 2018-19.

	£000
Funding Budget 2017-18 February 2017	190,397
Discretionary Housing Payment	552
1+2 Languages	44
Temporary Accommodation	254
Council Tax Reduction Scheme (adjustment to estimated funding included in budget pack)	106
Council Tax Reduction Scheme Admin	10
Building Warrant Fees Reduction	(34)
Discretionary Housing Payments Admin	19
Sensory Impairment	5
Teachers Pay (3 months)	97
Updated Funding 2017-18 (FC5/2017)	**191,450**
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)	(1,348)
Assumed Council Tax Contribution	(2,273)
Loans Charges Support	(334)
Change to the floor	121
Monies not distributed yet - Discretionary Housing Payments and 1+2 Languages	(596)
New Indicators/Additional Monies	1,757
Provisional Settlement 2018-19	**188,777**
Proposed Additional Funding	2,260
Estimated Funding 2018-19	**191,037**

3.1.2.3 If you compare the provisional settlement of £188.777m to the cash funding in 2017-18, taking into consideration that DHP and 1+2 Languages haven't been distributed yet and that the 2018-19 settlement has settlement package commitments that will incur expenditure, the funding reduction is £4.374m or 2.3%. If you further build in an allowance that local government will need to match the public sector pay commitment, our funding reduction rises to around 2.6%. If the proposed additional funding is agreed, the funding reduction, taking into consideration settlement package commitments and public sector pay

commitment is around 1.5%

3.1.2.4 In terms of future years funding reduction estimates, I have looked back to previous years:

- 2016-17 funding reduction of 4%
- 2017-18 funding reduction of 3.2%

I've also taken into consideration the following factors:

- The distribution of the supporting people grant is to be reviewed during 2018-19 which has the potential to negatively affect the Council by around £1.5m.
- The review of the floor mechanism was delayed last year but is still to be considered and this could have implications for us as we are currently one of the authorities that benefits from the floor allocation.
- At the time of writing this report, the additional funding for 2018-19 is only proposed, it is not part of the provisional settlement figures and there is no confirmation whether this funding will be baselined or not.

Taking into consideration these factors and the funding reduction over the last 3 years, I have revised the funding reduction estimate in future years to be between 2.5% (best case) to 4% (worst case) with a mid-range of 3.25%.

3.1.3 Council Tax

3.1.3.1 The Council Tax budget for 2017-18 was set at £45.476m. This included a 3% increase, a 0.50% growth in the Council Tax base and also the increase due to the change in the Council Tax multiplier. This is the starting position for 2018-19.

3.1.3.2 In terms of the growth in the Council tax base it had been assumed within the previous budget outlook that growth would be between 0.25% and 0.75%. These assumptions will continue to be in place for 2019-20 and 2020-21 and 0.5% growth has been built into 2018-19 budget amounting to £0.227m.

3.1.3.3 Councils now have discretion to increase Council Tax by a maximum of 3% each year. In light of the estimated reduction in the Scottish Government funding together with cost increases in respect of pay, inflation and other pressures, it is assumed that the Council would wish to increase the Council Tax by 3% and this is what has been assumed for 2018-19 and within each budget outlook scenario for 2019-20 and 2020-21. This is, of course, a matter for the Council to decide.

3.1.3.4 The Head of Customer and Support Services has reviewed the Council Tax income position, reflecting on the better than expected outturn in 2016-17 and estimated position in 2017-18. It is anticipated that the Council Tax income estimate could be increased by £0.600m as a result of two main reasons:

- Increased collection of double Council Tax on empty homes. It was

anticipated that due to the double Council Tax charge that this income would decline, however, this hasn't been the case.

- Increase to the overall Council Tax base – this takes into consideration the growth that is already included within the estimates, the official Council Tax base over the last 12 months has been nearly double the estimated level due to reductions in discounts.

3.1.3.5 The estimated council tax income over the next three years is noted in the table below.

	Draft 2018-19 £000	**Mid-Range Estimate 2019-20 £000**	**Mid-Range Estimate 2020-21 £000**
Council tax base 2017-18	45,476	45,476	45,476
Growth at 0.5% each year	227	462	706
3% Council Tax Increase	1,371	2,797	4,280
Adjustment to base	600	600	600
Total Council Tax Income	**47,674**	**49,335**	**51,062**

3.1.4 Total Funding

3.1.4.1 The table below summarises the total estimated funding over the next three years, based on the provisional settlement.

	Draft 2018-19 £000	**Mid-Range Estimate 2019-20 £000**	**Mid-Range Estimate 2020-21 £000**
Scottish Government funding	188,777	182,642	176,706
Council Tax income	47,674	49,335	51,062
Total Funding	**236,451**	**231,977**	**227,768**

3.2 Base Budget

3.2.1 As with previous years the base budget for 2018-19 is the current year's approved budget adjusted as follows:

- for any one-off items included within 2017-18 that aren't carried forward into 2017-18;
- for any previously agreed items for future years; and
- for any funding adjustments since the 2017-18 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 2017-18 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 2017-18 was £235.680m. The changes to the base

budget are noted in the following paragraphs.

3.2.4 There were a number of one-off items agreed as part of the 2017-18 budget that need to be adjusted for and these are noted as follows:

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

3.2.5 In February 2014, the Council agreed to increase the Education budget by £0.150m time limited to 4 years to allow for a 4 year programme of painting Education establishments. This funding comes to an end in 2017-18 and this amount will be removed from the base budget.

3.2.6 The Council agreed to continue to fund the Argyll and the Isles Tourism Co-operative (AITC) for a further three years, £0.050m in 2017-18, reducing to £0.040m in 2018-19 and reducing to £0.030m in 2019-20 and the base budget needs to be adjusted for this decision. In terms of the funding to AITC from 2020-21 onwards, it has been assumed the funding will cease and in the worst case scenario it has been assumed that the funding will continue at the 2019-20 level.

3.2.7 The agreed pay award in 2017-18 for Chief Officials, Craft Workers and employees whose terms and conditions of service come within the framework of the Scottish Joint Council Local Government Employees resulted in an additional cost of £0.117m in staff costs and £0.006m in apprenticeship levy (0.5% of pay). The base budget needs to be adjusted for this increase.

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 as part of the settlement package with the expectation that they are used to deliver the service intended. The base budget needs to be adjusted to reflect the additional costs for delivering on these funding commitments. In most cases, the budget will be limited to match the funding, but for example, our share of the funding for teachers pay amounts to £0.390m but the cost of applying this inflationary increase will be £0.483m.

	Increase £000
Our share of £11m revenue funding added to support the initial expansion of Early Years set out in the 2014 Act provisions.	236
Our share of an additional £66m to support additional investment in social care.	1,217
British Sign Language (Scotland) Act 2015	11
Our share of additional £24m to cover the additional full year cost of the teachers pay offer for 2017-18. Our share amounts to £0.390m, however, the cost has been calculated to be £0.483m.	483
New Funding for Temporary Accommodation, not already built into the 2017-18 base budget.	251
Total Increases	**2,198**

3.2.9 The revised base budget over the next three years is summarised in the table below.

	Draft 2018-19 £000	**Mid-Range Estimate 2019-20 £000**	**Mid-Range Estimate 2020-21 £000**
Base Budget 2017-18	235,680	235,680	235,680
One-off changes	(1,626)	(1,626)	(1,626)
Education Painting	(150)	(150)	(150)
AITC Funding	(10)	(20)	(50)
Pay Award LG staff	123	123	123
Funding Commitments	2,198	2,198	2,198
Revised Base Budget	**236,215**	**236,205**	**236,175**

3.3 Employee Costs

3.3.1 Strategic Finance have populated salary templates with details of the current establishment and where necessary liaised with budget holders to confirm their staff. The templates calculate the next years 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 2018-19, the expectation is that the budget will reflect the 2017-18 budget plus any increase due to incremental progression, inflation and any other unavoidable employee cost increases less previously approved employee budget savings. For 2018-19 there is an overall saving on the employee budget base of £0.361m. The main reasons for the reduction to employee budget base are summarised below:

- Education – reduction of £0.184m which reflects a year on year reduction to school roll related teacher entitlements; there remains sufficient budget provision within Education to meet the pupil teacher ratio and total FTE as per the 2016 census return.
- Customer and Support Services – reduction of £0.049m mainly due to staff turnover and a reduced cost of superannuation.
- Roads and Amenity Services - reduction of £0.179m due to turnover of staff who are on a lower spinal column point, removal of obsolete post and a reduction in overtime and standby.

3.3.3 The pay award estimate is one that has been subject to change. The initial estimate, reported to the Policy and Resources Committee in August had assumed a pay award of between 1% and 2% with a mid-range of 1.5%. The First Minister as part of her Programme for Government removed the public sector pay cap and as a result, I reviewed our pay award assumption. It was increased to a range of between 1.5% and 2.5% with a mid-range of 2% as part of the October budget outlook report.

3.3.4 Negotiations have now commenced for 2018-19 but will not be concluded before the Council budget meeting. The SJC Joint Trade Union claim is for a £1,500 flat rate increase to all spinal column points or 6.5% whichever is the greater. The EIS teaching union is calling for a 10% pay rise in 2018, saying it would serve as a "first step" to restoring teachers' wages to an "acceptable level". As part of the Scottish Budget 2017 statement there was a commitment that public sector workers earning less than £30,000 can expect a 3% pay rise next year, public sector workers earning more than £30,000 would receive a 2% pay rise and top earners will be capped at a £1,600 rise. This announcement was updated on 31 January 2018, as part of the Budget Bill Stage 1 debate in Parliament, with the 3% pay rise applying to public sector workers earning less than £36,500. Although this announcement does not directly apply to local government employees, it is expected that any Trade Union negotiations would be no lower than this scenario and it would be prudent to include the cost of a pay award equal to this announcement for 2018-19. This additional cost is £0.667m for Council staff (£0.203 for Health and Social Care Partnership updated within their cost pressures).

3.3.5 The pay award assumption of between 1.5% and 2.5% remains in place for the 2019-20 and 2020-21 estimates. A pay award in the region of either the SJC Joint Trade Union claim or the EIS union call is considered not affordable for Local Authorities unless there is substantial additional funding from Scottish Government. High level calculations suggest that the cost of initial pay award claims would be in excess of £6m over and above what is already provided for within the budget.

3.3.6 The cost of employee increments for 2018-19 equates to £0.664m. 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 2019-20 and 2020-21 the cost of employee increments has been estimated at half of the 2018-19 cost within the mid-range scenario, the same level as 2018-19 in the worst case scenario and zero (will be absorbed) in the best case scenario.

3.3.7 In respect of auto enrolment, I noted in the previous budget outlook report that all eligible staff will require to be auto enrolled on 1 October 2017. It had been assumed, for the mid-range scenario, that 60% of staff auto enrolled would remain in the scheme at a cost of £0.205m (half year 2017-18), £0.410m (full year). A half year cost is already built into the base budget. The payroll section have now completed an analysis of who was auto enrolled and the full year cost to the Council is £0.407m (inclusive of Health and Social Care Partnership and Live Argyll staff). The additional budget required can be reduced by £0.003m to £0.202m. The payment to the Health and Social Care Partnership and the management fee to Live Argyll will be adjusted to reflect the auto enrolment budget required.

3.3.8 An adjustment is required within employee budgets to reflect the holiday pay budget allocation across the Council. There is no bottom line impact, however, the Live Argyll management fee needs to be increased by £0.012m to reflect the requirement to pay this based on Live Argyll's current staff establishment.

3.3.9 The changes to the employee budgets estimated over the next three years for Council Services are summarised in the table below. The employee cost increases relating to the Health and Social Care Partnership are summarised within paragraph 3.7.6.

	Draft 2018-19 £000	**Mid-Range Estimate 2019-20 £000**	**Mid-Range Estimate 2020-21 £000**
Change to employee base	(361)	(361)	(361)
Pay Award estimate 2% increase	2,243	4,488	6,777
Cost of applying additional public sector pay award in 2018-19 only (<£36,500 at 3%)	667	667	667
Increments	664	996	1,328
Auto Enrolment	202	202	202
Total Employee Increases	**3,415**	**5,992**	**8,613**

3.4 Non-Pay Inflation

3.4.1 The position remains that only unavoidable/inescapable inflation has been included for 2018-19, 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 2018-19 for Council Services are noted below with further detail provided in Appendix 2.

Service	Inflation Category	Amount
Council Wide	NDR	128
Council Wide	NDR Relief	4
Council Wide	Computer Software	18
Education	Pre-Primary Partner Provider Uplift	17
Facility Services	Catering Purchases including milk	85
Facility Services	School and Public Transport Contract Fuel Uplifts	50
Special Projects	Community Pool Subsidies	22
NPDO	NPDO, Hub Schools	342
Economic Development	Events and Festivals SLAs	2
Roads and Amenity Services	Landfill Tax	95
Roads and Amenity Services	Street Lighting Electricity	20
Roads and Amenity Services	Waste PPP Contact	184
Total		**967**

3.4.2 In terms of the budget outlook for 2019-20 and 2020-21, the same level of unavoidable/inescapable non-pay inflation has been built into the best case and mid-range scenarios, with a 1% general inflation built into the worst case scenario. The overall additional budget requirement for non-pay inflation estimated over the next three years is summarised in the table below. The inflationary increases relating to the Health and Social Care Partnership are summarised within paragraph 3.7.6.

	Draft 2018-19 £000	Mid-Range Estimate 2019-20 £000	Mid-Range Estimate 2020-21 £000
Unavoidable/inescapable Non-Pay Inflation	**967**	**1,934**	**2,901**

3.5 Cost and Demand Pressures

3.5.1 Over the last few years, services have worked on the basis of having to contain any cost and demand pressures within current resources where possible. The cost and demand pressures identified for Council services are noted in the table below, with further detail provided in Appendix 3. An allowance for unidentified cost and demand pressures has been included

from 2019-20 onwards at £0.250m per annum (mid-range). The inflationary increases relating to the Health and Social Care Partnership are summarised within paragraph 3.7.6.

	Draft 2018-19 £000	**Mid-Range Estimate 2019-20 £000**	**Mid-Range Estimate 2020-21 £000**
ASN – new and increased demand for the service	134	134	134
Music Instruction – removal of previously agreed service review saving not achieved due to contractual restrictions	109	109	109
Discretionary Business relief increases due to 2017 revaluations	13	13	13
Universal Credit – HB Admin Grant	75	150	150
New Schools Unitary Charges	1,206	1,555	1,555
Asbestos Management Plan	0	0	40
Carbon Reduction Scheme	0	13	13
Renewal of school and public transport contacts in Tiree in April 2018	4	4	4
Renewal of school and public transport contacts in Mid Argyll in July 2018	11	16	16
Loss of Fire and Rescue Scotland Contract (undergoing re-tender exercise at present)	11	11	11
Local Plan Enquiry	0	90	0
Net effect of budget commitments in respect of temporary homelessness and leisure and culture services previously within Community and Culture	60	60	60
Waste PPP Financial Model	254	560	560
Unidentified Cost and Demand Pressures	0	250	500
Total Cost and Demand Pressures	**1,877**	**2,965**	**3,165**

3.5.2 There are a further two cost pressures that are not included within the table above or in the updated financial outlook, that Council are asked to give consideration to.

- The three year funding agreement for Bute Advice Centre ends at 31 March 2018. This funding was paid via an earmarked reserve and

therefore is not included within the Council's base budget. It was anticipated that the review of advice services would be concluded and that there would be a way forward agreed for advice services in the future, however, this has been delayed. The current service level agreement is for £0.022m per annum.

- Islay will be hosting one of the major commemorations in the UK for World War 1 in May 2018 as part of the wider WW100 Scotland commemorations. There are various roads and amenity works required prior to this event and they are anticipated to cost £0.015m.

3.6 Measures to Balance the Budget

3.6.1 Savings on the Base Budget

3.6.1.1 As reported in previous years, the loans charges profile was being reduced by £1.000m each year, with the final reduction in 2019-20.

3.6.1.2 A detailed review of the current loans charges assumptions has now been carried out and it is estimated £2.2m can be removed from the loans charges budget in addition to the previously advised profile changes noted above. The savings come from a number of factors including:

- Lower interest rates on replacement borrowing.
- Lower interest rates than forecast on new borrowing.
- Lower cost of borrowing as cash balances are being used.
- Lower level of capital advances where there has been slippage in the capital programme.

3.6.1.3 The level of loans charges budget remaining reflects the previous Council decisions in respect of capital spending and also the approved capital plan through to 2019-20. In light of the more favourable Local Government settlement than expected, the prospect of further additional funding as well as the red risks outlined in the Service Asset Management Plans, Members may wish to consider providing more capital funding. This can be achieved by using some of the unallocated General Fund balance or via prudential borrowing which would have a revenue implication. The current estimate is that £1.4m of capital expenditure would cost £0.100m in loans charges. This is a matter for Members to consider.

3.6.1.4 There are two surplus balances sitting against two European Projects: Transnational Project and Atlantic Area Spatial Development Perspective amounting to £0.249m. The European Programmes have stopped and time has lapsed for audit/repayment of any balances and therefore this is a one-off saving that can be reflected within 2018-19.

3.6.1.5 A budget provision for additional employer's superannuation was created in 2015-16 as a result of changes to pensionable pay. A review has been undertaken as to how much of this budget provision is required going forward and a recurring saving of £0.245m can be made.

3.6.1.6 The table below summarises the savings on the base budget.

	Draft 2018-19 £000	Mid-Range Estimate 2019-20 £000	Mid-Range Estimate 2020-21 £000
Loans Charges Profile	(1,000)	(2,000)	(2,000)
Loans Charges savings	(2,200)	(2,200)	(2,200)
European Projects: one-off saving	(249)	0	0
Superannuation saving	(245)	(245)	(245)
Total Savings on Base Budget	**(3,694)**	**(4,445)**	**(4,445)**

3.6.2 Fees and Charges

3.6.2.1 There is a separate report included in the budget pack which relates to fees and charges together with the detailed schedule of charges for 2018-19.

3.6.2.2 The general increase to fees and charges is proposed at 3% for 2018-19, this was the increase applied in 2017-18.

3.6.2.3 There are some exceptions to the general increase and these are detailed in the report along with the fees and charges that are the subject of further savings options. The general inflationary increase would give additional income of £0.277m.

3.6.2.4 In terms of the outlook for 2019-20 and 2020-21 fees and charges have been estimated at between a 1% and 5% increase with 3% the mid-range.

3.6.3 Savings Already Agreed

3.6.3.1 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. There were also management/operational savings agreed in February 2016 and also further efficiency savings agreed in October 2016 and these are also reflected within the budget outlook.

3.6.3.2 As part of the work of the Transformation Board, further management/operational savings were identified for 2018-19 and reported to the Council meeting on 26 October 2017, these will be implemented as part of normal business.

3.6.3.3 One of the savings proposals routed via the Council's Innovation Fund was in relation to a print management solution for the Council and the savings are estimated to be around £0.140m from 2018-19 onwards.

3.6.3.4 The table below summarises the savings already agreed.

	Draft 2018-19 £000	Mid-Range Estimate 2019-20 £000	Mid-Range Estimate 2020-21 £000
Service Choices Savings	(1,301)	(1,301)	(1,301)
Management/Operational Savings Agreed February 2016 (positive number due to one-off in the previous year)	71	71	71
Efficiency Savings Agreed October 2016	(26)	(26)	(26)
Management/Operational Savings Agreed October 2017	(620)	(919)	(1,245)
Print Management Solution	(140)	(140)	(140)
Total Savings Agreed	**(2,016)**	**(2,315)**	**(2,641)**

3.6.4 Total Measures to Balance Budget

3.6.4.1 The total of the measures already taken to balance the budget are summarised in the table below.

	Draft 2018-19 £000	Mid-Range Estimate 2019-20 £000	Mid-Range Estimate 2020-21 £000
Savings on Base Budget	(3,694)	(4,445)	(4,445)
Fees and Charges Increase	(277)	(554)	(831)
Savings Already Agreed	(2,016)	(2,315)	(2,641)
Total Measures to Balance Budget	**(5,987)**	**(7,314)**	**(7,917)**

3.7 Health and Social Care Partnership

3.7.1 The Scottish Government settlement for 2016-17 and 2017-18 included guidance as to the basis of the allocation from Local Authorities to Integration Authorities. The Council complied with this guidance for both financial years and in 2017-18 also agreed a one-off transfer, amounting to £2.137m to assist in supporting transformational change and smoothing the projected funding gap.

3.7.2 Included within the previous budget outlook reports to Policy and Resources Committee was an assumption around the level of funding for 2018-19. In the best case scenario it had been assumed that a similar reduction could take place in 2018-19 of £1.450m, no reduction was assumed in the worst case scenario and a reduction of £0.725m was

assumed in the mid-range scenario.

3.7.3 The Scottish Government Settlement for 2018-19 does not include any conditions around the level of payment to Integration authorities, however, an additional £66m of funding (our share £1.217m) has been included to support additional investment in social care in recognition of a range of pressure local authorities are facing, including support for the implementation of the Carers (Scotland) Act 2016, maintaining our joint commitment to the Living Wage (including our agreement to now extend it to cover sleepovers following the further work we have undertaken) and an increase in the Free Personal and Nursing Care payments. This funding is not ring-fenced but there is a presumption that this should be transferred to the Health and Social Care Partnership.

3.7.4 Also included in the settlement is funding in respect of British Sign Language (Scotland) Act 2015 amounting to £0.011m and this will be passed over to the Health and Social Care Partnership (HSCP) to deliver.

3.7.5 As noted in paragraph 3.3.7, the payment to the Health and Social Care Partnership needs to be increased to reflect the additional budget required as a result of auto enrolment. The Health and Social Care Partnership share is £0.105m.

3.7.6 At this stage the previous assumption around the reduction in payment has been included as well as passing over our share of the £66m funding. In light of the more favourable Local Government settlement than expected, the prospect of further additional funding, the cost and demand pressures facing the HSCP which could further increase depending on pay negotiations and the current forecast outturn position of the HSCP, this is an area that Members may wish to give consideration to. The payment to the HSCP is summarised in the table below.

	Draft 2018-19 £000	**Mid-Range Estimate 2019-20 £000**	**Mid-Range Estimate 2020-21 £000**
Payment in 2017-18	56,360	56,360	56,360
Removal of one-off allocation in 2017-18	(2,137)	(2,137)	(2,137)
Our Share of £66m funding	1,217	1,217	1,217
British Sign Language Funding	11	11	11
Auto enrolment	105	105	105
Reduction to payment	(725)	(1,450)	(2,175)
Draft Payment to HSCP	**54,831**	**54,106**	**53,381**

3.7.7 Members should note that the payments noted above assume that the Health and Social Care Partnership will absorb any inflationary increases and cost and demand pressures. The latest inflation detail and cost and demand pressures for Social Work have been discussed with the HSCP

Chief Financial Officer and are summarised in the table below with further detail contained within Appendix 4a and 4b. There could be further cost pressures in relation to pay inflation dependant on the outcome of the negotiations with the Trade Unions. Some of these pressures are related to our share of the £66m additional funding that is being passed through to the Health and Social Care Partnership.

	Draft 2018-19 £000	**Mid-Range Estimate 2019-20 £000**	**Mid-Range Estimate 2020-21 £000**
Inflationary increase National and Scottish Living Wage	960	1,920	2,880
Other Non-Pay Inflation increases	44	88	132
Pay Inflation and Increments	920	1,490	2,069
Older People Growth	714	1,450	2,208
Care Services for Younger Adults	482	986	1,512
Carer's Act New Duties	350	350	350
Sleepover provision in Education Hostels	96	96	96
Lorn Campbell Court	30	30	30
Sleepovers	182	246	303
National Care Home Contract	390	410	430
Remove: Criminal Justice Previously Agreed Pressure	(50)	(50)	(50)
Remove: Auchinlee Previously Agreed Pressure	(229)	(229)	(229)
Total Social Work Pressures	**3,889**	**6,787**	**9,731**

3.8 Live Argyll Management Fee

3.8.1 The Policy and Resources Committee agreed the management fee to Live Argyll for 2018-19 of £3.546m. As a result of auto enrolment and holiday pay entitlement (refer to paragraph 3.3.7 and 3.3.8) the management fee requires to be increased by £0.033m to £3.579m.

3.9 Updated Financial Position 2018-19 to 2020-21

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

	Draft 2018-19 £000	Mid-Range Estimate 2019-20 £000	Mid-Range Estimate 2020-21 £000
Base Budget	236,215	236,205	236,175
Employee Costs Increases	3,415	5,992	8,613
Non-Pay Inflation	967	1,934	2,901
Cost and Demand Pressures	1,877	2,965	3,165
Measures to Balance the Budget	(5,987)	(7,314)	(7,917)
Adjustment to HSCP Allocation	(725)	(1,450)	(2,175)
Estimated Net Expenditure	**235,762**	**238,332**	**240,762**
Funding	**236,451**	**231,977**	**227,768**
Budget Surplus / (Gap) Cumulative	**689**	**(6,355)**	**(12,994)**
Budget Surplus / (Gap) Year on Year	**689**	**(7,044)**	**(6,639)**

3.9.2 If the proposed additional funding, advised by letter on 31 January 2018, is agreed, this would change the position as noted in the table below.

	Draft 2018-19 £000	Mid-Range Estimate 2019-20 £000	Mid-Range Estimate 2020-21 £000
Budget Surplus / (Gap) Cumulative (based on provisional settlement)	689	(6,355)	(12,994)
Additional Funding	2,260		
Revised Budget Surplus / (Gap) Cumulative	**2,949**	**(6,355)**	**(12,994)**
Revised Budget Surplus / (Gap) Year on Year	**2,949**	**(9,304)**	**(6,639)**

3.9.3 The table above demonstrates that if Members agreed to all the proposals already noted within this report, which includes increasing the Council Tax by 3%, increasing fees and charges by a general 3% inflation, agreeing to a number of cost/demand and inflationary pressures and reducing the payment to the HSCP by £0.725m, this would produce a balanced budget for 2018-19 with a surplus of £0.689m or £2.949m if the additional settlement funds indicated by the Cabinet Secretary for Finance and the Constitution are agreed by Parliament. There remains estimated significant savings required in 2019-20 and 2020-21.

3.9.4 By way of further explanation on the budget surplus/(gap) estimates. The budget gap in 2019-20 is £6.355 if Council use the 2018-19 surplus in a one-off manner. If Council use the surplus in 2018-19 in a recurring way, the expenditure in 2019-20 will rise by the amount of the recurring

expenditure and therefore the gap could potentially increase to either £7.044m or £9.304m depending on the settlement scenario.

3.9.5 New savings options have been identified for the three year period 2018-19 to 2020-21 and these were reported to Council on 26 October 2017 and were subject to the Council's budget consultation exercise. The results of the consultation are contained within a separate report on the agenda. Even although the budget position in 2018-19 is now balanced, Members are asked to give consideration to all the savings options as they would assist in reducing the budget gap in future years. Further detail on each saving options is included within Appendix 5.

3.9.6 The estimated budget gap, based on the provisional settlement, should Members agree to all the policy savings options is outlined in the table below.

	Draft 2018-19 £000	**Mid-Range Estimate 2019-20 £000**	**Mid-Range Estimate 2020-21 £000**
Budget Surplus / (Gap) Cumulative (as noted in para 3.9.1)	689	(6,355)	(12,994)
Policy Options out to Consultation	1,810	3,841	5,673
Revised Budget Surplus / (Gap) Cumulative	**2,499**	**(2,514)**	**(7,321)**
Revised Budget Surplus / (Gap) In Year	**2,499**	**(5,013)**	**(4,807)**

3.9.7 In accepting all the policy savings options this would create a larger surplus in 2018-19. The funding gap noted above will increase for any policy options that Council do not accept.

3.9.8 Appendix 6 provides a summary of the draft budget for 2018-19 at service level.

3.10 Balancing Future Years Budget

3.10.1 In view of future savings requirements, a Transformation Board has been established to oversee all the Council's transformational activities. The Board is chaired by the Executive Director of Customer Services and membership consists of a number of Senior Managers across the Council as well as Trade Union representation.

3.10.2 A significant area of work for the Board over the short to medium term has been to challenge services to deliver savings. Phase 1 is for front line services to consider savings via four operating principles: business cost reduction, income maximisation, service re-design and self-funding. Each service was given a savings target taking into consideration savings

already delivered via service choices.

3.10.3 Officers have been working on identifying savings for their service to match the minimum target set by the Transformation Board. The aim was for the savings options to be transformational in nature. The options as reported to Council on 26 October 2017 and as noted in paragraphs 3.6.3.2 and 3.6.4.1 are the first stages of an ongoing programme and the Board will remain charged with increasing the pace and scale of transformation.

3.10.4 The savings options already identified were insufficient to meet the budget gap in 2018-19 based on the budget outlook prior to the budget settlement, in addition to there still being a significant budget gap in future years. As a result, officers were tasked with considering further savings options, using the four operating principles as noted above. As can be seen from the updated financial position, there is no longer a budget gap in 2018-19, due to the better than anticipated settlement, and as such further savings are not required in 2018-19, however, the Council is still faced with making significant savings in the medium term. The Transformation Board has identified a number of areas which they would propose to explore for future years and this is attached as Appendix 7 for Members endorsement.

3.10.5 The areas that are being explored will produce options that could be implemented at different times and further information will be brought to appropriate Committee(s)/Council as necessary.

3.11 Medium to Longer Term Financial Strategy

3.11.1 The Policy and Resources Committed endorsed the Medium to Longer Term Financial Strategy at their meeting on 19 October 2017. Following the budget decisions, the financial strategy will be updated to reflect the most up to date financial position.

3.12 Funding Requests

3.12.1 Five funding requests have been received from organisations that currently have a Service Level Agreement in place.

3.12.2 Bute Advice Centre have asked for an extension to their loan arrangement. Argyll and Bute Citizen's Advice Bureau, MACPool, Rejig and Kintyre Recycling are all looking for additional funding over and above their current service level agreement.

3.12.3 The Council is asked to consider the funding requests as summarised within Appendix 8. The Appendix is marked as "exempt" from public papers as it includes financial information related to third parties. The appendix comments on the relevant risks associated with each request.

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 2018-19. It also provides estimates of the budget outlook for 2019-20 and 2020-21.

4.2 The table above demonstrates that if Members agreed to all the proposals already noted within this report, which includes increasing the Council Tax by 3%, increasing fees and charges by a general 3% inflation, agreeing to a number of cost/demand and inflationary pressures and reducing the payment to the HSCP by £0.725m, this would produce a balanced budget for 2018-19 with a surplus of £0.689m or £2.949m if the additional settlement funds indicated by the Cabinet Secretary for Finance and the Constitution are agreed by Parliament. There remains estimated significant savings required in 2019-20 and 2020-21.

4.3 A Transformation Board has been established to oversee the Council's transformational opportunities. Some of the savings options included for Members consideration as part of the budget today are the first stages of an ongoing programme and the Board will remain charged with increasing the pace and scale of transformation.

5. IMPLICATIONS

5.1 Policy – There are policy implications associated with the new saving options and also the service choices savings options agreed in February 2016 which impact 2018-19 and beyond.

5.2 Financial – The report outlines the budget position over 2018-19 to 2020-21.

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 or developed. 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 new savings options. Future customer service implications will be considered when developing savings options.

Kirsty Flanagan
Head of Strategic Finance
2 February 2018

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

APPENDICES:
Appendix 1 – 2019-20 and 2020-21 Budget Outlook Scenarios
Appendix 2 – Non-Pay Inflation Estimates 2018-19
Appendix 3 - Cost and Demand Pressures 2018-19 to 2020-21
Appendix 4a/b – Health and Social Care Partnership Cost Pressures
Appendix 5 – New Policy Options Savings Templates
Appendix 6 – Service Summary of Budget Position
Appendix 7 – Transformation Board Activities 2018-19 and beyond
Appendix 8 – Funding requests (EXEMPT APPENDIX)

BUDGET OUTLOOK 2018-19 TO 2020-21 (BUDGET MEETING 22 FEBRUARY 2018) **APPENDIX 1**

	Draft	Best Case Scenario		Mid-Range Scenario		Worst Case Scenario	
	2018-19	2019-20	2020-21	2019-20	2020-21	2019-20	2020-21
	£000	£000	£000	£000	£000	£000	£000
Base Budget	235,680	235,680	235,680	235,680	235,680	235,680	235,680
Base Budget Adjustments	535	525	495	525	495	525	525
Revised Base Budget	**236,215**	**236,205**	**236,175**	**236,205**	**236,175**	**236,205**	**236,205**
Pay Award	2,910	4,316	6,025	5,155	7,444	5,716	8,592
Pay Increments	664	664	664	996	1,328	1,328	1,992
Auto Enrolment	202	202	202	202	202	202	202
Change to employee base	(361)	(382)	(382)	(361)	(361)	(361)	(361)
Total Employee Cost Changes (Council Services)	**3,415**	**4,800**	**6,509**	**5,992**	**8,613**	**6,885**	**10,425**
Non-Pay Inflation - Council Services	**967**	**1,934**	**2,901**	**1,934**	**2,901**	**2,874**	**4,781**
ASN - new and increased demand for the service in 2018-19	134	134	134	134	134	134	134
Music Instruction – removal of previously agreed service review saving not achieved	109	109	109	109	109	109	109
Discretionary Business relief due to 2017 revaluations	13	13	13	13	13	13	13
Universal Credit - HB Admin Grant	75	150	150	150	150	150	150
New Schools Unitary Charges	1,206	1,555	1,555	1,555	1,555	1,555	1,555
Asbestos Management Plan	0	0	20	0	40	0	60
Carbon Reduction Scheme	0	0	0	13	13	25	25
Renewal of School and Public Transport Contracts Tiree	4	4	4	4	4	4	4
Renewal of School and Public Transport Contracts Mid Argyll	11	16	16	16	16	16	16
Removal of Fire and Rescue Scotland Contract	11	11	11	11	11	11	11
Local Plan Enquiry	0	90	0	90	0	90	0
Net effect of budget commitments in respect of temporary homelessness and leisure and culture services	60	60	60	60	60	60	60
Waste PPP Financial Model	254	560	560	560	560	560	560
General Allowance for Unidentified Cost and Demand Pressures	0	0	0	250	500	500	1,000
Total Cost and Demand Pressures	**1,877**	**2,702**	**2,632**	**2,965**	**3,165**	**3,227**	**3,697**
Measures to Balance the Budget:							
Loans Charges Profile Adjustment and Savings	(3,200)	(4,200)	(4,200)	(4,200)	(4,200)	(4,200)	(4,200)
European Funds Saving (one-off)	(249)	0	0	0	0	0	0
Savings in Superannuation Costs	(245)	(245)	(245)	(245)	(245)	(245)	(245)
Savings Options Already Agreed	(2,016)	(2,315)	(2,641)	(2,315)	(2,641)	(2,315)	(2,641)
Fees and Charges	(277)	(739)	(1,201)	(554)	(831)	(369)	(461)
Total Measures to Balance the Budget	**(5,987)**	**(7,499)**	**(8,287)**	**(7,314)**	**(7,917)**	**(7,129)**	**(7,547)**
Adjustment to Health and Social Care Partnership Payment	**(725)**	**(2,175)**	**(3,625)**	**(1,450)**	**(2,175)**	**0**	**0**
Total Estimated Expenditure	**235,762**	**235,967**	**236,305**	**238,332**	**240,762**	**242,062**	**247,561**
Scottish Government Grant	188,777	184,058	179,457	182,642	176,706	181,226	173,977
Council Tax	47,674	49,457	51,317	49,335	51,062	49,215	50,809
Total Funding	**236,451**	**233,515**	**230,774**	**231,977**	**227,768**	**230,441**	**224,786**
Budget Surplus / (Gap) Cumulative	**689**	**(2,452)**	**(5,531)**	**(6,355)**	**(12,994)**	**(11,621)**	**(22,775)**
Budget Surplus / (Gap) In Year	**689**	**(3,141)**	**(3,079)**	**(7,044)**	**(6,639)**	**(12,310)**	**(11,154)**
Policy Savings Options	(1,810)	(3,841)	(5,673)	(3,841)	(5,673)	(3,841)	(5,673)
Revised Budget Surplus / (Gap) Cumulative AFTER policy options	**2,499**	**1,389**	**142**	**(2,514)**	**(7,321)**	**(7,780)**	**(17,102)**
Revised Budget Surplus / (Gap) In Year AFTER policy options	**2,499**	**(1,110)**	**(1,247)**	**(5,013)**	**(4,807)**	**(10,279)**	**(9,322)**
Social Work Cost Pressures - For Information:							
Pay Inflation and Increments - Social Work in HSCP	*920*	*1,314*	*1,714*	*1,490*	*2,069*	*1,664*	*2,424*
Non-Pay Inflation - Social Work in HSCP	*1,004*	*2,008*	*3,012*	*2,008*	*3,012*	*2,423*	*3,842*
Older People Growth - Social Work in HSCP	*714*	*1,450*	*2,208*	*1,450*	*2,208*	*2,942*	*4,547*
Care Services for Younger Adults - Social Work in HSCP	*482*	*0*	*0*	*986*	*1,512*	*2,014*	*3,159*
Carer's Act New Duties - Social Work in HSCP	*350*	*350*	*350*	*350*	*350*	*350*	*350*
Sleepover provision in Education Hostels - Social Work in HSCP	*96*	*96*	*96*	*96*	*96*	*96*	*96*
Lorn Campbell Court - Social Work in HSCP	*30*	*30*	*30*	*30*	*30*	*30*	*30*
Sleepovers - Social Work in HSCP	*182*	*143*	*172*	*246*	*303*	*286*	*343*
National Care Home Contract - Social Work in HSCP	*390*	*200*	*205*	*410*	*430*	*629*	*676*
Remove: Criminal Justice Previously Agreed Cost Pressure	*(50)*	*(50)*	*(50)*	*(50)*	*(50)*	*(50)*	*(50)*
Remove: Auchinlee Previously Agreed Cost Pressure	*(229)*	*(229)*	*(229)*	*(229)*	*(229)*	*(229)*	*(229)*
Total Social Work Pressures	***3,889***	***5,312***	***7,508***	***6,787***	***9,731***	***10,155***	***15,188***

2018-19 Councils Non-Pay Inflation by Department **Appendix 2**

Department	Service	Inflation Category	Basis of Inflation	18-19 Inflation %	Inflation 2018-19 £000
Council Wide	Council Wide	Non Domestic Rates	Last year it was forecasted on RPI rate as at Q1 2017. The current rate of RPI has been used at present to allow consideration of the potential costs.	2.60%	128
Council Wide	Council Wide	Non Domestic Rates Relief	Last year it was forecasted on RPI rate as at Q1 2017. The current rate of RPI has been used at present to allow consideration of the potential costs.	2.60%	4
Council Wide	Council Wide	Computer Software	Software charges typically increase by RPI each year.	2.60%	18
Council Wide Total					**150**
Community Services	Education	Pre-Primary Partner Provider Uplift	Inflationary increase agreed as per service choices	1.00%	17
Community Services Total					**17**
Customer Services	Facility Services	Catering Purchases and Milk	Inflationary increase in line with 17-18 increase. Food costs increasing and unsure of impact of Brexit, butter prices have risen significantly which has a material impact (cost of cream for butter production has increased from 74p per litre to over £3).	5.00%	85
Customer Services	Facility Services	School and Public Transport Contract Fuel Uplifts	Inflation to fuel element of transport contracts based on projected fuel price increases. Only the fuel element of the contracts would be affected by this uplift.	3.90%	50
Customer Services	Special Projects	Community Pool Subsidies	Forecasted RPI rate for Q1 2018 has been used.	3.50%	22
Customer Services	NPDO	NPDO, Hub Schools	NPDO and Hub Schools contracts are subject to inflation year on year.	2.60%	342
Customer Services Total					**499**
Development and Infrastructure	Economic Development	Events and Festivals	Service Level Agreements for Major Events & Festivals	2.50%	2
Development and Infrastructure	Roads and Amenities	Landfill Tax	Published predicted landfill taxes from Scottish Government	3.31%	95
Development and Infrastructure	Roads and Amenities	Waste PPP Contract	85% of RPIX between July 16 and July 17	3.29%	184
Development and Infrastructure	Roads and Amenities	Street Lighting Electricity	3% increase in line with the expectations of the financing model for the LED replacement project.	3.00%	20
Development and Infrastructure Total					**301**
Grand Total					**967**

COST AND DEMAND PRESSURES 2018-19 to 2020-21 **APPENDIX 3**

			Best Case			Mid Range Scenario			Worst Case		
Department	**Service**	**Cost/Demand Pressure**	**2018-19 £000**	**2019-20 £000**	**2020-21 £000**	**2018-19 £000**	**2019-20 £000**	**2020-21 £000**	**2018-19 £000**	**2019-20 £000**	**2020-21 £000**
Community Services	Education	The demand for ASN support in Argyll and Bute has continued to grow with children and young people presenting with complex additional support needs and, as a result it hasn't been possible to reduce the number of ASN assistant posts as anticipated while ensuring legislative compliance. It is anticipated that this will continue into 2018/19. The worst case scenario represents a 0.5% increase, the best case represents no increase, with the mid-range being a 0.25% increase in provision as a result of new and increased demand for the service.	134	134	134	134	134	134	134	134	134
Community Services	Education	The service put forward a service review saving in 2011-12 for the creation of an Arts and Culture Fund and the commissioning of an external social enterprise company to manage this fund. The saving was to be delivered in 2012-13, however, it was subsequently not delivered. The service have been carrying this unmet saving since 2012-13. With current constraints on the budget it is not sustainable to keep carrying this unmet saving.	109	109	109	109	109	109	109	109	109
Customer Services	Customer and Support Services	Increased cost to the Council of awarding discretionary relief to businesses in Argyll and Bute following the 2017 revaluation.	13	13	13	13	13	13	13	13	13

COST AND DEMAND PRESSURES 2018-19 to 2020-21 **APPENDIX 3**

			Best Case			Mid Range Scenario			Worst Case		
Department	**Service**	**Cost/Demand Pressure**	**2018-19 £000**	**2019-20 £000**	**2020-21 £000**	**2018-19 £000**	**2019-20 £000**	**2020-21 £000**	**2018-19 £000**	**2019-20 £000**	**2020-21 £000**
Customer Services	Customer and Support Services	Universal Credit "Full" Service goes live in May 2018. The DWP will reduce the Housing Benefit Administration Subsidy they pay to the Council from 2018/2019 as some claimants come off of Housing Benefit processed by Council staff and go onto Universal Credit processed by the DWP. It is too early to predict what the impact will be on the Council's caseload and at this stage we will not know the size of the funding reduction from DWP until December 2018. These figures represent our best estimates at this time.	75	150	150	75	150	150	75	150	150
Customer Services	Executive Director	Profile of the annual service payment (previously referred to as unitary charge) in respect of the new schools.	1,206	1,555	1,555	1,206	1,555	1,555	1,206	1,555	1,555
Customer Services	Facility Services	There is an ongoing need for the Council to manage the activities associated with delivery of the Asbestos Management Plan. An earmarked reserve equivalent to £90k per annum was agreed by the Council in FQ2 2017 which should allow the management arrangements to be funded until FQ2 2020 on the understanding that this provision is the subject of ongoing review. From a budgetary perspective, the worst case scenario is that funding of the anticipated staff resource will continue to be required beyond 2020.	0	0	20	0	0	40	0	0	60
Customer Services	Facility Services	The annual payment of allowances under the Carbon Reduction Commitment scheme ends in its present form on 31 March 2019. There is the risk that this may lead to the introduction of a more punitive regime.	0	0	0	0	13	13	0	25	25
Customer Services	Facility Services	Renewal of school and public transport contracts in Tiree in April 2018	4	4	4	4	4	4	4	4	4

COST AND DEMAND PRESSURES 2018-19 to 2020-21 **APPENDIX 3**

			Best Case			Mid Range Scenario			Worst Case		
Department	**Service**	**Cost/Demand Pressure**	**2018-19 £000**	**2019-20 £000**	**2020-21 £000**	**2018-19 £000**	**2019-20 £000**	**2020-21 £000**	**2018-19 £000**	**2019-20 £000**	**2020-21 £000**
Customer Services	Facility Services	Renewal of school and public transport contracts in Mid Argyll in July 2018	11	16	16	11	16	16	11	16	16
Customer Services	Facility Services	Removal of Fire and Rescue Scotland Contract (undergoing re-tender exercise at present)	11	11	11	11	11	11	11	11	11
Development and Infrastructure	Planning and Regulatory Services	Local Plan Enquiry. There is a requirement for the Council to have a local plan enquiry every 5 years as part of legislation - as this is a one-off cost every five years there is no resource included within the current budget.	0	90	0	0	90	0	0	90	0
Development and Infrastructure	Planning Housing and Regulatory Services	Net effect of budget commitments in respect of temporary homelessness and leisure and culture services	60	60	60	60	60	60	60	60	60
Development and Infrastructure	Roads and Amenity	Waste Financial Model - This relates to the financial model that was developed, which forecast overall waste costs until 2039-40. The cost pressure is £254k in 18-19 and £560k in 19-20 and there is no additional cost pressure for 2020-21. However the landfill ban comes into place in January 2021 and it should be noted that this could lead to possible variations with the Shanks contract.	254	560	560	254	560	560	254	560	560
Council Wide	Council Wide	General provision for unidentified Cost and Demand Pressures	0	0	0	0	250	500	0	500	1,000
TOTAL			**1,877**	**2,702**	**2,632**	**1,877**	**2,965**	**3,165**	**1,877**	**3,227**	**3,697**

2018-19 Social Work Inflation - Pay and Non-Pay **Appendix 4a**

Service	Inflation Category	Basis of Inflation	18-19 Inflation %	Inflation 2018-19 £000
All Social Work	Living Wage Increases	Inflationary increase for both National Living Wage and Scottish Living Wage for commissioned services, rate increased to £8.75 from May 2018		960
Adult Care	Catering purchases and prepared meals in care homes, day centres, meals on wheels and lunch clubs.	Inflationary increase in line with 17-18 increase. Food costs increasing and unsure of impact of Brexit.	5.00%	12
Adult Care	Purchase and maintenance of OT Equipment	Inflationary increase based on RPI at September 2017 to reflect increased cost of buying specialist equipment to support people at home.	2.60%	6
Children and Families	Catering purchases and prepared meals in children's houses and hostels.	Inflationary increase in line with 17-18 increase. Food costs increasing and unsure of impact of Brexit.	5.00%	6
Children and Families	Adoption Allowances	Allowance rates and fees were not uplifted in 2017/18. Allowance has been made for an increase of 1% to allowances and fees.	1.00%	1
Children and Families	Fostering Allowances	Allowance rates and fees were not uplifted in 2017/18. Allowance has been made for an increase of 1% to allowances and fees.	1.00%	17
Children and Families	Staffing Recharges	Inflationary increase to cover the estimated cost of increments and pay inflation for posts in NHS funded by the Council using an estimate derived from information provided by colleagues in NHS Highland Finance.	4.77%	2
Total Non-Pay Inflation				**1,004**
Social Work	Pay Inflation	The cost of pay inflation and increments for all Social Work staff - the inflation is based on 3% for all employees below £36,500 and 2% for employees above £36,500.		920
Total Pay Inflation				**920**
Grand Total Inflation				**1,924**

SOCIAL WORK COST AND DEMAND PRESSURES 2018-19 to 2020-21 **APPENDIX 4b**

			Best Case			Mid Range			Worst Case		
Service	**Cost/Demand Pressure**	**Cost/Demand Pressure**	**2018-19 £000**	**2019-20 £000**	**2020-21 £000**	**2018-19 £000**	**2019-20 £000**	**2020-21 £000**	**2018-19 £000**	**2019-20 £000**	**2020-21 £000**
Adult Care	The number of older people is increasing and older people are living longer with significant health and support needs and significant expectations of the support they are entitled to receive. Demand pressure estimates 3% growth in homecare and care home placements, this increase is supported by the growth in clients and care requirements over a number of years. The worst case scenario is based on a 6% increase.	Care Services for Older People	714	1,450	2,208	714	1,450	2,208	1,428	2,942	4,547
Adult Care	There has been continuing increase in demand for care and support services for profoundly disabled younger adults (ie under 65) whose parents have historically provided care but are no longer able to. The best case assumes new demand will be met from attrition or reductions in existing services, the mid-range reflects demand of 4.5% and the worst case reflects demand of 9%, the latter reflecting the highest annual increase in demand which occurred in 2016/17.	Care Services for Younger Adults	0	0	0	482	986	1,512	964	2,014	3,159
Social Work (Adult Care and Children and Families)	Carers Act will commence on 1 April 2018. Funding allocated as part of the £66m social care funding, the cost pressure represents the share of funding in relation to the Carers Act and this funding will be the basis of the agreement of the eligibility criteria. There are concerns re the Scottish Government fully funding the commitment and implications of the Act and there is no funding allocation for replacement care, costs will be closely monitored during 2018-19.	Carers Act - New Statutory duties	350	350	350	350	350	350	350	350	350
Children and Families	Sleepover Provision in Education Hostels: Arising as a result of the requirement to bring sleepover rates into line with the National Living Wage.	Sleepover provision	96	96	96	96	96	96	96	96	96
Adult Services	Lorn Campbell Court: Estimated additional funding required to deliver a progressive care service at Lorn Campbell Court. The service model is being finalised at the moment and this pressure will be updated after completion. The full cost is likely to be in the region of £400k with £370k already provided for in 2017/18.	Progressive Care Service - Lorn Campbell Court	30	30	30	30	30	30	30	30	30
Adult Services	Reflects the cost of bringing sleepovers for commissioned social care providers into line with the Scottish Living Wage during 2018-19, the Scottish Government have advised that this will be a requirement during 2018-19. This is being kept under review as there is potential to delay implementation until March 2019, however agreement to this would require a national approach as many providers of sleepovers are national providers who would seek a national agreement for pay parity across areas. Best case reflects the impact if the provision levels can be reduced sufficiently that the savings produced offset the additional costs. The mid-range estimate reflects the impact if demand remains constant and the SSG provides additional funding. The worst case scenario reflects the estimated cost if no additional government funding is provided.	Sleepovers- -Night Rates	111	143	172	182	246	303	222	286	343
Adult Services	National Care Home Contract: Contract rates are negotiated on an annual basis with representatives of the Scottish care home sector by Scotland Excel. The best case scenario figures provided are based on an annual increase of 2.5%, reflecting the estimated increase in the Scottish Living Wage. The mid range refelcts and increase of 5% and the worst case 7.5%.	National Care Home Contracts	195	200	205	390	410	430	585	629	676
Two Cost Pressures to be removed:											
Children and Families	New model of providing service on cessation of the Criminal Justice Partnership resulted in additional costs. This additional funding requirement is reduced for 2018-19 as additional funding is to be provided to bring funding allocations into line across Scotland	Criminal Justice Partnership	(50)	(50)	(50)	(50)	(50)	(50)	(50)	(50)	(50)
Adult Care	Estimated cost of additional financial support for Auchinlee Care Home, agreed by the Integration Joint Board on 29 March 2017. This is was a one year only cost pressure which can be removed for 2018-19.	Auchinlee Care Home	(229)	(229)	(229)	(229)	(229)	(229)	(229)	(229)	(229)
			1,217	**1,990**	**2,782**	**1,965**	**3,289**	**4,650**	**3,396**	**6,068**	**8,922**

Ref	Service area	Saving	Description	Proposed Savings					
				2018-19 £000	Posts lost (based on full time hours)	2019-20 £000	Posts lost (based on full time hours)	2020-21 £000	Posts lost (based on full time hours)
TB01-1	Development and Infrastructure (roads and amenity, planning, economic development)	Review support delivered by central council services to Development and Infrastructure Services	Reduce support available, remaining support to managed within services and more reliance to be placed on corporate functions, like the contact centre.	112.5	4.0	150.0	4.0	150.0	4.0
TB03-1	Environmental Health and Animal Health	Increase income through raising fees to better match what is charged by other councils	Charging for services was proposed by the public through previous consultations. This would include increasing food export certificates (discounts for small quantities) and introducing charges for example for resampling water supplies.	140.0	0.0	140.0	0.0	140.0	0.0
TB03-3	Environmental Health and Animal Health	Redesign arrangements for service delivery	This would focus on statutory duties, moving from an area-based delivery model, to one based on specialisms and working commercially.	0.0	0.0	0.0	0.0	63.3	1.6
TB04-2	Regulatory Services	Stop doing work that is not a duty of a council, work with other local authorities as part of the North of Scotland Trading Standards Alliance to achieve efficiencies	Our focus would be on inspecting high risk premises, dealing with consumer complaints, enforcement rather than advice, licencing services and targeted inspections.	27.5	0.6	80.1	1.6	80.1	1.6
TB04-4	Regulatory Services	Remodel advice, debt counselling and welfare rights services.	We will review the support provided to advice agencies and identify more cost effective ways to deliver these services.	11.0	0.0	57.1	1.0	105.1	2.0
TB06-1	Planning/Other Planning Services	Introduce charges for non-statutory pre-application services for all scales of development.	Charging for services was proposed by the public through previous consultations. Charges already apply for major developments.	55.0	0.0	60.0	0.0	65.0	0.0
TB06-2	Planning/Other Planning Services	Stop displaying planning applications in Post Offices.	People would still be able to see planning applications on-line.	5.0	0.0	5.0	0.0	5.0	0.0
TB06-4	Planning/Other Planning Services	Reduce team leadership posts.	Work would be split across three instead of four posts.	0.0	0.0	52.0	1.0	52.0	1.0
TB06-5	Planning/Other Planning Services	Reduce team whose duties include processing householder/major/local planning applications.	Work would be split across 2 instead of 3 technicians, and 2 instead of 3 senior planners. We provide redeployment opportunities where possible.	35.0	1.0	88.0	2.0	88.0	2.0
TB06-9	Planning/Other Planning Services	Increase charges by 3%.	Charges relate to naming/numbering properties, new streets, renaming/renumbering streets, or confirming an address to a solicitor etc	13.0	0.0	21.6	0.0	31.6	0.0
TB07	Depots	Create one main depot in key areas, to reduce running costs and create opportunities to raise income	Employees would work together from one main area depot, rather than be distributed across several small properties in one area.	16.5	0.0	115.5	0.0	172.5	0.0

Ref	Service area	Saving	Description	Proposed Savings					
				2018-19 £000	Posts lost (based on full time hours)	2019-20 £000	Posts lost (based on full time hours)	2020-21 £000	Posts lost (based on full time hours)
TB08	Parking	Increase parking charges and introduce additional parking charges, to places currently not charging, to keep traffic moving, manage demand for parking, and contribute to maintenance of roads infrastructure.	Charging for services was proposed by the public through previous consultations. We will also explore opportunities for commercial use of car parks.	180.0	-1.0	430.0	-3.0	697.0	-3.0
TB09	Public Conveniences	Review public toilet facilities (providing toilets is not a duty of a council)	Close 36 of the 57 public toilets, lease out facilities where refreshment kiosks can also be provided, encourage businesses to make their toilets available or make available for community asset transfer where interest is shown	10.0	1.0	55.0	3.0	80.0	3.0
TB10	Ferries	Review the Islay/Jura ferry service including the cost of bookable services, increase ferry charges to better reflect actual cost, council staff to manage ships instead of an external company.	We would recruit a qualified, experienced Marine Manager to manage ships.	55.0	-1.0	85.0	-1.0	110.0	-1.0
TB11	Piers and Harbours	Increase income to fully fund capital work and loan charges.	Apply a commerical approach too the setting of charges.	284.0	0.0	404.0	0.0	524.0	0.0
TB12a	Amenity Services	Establish a Funeral Directors service.	The council carries out approximately 600 burials and 600 cremations each year. We would recruit a funeral director.	-10.0	-1.0	35.0	-1.0	50.0	-1.0
TB12b	Amenity Services	Review charges for use of Mossfield, Rothesay and Dunoon stadiums to cover the cost of using the venues and make improvement work possible. Provide a portaloo-hire service.	These venues are being used for a growing number of events. A portaloo-hire service would be available for example for community groups and events.	10.0	0.0	20.0	0.0	30.0	0.0
TB12c	Amenity Services	Combine Roads and Amenity teams into one team and review the services provided. This saving is the Amenity Service contribution to that (with TB13c)	Merging the teams will allow us to be more flexible about the way we deliver services. We will also have to reduce the services we provided for example reducing the frequency of grass cutting.	65.0	1.0	150.0	1.0	215.0	2.0
TB13b	Roads and Infrastructure	Introduce or increase charges for non-statutory services; carry out work for other organisations.	We would introduce charges for providing lighting design; and increase charges by 20% for road construction consents, skips, scaffolds, hoarding, permits and licences.	10.0	0.0	50.0	0.0	150.0	0.0
TB13c	Roads and Infrastructure	Combine Roads and Amenity teams into one team and review the services provided. This saving is the Roads Service contribution to that (with TB12c)	Merging the teams will allow us to be more flexible about the way we deliver services. We will also have to reduce the services we provide such as roads maintenance and winter maintenance.	99.0	4.0	457.0	4.0	815.0	6.0

Ref	Service area	Saving	Description	Proposed Savings					
				2018-19 £000	Posts lost (based on full time hours)	2019-20 £000	Posts lost (based on full time hours)	2020-21 £000	Posts lost (based on full time hours)
TB14	Waste	Identify opportunities to raise commercial income and reduce costs of collecting and disposing of waste.	Review commercial waste agreements and ensure all waste is being paid for. Explore more cost effective ways of getting waste to its final disposal point.	-130.0	0.0	13.0	0.0	286.0	1.0
TB15	Airports	Review existing air service contracts and the levels of operation. Pursue more commercial opportunities at Oban airport.	The council has 3 airports (Coll, Colonsay and Oban) and subsidises flights between Oban, Coll, Tiree and Colonsay. We will reduce the subsidy available and look to provide commercial services such as the supply of fuel.	80.0	-1.0	160.0	-1.0	298.0	-1.0
TB16-3	Economic Development - Strategic Transportation	Reduce road safety materials budget and remove the Road Safety Unit	Road safety information available through other organisations.	13.0	0.0	84.0	1.7	84.0	1.7
TB16-10	Economic Development - Economic Growth	Re-design the economic development service.	We will focus on activities which have the most impact and work with economic agencies to improve economic outcomes.	0.0	0.0	57.0	1.0	218.0	4.0
TB16-12	Economic Development - Economic Growth	Stop funding Visit Scotland with its move away from providing face-to-face advice to providing information on-line.	We would continue to support tourism through marketing and promotional activities.	91.0	0.0	91.0	0.0	91.0	0.0
TB16-14	Economic Development - projects and regeneration	Remove renewable energy budget	We will continue to work with partners to support the renewables sector.	30.0	0.0	30.0	0.0	30.0	0.0
TB16-19	Economic Development - economic growth	Stop membership of a specialist Europe-focused organisation following the UK decision to leave the European Union.	The organisation is the CPMR - the Conference of Peripheral Maritime Regions.	10.0	0.0	10.0	0.0	10.0	0.0
TB17	Property Services	Identify opportunities for office rationalistion and raising income	This includes exploring options such as raising income through sustainable power, leasing council office space to external organisations or closing council offices by increasing the number of employees who work from home.	27.5	0.0	71.5	0.0	121.5	0.0
TB19	Transport	Reduce costs of the council's use and management of vehicles across different services.	This includes pupil and public transport, pool cars, Fleet and Transport Teams and reducing community grants.	101.0	1.0	141.0	1.0	183.0	1.0
TB20-1	Education (Centrally deployed officers)	Reduce overall number of Centrally deployed officers within the Education Management and Central Team.	Overall reduction in the total number of centrally deployed officers, with further savings options to be pursued (school and teacher budgets excluded).	386.0	8.0	617.0	8.0	617.0	8.0
TB21-1	Design and Project Management Teams	Cross-departmental review and restructure of design and project management teams.	This is about finding opportunities for synergies between teams for making savings and raising income.	36.0	1.0	36.0	1.0	36.0	1.0

Ref	Service area	Saving	Description	Proposed Savings					
				2018-19 £000	Posts lost (based on full time hours)	2019-20 £000	Posts lost (based on full time hours)	2020-21 £000	Posts lost (based on full time hours)
TB23	Education - other	Review of current janitor provision within all Argyll and Bute schools.	Review of current janitorial staffing deployment across all schools.	47.0	2.0	75.0	2.0	75.0	2.0
TOTAL SAVINGS IDENTIFIED				**1,810.0**	**19.6**	**3,840.8**	**26.3**	**5,673.1**	**35.9**

POLICY SAVINGS - Changes since October P&R Report

Ref	Saving	Description of Change	Proposed Savings					
			2018-19 £000	FTE	2019-20 £000	FTE	2020-21 £000	FTE
	Total potential Savings as reported to Council on 26 October 2018		**1,847.5**	**22.1**	**3,865.8**	**28.8**	**5,764.6**	**37.8**
TB01-01	Review support delivered by central council sercices to Development and Infrastructure	Reduced year 1 saving to allow for lead in time and reduced no. of FTE	-37.5	-1.0		-1.0		-1.0
TB08	Increase parking charges and introduce additional parking charges, to places currently not charging, to keep traffic moving, manage demand for parking, and contribute to maintenance of roads infrastructure.	Increase of FTE						-3.0
TB10	Review the Islay/Jura ferry service including the cost of bookable services, increase ferry charges to better reflect actual cost, council staff to manage ships instead of an external company.	Reduced year 2 saving			-25.0			
TB12a	Establish a Funeral Directors service.	Reduced year 3 savings					-50.0	
TB12c	Combine Roads and Amenity teams into one team and review the services provided. This saving is the Amenity Service contribution to that (with TB13c)			1.0		1.0		2.0
TB14	Identify opportunities to raise commercial income and reduce costs of							1.0
TB17	Identify opportunities for office rationalistion and raising income	Reducation to year 3 saving					-41.5	

POLICY SAVINGS - Changes since October P&R Report

Ref	Saving	Description of Change	Proposed Savings					
			2018-19 £000	FTE	2019-20 £000	FTE	2020-21 £000	FTE
TB23	Review of current janitor provision within all Argyll and Bute schools.	Reduction in FTE from orginial proposal		-2.5		-2.5		-2.5
TOTAL SAVINGS IDENTIFIED			**1,810.0**	**19.6**	**3,840.8**	**26.3**	**5,673.1**	**34.3**

Transformation Board
Savings Options Template

Ref:	TB01-01	**Operating Principle:**	Business cost reduction and service redesign		
Dept:	Development and Infrastructure		**Gross** £000	**Income** £000	**Net** £000
Service:		**Budget:**	1,753	78	1,675
Service Package:	DIS Directorate; Central Support and Administration and RAMS Admin	**Savings**	**2018-19**	**2019-20**	**2020-21**
			£000	£000	£000
			£112.5	£150	£150

Description and purpose of service package

Collectively D&I Directorate, central business support and administration and Roads and Amenity Services employs 49 FTE delivering a range of support services.

The range of central support duties provided is wide ranging. Many of the duties performed are considered to be transactional and essential for the core business of Development and Infrastructure Services'.

Transactional and core business support includes customer service requests referred to services through the Customer Service Centre and daily management of service email accounts; commercial waste customer account processing; parking permit verifications, parking penalty charge notice administration including responding to representations and income recovery; service administration of ferry direct debits; public liability claims administration; processing planning applications, contributor representations and fee handling; processing building standards warrants, certificates and fee handling; civic government licensing administration and fee handling; food and drink export certificate administration and fee handling; food safety inspection report administration; animal welfare service administration; administration and invoicing for private water supply testing; administration and invoicing of private landlord registration; local development plan administration; performance related data processing in pyramid; processing small level PECOS and manual orders; administration of fees to third parties; departmental complaints handling, member enquiries and information request processing.

Additional duties carried out by the team includes departmental public performance reporting; departmental service improvement projects; co-ordination of departmental training needs; customer service development requirements as agreed by the Customer Services Board; and coordination of Customer Service Level Agreement liaison meetings quarterly.

How will saving be delivered?

A proposed re-design of support arrangements will maximise the benefit of corporate ways of working and investments made in central IT systems. It will also help avoid potential duplication of effort as the council moves to right size support functions to complement potentially reduced future service provisions.

Staff providing direct support to services will be disaggregated to those teams to facilitate further streamlining of support functions. It is proposed that the remaining small core of support essential for the efficient running of the department will be incorporated into the director's support team. These structural changes will enable management and supervisory posts to be reduced.

There will also be further development of existing ICT system and a move to automate tasks, reduce resource intensive duties, a shift to self-service alternatives for staff and customers and a reduction in level of support provided in some area.

Strategic and operational risks issues

- Reduced ability to respond to corporate initiative and reporting requirements, placing a greater responsibility on operational staff.
- The team provide support across all operational teams within the department and will require operational staff to self-serve using available ICT systems. This will have an impact across the board on the capacity of these operational teams.
- That customer service performance suffers.
- That processes supporting the recovery of income streams e.g. commercial waste, parking, D&I debtors are less robust and that income is lost as a result.
- That the department is less resilient in its ability to deal with fluctuations in work load and demand for services.

Statutory requirements

The services delivered support statutory Roads and Amenity; Environmental Health, Animal Welfare and Trading Standards; Planning and Building Standards; Public Performance Reporting; and other legislative functions such as information requests and complaint handling. The intention is not to cease providing these statutory functions, rather to streamline their handling and optimise service and other corporate resources for optimum efficiency.

Third Sector/Partnerships

N/A

Rapid EQIA Complete

Full EQIA Required **Yes** **No**

Full EQIA Completed **Yes** **No**

Health and Safety Impact Assessment Required **Yes** **No**

Health and Safety Impact Assessment Completed **Yes** **No**

Trade Union Consultation Complete **Yes** **No**

Saving Profile

	2018-19		2019-20		2020-21	
	£'000	FTE	£'000	FTE	£'000	FTE
Redesign of DIS central support and admin	112.5	4	150	4	150	4
TOTAL	**112.5**	**4**	**150**	**4**	**150**	**4**

Transformation Board
Savings Options Template

Ref:	TB03-1 **Cost recovery approach to fees and charges**	**Operating Principle:**	Business cost reduction and Income generation		
Dept:	Development and Infrastructure		**Gross** £000	**Income** £000	**Net** £000
Service:	Planning, Housing and Regulatory Services	**Budget:**	1,887	630	1,257
Service Package:	Environmental Health and Animal Health	**Savings**	**2018-19**	**2019-20**	**2020-21**
			£000	£000	£000
			140	140	140

Description and purpose of service package

Environmental health and animal health deliver the Council statutory duties and enforce a wide range of legislation. Its purpose is to protect public health (e.g. food safety, health and safety, environmental protection etc.).

How will saving be delivered?

1. This option was developed through benchmarking with other Scottish Local Authorities and comparing fees and charges. This has identified that our fees and charges are lower than the majority of other local authorities and are well below our delivery costs. To achieve these savings, a new charging regime is proposed, to increase existing charges to the benchmark average, and to introducing new fees (e.g. resampling of private water supplies, etc.).
2. The area of highest income will be from food export certificates which is resource intensive, high demand, and likely to increase as a result of Brexit. This work supports food businesses to send their produce (e.g. raw and smoked salmon whisky etc.) to non - EU countries, important for the local and national economy. The Councils fee is the lowest in Scotland at £17.50/certificate and does not recover our costs and diverts resources from other planned statutory work. The highest charge is £127 in Shetland. The proposal would be to introduce a new charging regime for export certificates with a fee of £91 (comparable with Glasgow and lower than many other local authorities) with additional costs for urgent requests and reduced fees for low volume consignments.

Charge	Current ABC Charge	Benchmarking Club average	Benchmarking Club Maximum	Proposed fees and charges for 2018/19	Number 16/17	Projected increase in income levels based on 16/17 demands
Export certificates	17.50	48.82	127.00	91.00	1,758.00	129,213.00
Pet shops	84.70	103.15	165.00	165.00	5.00	401.50
Animal Boarding	128.60	121.14	175.00	175.00	12.00	556.80
Dog Breeding	128.60	137.84	323.00	323.00	1.00	194.40
Riding Establishments	118.30	157.57	410.00	410.00	13.00	3,792.10
Dangerous Wild Animals	118.30	162.46	323.00	323.00	1.00	204.70
Zoos	168.00	352.53	975.00	975.00	2.00	322.80

Venison Dealers	58.45	94.13	167.00	167.00	17.00	1,845.35
Cinema	162.00	313.88	618.00	618.00	7.00	3,192.00
Potential increases in income based on 16/17 data						**139,722.65**

Strategic and operational risks issues

1. Reputational risk of the Council not being considered to be business friendly due to higher charges for this service. Whilst there is likely to be business opposition, we believe it is fairer and moves closer to better reflect the revenue costs required in delivering services. We will continue to support business who are exporting high quality produce across the world, and that the proposed increase of £73.50 per certificate is not significant against the market value of the consignments (predominately salmon, whisky, shellfish) which are being exported. Notwithstanding this, we will develop a charging scheme which will provide discounts for small quantities and low cost produce, which will be offset by some additional costs where there is a need for special postage, sampling or inspections or very late requests.
2. Lack of sufficient resource to deal with service demand for export certificates post-Brexit where it is envisaged that demand will increase.

Statutory requirements

1. There is a duty on local authority to provide specific services (e.g. licensing and monitoring functions etc.) where the charges are either set by stature or in other cases, are at the discretion of the local authority.
2. Essentially a statutory service regulating legislation and undertaking the Councils statutory duties under a range of legislation including food safety, public health, health and safety at work, environmental protection, private water supplies, licensing standards and animal health and welfare. There is a need for the Council to meet statutory Frameworks which specify the service designs and standards to be achieved.

Third Sector/Partnerships

We will continue to work with our partners including business, consultees and other regulators.

Rapid EQIA Complete YES

Full EQIA Required **Yes** [ ] **No** [√]

Full EQIA Completed **Yes** [ ] **No** [ ]

Health and Safety Impact Assessment Required **Yes** [ ] **No** [√]

Health and Safety Impact Assessment Completed **Yes** [ ] **No** [ ]

Trade Union Consultation Complete **Yes** [√] **No** [ ]

Saving Profile

	2018-19		2019-20		2020-21	
	£'000	FTE	£'000	FTE	£'000	FTE
TB03-1 Cost recovery approach to fees and charges	140	0	140	0	140	0
TOTAL	**140**	**0**	**140**	**0**	**140**	**0**

Transformation Board
Savings Options Template

Ref:	TB03-3 Service redesign of environmental health	**Operating Principle:**	Business cost reduction and Income generation		
Dept:	Development and Infrastructure		**Gross** £000	**Income** £000	**Net** £000
Service:	Planning, Housing and Regulatory Services	**Budget:**	1,887	630	1,257
Service Package:	Environmental Health and Animal Health	**Savings**	**2018-19**	**2019-20**	**2020-21**
			£000	£000	£000
					63.3

Description and purpose of service package

Environmental health and animal health deliver the Council statutory duties and enforce a wide range of legislation. Its purpose is to protect public health (e.g. food safety, health and safety, environmental protection etc.). Much of our work focusses on health protection (preventing incidents from occurring) and responding to incidents (e.g. E.coli 0157 outbreak and Avian Flu). The service supports economic development and ensures that the basic expectations of society are protected (safe food and drinking water, good housing, safe workplaces and businesses, clean air etc.).

How will saving be delivered?

This saving will be achieved by the redesign of the environmental health services from the east/west model to a discipline model (commercial and environment), to build in opportunities for workforce development/succession planning and through efficiencies created by better use of ICT and focussing on our statutory duties and stopping doing some current work which is non-statutory. The saving target can only be achieved by losing 2 posts in our current establishment and the redesign will analyse and identify the resources required to fulfil our statutory duties.

Strategic and operational risks issues

1. Risk to delivery of statutory duties; potential increase in non-compliance in lower priority sectors and a greater risk of reputational and punitive action against the Council. (e.g. Food Standards Scotland).
2. The key purpose of these services is to prevent any major incidents which affect the health of the public, and to take steps to manage any incidents when they do occur to prevent any further risks of ill-health (included in top 10 Councils critical activities). Examples include public health/communicable disease incidents (e.g. legionella, E.coli 0157, norovirus etc.). By reducing resource, there is a potential that outbreaks may be more frequent potentially putting the public at greater risk, and there will be reduced capacity to respond.
3. As agreed with Food Standards Scotland we require to fully deliver our Food Control Improvement Plan, which includes the service redesign, and this resource reduction will affect our ability to do so. Supplementary work will be required to analyse the resource requirements of delivering our statutory food duties through the food safety audit/food safety Improvement Plan. This saving will be made in year 3

Statutory requirements

1. This is a statutory service regulating legislation and undertaking the Councils duties under a range of legislation including food safety, public health, health and safety at work, environmental protection, private water supplies, licensing standards and animal health and welfare. There is a need for the Council to meet statutory Frameworks which specify

the service designs and standards to be achieved, and a risk that other agencies (e.g. Food Standards Scotland) can assume responsibility for delivering services, in failing authorities

2. The service redesign required to achieve the savings target will mean we will only be targeting high and medium risk activities and not routinely inspecting lower risk premises.

Third Sector/Partnerships

We will continue to work with our partners.

Rapid EQIA Complete	YES			
Full EQIA Required	**Yes**		**No**	√
Full EQIA Completed	**Yes**		**No**	
Health and Safety Impact Assessment Required	**Yes**	√	**No**	
Health and Safety Impact Assessment Completed	**Yes**	√	**No**	
Trade Union Consultation Complete	**Yes**	√	**No**	

Saving Profile

	2018-19		2019-20		2020-21	
	£'000	FTE	£'000	FTE	£'000	FTE
TB04-2 Redesign of service and reduction in professional TS staff	0	0	0	0	63.3	1.6
TOTAL	**0**	**0**	**0**	**0**	**63.3**	**1.6**

Transformation Board
Savings Options Template

Ref:	TB04-2 Service Redesign and reduction in professional Trading Standards staff.	**Operating Principle:**	Business cost reduction		
Dept:	Development and Infrastructure		**Gross** £000	**Income** £000	**Net** £000
Service:	Planning, Housing and Regulatory Services	**Budget:**	642	6	636
Service Package:	Regulatory Services	**Savings**	**2018-19**	**2019-20**	**2020-21**
			£000	£000	£000
			27.5	80.1	80.1

Description and purpose of service package

The saving will be achieved from a service re-design of trading standards (focussing on statutory work only) and new collaborative working arrangements with other local authorities through the North of Scotland Trading Standards alliance. The national strategic review of trading standards undertaken by the Improvement Service promotes partnership working as a way of tackling the serious risks facing trading standards services in Scotland. A saving of £80,000 is projected over 3 years through staff reductions.

How will saving be delivered?

1. The Council set the levels for inspections and visits and there is no statutory minimum although there is a duty to respond to investigate certain specific complaints and regulate business. The intention is to redesign the TS service, move away from programmed work to project related activities; enter into collaborate shared service arrangements with North of Scotland authorities (Argyll and Bute, Aberdeen City, Aberdeenshire, Highland, Moray, Shetland, Orkney and Western Isles) and achieve efficiencies. The reductions proposed will take us towards minimum statutory levels of service and this will be further evaluated on delivery of the new service arrangements.
2. The saving will be achieved from a service re-design of trading standards (focussing on national, regional and local priorities, and statutory work only). This will result in a reduction of 1.6 FTE permanent posts over 2 years (0.6 FTE in year 1, a further 1FTE in year 2), excluding the 2 FTE temporary posts which will be lost through other management savings.
3. The remaining 6FTE will be fully deployed to meet the new service priorities which will target resources where greatest impacts can be delivered. Management of the service and budget will remain with the Council, although through the North of Scotland TS Alliance, there will be greater cooperation across partner Councils, sharing of Lead Officers, a range of common service planning priorities and efficiencies provided by accessing common services (e.g. reference materials, calibration and test services etc.).

Strategic and operational risks issues

1. There is a higher risk to consumer protection and greater level of non-compliance in business sector. These will be mitigated by working more collaboratively (e.g. North of Scotland TS Alliance) where we can share Lead Officers, provide greater coordination and share services.
2. As a result of service redesign and focussing on our statutory activities, there will be some aspects of our current work which we will cease to deliver. There are reputational risks from being unable to meet the expectations of communities or individuals.

Statutory requirements

1. There are elements of the trading standards service which are statutory and must be provided by the Council. The design will be to target our statutory duties (e.g. weights and measures; petroleum licensing; fair trading etc.) and key priorities which will be set based

on national, regional and local intelligence. We will no longer provide a range of non-statutory services including the Councils Buy With Confidence scheme.

2. It is critical that we move towards a North of Scotland Trading Standards Alliance to offset the impact of these savings. Discussions are progressing well with all Councils agreeing in principle to the new arrangements. A report will require to be brought to Committee for consideration in April 2018.

Third Sector/Partnerships

We will continue to work with our partners and develop a formal agreement with the other local authorities within the North of Scotland Trading Standards Alliance

Rapid EQIA Complete	YES			
Full EQIA Required	**Yes**		**No**	√
Full EQIA Completed	**Yes**		**No**	
Health and Safety Impact Assessment Required	**Yes**	√	**No**	
Health and Safety Impact Assessment Completed	**Yes**	√	**No**	
Trade Union Consultation Complete	**Yes**	√	**No**	

Saving Profile

	2018-19		2019-20		2020-21	
	£'000	FTE	£'000	FTE	£'000	FTE
TB04-2 Redesign of service and reduction in professional TS staff	27.5	0.6	80.1	1.6	80.1	1.6
TOTAL	27.5	0.6	80.1	1.6	80.1	1.6

Transformation Board
Savings Options Template

Ref:	TB04-4 Redesign of advice services including a review of advice services provided by the Council, and changes to the financial support provided to Advice Agencies	**Operating Principle:**	Business cost reduction		
Dept:	Development and Infrastructure		**Gross** £000	**Income** £000	**Net** £000
Service:	Planning, Housing and Regulatory Services	**Budget:**	642	6	636
Service Package:	Regulatory Services	**Savings**	**2018-19**	**2019-20**	**2020-21**
			£000	£000	£000
			11	57.1	105.1

Description and purpose of service package

An independent review of advice services in Argyll and Bute made a number of recommendations which are intended to improve the delivery of advice services across Argyll and Bute. An action plan has been developed with partners and this will drive improvements and identify savings options over a three year period. The details of the savings will be identified through the action plan but will include a reduction in core funding to advice agencies, and efficiencies from changes to the delivery of advice services across the Council, including the integration of debt counselling and welfare rights.

How will saving be delivered?

The savings will be delivered through the delivery of an action plan which will review advice services in Argyll and Bute. The action plan has been agreed by the Welfare Reform Working Group but will take forward the findings of the independent review of advice services. The Plan will be brought to Policy and Resources Committee for member's consideration and approval. The savings options will be driven by the plan and will consist of:

1. Converting the core support package the Council provides to Argyll and Bute Citizens Advice Bureau and Bute Advice Centre in 2018/19 to include alternative support (e.g. office accommodation, ICT etc.), rather than solely cash funding. This will reduce the core funding provided to Argyll and Bute Citizens Advice Bureau and Bute Advice Centre of £11,000, (a reduction of £7270 and £3730 for ABCAB and BAC respectively) with the introduction of "in-kind support" to offset these saving (e.g. office accommodations etc.). These will be built into the new contracts which take effect from 1st April 2018.
2. Savings in 2019/20 and 2020/21 totalling £105.1K will be delivered through the delivery of a detailed scoping study (to be agreed with SMT and Policy and Resources Committee) which will aim to:
    - Re-design the Councils core funding arrangements for advice services with key activities and outcomes delivered by a single provider at a reduced cost with "in-kind support" (e.g. co-location of offices with Council services etc).
    - Integrate debt counselling and welfare rights within Regulatory Services with a resultant reduction in budget and resource.
    - Review the range of advice services delivered by the Council and endeavour to deliver savings through better integration or alternative means of service delivery.

Strategic and operational risks issues

1. Reputational risk to the Council – removing/reducing our capacity to undertake debt counselling will reduce services to the vulnerable and although they will have access to

services through advice agencies or private contractors, these may be less accessible or may incur fees.

2. Reputational risk to the Council for reducing support to Argyll and Bute Citizens Advice Bureau and Bute Advice Centre.
3. Advice agencies have experienced challenges to funding right across Scotland. At the local level both our advice agencies have experienced funding difficulties and both have required emergency support packages from the Council in 2017/18 in addition to the current core funding from the Council (ABCAB £41,250; BAC £22,500). The local advice agencies have experienced funding challenges due to the loss of income streams and through major projects (eg Money Skills Argyll project) not achieving anticipated 17/18 income levels.
4. There is an operational risk to the continuing core funding of Bute Advice Centre (BAC). This is currently paid from the Regulatory Services revenue budget as a result of the council decision taken in 2015 to fund both Argyll and Bute Citizens Advice (ABCAB) and BAC to the 31st March 2018 from reserves. Council will need to consider making the provision of £22,500 for a single year in 2018/19 as an extension of their current SLA to allow the advice services review to conclude and make recommendations to council by no later than end September 2018.
5. Potential that changes to advice services may require clients to access advice differently.

Statutory requirements

1. There is no statutory responsibility to the Council to provide support to citizens' advice agencies or provide advice services such as debt counselling, although these can be encompassed within the general powers of wellbeing.

Third Sector/Partnerships

Advice services in Argyll and Bute are dependent on Council and other third sector and voluntary agencies working together, and this is demonstrated by the Money Skills Agency Project and the referral systems provided through the Argyll and Bute Advice Network.

Rapid EQIA Complete	YES			
Full EQIA Required	**Yes**		**No**	√
Full EQIA Completed	**Yes**		**No**	
Health and Safety Impact Assessment Required	**Yes**	✓	**No**	
Health and Safety Impact Assessment Completed	**Yes**	✓	**No**	
Trade Union Consultation Complete	**Yes**	√	**No**	

Saving Profile

	2018-19		2019-20		2020-21	
	£'000	FTE	£'000	FTE	£'000	FTE
TB04-4 Redesign of advice services including funding to advice services, debt counselling and welfare rights	**11**	**0**	**57.1**	**1**	**105.1**	**2**
TOTAL	**11**	**0**	**57.1**	**1**	**105.1**	**2**

Transformation Board
Savings Options Template

Ref:	TB06-1 Introduction of pre-application charges for all scales of development	**Operating Principle:**	Service re-design and self-funding		
Dept:	Development and Infrastructure		**Gross** £000	**Income** £000	**Net** £000
Service:	Planning and Regulatory Services	**Budget:**	2,178	1,182	996
Service Package:	Planning/Other Planning Services	**Savings**	**2018-19**	**2019-20**	**2020-21**
			£000	£000	£000
			55	60	65

Description and purpose of service package

Development Management - facilitating the delivery of the place-shaping vision for the community, environment and economy as set out in the Development Plan through the processing of planning applications and related submissions. Activities extend beyond the scrutiny and determination of planning applications to include: pre-application shaping of developments to promote desired outcomes, monitoring the delivery of proposals and enforcement of planning control where appropriate.

Planning management generates significant income. One of the main objectives is to increase this by as much as possible, including the introduction of charges for non-statutory advisory work streams which are currently provided to the public free of charge.

How will saving be delivered?

Introduction of new charges for non-statutory activities. Introduce pre-application charges for all scales of development.

Demand for pre-application planning enquiries have increased substantially year on year since introduction of the current service in 2011.

	2013/14	2014/15	2015/16	2016/17
No. of Pre-Apps	929	951	1,093	1,260

Benchmarking with other Local Authorities has suggested that there is a willingness to pay for planning advice where fees are equivalent to 25% of the statutory planning fee but that the introduction in charging for pre-application advice is likely to result in an initial 30% reduction in enquiries followed by growth in future years as the customers become used to paying for advice which had previously been obtainable without charge. Linking fees to 25% of the payable statutory planning fee would result in charges of £50 for householder enquiries, £100 per dwelling or £100 per 75sqm of commercial floorspace. Enquiries relating to works which do not involve a statutory planning fee (e.g. listed building consent or works to improve disabled access) would be exempt from pre-app charge – it is estimated that such items relate to 10% of current enquiry volumes.

Based on benchmarking, it is anticipated that a chargeable pre-app service would generate in the region of 900 enquiries annually of which 800 would be chargeable. Even based at the lowest charge scale this would generate an income of £40k; it is however recognised that a significant body of existing enquiries relates to new housing and as such would be chargeable at a higher rate giving rise to a reasonable expectation that £55k of additional income is

realistically achievable in 2018/19. It is forecast that the volume of enquiries is likely to increase as customers become used to paying for the service giving rise to additional income in 2019/20 and 2020/21.

Strategic and operational risks issues

Introduction of charges may de-incentivise developers / agents from submitting pre-application consultations meaning that income targets may not be delivered and poorer quality planning applications being submitted as a result of lack of prior engagement on planning issues.

Statutory requirements

Non-statutory.

Third Sector/Partnerships

N/a

Rapid EQIA Complete		X		
Full EQIA Required	**Yes**		**No**	X
Full EQIA Completed	**Yes**		**No**	
Health and Safety Impact Assessment Required	**Yes**		**No**	X
Health and Safety Impact Assessment Completed	**Yes**		**No**	
Trade Union Consultation Complete	**Yes**	X	**No**	

Saving Profile

	2018-19		2019-20		2020-21	
	£'000	FTE	£'000	FTE	£'000	FTE
TB06-1 Introduction of pre-application charges for all scales of development	55	-	60	-	65	-
TOTAL	**55**	**-**	**60**	**-**	**65**	**-**

Transformation Board
Savings Options Template

Ref:	TB06-2 Cease use of Post Offices for display of planning applications	**Operating Principle:**	Service re-design and self-funding		
Dept:	Development and Infrastructure		**Gross** £000	**Income** £000	**Net** £000
Service:	Planning and Regulatory Services	**Budget:**	2,178	1,182	996
Service Package:	Planning/Other Planning Services	**Savings**	**2018-19**	**2019-20**	**2020-21**
			£000	£000	£000
			5	5	5

Description and purpose of service package

Development Management - facilitating the delivery of the place-shaping vision for the community, environment and economy as set out in the Development Plan through the processing of planning applications and related submissions. Activities extend beyond the scrutiny and determination of planning applications to include: pre-application shaping of developments to promote desired outcomes, monitoring the delivery of proposals and enforcement of planning control where appropriate.

This element of the service package seeks to reduce costs through cessation of a non-statutory / discretionary activity.

How will saving be delivered?

Cease use of local post offices for display of planning applications. This is currently a non-statutory / discretionary service. Increase promotion of existing facilities to view plans (availability for inspection at local area Council offices and on the planning website portal).

Planning applications will be available to the public online via Public Access with hardcopies available for inspection on appointment at the nearest Development Management Office. The exception to this would be in the case of applications for 'Major' development and other applications requiring Environmental Impact Assessment which would be displayed at the nearest Council office to the development given that that large volume of technical supporting information which would typically accompany this type of submission are likely to larger file sizes and appendices of large scales plans that can sometimes prove difficult to review in an online format.

Strategic and operational risks issues

Reputational risk from local perceptions of increased difficulty in viewing plans.

Statutory requirements

Non-statutory.

Third Sector/Partnerships

N/a

Rapid EQIA Complete	X			
Full EQIA Required	**Yes**		**No**	X

Full EQIA Completed	**Yes**		**No**	
Health and Safety Impact Assessment Required	**Yes**		**No**	X
Health and Safety Impact Assessment Completed	**Yes**		**No**	
Trade Union Consultation Complete	**Yes**	X	**No**	

Saving Profile

	2018-19		2019-20		2020-21	
	£'000	FTE	£'000	FTE	£'000	FTE
TB06-2 Cease use of Post Offices for display of planning applications	5	-	5	-	5	-
TOTAL	**5**	**-**	**5**	**-**	**5**	**-**

Transformation Board
Savings Options Template

Ref:	TB06-4 Rationalisation/Reduction of DM Area Management Arrangements	**Operating Principle:**	Service re-design and self-funding		
Dept:	Development and Infrastructure		**Gross** £000	**Income** £000	**Net** £000
Service:	Planning and Regulatory Services	**Budget:**	2,178	1,182	996
Service Package:	Planning/Other Planning Services	**Savings**	**2018-19**	**2019-20**	**2020-21**
			£000	£000	£000
				52	52

Description and purpose of service package

Development Management - facilitating the delivery of the place-shaping vision for the community, environment and economy as set out in the Development Plan through the processing of planning applications and related submissions. Activities extend beyond the scrutiny and determination of planning applications to include: pre-application shaping of developments to promote desired outcomes, monitoring the delivery of proposals and enforcement of planning control where appropriate.

This element of the service package seeks to reduce costs through redesign of existing service delivery arrangements.

How will saving be delivered?

Implementation of a service redesign across the DM Service which would involve deletion of one of the area team leaders (ATL) posts (senior officer who manages local team using extensive delegated powers for signing off planning decisions, enforcement notices, pre-application enquiries etc.) which better balances workloads across the areas; moving from 4 ATL's to 3, with one of remaining officers covering a wider geographic area. The service review process would seek to mitigate for the risks from a reduction in the DM management team (as identified below) by reinforcing the concept of a virtual team to provide cover arrangements, and retention of a management resource from the Major Application Team in a central role to facilitate management of committees, to support the Development Manager, and provide a degree of flexibility and cover for review and sign off of 'local' casework.

2016/17 DM/Enforcement Caseload Breakdown						
	B&C	**H&L**	**MAKI**	**OLI**	**Major**	**ABC**
Statutory Items	329	326	623	629	30	1937
Non-Statutory Items (inc. Pre-apps)	241	288	334	376	35	1274
Enforcement Items	45	43	126	84	0	298
Total Caseload	615	657	1083	1089	65	3509
% of ABC Caseload	17.5%	18.5%	31%	31%	2%	100%
FTEs (16/17)	4	4.75	5	6	4	23.75fte

Strategic and operational risks issues

- Reduced availability of management resource within the East of Argyll and Bute where the expectation is that the management availability for H&L / B&C would be reduced by 50%

from current arrangements to reflect average workloads. Arrangements would result in less resilience within wider DM team leading to potential risk of delays in signing off delegated work – negatively impacting on planning performance – also reputational risk from increased levels of complaint / dissatisfaction with levels of service.

- Reduction in number of senior officers would significantly decrease the level of experience and professional knowledge within the DM service giving rise to increased pressure upon the remaining staff resource with negative impacts upon performance, reduced capacity to manage periods of planned/unplanned absence, and greater risk of maladministration.
- Reduced flexibility and capacity within the wider virtual team to accommodate unplanned work pressures such the reprioritisation of resources necessary to fast track complex applications or economically important developments, a significant increase in workload arising from economic recovery, or significant periods of unplanned absence.
- Short term transitional risk of diminished quality review of delegated decision mitigated by greater use of photographs, videos etc.
- Less resilience within team could lead to risk of Scottish Government triggering planning penalty clause and/or potential reduction in benefit of future planning fee increases if these are directly linked to performance as indicated in recent Planning Bill.

Statutory requirements

The processing of planning applications and related submissions (The Planning etc. (Scotland) Act 2006).

Third Sector/Partnerships

N/a

Rapid EQIA Complete		X		
Full EQIA Required	**Yes**		**No**	X
Full EQIA Completed	**Yes**		**No**	

Health and Safety Impact Assessment Required	**Yes**	X	**No**	
Health and Safety Impact Assessment Completed	**Yes**	X	**No**	

Trade Union Consultation Complete	**Yes**	X	**No**	

Saving Profile

	2018-19		2019-20		2020-21	
	£'000	FTE	£'000	FTE	£'000	FTE
TB06-4 Rationalisation/Reduction of DM Area Management Arrangements	0	-	52	1	52	1
TOTAL	**0**	**-**	**52**	**1**	**52**	**1**

Transformation Board
Savings Options Template

Ref:	TB06-5 Rationalisation/Reduction of DM Service Delivery Arrangements	**Operating Principle:**	Service re-design and self-funding		
Dept:	Development and Infrastructure		**Gross** £000	**Income** £000	**Net** £000
Service:	Planning and Regulatory Services	**Budget:**	2,178	1,182	996
Service Package:	Planning/Other Planning Services	**Savings**	**2018-19**	**2019-20**	**2020-21**
			£000	£000	£000
			35	88	88

Description and purpose of service package

Development Management - facilitating the delivery of the place-shaping vision for the community, environment and economy as set out in the Development Plan through the processing of planning applications and related submissions. Activities extend beyond the scrutiny and determination of planning applications to include: pre-application shaping of developments to promote desired outcomes, monitoring the delivery of proposals and enforcement of planning control where appropriate.

This element of the service package seeks to reduce costs through redesign of existing service delivery arrangements.

How will saving be delivered?

Implementation of a service redesign across the whole DM Service which will review the service structure, team management arrangements, workloads, delegation of responsibility, use of specialisms, working practices and implementation of the digital agenda to create and release additional capacity within the retained workforce with the intent that current statutory and non-statutory caseload and performance levels can be maintained in so far as is possible despite the identified reduction in staffing levels.

Within this savings package service redesign / reduction in 2018/19 would involve deletion of 1 x planning technician post (currently vacant) (duties include processing householder applications, pre-application enquiries) with workload passed on to remaining technical officers (x2) and professional planning officers.

Within this savings package service redesign / reduction for 2019/20 would focus on the staff resource of the Major Application team with the reduction of 1 x senior planners post (duties include processing major applications, local applications, pre-applications) with workload passed onto remaining senior planners (x2).

Strategic and operational risks issues

- Less resilience in teams leading to delays in processing planning applications and related submissions. Council currently one of the top performing planning authorities (above national average performance) with risks that we will move to median / below national average processing authority.
- Reduced flexibility and capacity within the wider virtual team to accommodate unplanned work pressures such the reprioritisation of resources necessary to fast track complex

applications or economically important developments, a significant increase in workload arising from economic recovery, or significant periods of unplanned absence.

- Longer processing times for applications gives rise to reputational risk and risk of increased levels of complaint / dissatisfaction with level of service.
- Less resilience within team could lead to risk of Scottish Government triggering planning penalty clause and/or potential reduction in benefit of future planning fee increases if these are directly linked to performance as indicated in recent Planning Bill.

Statutory requirements

The processing of planning applications and related submissions (The Planning etc. (Scotland) Act 2006).

Third Sector/Partnerships

N/a

Rapid EQIA Complete		X		
Full EQIA Required	**Yes**		**No**	X
Full EQIA Completed	**Yes**		**No**	

Health and Safety Impact Assessment Required	**Yes**	X	**No**	
Health and Safety Impact Assessment Completed	**Yes**	X	**No**	

Trade Union Consultation Complete	**Yes**	X	**No**	

Saving Profile

	2018-19		**2019-20**		**2020-21**	
	£'000	FTE	£'000	FTE	£'000	FTE
TB06-5 Rationalisation/Reduction of DM Service Delivery Arrangements	35	1	88	2	88	2
TOTAL	**35**	**1**	**88**	**2**	**88**	**2**

Transformation Board
Savings Options Template

Ref:	TB06-9 Development Policy Fee Increases	**Operating Principle:**	Service re-design and self-funding		
Dept:	Development and Infrastructure		**Gross** £000	**Income** £000	**Net** £000
Service:	Planning and Regulatory Services	**Budget:**	2,178	1,182	996
Service Package:	Planning/Other Planning Services	**Minimum Savings Target:**	**2018-19**	**2019-20**	**2020-21**
			£13	£21.6	£31.6
			149	298	497

Description and purpose of service package

Development Policy - preparation, monitoring, review and implementation of the Argyll and Bute Local Development Plan together with all associated strategies including the Local Biodiversity Action Plan; Woodland and Forestry Strategy; Integrated Coastal Zone Management Plans and the access function under the Land Reform Act and delivering the Council's GIS functions.

How will saving be delivered?

The current fees are on the website at https://www.argyll-bute.gov.uk/street-naming-and-numbering and these charges with the proposed increases for 2018/19 are:

- Naming and/or numbering of one property £80.00 (increase to £84.80)
- Naming and/or numbering each of the 2nd to 50th additional properties £40.00 (increase to £42.40)
- Naming and/or numbering each additional property over 50 £20.00 (increase to £21.20)
- Naming a new street £175.00 (increase to £185.50)
- Changing a property name or adding to the Royal Mail database £77.25 (increase to £81.90)
- Confirming an address to a solicitor, property owner or any organisation £51.50 per letter (increase to £54.60)
- Renaming or renumbering a street - as for new properties

In 2016/17 we processed 148 applications, which was well above the expected number for the first year of the charging regime, and projections for 2017/18 indicate a similar number is expected. If these numbers continue a £10k over performance in 2018/19 can be achieved and should continue for subsequent years.

In 19/20 we will reduce the discount for the bulk numbering of large development sites, add an above inflationary 3% and start to publicise the street naming and numbering service. This is forecast to deliver £4k. In 20/21 we will repeat this process and forecast an increase of £8k.

A rebate of £3k from the newly introduced Local Government Spatial Hub is forecast for 2018/19 rising to £7.6k in 19/20 and £13.6k in 20/21.

18/19	19/20	20/21
£10 k over performance of street naming / numbering	£10k over performance of street naming and numbering	£10k over performance of street naming and numbering
	£4k increase to fees & publicity	£8k increase to fees & publicity
£3k income from spatial hub	£7.6k income from spatial hub	£13.6 income from spatial hub
£13k	£21.6k	£31.6k

Strategic and operational risks issues

- Risks are low but would stem from failure to deliver projected fees.
- Street naming and numbering is in our control so limited risk would be downturn in

applications but this could be mitigated by promoting the property name change service.

- Spatial Hub rebate is a new national venture which confidently predicts the income projected and anticipates considerably more, but as a new venture there is a risk of underperformance.

Statutory requirements

Development Policy:

The Planning etc. (Scotland) Act 2006 – Production of Local Development Plan.
Marine (Scotland) Act 2010 – Development of Regional Marine Plans.
Land Reform (Scotland) Act 2003 - Public Rights of Access, Core Paths Plan, Scottish Outdoor Access Code.
Nature Conservation (Scotland) Act 2004 - Local Biodiversity Action Plan.
INSPIRE (Scotland) Regulations 2009 - GIS data management.

Third Sector/Partnerships

Rapid EQIA Complete		Yes		
Full EQIA Required	**Yes**		**No**	X
Full EQIA Completed	**Yes**		**No**	
Health and Safety Impact Assessment Required	**Yes**		**No**	X
Health and Safety Impact Assessment Completed	**Yes**		**No**	
Trade Union Consultation Complete	**Yes**	X	**No**	

Savings Profile

	2018-19		2019-20		2020-21	
	£'000	FTE	£'000	FTE	£'000	FTE
TB06-9 Development Policy Fee Increases	13	-	21.6	-	31.6	-
TOTAL	**13**		**21.6**		**31.6**	

Transformation Board
Savings Options Template

Ref:	TB07	**Operating Principle:**	Business cost reduction, income generation and maximisation, service redesign and self-funding		
Dept:	Development and Infrastructure		**Gross** £000	**Income** £000	**Net** £000
Service:	Roads and Amenity Services	**Budget:**	596		596
Service Package:	Depots	**Savings**	**2018-19**	**2019-20**	**2020-21**
			£000	£000	£000
			16.5	115.5	172.5

Description and purpose of service package

Roads and Amenity Services have works depots across the council area. In a number of areas both the former district council and regional council depots are still in use. With the reduction in staff and associated vehicles following both the service review and service choices processes, there is no longer the need for two depots to exist. There are also a small number of property assets which are surplus to requirements where disposal is now appropriate.

As part of the Depot Rationalisation proposal there will be a requirement for new buildings and infrastructure to be provided. A business case is being developed which will include an options appraisal and indicative costs for the infrastructure detailed above.

How will saving be delivered?

Rationalisation of depots to one per area at the locations detailed below. The timescales detailed are indicative with the actual programme being driven by the highest revenue savings and capital receipts, should market opportunities arise that are advantageous for the council the programme will be adjusted to accommodate this. Whilst activity will be taking place from current date the dates below indicate when actual savings will be realised:

2017 and 2018-19

- Appin Roads Depot – to be taken to the market for residential development. Appin Depot was of strategic importance when the Council managed and maintained the trunk road network. Whilst this depot has been used in recent years it is not operationally essential with primary salt supplies being kept in both Oban and Dalmally. Arrangements are in place for an up to date valuation to be carried out which will inform how this site can be best marketed in response to current market conditions. Mutual aid arrangements for salt suppliers are also in place with the trunk road provider.
- Disposal of vacant sites and removal of any anomalies around NDR/utility charges etc across all depots, including Hermitage Park.
- Staff consultation, necessary permissions and permits etc, feasibility for alternative sites for Oban (already in progress and soon to move from feasibility to detailed design), Lochgilphead and Rothesay. Options appraisal being progressed for Dunoon, this location is complicated by a long term lease arrangement. It is understood that the landlord for the Dunoon site is currently marketing the property with the Council as a sitting tenant. This gives the Council the option of considering purchase which would remove the exposure with the requirements at the end of the lease.

2019-20

- Oban – currently progressing a single depot, preferred site being Jacksons Quarry but subject to completing ongoing feasibility work currently being undertaken by ABCs

property team. Feasibility and design to be completed and construction commenced and all endeavours made to complete by end of 2018-19 with full savings being realised by 2019-20.

- Lochgilphead – depots currently located in Kilmory industrial estate with two additional depots located off Bishopton Road (shared boundary but physically separated by a burn). Proposal to locate all to existing depot at Kilmory industrial estate. Planning and SEPA consents required.

2020-21

- Rothesay – depots currently located at High Street and Union Street. Feasibility study to determine the most suitable location/site that has potential for the greatest capital receipt.
- Dunoon – two depots currently located at Victoria Road. Roads depot is subject to a long term lease. The landlord has recently marketed the site and the Council expressed interest in this and we are awaiting confirmation of the landlords next move. This will determine what our next actions will be. However, given the contractual position there is no straight forward option available to us.
- Islay – options appraisal to be carried out with a view to relocating from the Bowmore sites to Gartbreck. Options appraisal to consider environmental issues (salt marsh) and utility capacity, understood to be limitations to electricity. Mess and welfare facilities will need to be extended to accommodate the larger team
- Investment requirement for strategic salt store to replace the former salt store at the airport/Appin depot sites. Location flexible but a low value site on the perimeter of the airfield would be ideal. The proposal is to hold a strategic salt reserve of between 5000 – 8000 tonnes (non-operational stock to be used in the event of a significant winter such as 2010 when national supply could not meet demand).
- Campbeltown – roads depot currently situated at Machrihanish, the Rhoin salt store has now been vacated and the site disposed of. Amenity Services are currently based on the Roading along with Fleet. It is proposed that both fleet and amenity are moved to Machrihanish. BEAR Scotland also have a presence at Machrihanish where they keep equipment on behalf of Transport Scotland under their trunk road maintenance contract (the winter maintenance service and response to Category 1 defects are provided by ABC on a contracted basis to BEAR).

The current plan is to progress with Oban following last year's fire, with Lochgilphead as second priority given the deteriorating state of the fleet workshop on Bishopton Road. Each depot project will be time consuming and it is proposed that an overall programme is progressed between now and 2021.

The programme of depot rationalisation will be determined by the revenue savings that can be achieved and also market opportunities/commercial interest in any other sites. Where commercial interest is expressed and there is an opportunity for a capital receipt, that site will be prioritised and progressed.

There are numerous benefits to be derived from combining depots, both financial and cultural. Once sites can be vacated there will be a reduction in NDR, utility costs and the added benefit of more efficient working from a single location. The projects will be progressed on a spend to save basis with progression based on an assessment of the return on investment.

The overall depot programme will require capital investment. It is possible that some of the capital investment can be realised by capital receipts achieved through depot disposal with investments linked to returns. Further funding would be released through reduced expenditure from the depots which close. However, there is a risk should the capital investments not be realised, this would require funding to be found which could be paid back from capital receipts once depot sites are successfully marketed.

Strategic and operational risks issues

- Cost of depot rationalisation will need to be budgeted for and there may be a delay in realising any capital receipts
- Staff and Trade Union consultation will need to be carefully managed to ensure that staff are fully on board with the proposals.
- Costs associated with early termination of Dunoon lease
- Depot rationalisation will need sufficient resource to project management delivery of the overall programme. This is not currently factored into the net savings position outlined below.

Statutory requirements

Various permissions and consents will be required for any new build. Similarly, permissions and consents will be required for the development of the vacated sites that we seek to secure a capital receipt for.

Third Sector/Partnerships

Lochgilphead Kilmory depot currently has a small space occupied by the GRAB Trust. This will need to be reviewed as part of the rationalisation process.

Rapid EQIA Complete		✓		
Full EQIA Required	**Yes**	✓	**No**	
Full EQIA Completed	**Yes**	✓	**No**	
Health and Safety Impact Assessment Required	**Yes**	✓	**No**	
Health and Safety Impact Assessment Completed	**Yes**	✓	**No**	
Trade Union Consultation Complete	**Yes**	✓	**No**	

Saving Profile

	2018-19		**2019-20**		**2020-21**	
	£'000	FTE	£'000	FTE	£'000	FTE
Sub saving description	16.5	0	115.5	0	172.5	0
Sub saving description						
Sub saving description						
TOTAL	**16.5**		**115.5**		**172.5**	

Transformation Board
Savings Options Template

Ref:	TB08	**Operating Principle:**	Service Redesign		
Dept:	Development and Infrastructure		**Gross** £000	**Income** £000	**Net** £000
Service:	Roads and Amenity Services	**Budget:**	718	1,212	-494
Service Package:	Parking	**Savings**	**2018-19**	**2019-20**	**2020-21**
			£000	£000	£000
			180	430	697

Description and purpose of service package

The council has a number of off street car parks. In busier locations where historically demand has been high the council has introduced pay and display. There are however, a number of car parks in areas where demand is now high where charging does not take place.

The council also has pay and display parking on street in Oban. Currently there are no other locations in Argyll and Bute where on street parking charges apply. As part of this package on street charges will be introduced to locations where parking demand is high.

The council operates Decriminalised Parking Enforcement across the parking area. Police Scotland only have a remit in situations where a vehicle is causing an obstruction or parked dangerously.

How will saving be delivered?

The proposal is to transform the way in which parking in the area is managed to reflect the market and demand for car parking. Charges will also reflect the support required to manage the various levels of local parking and roads infrastructure that in the main reflects visitor numbers and economic activity. Parking will provide a mechanism of securing contributions to support local infrastructure from visitors to the area and also manage demand to stimulate parking turnover for positive economic benefit. This provides a better synergy between current investment and parking revenues. In order for parking to be well managed, ensure road safety and provide the turnover our businesses and communities require, there needs to be a system of charging in place. In short, well managed car parks need to be self-financing through paid-for parking.

The focus will be towards ensuring locations of high demand, such as tourist locations, will see the greatest number of both on and off street charges applied in order to ensure a reasonable turnover of parking spaces to support the economic viability of our towns and villages. A balance between demand management and meeting local needs must always be struck.

The overall policy approach is to:

- manage demand for parking – charging in locations where there is greatest demand for spaces,
- to ensure the best economic output is achieved from available parking spaces by managing a parking turnaround to increase economic activity in our towns
- to ensure parking does not compromise safety
- to provide equality to individuals with disabilities who require more convenient parking

This service package will adjust the number of pay for car park and on street parking facilities. This will help to provide improved traffic management, parking management and create a turnover of parking spaces on street and off.

An options appraisal is being carried out to determine the most cost effective delivery of the back office system. A further options appraisal will be carried out in 2018/19 looking at the scope and opportunities of an arm's length organisation to generate car parking income, early indications suggest there is limited, if any, financial benefit of operating parking as an arm's length organisation.

Where parking demand is high Introduce parking charges to on and off street car parking where there is currently no charge. Charges to be £1.00 per hour off street and £1.20 per hour on street.

Franchise kiosk facilities providing snacks and drinks (subject to various permissions) at Duck Bay and Arrochar and other similar locations where a business case can justify this.

Introduce charges for e-charging for electric vehicles – benchmark with other UK Councils (it is understood that Moray have introduced charges). There is not expected to be significant income from this initiative until electric cars become more common.

Key tourist destinations such as Arrochar, Duck Bay etc will have parking charges applied based on what the market can sustain.

There are a number of TROs currently in progress that resulted from the parking reviews following the introduction of DPE. These parking reviews are at various stages with some elements having been introduced, some out to consultation and others awaiting decisions following mixed representation. These TROs currently in progress will contribute towards the year 1 savings from these templates whilst allowing officers to progress the necessary preparatory work.

To help ensure a consistent approach to parking across the area, where demand requires regulation and/or charging this proposal also transfers the decision making from Area Committees to the PPSL.

A summary of the additional income from proposals currently identified is detailed in the table below, further analysis of high demand locations may identify further proposals:

	2018-19		**2019-20**		**2020-21**	
	£'000	FTE	£'000	FTE	£'000	FTE
Oban off street	100,000		145,000		210,000	
Oban on street	20,000		40,000		60,000	
Arrochar and Duck Bay	90,000		180,000		250,000	
Additional Warden Oban	-30,000	-1	-30,000	-1	-30,000	-1
Additional Warden Mull			-30,000	-1	-30,000	-1
Additional Warden Lomond			-30,000	-1	-30,000	-1
Mull off and on street			90,000		170,000	
Helensburgh Sinclair Street			30,000		30,000	
Helensburgh on street			10,000		30,000	
Inveraray on street			5,000		5,000	
Inveraray off street			5,000		5,000	
Cowal off street			15,000		25,000	
Income from electric vehicles					2,000	
TOTAL (cumulative)	**180,000**	**-1**	**430,000**	**-3**	**697,000**	**-3**

Strategic and operational risks issues

- Objections to Traffic Regulation Orders extending charging periods and introducing new charges.
- Delays in processing TRO and following the statutory process – to be mitigated by prioritising the necessary processes and works, supplementing internal resource as required.
- Lead in time prolonged due to objections/representation/political decisions
- Increased number of vehicles parking on street as opposed to off street – where this could cause problems through demand for spaces or road safety issues, these matters can be managed through the DPE process.
- Income received does not reach anticipated levels.
- Reputational risks may arise from changes in parling charges. This is particularly relevant in the short term to Helensburgh where the waterfront project will provide a period of disruption by removing a large proportion of current parking provision serving the town during the construction phase.

Statutory requirements

Alterations to car parking charges and introduction of charges where they do not currently exist require processes set down in statute the Road Traffic Act 1984. This requires that proposals are advertised and that any representations are given due consideration. Objections can result in TROs not being progressed which will impact on the savings proposed in this area.

Third Sector/Partnerships

None known.

Rapid EQIA Complete	✓			
Full EQIA Required	**Yes**		**No**	✓
Full EQIA Completed	**Yes**		**No**	✓
Health and Safety Impact Assessment Required	**Yes**	✓	**No**	
Health and Safety Impact Assessment Completed	**Yes**	✓	**No**	✓
Trade Union Consultation Complete	**Yes**	✓	**No**	

Saving Profile

	2018-19		**2019-20**		**2020-21**	
	£'000	FTE	£'000	FTE	£'000	FTE
Sub saving description	180	-1	250	-3	267	-3
Sub saving description						
Sub saving description						
TOTAL (cumulative)	**180**	**-1**	**430**	**-3**	**697**	**-3**

Transformation Board
Savings Options Template

Ref:	TB09	**Operating Principle:**	Service Redesign		
Dept:	Development and Infrastructure		**Gross** £000	**Income** £000	**Net** £000
Service:	Roads and Amenity Services	**Budget:**	546	290	256
Service Package:	Public Conveniences	**Savings**	**2018-19**	**2019-20**	**2020-21**
			£000	£000	£000
			10	55	80

Description and purpose of service package

The council operates and maintains public conveniences across the council area. The council does not receive any GAE or other grant for public conveniences. There is no statutory requirement for councils to provide public conveniences.

How will saving be delivered?

The closure of public conveniences will be carried out to any locations which cannot be funded through charging or via the marine account. This will allow 25 public conveniences to remain operational and 37 proposed for closure. Closures would take place from September 2018 following the 2018 tourist season. All facilities proposed for closure will be offered to the market with a view to disposing of these assets on a commercial basis. Locations proposed for closure will also be offered for communities to run. There will be no funding for ongoing costs provided to communities with any community wishing to take over a public convenience having to be able to self-fund utility charges, ongoing building maintenance and servicing/cleaning materials and toilet rolls. In addition, where applicable, NDR will also be chargeable.

This proposal will close all of the following public conveniences (unless an alternative or third sector providing comes forward), in September 2018 when subject to no alternative or third sector provision being forthcoming, the buildings will be decommissioned then demolished. This will remove the need to pay for NDR and utility charges. Without this, the savings will not be realised in full. Service will look at simplified community asset transfer process that will enable groups expressing interest to come forward and secure agreement within a reduced timeframe. Communities will be encouraged to consider the Strategic Tourism Fund.

PCs proposed for closure – total 37

MAKI (12) – Ardrishaig, Kilmartin, Crinan, Tayvallich, Bolgam Street, Machrihanish, Southend, Bowmore, Bridgend, Port Ellen, Portnahaven, Claonaig
OLI (9) – Ganavan, Luing, Pulpit Hill, Taynuilt, Bunessan, Calgary Beach, Salen, Ulva Ferry, Scaranish
Bute and Cowal (15) – Kilchattan Bay, Port Bannantyne, Carrick, Colintraive, Glendaruel, Innellan, Kames, Kilmun, Lochgoilhead, Tighnabruaich, Chapel Hill, High Street, Glen Morag, Sandy Beach, Sandbank
Helensburgh and Lomond (1) – Rhu

PCs proposed to remain open

The following public conveniences will continue to be maintained as part of Piers and Harbours:-

Carradale, Gigha, Tayinloan, Pensioner's Row, Bruichladdich, Port Askaig, Feolin Jura, Craighouse Jura, North Pier Oban, Ellenbeich, Cuan Ferry, Achnacroish (Lismore), Lismore Point, Port Appin, Coll, Craignure, Fionnphort, Iona, Rothesay, Helensburgh Pier, Kilcreggan (for the avoidance of doubt the 21 public conveniences in this list will be maintained and kept open via the piers and harbours account). In addition to Inveraray and Lochgilphead which will be marketed with kiosks and Tarbert and Moir Street, Riverside, Dunoon which have turnstiles.

Converting existing public conveniences to provide a food and beverage offer at both Lochgilphead and Inveraray. This proposal will include minor alterations to the buildings to either utilise the existing floor space or alternatively add on a small extension from which refreshments can be sold. This to be delivered through a "franchise" where the franchisee would also be responsible for servicing the toilets and carrying out minor grounds maintenance, litter collections etc from the immediate vicinity. In Lochgilphead, it is envisaged that this would extend to managing the pitch and putt facility on the front green (historically this has been leased out but currently this has not been taken up this financial year).

There may be other locations that this franchise model can be progressed – further work to be carried out to explore the feasibility for this.

Tarbert and Moir Street, Riverside, Dunoon have sufficient use to justify turnstiles and generate income therefore are proposed to remain open.

The savings will be delivered by new commercial opportunity providing income through lease arrangements for the PCs where this is viable and also through removing other PCs either through disposal to the market or where that is not successful, through demolition. Removing PCs will save NDR, utility costs and a small element of staffing.

ABC also advertises for expressions of interest from businesses to join a comfort scheme. Businesses will be publicised on ABC website to encourage sign up.

Strategic and operational risks issues

- Community perception and complaints / tourism impact
- Impacts in relation to the appearance of the Council's assets.
- Impact to promoting the economy.
- Damage to existing partnerships
- Unable to dispose of buildings following closure of facility – mitigated by review and consideration for demolition and site clearance following a 6 month marketing process. This may require an allocation of capital in order to fund the demolition.
- Capital funding may be required for franchise opportunities to be realised.

Statutory requirements

None known in terms of the provision of public conveniences. However, there will be health and safety statutory requirements in terms of demolition, removal of utility services etc. Some of the PCs are understood to contain asbestos and this will have to be removed under a controlled process.

Third Sector/Partnerships

Where third sector partnerships can be established at no cost to the Council these will be pursued for the alternative provision of public conveniences.

Rapid EQIA Complete ✓

Full EQIA Required **Yes** ✓ **No**

Full EQIA Completed **Yes** ✓ **No**

Health and Safety Impact Assessment Required **Yes** ✓ **No**

Health and Safety Impact Assessment Completed **Yes** ✓ **No** ✓

Trade Union Consultation Complete **Yes** ✓ **No**

Saving Profile

	2018-19		**2019-20**		**2020-21**	
	£'000	FTE	£'000	FTE	£'000	FTE
Sub saving description	10	1	55	3	80	3
Sub saving description						
Sub saving description						
TOTAL (cumulative)	**10**	**1**	**55**	**3**	**80**	**3**

Transformation Board
Savings Options Template

Ref:	TB10	**Operating Principle:**	Service redesign and Income generation and maximisation		
Dept:	Development and Infrastructure		**Gross** £000	**Income** £000	**Net** £000
Service:	Roads and Amenity Services	**Budget:**	1,327	220	1,107
Service Package:	Ferries	**Savings**	**2018-19**	**2019-20**	**2020-21**
			£000	£000	£000
			55	85	110

Description and purpose of service package

The councils ferry service provides vehicle service to Luing and Jura. The Luing service is delivered in house and currently the Jura service is delivered on behalf of the council by ASP. The council also provides foot passenger services to both Easdale and Lismore. The management of all the vessels is carried out by ASP, this includes arranging for annual inspections and refits, replacement vessels and provision of health and safety information to staff. The day to day line management of council staff is delivered internally and as part of this proposal we will move all the services to be managed internally (terminating the ASP contract)

How will saving be delivered?

- Deliver current ship management arrangements in-house (currently ASP) by employing a suitably qualified professional. Saving approximately £55k per year. Delivered in year 1.
- Deliver Jura ferry in-house (subject to review of transfer of assets to Transport Scotland) to make the service more sustainable (e.g. only run additional sailings subject to a minimum no. of passengers). TUPE would apply to existing crew.
- Review the on demand service for Islay/Jura (currently ferry runs over and above timetable, these can be requisitioned) and the ferry fares to enable cost recovery to be achieved. In house delivery and review of fares (saving approximately £30k per year). Delivered in year 2 and achieved in line with the current practice with the Lismore ferry which reflects cost recovery.
- Increase ferry charges for all services to make the services more sustainable in year 3 across all council ferry services to a total of £25k. This is against a total ferry income of approximately £250k from the ferries the council currently run plus an estimated £300k of new income that under the contract with ASP, currently goes to ASP.

Strategic and operational risks issues

- Ability to recruit a suitably qualified and experienced Marine Manager to deal with statutory shipping and vessel requirements.
- Unknown outcome from the six stage process with Transport Scotland regarding possible transfer of ferries.
- Objections from communities regarding increased ferry charges.
- TUPE implications for ferry in house delivery/transfer.

Statutory requirements

Need to be compliant with the Port Marine Safety Code, requirements of the MCA and general health and safety.

Third Sector/Partnerships

Potential reputational issues with island community regarding reduction in service proposals.

Rapid EQIA Complete ✓

Full EQIA Required **Yes** **No** ✓

Full EQIA Completed **Yes** **No** ✓

Health and Safety Impact Assessment Required **Yes** ✓ **No**

Health and Safety Impact Assessment Completed **Yes** ✓ **No**

Trade Union Consultation Complete **Yes** ✓ **No**

Saving Profile

	2018-19		**2019-20**		**2020-21**	
	£'000	FTE	£'000	FTE	£'000	FTE
Sub saving description	55	-1	85	-1	110	-1
Sub saving description						
Sub saving description						
TOTAL (cumulative)	**55**	**-1**	**85**	**-1**	**110**	**-1**

Transformation Board
Savings Options Template

Ref:	TB11	**Operating Principle:**	Service redesign and Income maximisation and generation		
Dept:	Development and Infrastructure		**Gross** £000	**Income** £000	**Net** £000
Service:	Roads and Amenity Services	**Budget:**	2,829	5,230	-2,401
Service Package:	Piers and Harbours	**Savings**	**2018-19**	**2019-20**	**2020-21**
			£000	£000	£000
			£284	£404	£524

Description and purpose of service package

Piers and Harbours are responsible for maintaining 39 council owned assets across the council area. These vary in scale and complexity from Craignure which receives numerous ferries each day, Campbeltown which receives fishing boats, pleasure crafts, commercial freight vessels and ferries to small unstaffed slipways which maybe be used by the occasional fishermen, kayaker etc. The service package includes staffing to the larger ports and harbours, maintenance and management of the physical infrastructure, coordinating vessels coming into the ports and harbours and general day to day management of the marine facilities.

How will saving be delivered?

- Service redesign to more efficiently provide staffing to cover operational requirements.
- Maximise income through charging for additional services provided – such as rope-handling and car marshalling on behalf of Calmac, electricity and water and increased commercial opportunity through the buildings and assets within Piers and Harbours.
- Scope out, on a commercial basis, supplying marine fuel at Oban and Campbeltown and ice making provision for fishermen at Campbeltown.
- Ongoing review of fees and charges designed to cover loan charges associated with infrastructure improvements.
- Increases to fees and charges over and above inflation to ensure that work identified in the Asset Management Plan can be fully funded. The report to the Harbour Board on 23 January 2018 put forward a proposal that would realise the additional income detailed above should this proposal be adopted as part of the Council's budget process.

Strategic and operational risks issues

- Ability to recruit a suitably qualified and experienced Marine Manager to deal with statutory shipping and vessel requirements
- Not achieving any sufficient additional fee income
- Unknown outcome from the six stage process with Transport Scotland regarding possible transfer of ferries
- Cooperation from staff and trade unions regarding service redesign
- Reaction from ferry operators
- Progression of a single harbour authority. Details of which were reported to the Harbour Board 23 January.

Statutory requirements

Need to be compliant with the Port Marine Safety Code, requirements of the MCA and general health and safety.

Third Sector/Partnerships

Potential reputational issues with island community regarding reduction in any service proposals.

Rapid EQIA Complete ✓

Full EQIA Required **Yes** **No** ✓

Full EQIA Completed **Yes** **No** ✓

Health and Safety Impact Assessment Required **Yes** ✓ **No**

Health and Safety Impact Assessment Completed **Yes** ✓ **No**

Trade Union Consultation Complete **Yes** ✓ **No**

Saving Profile

	2018-19		**2019-20**		**2020-21**	
	£'000	FTE	£'000	FTE	£'000	FTE
Sub saving description	284		404		524	
Sub saving description						
Sub saving description						
TOTAL (cumulative)	**284**		**404**		**524**	

Transformation Board
Savings Options Template

Ref:	TB12a	**Operating Principle:**	Service Redesign		
Dept:	Development and Infrastructure		**Gross** £000	**Income** £000	**Net** £000
Service:	Roads and Amenity Services	**Budget:**	5,637	2,830	2,807
Service Package:	Amenity Services (excluding fleet costs) Funeral Related Services	**Savings**	**2018-19**	**2019-20**	**2020-21**
			£000	£000	£000
			-10	35	50

Description and purpose of service package

The council currently has responsibility for 131 cemeteries across the council area of which approximately half continue to take interments with the remainder having no further capacity. All sites are maintained. The council also has one crematorium located at Cardross. The council carries out approximately 600 interments and 600 cremations each year.

There are a number of other initiatives that can be progressed that provide a more comprehensive service for the public whilst also providing an opportunity for income to the Council.

How will saving be delivered?

This package involves involves the Council providing enhanced and additional funeral related services to the burial and cremation service currently provided. This is seen to be complementary to both the registrars and cemetery/crematorium business streams within the Council. It is proposed, as a starting point, that a pilot is carried out in the Helensburgh and Lomond area. This service, in theory, could operate outwith the Helensburgh and Lomond area including the wider Argyll geography and also in to the Dunbartonshire, Inverclyde, Renfrew and potentially beyond.

It is proposed to explore further opportunities to expand on areas of business to generate additional income, such as:

- Direct cremations at reduced cost (no service, this provides choice for families);
- Provision of ancillary services to funerals such as floral tributes and catering (although the catering option would be delivered via Facility Services);
- Robust debt recovery and management approach;
- Memorials e.g plaques;
- Marketing/promotion of cremation services
- Pet cemeteries; and
- Marketing of woodland burials

This proposal is for income generation by developing a new business stream for the Council. The proposal will provide an alternative choice for people dealing with the loss of their loved ones as well as generating additional income through existing areas of the business.

Through APSE and discussions with other UK local authorities, various models ranging from partnership to outright self-delivery are being considered; advice is also being sought form other local authorities who are delivering ancillary services such as floral tributes.

Strategic and operational risks issues

- The potential income associated with this service package is an estimate at this stage and more detailed exploration of this option is needed before a more reliable figure can be reached.
- Invest to save requirement, requiring an initial outlay.

Statutory requirements

It is understood that there is limited legislation around establishing and operating a funeral directors. There is legislation covering crematoriums and burials which the Council is already compliant with.

Third Sector/Partnerships

None known.

Rapid EQIA Complete ✓

Full EQIA Required **Yes** **No** ✓

Full EQIA Completed **Yes** **No** ✓

Health and Safety Impact Assessment Required **Yes** ✓ **No**

Health and Safety Impact Assessment Completed **Yes** ✓ **No**

Trade Union Consultation Complete **Yes** ✓ **No**

Saving Profile

	2018-19		**2019-20**		**2020-21**	
	£'000	FTE	£'000	FTE	£'000	FTE
TB12a Establish Funeral Directors	-10	-1	35	-1	50	-1
TOTAL	**-10**	**-1**	**35**	**-1**	**50**	**-1**

Transformation Board
Savings Options Template

Ref:	TB12b	**Operating Principle:**	Service Redesign		
Dept:	Development and Infrastructure		**Gross** £000	**Income** £000	**Net** £000
Service:	Roads and Amenity Services	**Budget:**	5,637	2,830	2,807
Service Package:	Amenity Services (excluding fleet costs) Opportunities for Increased Income	**Savings**	**2018-19**	**2019-20**	**2020-21**
			£000	£000	£000
			10	20	30

Description and purpose of service package

The council currently maintain and manage Mossfield Stadium and Dunoon Stadium. Traditionally these locations were used for sporting events. Increasingly there are more non-sporting events such as Oban Live taking place together with a number of well-established gatherings. A number of these events either do not pay for the services they receive or the payments do not meet the actual costs to the council.

The council also, from time to time, hires in portaloos for events and also for its own workforce when deployed in remote locations without facilities.

How will saving be delivered?

Currently Mossfield, Rothesay and Dunoon stadiums have standard fees and charges which have been built on the basis of the stadia being used as sports ground. This proposal would seek full cost recovery and an element to covers small scale cosmetic improvements to the venues for all the events that take place over and above sports meetings. This includes events such as music festivals, highland gatherings etc. It is proposed that a report would go to a future EDI Committee detailing the elements that these proposals would include. It is proposed that some improvement work will take place including upgrading the toilets and pavilion facility at Mossfield.

Service to review charges for hiring out of stadia (Mossfield, Rothesay and Dunoon) and to take forward full cost recovery and commercial rates for hiring out to sporting events, highland gatherings and music festivals. By investing greater income could be achieved but this would be progressed subject to business case justification.

Procure and hire out portaloos to community groups, events and internal hires.

Strategic and operational risks issues

- Limited take up on revised fees and charges from organising groups.
- Reaction from third party groups such as the highland gathering organising committee, event's organisers etc.
- Pressure to waive the fees for good causes or economic benefit resulting in a failure to achieve the anticipated income.
- The availability of capital to make the improvements necessary to realise the anticipated income levels (subject to business case approval).

Statutory requirements

Both stadium and portaloos will need to comply with basic health and safety requirements, building standards etc.

Third Sector/Partnerships

Reaction from third party groups such as the highland gathering organising committee, events organisers etc.

Rapid EQIA Complete ✓

Full EQIA Required **Yes** **No** ✓

Full EQIA Completed **Yes** **No** ✓

Health and Safety Impact Assessment Required **Yes** ✓ **No**

Health and Safety Impact Assessment Completed **Yes** ✓ **No**

Trade Union Consultation Complete **Yes** ✓ **No**

Saving Profile

	2018-19		**2019-20**		**2020-21**	
	£'000	FTE	£'000	FTE	£'000	FTE
TB12b Increased income through income recovery	10		20		30	
TOTAL (cumulative)	**10**	**0**	**20**	**0**	**30**	**0**

Transformation Board
Savings Options Template

Ref:	TB13b	**Operating Principle:**	Business cost reduction, income generation and maximisation and service redesign		
Dept:	Development and Infrastructure		**Gross** £000	**Income** £000	**Net** £000
Service:	Roads and Amenity Services	**Budget:**	20,323	13,166	7,157
Service Package:	Roads and Infrastructure (excludes fleet costs) Charges and Income Generation	**Savings**	**2018-19**	**2019-20**	**2020-21**
			£100	£000	£000
			10	50	150

Description and purpose of service package

Within this service package council staff have provided street lighting designs to developers and others at no cost. Road Construction Consents and permits & licences are issued and charged for.

Council teams currently carry out third party works including grass cutting for a housing associations, road construction for developers and similar engineering and environmental works.

How will saving be delivered?

- Introduce charging for the provision of lighting design.
- Increase charges by 20% (in addition to any inflationary rise) for Road Construction Consents, skips, scaffold, hoarding and associated permits and licences.
- Carry out additional third party work (profit element) including civil engineering and surfacing work.

Firm up on commercial strategy and delivery model to ensure that a proactive and nimble approach can be delivered to secure works.

Cultural change for service to become more commercially aware, ensuring that all opportunities are maximised.

Strategic and operational risks issues

- Possible increase in skips, scaffolding, hoardings and associated permits being inserted on the public road without permission. This to be mitigated through increased awareness, enforcement and reporting of staff on the ground.
- Reducing staff numbers from savings already taken and other templates will reduce the ability to carry out enforcement of permits etc.
- Opposition to increased charges.
- Uncertain market for external work – no guarantee of achieving income.

Statutory requirements

Statutory requirement for licences/permits to be in place prior to skips, scaffolding, hoardings and associated permits being inserted on the public road.

Third Sector/Partnerships

None Known

Rapid EQIA Complete ✓

Full EQIA Required **Yes** **No** ✓

Full EQIA Completed **Yes** **No** ✓

Health and Safety Impact Assessment Required **Yes** ✓ **No**

Health and Safety Impact Assessment Completed **Yes** ✓ **No**

Trade Union Consultation Complete **Yes** ✓ **No**

Saving Profile

	2018-19		**2019-20**		**2020-21**	
	£'000	FTE	£'000	FTE	£'000	FTE
TB13b income from fees & charges and external works	10		50		150	
TOTAL	**10**		**50**		**150**	

Transformation Board

Savings Options Template

Ref:	TB13c (also includes savings from the original TB12c which has been combined with this template)	**Operating Principle:**	Business cost reduction, income generation and maximisation and service redesign		
Dept:	Development and Infrastructure		**Gross** £000	**Income** £000	**Net** £000
Service:	Roads and Amenity Services	**Budget:**	20,323	13,166	7,157
Service Package:	Roads and Infrastructure (excludes fleet costs) Combine Operational Services	**Savings**	**2018-19**	**2019-20**	**2020-21**
			£000	£000	£000
			£164	£607	£1,030

Description and purpose of service package

This package has essentially two elements. The first being creation of a control hub which will facilitate the coordination of programming of work, allocation of plant and equipment and also ensure that communications with stakeholders including elected members is enhanced. The control hub will provide a robust mechanism to ensure that enquiries to the service are dealt with and closed down timeously. This includes restructuring the service to focus on a core number of duties with a control hub providing support and also monitoring the operational teams on the ground. Roads and Amenity operations teams will be merged into single area based teams which will help to provide better resilience. The second element being reduction in service delivery to accommodate the anticipated budget reduction.

The savings associated with the staffing structure equate to £240k.

The savings associated with the reduction in service delivery equate to £790k.

The service package includes the operational delivery of roads and amenity services including:

Roads

Road (carriageway and footway) repairs, pot hole repairs, road drain cleansing, roadside verge and scrub cutting, road markings, road signs, street lighting maintenance and repair, repairs to roadside retaining structures, repairs and maintenance of bridges, winter maintenance (pre-treatments and snow clearance). Management of road network (permits, licences etc)

Amenity

Grass cutting and open space maintenance, bedding displays (flowers), street sweeping and cleansing, cemetery maintenance, maintenance of park and public benches, maintenance and inspection of play equipment, maintenance of war memorials, environmental enforcement (dog fouling, litter, fly tipping etc), removal of graffiti from R&A assets, maintenance and upkeep of public conveniences and associated environmental and public works.

How will saving be delivered?

Year 1
The service to be redesigned to combine Roads and Amenity operations into a single team with an East West split covered by 2 performance managers reporting to a 3rd tier operations manager. Each of the 4 administrative areas will have one technical officer and one

technician (covering all roads and amenity operational activity, including lighting) but retaining the supervisor numbers as is. Whilst this will retain specialisms within the different disciplines, it will reduce the number of technical staff in the area teams. Where possible area resilience will be retained through a more flexible resource enabling the daily challenges and competing demands to be prioritised and delivered accordingly. Existing resource will be formalised into a central team who will programme, schedule, deal with permissions/consents and monitor area activity using the systems and technology to ensure a consistent approach and by doing so reduce duplication across the council area

However, the reduction of 5 technical staff will require the remaining technical staff to focus on operational delivery. This will severely restrict their capacity to provide other supporting functions such as support for local community groups, attendance at community council meetings, support for local member initiatives and timelines for responses may be affected. Roads and amenity services will also work with the contact centre to develop processes to enable more complaints to be resolved by contact centre staff to offset the reduced capacity of technical teams to deal with escalated complaints. Customer complaints and enquiries will have to be channelled through the contact centre in all cases.

Labour intensive work will be carried out to reduce materials cost where possible with activities focusing on statutory requirements. This will help to ensure that a core workforce can be retained for the winter maintenance function. Existing central resource to be redirected into a 'control hub/centre' who will be responsible for:-

- programming and scheduling works (with operational input),
- allocating vehicles, plant and machinery. Stopping any none essential hires.
- Working with procurement team to ensure make or buy and procurement processes are followed.
- monitoring for health and safety compliance.
- statutory requirements (consents, permissions – NRSWA noticing and utility liaison, SEPA, SNH, etc).
- budget profiling and monitoring.
- commercial opportunities and contracts/tender returns (AB&C tendering for external works).

Frontline area based staff and teams will be focused on delivery of pre-determined schedules and programmes supported by the central team.

Year 1 savings target to include savings of £259k from TB13(a, b and c) and £65k from TB12 (£488k total): Year 1 savings to be 50% from TB12 and TB13 to allow consultation and HR process.

- savings from 4 posts (50% saving as part year savings assumed for year 1. This is a comprehensive structural review - over and above redundancies
- Reduction in road works (reduction pro-rata of area allocation, profiled depending on priorities in areas)

Note – year 1 under delivery of savings is offset by savings in piers and harbours.
Year 1 proposals will require significant cultural change designed to result in efficiencies in operational working, deployment of vehicles & equipment etc and through a consistent approach. This cultural change will need to be supported through suitable project management allocated to the service and through corporate support services resource.

Year 2 savings to include savings of £358k from TB13 and £85k from TB12 (£443k total)

- Increased income through fees and charges and external works – estimated at £100k

- Reduction in road works (reduction pro-rata of area allocation, profiled depending on priorities in areas) £343k.
- Any over recovery from car parking and commercial waste agreements used to offset reduction in works.
- Review of winter service – policy change considerations to reduce routes and costs - overall winter will be dependent on actual weather and cannot be accurately predicted therefore there will remain a risk in achieving savings through winter other than any cost associated with reducing the number of pre-treatment routes and/or pre-treatment response times.

Year 3 savings to include savings of £358 from TB13 and £65k from TB12 (£423k total):

- Further efficiencies from year 1 structural change – estimated at £30k
- Phase 2 of structural change to combine inspectors, supervisors and wardens - £100k
- Reduction in workforce estimated at 3 FTEs
- Reduction in road works and reduction in grass cutting frequencies (reduction pro-rata of area allocation, profiled depending on priorities in areas) £293k
- Any over recovery from car parking and commercial waste agreements used to offset reduction in works

Strategic and operational risks issues

- Increased complaints and requests for service from members of the public following the reduction in physical works delivered on the ground.
- Statutory requirements being prioritised over 'nice to have' works which will not be delivered.
- Significantly reduces ability for frontline teams resulting in inability to meet with elected members, community groups and the general public. Staff focusing on delivering statutory functions.
- Cultural changes necessary to successfully implement this change.
- Reduction to workforce will impact on ability to deliver winter maintenance as an in house resource.
- Reduction to workforce which will have an impact on service delivery and the services resilience and ability to respond to weather events and other emergencies.
- Increased potential risk of structural failure/collapse of bridges and retaining walls particularly due to scour effects and reduced proactive and preventative maintenance.
- Increased risk to the economy due to road infrastructure not being available. Particularly where alternative routes are not available or only available for certain vehicle types due to weight and/or size restrictions.
- Deterioration to the condition of the road network requiring a managed condition decline. This may result in additional weight restrictions being introduced and an increased risk of disruption to the road network.
- Increased third party damage and injury claims from reducing road maintenance.
- A decline in road condition will have a detrimental effect on the economy through business connectivity and tourism.
- A move toward the minimum standards set out in Road Scotland Act 1980, Environmental Protection Act etc.
- Untidy streets and public spaces following reduction in resource.
- Reduced ability to react to requests for unplanned works, focus only on programmed and scheduled works.
- Deterioration to the appearance of the built environment through a reduction in the frequency of grass cutting, litter picking and sweeping.
- Deterioration to the appearance and condition of the 131 cemeteries the council is responsible for.
- Impact of business and tourism due to reducing environmental standards.

Statutory requirements

Meeting statutory obligations contained in legislation e.g. Road Scotland Act 1980, Environmental Protection Act 1990 etc. This savings package will have an impact on the council's obligation in regards to proportionate safe and available infrastructure.

Third Sector/Partnerships

Third sector partners are likely to see a reduction to standards in terms of the overall condition of the public road network.

Rapid EQIA Complete ✓

Full EQIA Required **Yes** ✓ **No**

Full EQIA Completed **Yes** ✓ **No**

Health and Safety Impact Assessment Required **Yes** ✓ **No**

Health and Safety Impact Assessment Completed **Yes** ✓ **No**

Trade Union Consultation Complete **Yes** ✓ **No**

Saving Profile

	2018-19		**2019-20**		**2020-21**	
	£'000	FTE	£'000	FTE	£'000	FTE
TB13c (also includes savings from the original TB12c which has been combined with this template)	164	4	607	4	1030	6
TOTAL for TB13 and contribution from TB12 (cumulative)	**164**	**4**	**607**	**4**	**1,030**	**6**

(Figures cumulative)

	2018/19	**2019/20**	**2020/2021**
Staffing	£164k	£200k	£240k
Works budget reduction per area based on total reduction	0	£407k	£790k

The table above details the savings element of TB12c and TB13c shown cumulative.

2018-19 will have a reduction in 4 technical staff. This will be offset by removing duplication and further improving information flows via the co-ordination of systems and the information they hold. This will be a part year saving with the full 4 posts savings being saved in 2019-20.

2019-20 will have a reduction of works on the ground (road maintenance and grass cutting). The elements of work to be reduced will be subject to consultation with members over 2018-19 allowing priorities to be established across the areas.

2020-21 – a further 2 posts will be reduced as the Control Hub will be bringing further efficiency. Also the balance of works reduction will be made in 2020-21. The table above summarises the funding implications over the 3 years – shown cumulative.

Transformation Board
Savings Options Template

Ref:	TB14	**Operating Principle:**	Income generation and maximisation and service redesign		
Dept:	Development and Infrastructure		**Gross** £000	**Income** £000	**Net** £000
Service:	Roads and Amenity Services	**Budget:**	5,476	2,616	2,860
Service Package:	Waste (excluding PPP and fleet costs)	**Minimum Savings Target (cumulative):**	**2018-19** £000	**2019-20** £000	**2020-21** £000
			-130	13	286

Description and purpose of service package

The council is responsible for collecting and disposing of waste across the council area. There are 3 disposal models;

- On Islay, Tiree and Mull the council operates waste disposal sites although Tiree has restricted waste disposal use.
- On the mainland (other than Helensburgh & Lomond) and islands including Luing, Lismore, Gigha waste is disposed of via a 25 year PPP contract which runs until September 2026.
- In Helensburgh and Lomond waste is disposed of via offtakes located in central belt.

For all 3 models above, all general household waste is collected by council employed teams. Recycled materials are also collected by council teams with assistance via a number of contracts delivered by third sector groups.

The council also offers a commercial collection service which is recharged.

The Council also operates Civic Amenity Sites both directly and via the 25 year PPP contract. The Civic Amenity sites receive general waste, green (garden) waste and materials for recycling and reuse.

How will saving be delivered?

- Maximise income from commercial agreements. Review of existing commercial agreements, area staff to visit premises on an individual basis to ensure commercial customers agreements match their waste arisings.
- Maximise income from B&B and holiday lets (some of which may not be subject to NDR). Carry out exercise regarding all B&Bs and holiday lets. Take action against any premises without appropriate arrangements, offer additional collections on a commercial basis for B&Bs and other commercial premises.
- Scope out options for more cost effective routing and logistics in the Helensburgh and Lomond area where collected waste is taken outside Argyll and Bute for disposal to commercial off-takers including the option for the development of a transfer loading facility. This would include taking all collected waste to Blackhill to a new Waste Transfer Station within the Civic Amenity site. Material would be taken to landfill site in bulk quantities allowing Refuse Collection Vehicles (RCVs) to operate more efficiently. The waste transfer station would require upfront investment and this is reflected in the table for year 1.
- Scope out options for more cost effective disposal of garden and green waste from Civic Amenity sites where collected waste is taken outside Argyll and Bute for disposal

to commercial off-takers including option for the development of a shredding facility to reduce the volume of waste material thereby increasing transport efficiency by carrying more weight per load.
- Scope out feasibility and financial viability to introduce continental style waste collection service to a limited number of locations (densely developed residential locations) – this system would have communal waste disposal via receptacles centrally located for residents to use. It is not proposed that this will be progressed until 2020/21
- Scope out feasibility and financial viability to introduce a paid for green waste kerbside collection service.

Table below details a summary of the investments and savings required for waste.

Description	2018/19	2019/20	2020/21	
	Investment Req £000	Savings £000	Savings £000	FTE
Commercial agreements	0	70	130	
B&B/Hol Lets	0	20	40	
Routes and transfer station H&L	-90	30	60	1
Green waste shredder	-10	10	20	
Continental system	-30	13	20	
TOTAL Savings minus Investment cumulative)	**-130**	**13**	**286**	**1 FTE**

Strategic and operational risks issues

- Commercial customers may use alternative commercial provider
- Scoping exercise for logistical savings may not prove cost effective and capital expenditure may be required.
- Negative reaction from communities regarding continental system.
- Resource reductions are only cashable if they equate to a complete route and options developed may not be significant enough to release cashable savings.
- Achievement of the savings requires project management and marketing resources not currently factored into the financial projections outlined below.
- Increase in general waste tonnages resulting in an increase in landfill tax charged by Scottish Government.
- Insufficient project management resource to develop and deliver proposals.

Statutory requirements

The Council has a statutory requirement to collect domestic waste and to be the commercial waste collector of last resort. This is also a requirement to ensure that the waste system does not contravene any environmental health requirements.

Third Sector/Partnerships

The Council currently has third sector partners involved in the waste collection system:

- Kintyre Recycling Ltd, Fyne Futures, ReJIG, Greenlight and Kilfinan Community Trust

Rapid EQIA Complete	✓			
Full EQIA Required	**Yes**	**No**	✓	
Full EQIA Completed	**Yes**	**No**		
Health and Safety Impact Assessment Required	**Yes**	✓	**No**	
Health and Safety Impact Assessment Completed	**Yes**	✓	**No**	
Trade Union Consultation Complete	**Yes**	✓	**No**	

Saving Profile

	2018-19		**2019-20**		**2020-21**	
	£'000	FTE	£'000	FTE	£'000	FTE
TB14 Waste	-130		13		286	1
TOTAL	**-130**		**13**		**286**	**1**

Transformation Board
Savings Options Template

Ref:	TB15 Strategic Transportation Airport Commercialisation	**Operating Principle:**	Business cost reduction, service redesign and income generation and maximisation		
Dept:	Development and Infrastructure		**Gross** £000	**Income** £000	**Net** £000
Service:	Economic Development	**Budget:**	1,466	64	1,402
Service Package:	Airports	**Savings**	**2018-19**	**2019-20**	**2020-21**
			£000	£000	£000
			80	160	298

Description and purpose of service package

(i). Oban and the Isles Airports covers all services required to operate the Council's 3 airports, Coll, Colonsay and Oban to allow the air services to operate from Oban to Coll, Colonsay, Islay and Tiree. The PSO Air Services contract is due to be retendered June 2018 and negotiations have commenced with the provider to agree a one year extension. Following this there will be an opportunity to agree a fix price contract and seek market to provide level of timetable that could be afforded by the budget.

(ii). TLC no longer has an exclusivity agreement in place with the council to sell fuel at the airport. However, TLC still has a lease for a fuel farm at Oban Airport which ends May 2020. The Council would be able to offer continuity to supply fuel and receive all of the profit income from sales thereafter.

(iii). Oban and the Isles Airports covers all services required to operate the Council's 3 airports, Coll, Colonsay and Oban to allow the air services to operate from Oban to Coll, Colonsay, Islay and Tiree. Providing a hangar facility would make the Public Service Obligation (PSO) air services contract more attractive to operators and therefore make the PSO tender more competitive.

How will saving be delivered?

(i). Reduce PSO contract budget for Air Services by tendering on a fixed budget and seeking market to prescribe timetable service available for fixed budget
Tender would need to be fixed sum contract over three years e.g. Year 1 Budget £667k, Year 2 Budget £597k, Year 3 Budget £527k.

(The current budget for the air services is £737k).

(ii). The Council could generate increased revenue from fuel sales at Oban Airport and ensure that all fees and charges are properly published and advertised. TLC currently provide fuel at the airport however their sole supply contract has now lapsed. The Council could opt to supply the PSO contract only as TLC has fuel farm lease to 2020 and therefore will still be offering a fuel supply. A new post to administer fuel would have to be created and funded through income. Potentially this post could off additional support to fire cover required at Oban airport.

There is the potential for the Council to offer a competing fuel supply prior to May 2020 for visiting aviation aircraft at Oban airport. The cost for the supply of a fuel storage tank facility and bowser would be added to the price per litre that the fuel is purchased from a fuel company. 2018/19 £10k plus 1New FTE, 2019/20 £10k, 2020/21 £63k

(iii). Construct Hangar at Oban Airport and increase non-aeronautical revenue.
Income could be generated from hire of the hangar space to the islands air services operator, Border Air/Fly Scenic Scotland and any visiting aircraft (general aviation, business charter, military). The income generated would be dependent on size of hangar and the number of aircraft that could be accommodated. 2020/21 £5K

Strategic and operational risks issues

(i).

- The air services may operate on a reduced timetable.
- Risk that fares may be increased however a fare maximum band could be added to tender contract.
- Fragile Islands depopulate and increase economic decline with no direct and efficient access to healthcare, education, employment and support for tourism.
- Potential reputational impact.
- May become subject to an island proofing assessment depending on the timing of implementation and passage of the new Islands Bill.

(ii). It is anticipated that the decision to sell fuel at the airport will not be welcome by all parties. Commercial company can still offer fuel supply until 2020.
High Risk of meeting income in first two years when there is a commercial competing fuel supply on site.
New post would be required to fuel PSO aircraft and funding required to purchase fuel up front before sold for profit.

(iii). Costs associated with constructing a hangar are £150k - £200k to house the PSO aircraft. (This estimate came from operators from previous PSO procurement exercises) This would require to be secured through external funding or capital payback loan with some of the partial income paying back the loan.
There is a risk that the costs of the hangar are more than anticipated.
A hangar at Oban Airport would potentially make the PSO contract more attractive to operators which could make future tenders more competitive. Additional revenue could be used to offset the net cost of the Council's airports and PSO service.

Statutory requirements

None. The Council has a PSO through the European Commission to subsidise the air services. It should be noted that Scholars use the flights to access secondary education at Oban High school.

Third Sector/Partnerships

None.

Rapid EQIA Complete		x		
Full EQIA Required	**Yes**		**No**	x
Full EQIA Completed	**Yes**		**No**	
Health and Safety Impact Assessment Required	**Yes**	x	**No**	

Health and Safety Impact Assessment Completed	**Yes**	**x**	**No**
Trade Union Consultation Complete	**Yes**		**No** **x**

Saving Profile

	2018-19		2019-20		2020-21	
	£'000	FTE	£'000	FTE	£'000	FTE
TOTAL	**£80**	**-1**	**£160**	**-1**	**£298**	**-1**

Transformation Board
Savings Options Template

Ref:	TB16-3 Strategic Transportation - Removal of Road Safety Unit	**Operating Principle:**	Business cost reduction and service redesign		
Dept:	Development and Infrastructure Option 7. RSU		**Gross** £000	**Income** £000	**Net** £000
Service:	Economic Development	**Budget:**	2,313	94	2,219
Service Package:	Economic Development	**Savings**	**2018-19**	**2019-20**	**2020-21**
			£000	£000	£000
			13	84	84

Description and purpose of service package

Road Safety Unit primary function is education, training and promoting road safety message to all categories of road user.

How will saving be delivered?

Reduce road safety materials budget from Road Safety Education Centre by £13k 2018/19 and removal of the Road Safety Unit (compulsory redundancy of one Full Time Equivalent staff member and one Part Time Term Time staff member) budget £84k per annum 2019/20.

Strategic and operational risks issues

- Risk of non-delivery of road safety education, promotion and training programme across educational establishments – pre-schools, primary and secondary schools. (Over 500 children complete road safety cycle training per annum and over 100 complete road safety pedestrian training).
- Risk of no tailored delivery of road safety education to specific categories of road user e.g. motorcyclists with production of Biker Magazine and training/advice events, Child Car Seat checks for members of the public.
- Risk of reputational damage. iCycle training to volunteer trainers at primary schools would not be delivered, Streetfeet pedestrian training would not be delivered to primary schools.
- Risk of non delivery of Pass Plus Scheme offering a grant for additional driving skills after passing their practical test.

Statutory requirements

The Road Traffic Act 1988 places a statutory duty on the Council as the Roads Authority to carry out a programme of measures to promote road safety and prevent road accidents.

Road Safety promotion and prevention would therefore be dependent on delivery from current on going Roads Department initiatives and prevention measures for road accidents.
Police Scotland, Scottish Fire and Rescue and national establishments such as Road Safety Scotland also promote road safety with various initiatives.

Third Sector/Partnerships

Road Safety Unit partnership work with Police Scotland, Scottish Fire and Rescue, Road Safety Scotland and Road Safety West of Scotland to jointly work on various road safety initiatives.

Rapid EQIA Complete	**x**			
Full EQIA Required	**Yes x**		**No**	
Full EQIA Completed	**Yes**		**No x**	
Health and Safety Impact Assessment Required	**Yes x**		**No**	
Health and Safety Impact Assessment Completed	**Yes**		**No x**	
Trade Union Consultation Complete	**Yes**		**No x**	

Saving Profile

	2018-19		2019-20		2020-21	
	£'000	FTE	£'000	FTE	£'000	FTE
Strategic Transportation - Removal of Road Safety Unit through compulsory redundancy	£13		£84	1 FTE + 1 Part-time/Term Time	£84	1 FTE + 1 Part-time/Term Time
TOTAL	**£13**		**£84**	**1.7**	**£84**	**1.7**

Transformation Board
Savings Options Template

Ref:	TB16-10 Economic Development	**Operating Principle:**	Economic Development Service Redesign		
Dept:	Development and Infrastructure		**Gross** £000	**Income** £000	**Net** £000
Service:	Economic Development	**Budget:**	2,313	94	2,219
Service Package:	Economic Development	**Savings**	**2018-19**	**2019-20**	**2020-21**
			£000	£000	£000
			0	57	218

Description and purpose of service package
The overarching remit of the Council's Economic Development Service is to secure and maximise external funding (including European funding) to deliver and support physical regeneration projects, growth across key sectors, business advice and support, inward investment opportunities, third sector support and skills development. The service re-design package will refocus the service on economic priorities and actions identified in council strategic documents. It will also recognise evolving national and international political developments, new economic opportunities and place a greater focus on business sectors offering greatest economic return to our area. Areas of collaboration will be examined including closer working with other council services and economic agencies to achieve efficiencies in delivery with a view to improve productivity and economic outcomes in key areas.

It should be noted that the savings to be delivered only relate to the council funded staff and not externally funded staff.

How will saving be delivered?
Total savings of £218k will be realised through the redesign of the Council's Economic Development Service.

Strategic and operational risks issues
The redesign will include a reduction in staff members which will to reduce the capacity of the service to secure funding, deliver/support future economic growth and area regeneration projects/opportunities across Argyll and Bute. This will result in added pressure on remaining staff.

Statutory requirements
None.

Third Sector/Partnerships
A principal remit of the Economic Development Service is to work closely with and support key partners, funders, stakeholders, communities and third sector organisations.

Rapid EQIA Complete √

Full EQIA Required **Yes** **No** √

Full EQIA Completed **Yes** **No**

Health and Safety Impact Assessment Required **Yes** √ **No**

Health and Safety Impact Assessment Completed **Yes** √ **No**

Trade Union Consultation Complete **Yes** **No** √

Saving Profile

	2018-19		2019-20		2020-21	
	£'000	FTE	£'000	FTE	£'000	FTE
Economic Development Service Redesign	0	0	57	1	218	4
TOTAL	**0**	**0**	**57**	**1**	**218**	**4**

Transformation Board
Savings Options Template

Ref:	TB16-12 Economic Development	**Operating Principle:**	Business cost reduction.		
Dept:	Development and Infrastructure		**Gross** £000	**Income** £000	**Net** £000
Service:	Economic Development	**Budget:**	2,313	94	2,219
Service Package:	Economic Development	**Savings**	**2018-19**	**2019-20**	**2020-21**
			£000	£000	£000
			91	91	91

Description and purpose of service package
VisitScotland has been working with Argyll and Bute Council to identify its needs and to develop and deliver a range of services that meet those needs. This collaborative approach, drawing together commercial and strategic benefits, will result in improved cost-effectiveness and enhanced impact of national and local tourism strategies.

How will saving be delivered?

VisitScotland is moving away from having the traditional manned VisitScotland Information Centres (although some will still exist in locations such as Oban, Rothesay, Craignure and Bowmore) to a new digital model of having multiple Visitor Information Points, such as touch screens and web-based information, delivered through local businesses and community groups.

The Council helped subsidise these centres in previous years but this support has been reduced over a number of years with funds now used for strategic tourism marketing campaigns such as Wild About Argyll.

A total saving of £91,000 will be delivered in 2018-19, taken from the Economic Growth section of the Economic Development Service that will end the ability of EDST to match fund one off, strategic tourism marketing campaigns.

The tourism sector in Argyll and Bute will continue to be supported through the Economic Growth Team and dedicated funding to AITC together with a range of one off marketing and promotional activities delivered primarily through digital channels and also working closely with relevant Enterprise Agencies, VisitScotland and the private sector.

Strategic and operational risks issues
The strategic and operational risks will lie with VisitScotland. VisitScotland is aware of this financial decision and will continue its work to implement the digital rollout of multiple Visitor Information Points across the Argyll and Bute area and participate in partnership working.

Statutory requirements
None.

Third Sector/Partnerships
Partnership working will continue with Visit Scotland.

Rapid EQIA Complete		x		
Full EQIA Required	**Yes**		**No**	x
Full EQIA Completed	**Yes**		**No**	
Health and Safety Impact Assessment Required	**Yes**		**No**	x
Health and Safety Impact Assessment Completed	**Yes**		**No**	x
Trade Union Consultation Complete	**Yes**		**No**	x

Saving Profile

	2018-19		2019-20		2020-21	
	£'000	FTE	£'000	FTE	£'000	FTE
Economic Development Service Redesign	91	0	91	0	91	0
TOTAL	**91**	**0**	**91**	**0**	**91**	**0**

Savings Options Template

Ref:	TB16-14 Projects & Regeneration – Removal of renewable energy budget	**Operating Principle:**	Business cost reduction		
Dept:	Development and Infrastructure		**Gross** £000	**Income** £000	**Net** £000
Service:	Economic Development	**Budget:**	2,313	94	2,219
Service Package:	Economic Development	**Savings**	**2018-19**	**2019-20**	**2020-21**
			£000	£000	£000
			30	30	30

Description and purpose of service package
An area of work covered by the Transformation Projects and Regeneration Team relates to maximising the local economic benefit from the renewables sector with a specific focus on working with key private and public partners through the Argyll and Bute Renewable Alliance (ABRA), developing supply chain opportunities, supporting businesses in the sector and ensuring that our communities secure community benefit from commercial renewable developments as well as develop their own renewable projects.

How will saving be delivered?
Support for ABRA meetings, which are twice yearly, will be sought from partners to allow the partnership to continue despite the removal of the renewable energy annual revenue budget of £30,000 in 2018/19. Whilst Council funding support for attendance at the All Energy conference will cease it is anticipated that funding will be available from other partners to continue attendance for the next 2 years. Attendance beyond that will be at risk unless alternative funding can be identified

Strategic and operational risks issues
Whilst the removal of the full renewable energy budget will affect the ability to actively promote the renewables sector across Argyll and Bute, the Argyll and Bute Renewable Alliance will continue to operate and we will continue to work in close partnership with HIE and other partners to promote the area through a more innovative approach.

Statutory requirements
None

Third Sector/Partnerships
Through ABRA we work with a number of key partners (HIE, SG, CE, SSE, SPR, SNH) to promote the opportunities that the area offers in regard to renewables and to ensure that we realise and maximise local economic benefit

Rapid EQIA Complete		**N/A**		
Full EQIA Required	**Yes**		**No**	X
Full EQIA Completed	**Yes**		**No**	X
Health and Safety Impact Assessment Required	**Yes**		**No**	X
Health and Safety Impact Assessment Completed	**Yes**		**No**	X
Trade Union Consultation Complete	**Yes**		**No√**	X

Saving Profile

	2018-19		2019-20		2020-21	
	£'000	FTE	£'000	FTE	£'000	FTE
	30		30		30	
TOTAL	**30**		**30**		**30**	

Transformation Board
Savings Options Template

Ref:	TB16-19 Economic Growth - CPMR membership withdrawal	**Operating Principle:**	Business cost reduction.		
Dept:	Development and Infrastructure		**Gross** £000	**Income** £000	**Net** £000
Service:	Economic Development	**Budget:**	2,313	94	2,219
Service Package:	Economic Development	**Savings**	**2018-19**	**2019-20**	**2020-21**
			£000	£000	£000
			10	10	10

Description and purpose of service package
Argyll and Bute Council has been a member of the Conference of Peripheral Maritime Regions for a number of years. However, further to the UK's decision to leave the European Union it is proposed to withdraw the council's membership. The membership is funded through the European and External Policy Team budget, within the Economic Growth section of the Economic Development Service.

How will saving be delivered?
The saving of £10,000 through withdrawing our membership of CPMR will be delivered in 2018-19.

Strategic and operational risks issues
None.

Statutory requirements
None.

Third Sector/Partnerships
None

Rapid EQIA Complete		x		
Full EQIA Required	**Yes**		**No**	x
Full EQIA Completed	**Yes**		**No**	

Health and Safety Impact Assessment Required	**Yes**		**No**	x
Health and Safety Impact Assessment Completed	**Yes**		**No**	

Trade Union Consultation Complete	**Yes**		**No**	x

Saving Profile

	2018-19		**2019-20**		**2020-21**	
	£'000	FTE	£'000	FTE	£'000	FTE
Economic Development Service Redesign	10	0	10	0	10	0
TOTAL	**10**	**0**	**10**	**0**	**10**	**0**

Transformation Board
Savings Options Template

Ref:	TB17	**Operating Principle:**	Business cost reduction and self-funding		
Dept:	Customer Services		**Gross** £000	**Income** £000	**Net** £000
Service:	Facility Services	**Budget:**	1,390	222	1,168
Service Package:	Property Service	**Savings**	**2018-19**	**2019-20**	**2020-21**
			£000	£000	£000
			27.5	71.5	121.5

Description and purpose of service package

This Service package is an amalgamation of the budgets/expenditure associated with the following:

- The day-to-day running of the Council's Shared Office Accommodation including maintenance, utilities, grounds maintenance, refuse collection etc.;
- The spend-to-save Utilities Fund.

How will saving be delivered?

BUSINESS COST REDUCTION OPTIONS:

1. Review opportunities for office rationalisation:
2. Investigate opportunities to close other Council offices through increased home working
3. The delivery of innovative projects relating to sustainable power (solar pv) over the last 3 years means that the Council is receiving income/revenue savings of £151k per annum resulting in a full break-even position in 2025/26. While the most significant savings have already been delivered there remains an opportunity to undertake a further feasibility study into the following solar pv installation renewables projects that could be funded from prudential borrowing to generate longer term savings with acceptable break-even/payback
    a. Kilmory Castle Biomass Boilerhouse
    b. Helensburgh & Lomond Civic Centre
    c. Other Council properties beyond the shared offices estate
4. The delivery of innovative projects relating to sustainable heat (biomass) over the last 3 years means that the Council is receiving income/revenue savings of £300k per annum resulting in a break-even position in 2027/28. While the most significant savings have already been delivered there remains an opportunity to undertake a further feasibility study into renewable heat projects that could be funded from prudential borrowing to generate longer term savings with acceptable break-even/payback
5. Review the method of connecting intruder/fire alarms to remote alarm receiving centres

SELF FUNDING/ INCOME GENERATION OPTIONS:

6. Lease/hire surplus space within existing offices to Community Planning Partners, other bodies and to the private sector.
7. Undertake a feasibility study to investigate opportunities for Argyll and Bute Council to become the lead in providing District Heating Systems. This could deliver many benefits including financial benefits and would assist with delivery of Scottish Government Renewables targets.
8. Undertake a feasibility study to investigate opportunities for Argyll and Bute Council to utilise its assets for the generation of electricity from renewable sources which in turn increase income. Initial projects would include the installation of a small scale hydro power scheme.

9. Undertake a feasibility study to investigate opportunities for Argyll and Bute Council to install solar pv as ground arrays on its land assets for the generation of electricity from renewable sources which in turn increase income.
10. Generate additional income by charging external clients for service that have been provided on an informal basis

Strategic and operational risks issues

1. Savings/additional income may not be realised
2. Savings/additional income may only be achievable over a longer period of time
3. A consultant's services would be required to scope the viability of renewable energy and heat projects
4. The payback period for some of the projects may be considered to be too long
5. The success of the office rationalisation projects will depend on the co-operation of other services

Statutory requirements

Within shared office accommodation there is a requirement to provide staff with a working environment (heating, lighting, ventilation etc.) that allows the Council as an employer to fulfil the statutory obligations associated with the Workplace (Health, Safety and Welfare) Regulations 1992.

Third Sector/Partnerships

Third sector partnerships may be established as the options above are developed.

Rapid EQIA Complete	**Yes**			
Full EQIA Required	**Yes**		**No**	x
Full EQIA Completed	**Yes**		**No**	
Health and Safety Impact Assessment Required	**Yes**		**No**	X
Health and Safety Impact Assessment Completed	**Yes**		**No**	
Trade Union Consultation Complete	**Yes**	X	**No**	

Saving Profile

	2018-19		2019-20		2020-21	
	£'000	FTE	£'000	FTE	£'000	FTE
BUSINESS COST REDUCTION OPTIONS:						
Review opportunities for office rationalisation	26.5	0	69.5	0	118.5	0
SELF FUNDING/ INCOME GENERATION OPTIONS:						
Generate additional income by charging external clients for service that have been provided on an informal basis	1	0	2	0	3	0
Total	**27.5**		**71.5**		**121.5**	

Transformation Board
Savings Options Template

Ref:	TB19	**Operating Principle:**	Business cost reduction Income generation and maximisation and service redesign		
Dept:	Cross Departmental		**Gross** £000	**Income** £000	**Net** £000
Service:		**Budget:**	22,733	13,025	9,708
Service Package:	Transport (includes pupil transport, public transport, transport team, pool cars and fleet)	**Savings**	**2018-19**	**2019-20**	**2020-21**
			£000	£000	£000
			101	141	183

Description and purpose of service package

This is a cross departmental service package which includes school and local transport and fleet management.

- *The Integrated Transport Team, within Customer Services, manages the Council's light vehicle fleet which comprises 213 vehicles including 20 pool cars, manages school transport contracts which carry approximately 3,300 pupils on a daily basis and also manages 80 school contracts which are delivered in-house. In addition the team is responsible for transport infrastructure including bus stops and shelters, preparing and displaying timetable information and administering the staff car leasing scheme. The Integrated Transport Team is constantly reviewing their school transport solutions in order to achieve best value.*

- *The Fleet Team within Roads and Amenity is responsible for the acquisition, maintenance and disposal of the council's heavy fleet, as well as the maintenance of all council vehicles, and the Operator Licence. The maintenance is carried out through five fleet workshops across the council area, which also carry out private/commercial work, generating over £120,000 last year. The team is also responsible for the management of the council fuel stocks as well as the organisation of any external hires which are required.*

How will saving be delivered?

SERVICE REDESIGN OPTIONS:

1. Merge the management of light and heavy fleet, allowing a review of the remaining School and Public Transport staff duties. This could deliver a further rationalisation of management posts.

BUSINESS COST REDUCTION OPTIONS:

2. Continuous modernisation and improvement of procurement practices relating to school and public transport has already delivered in excess of £1M in savings over the past five years, while this will continue on an on-going basis, the most significant savings have already been delivered. Opportunities for further savings will be investigated
3. Remove community transport grants, with a focus on long-term sustainability by directing community groups to alternative sources of funding. This to be carried out over a three year duration.

Strategic and operational risks issues

1. Savings/additional income may not be realised
2. Savings/additional income may only be achievable over a longer period of time
3. Removing the award of discretionary community transport grants may create difficulties for the vulnerable groups who are served by the community transport groups, and could also reduce the viability of the groups, which may create a reputational risk for the council.
4. Employees would need to adopt behavioural change regarding vehicle use to deliver savings in travel, subsistence and through more efficient use of pool cars
5. Fuel prices may rise in future resulting in an increase in costs
6. Budget will still be required for replacement vehicles, and so cannot be removed in its entirety

Statutory requirements

1. There is a statutory requirement to provide transport to and from school for entitled pupils.
2. There is a legal requirement under the Operator's Licence to keep all vehicles in a safe and roadworthy condition.

Third Sector/Partnerships

1. The Integrated Transport Team supports several Community Transport Groups (Red Cross, Interloch Transport, Lochgoilbus, Mid Argyll Transport Volunteers, North Argyll Transport Volunteers, Luing Shoppers Group) through an annual award of Community Transport Funding.
2. Fleet workshops currently provide services for partners including shanks and KRL, on a rechargeable basis

Rapid EQIA Complete ✓

Full EQIA Required **Yes** ✓ **No**

Full EQIA Completed **Yes** **No** ✓

Health and Safety Impact Assessment Required **Yes** ✓ **No**

Health and Safety Impact Assessment Completed **Yes** **No** ✓

Trade Union Consultation Complete **Yes** ✓ **No**

Saving Profile

	2018-19		2019-20		2020-21	
	£'000	FTE	£'000	FTE	£'000	FTE
SERVICE REDESIGN OPTIONS:						
Merge the management of light and heavy fleet, allowing a review of the remaining School and Public Transport staff duties	16	1	16	1	16	1
BUSINESS COST REDUCTION OPTIONS:						
Continuous modernisation and improvement of procurement						

practices relating to school and public transport has already delivered in excess of £1M in savings over the past five years, while this will continue on an on-going basis, the most significant savings have already been delivered, and best value achieved where possible by taking transport solutions in-house and altering modes of tranport. Opportunities for further savings will be investigated	55		65		75	
Remove community transport grants model, with a focus on long-term sustainability	30		60		92	
TOTAL	**101**	**1**	**141**	**1**	**183**	**1**

Transformation Board
Savings Options Template

Ref:	TB20	**Operating Principle:**	Business cost reduction and self-funding		
Dept:	Community Services		**Gross** £000	**Income** £000	**Net** £000
Service:	Education	**Budget:**	12,810	949	11,861
Service Package:	Education (non schools/teachers)	**Savings**	**2018-19**	**2019-20**	**2020-21**
			£000	£000	£000
			386	617	617

Description and purpose of service package

2018-19 Reduction Education Management and Central Team from August 2018.

The above package is dependent upon the full detail and known implications/expectations arising from the Education Governance Review. Since this option was proposed for review there has been considerable discussion between COSLA and Scottish Government with regard to the Local Authorities duties for Education. In September 2017, COSLA Leaders agreed to an approach of regional collaboration which left democratic accountability clearly with Scottish Local Authorities and their officers. Currently, in their role as Education Authorities, Scottish Councils hold the statutory responsibility for the provision and delivery of education, for performance and improvement of individual schools as well as the cumulative authority, as the employer of all staff within a school setting, and more. However the *Empowering Schools A Consultation on the Provisions of the Education (Scotland) Bill* document suggests a series of changes to this authority. The consultation states that the primary focus of the Bill is to create a school and teacher led education system and therefore to empower schools and school leaders. It currently is very difficult to predict the role of local authorities within Education and thus provides greater risks within this saving option.

A reduction in central service provision to schools will lead to an increase in school based activities, including potential statutory duties and responsibilities.

How will saving be delivered?

To meet this saving in 2018-19 a complete redesign of the service will be required and will result in terminating seconded posts (2), vacancies VR and/or redeployment of GTCS staff into schools. **Part year** savings achievable in 2018/2019: Specifically August 2018 to March 2019 to reflect term time appointment and academic year service delivery commitments. Estimated to be circa: £386K Further savings in 2019/2020 for remaining £231K.

Strategic and operational risks issues

2018-19 Implementation of this package relies heavily on the outcomes from the Scottish Government's Governance Review and the consultation on the new Education (Scotland) which will state the support and challenge delivered through local authorities and the level of requirement for a central team. This is still unknown at

present and full knowledge will not be known until the new Education Bill is passed in June 2018. There are considerable risks to the saving options in relation to reduced capacity for the service including:

- 70% reduced capacity for delivery of the service
- 70% reduced capacity to support schools in each geographical area
- 70% reduced support for the learning and teaching agenda
- 70%reduced support for improvement agenda
- 70% reduced support for parental engagement
- 70% reduced capacity to provide information to elected members about schools
- Reduced capacity to report on schools and educational improvement which is required to be met in the Annual Plan submitted to Scottish Government.
- 75% reduced capacity to provide training for teachers and support staff
- School visits down to one per annum (currently 3)
- Northern Alliance Collaboration participation: the level of deployment of Education staff to work alongside teachers and other frontline practitioners through the Regional Improvement Collaboratives to motivating change and providing specialist support. This will require central team involvement.

Statutory requirements

2018-19 As outlined above this is tied in with Government guidelines which we are awaiting further guidance on.
The inability to fully comply with existing and anticipated statutory duties, as prescribed within the Standards in Scotland's Schools etc. Act. 2000, revised in 2016
Scrutiny and Audit of Education Functions of Argyll and Bute Council – to continue to meet the required improvement agenda.

We would need to comply with all HR procedures regarding VR/redeployment of staff.

Third Sector/Partnerships

2018-19 No Third Sector/Partnership concerns.

Rapid EQIA Complete		√		
Full EQIA Required	**Yes**	√	**No**	
Full EQIA Completed	**Yes**		**No**	√
Health and Safety Impact Assessment Required	**Yes**		**No**	√
Health and Safety Impact Assessment Completed	**Yes**		**No**	√
Trade Union Consultation Complete	**Yes**		**No**	√

Saving Profile

	2018-19		2019-20		2020-21	
	£'000	FTE	£'000	FTE	£'000	FTE
1. Central Team Reduction	386	8	617	8	617	8
TOTAL	**386**	**8**	**617**	**8**	**617**	**8**

Transformation Board
Savings Options Template

Ref:	TB21	**Operating Principle:**	Income generation and maximisation and self-funding		
Dept:	Cross Departmental		**Gross** £000	**Income** £000	**Net** £000
Service:		**Budget:**	2,265	1,803	462
Service Package:	Design and Project Management Team	**Savings:**	**2018-19**	**2019-20**	**2020-21**
			£000	£000	£000
			36	36	36

Description and purpose of service package

The Property Design Team undertake the management, cost control and supervision of construction of schools, offices, leisure facilities, depots and other buildings. They also undertake asset management functions, technical approval and client funded projects. Most of the work is of an architectural, quantity surveying and building services nature. This service is funded by capital and not from revenue budget.

The Property Maintenance and Energy and Building Services Teams undertake the management, cost control and supervision of emergency, planned and statutory maintenance. They also undertake energy, carbon management and climate change works and are responsible for the Council's expenditure on utilities. This service is funded by revenue budget.

How will saving be delivered?

1. Review and restructure of the Property Maintenance and Energy and Building Services Teams

Strategic and operational risks issues

1. Reduced resource could negatively impact on the Council's ability to meet statutory and regulatory requirements relating to Property.
2. Reduced resource will only be delivered through property rationalisation.
3. Envisaged synergies and advantages arising from the combination of the teams are not realised.

Statutory requirements

The work undertaken across the services is to ensure full compliance with all statutory and regulatory requirements in relation to buildings, building services, roads, piers and harbours, etc.

Third Sector/Partnerships

Work is being undertaken to support various third sector partnerships including hall committees, the Hermitage Park redevelopment and other local community groups.

Rapid EQIA Complete		x		
Full EQIA Required	**Yes**		**No**	x
Full EQIA Completed	**Yes**		**No**	

Health and Safety Impact Assessment Required	**Yes**		**No**	x
Health and Safety Impact Assessment Completed	**Yes**		**No**	
Trade Union Consultation Complete		x	**Yes**		**No**

Saving Profile

	2018-19		**2019-20**		**2020-21**	
	£'000	FTE	£'000	FTE	£'000	FTE
Review and restructure of the Property Maintenance and Energy and Building Services Teams	36	1	36	1	36	1
Total	**36**	**1**	**36**	**1**	**36**	**1**

Transformation Board
Savings Options Template

Ref:	TB23	**Operating Principle:**			
Dept:	Community Services		**Gross** £000	**Income** £000	**Net** £000
Service:	Education	**Budget:**			
Service Package:	Education - other	**Savings**	**2018-19**	**2019-20**	**2020-21**
			£000	£000	£000
			47	75	75

Description and purpose of service package
Review of janitor provision within schools to ensure equity across the estate

How will saving be delivered?
Saving will be achieved through removal of £40k from the central janitor budget and a reduction of hours from 8 schools throughout the Authority. The reduced hours will come from a targeted approach to schools where there has been large roll reductions and, where possible, there are temporary staff or vacant hours.

The eight identified schools are:
Arinagour (hours to reduce by 1.5 – temporary post and roll reduction)
Furnace (hours to reduce by 3.75 – roll reduction)
Garelochhead (hours to reduce by 2 –post out to advert at new hours)
Innellan (hours to reduce by 12 – Janitor post to be replace by janitor/cleaner due roll reduction)
Lismore (hours to reduce by 2 – school has vacant hours)
Luss (hours to reduce by 14.5 – Janitor post to be replace by janitor/cleaner due roll reduction)
Minard (hours to reduce by 3.25 – temp post and roll reduction)
Strone (hours to reduce by 17 – Janitor post to be replace by janitor/cleaner due roll reduction)
John Logie Baird (hours to be reduced by 2 – temporary post and roll reduction)

There will also be an adjustment to salaries for 3 schools and an adjustment made for Skipness Primary which is currently mothballed.

Strategic and operational risks issues
Central budget currently supports any supply janitor cover required within schools. If this is taken as a saving then schools will required to cover these additional costs out of school budgets.

Schools facing reduced hours will have to look at the new provision within their schools and adapt accordingly. Three of the schools outlined above currently have janitor provision rather than janitor/cleaners. Due to the large reduction in rolls for these 3 schools the provision would alter from that of janitor to that of janitor/cleaner in line with other schools with similar rolls. These schools will require to look at the current tasks carried out by the janitor that would no longer be appropriate and those would possibly include: supervision of children at breaks, opening/closing school, gritting playground, minor repairs within the school. The job description of janitor/cleaner would be implemented within these schools.

Work would have to be carried out to lower expectation at a school level.

Statutory requirements

Union consultation

Requirement to comply with all HR requirements

Third Sector/Partnerships

Rapid EQIA Complete		x		
Full EQIA Required	**Yes**	x	**No**	
Full EQIA Completed	**Yes**		**No**	x

Health and Safety Impact Assessment Required	**Yes**	x	**No**	
Health and Safety Impact Assessment Completed	**Yes**		**No**	x

Trade Union Consultation Complete	**Yes**		**No**	x

Saving Profile

	2018-19		**2019-20**		**2020-21**	
	£'000	FTE	£'000	FTE	£'000	FTE
	47	2	75	2	75	2
TOTAL	**47**	**2**	**75**	**2**	**75**	**2**

APPENDIX 6
SERVICE SUMMARY OF BUDGET POSITION 2018-19

Department	Service	2017-18 Base Budget £000	Base Budget Adjustments £000	Updated Base Budget £000	Employee Budget Changes £000	Non-Pay Inflation - Inescapable 2018-19 £000	Cost and Demand Pressures £000	Increase in Fees and Charges £000	Other Measures to Balance the Budget £000	Re-allocate Auto Enrolment	Adjustment to HSCP Allocation £000	HSCP Inflation and Cost Pressures £000	2018-19 Draft Budget £000
Council Departments:													
Chief Executive's Unit	Chief Executive	**797**	19	**816**	9	0	0	0	(14)	0	0	0	**811**
Chief Executive's Unit	Strategic Finance	**1,660**	2	**1,662**	38	0	0	0	(5)	0	0	0	**1,695**
Community Services	Director of Community Services	**105**	0	**105**	7	0	0	0	0	0	0	0	**112**
Community Services	Education	**72,309**	607	**72,916**	1,347	26	256	(4)	0	0	0	0	**74,541**
Customer Services	Director of Customer Services	**13,912**	3,559	**17,471**	23	364	1,206	0	0	21	0	0	**19,085**
Customer Services	Customer and Support Services	**8,047**	8	**8,055**	122	18	88	(1)	(94)	0	0	0	**8,188**
Customer Services	Facility Services	**11,903**	(58)	**11,845**	240	125	26	0	(397)	0	0	0	**11,839**
Customer Services	Governance and Law	**1,920**	0	**1,920**	48	1	0	0	0	0	0	0	**1,969**
Customer Services	Improvement & Strategic HR	**3,226**	3	**3,229**	46	1	0	0	(449)	0	0	0	**2,827**
Customer Services	Leisure Trust - Repairs, Maintenance and Utilities	**4,059**	(3,129)	**930**	227	0	0	0	(271)	0	0	0	**886**
Development and Infrastructure Services	Director of Development & Infrastructure Services	**1,127**	2	**1,129**	(491)	0	0	0	(138)	0	0	0	**500**
Development and Infrastructure Services	Economic Development	**3,888**	12	**3,900**	256	2	0	0	(78)	0	0	0	**4,080**
Development and Infrastructure Services	Planning and Regulatory Services	**5,691**	212	**5,903**	477	2	0	0	(318)	0	0	0	**6,064**
Development and Infrastructure Services	Roads and Amenity Services	**20,644**	706	**21,350**	182	299	254	(272)	(113)	0	0	0	**21,700**
									0	0			
Non Departmental:									0	0			
Joint Boards	Joint Boards	**1,374**	0	**1,374**	0	0	0	0	0	0	0	0	**1,374**
Other Operating Income & Expenditure	Elected Members	**1,091**	1	**1,092**	14	0	0	0	0	0	0	0	**1,106**
Other Operating Income & Expenditure	Sundry Services	**958**	145	**1,103**	869	0	48	0	(389)	(126)	0	0	**1,505**
Other Operating Income & Expenditure	Unfunded Pensions	**1,799**	0	**1,799**	0	0	0	0	(245)	0	0	0	**1,554**
									0	0			
Non Controllable Costs:									0	0			
Insurances		**1,118**	(16)	**1,102**	0	0	0	0	0	0	0	0	**1,102**
Non Domestic Rates		**4,658**	(282)	**4,376**	0	128	0	0	0	0	0	0	**4,504**
Apprenticeship Levy (Council)		**558**	6	**564**	0	0	0	0	0	0	0	0	**564**
Capital Charges (loans charges)		**18,475**	(352)	**18,123**	0	0	0	0	(3,200)	0	0	0	**14,923**
Health and Social Care Partnership:													
Integration Services	Chief Officer	**(11,145)**	(920)	**(12,065)**	7	960	1,971	0	0	105	(725)	(2,938)	**(12,685)**
Integration Services	Adult Care	**53,362**	8	**53,370**	461	18	151	0	0	0	0	(630)	**53,370**
Integration Services	Children & Families	**13,754**	1	**13,755**	240	26	46	0	0	0	0	(312)	**13,755**
Integration Services	Head of Strategic Planning and Performance	**392**	0	**392**	8	0	0	0	0	0	0	(8)	**392**
Rounding		**(2)**	1	**(1)**	1	1							**1**
TOTAL		**235,680**	**535**	**236,215**	**4,131**	**1,971**	**4,046**	**(277)**	**(5,711)**	**0**	**(725)**	**(3,888)**	**235,762**
Funding:													
Scottish Government Funding													**188,777**
Council Tax Income													**47,674**
General Fund Reserves													**0**
OVERALL FUNDING SURPLUS / (GAP) - PRIOR TO ADDITIONAL FUNDING													**689**
Additional Funding Proposed 31 January 2018													**2,260**
REVISED OVERALL FUNDING SURPLUS / (GAP)													**2,949**

Appendix 7

Transformation Board Activities 2018/19 and beyond

Fleet Management

The Council operates a fleet of around 600 vehicles which are mainly based at 5 mainland workshops and 6 island locations. Review work is being undertaken of current practices including an overview of existing management controls and systems, the cost of providing the service, vehicle acquisition and funding policy, internal charging mechanisms and service levels provided to users. Fleet utilisation will be analysed and a policy prepared in relation to purchasing, whole life costing and disposal processes. Consideration is also being given to industry standard budgeting methods and more pro-active reviews of management information. Potential savings options resulting from this work will be reviewed by the Board.

Procurement

The procurement and commissioning team through their work with the Transformation Board are benchmarking with other local authorities the level of centralisation of their procurement function and the financial cost savings benefits as a result of this centralisation.

The benchmarking exercise will allow us to review what we are currently delivering via procurement support and savings and what could further be achieved by redesigning our systems, processes, procedures and methods of purchasing and contract management across council services.

Adult Learning/Youth Work

These services are delivered on a pan Argyll basis and provide learning and development opportunities for adults and young people outwith the classroom environment. Work will be undertaken to propose re-designed delivery options at less cost.

Music Tuition

The Music Tuition service focuses on three groups of instruments, piping, woodwind and brass and is offered free for one year to all P4/5 pupils. Thereafter, the service can be purchased unless a pupil is in an exempt for payment category of receiving free school meals or SQA candidate. Work will be carried out to provide options to reduce the cost of provision for this non-statutory service which is unique in offering subsidised tuition outwith routine class timetabling.

Events and Festivals

In December 2014 the Council agreed to support a 3 year programme of funding for major events and festivals in Argyll & Bute on the basis of the economic impact and lifestyle legacy that would be achieved in the area.

It was subsequently agreed in 2016 to apply a 20% saving to the annual SLA payments.

The 2017/18 revenue budget provision for events and festivals in total is £150K.

This time limited funding package expires at the end of this financial year, 31 March 2018, and consideration is therefore required as to what funding support is provided by the Council beyond 31 March 2018 to major festival and events.

There continues to be demand for council funding support to the events and festivals covered by the SLAs as well as to other events and festivals not previously supported. The organisations of these events are currently seeking to confirm payment from funders, including the council, and they require this as soon as possible as many are having to advance their plans given the lead in time required to ensure that their 2018 events goes ahead.

The current position that there are no Service Level Agreements (SLAs) for major events and festivals beyond 2017/18 with one exception – the national MoD – which runs until 2018/19. The proposal is that current SLA arrangements are rolled forward for a further year into 18/19 and that the support of events is reviewed with a report being brought to an appropriate Committee.

One Council Approach to Property

The proposal is for a change in approach to the management of the Council's land and buildings from a static or reactive position (where properties are considered to be held or owned by individual services) to a proactive property development service. This would mean that that all heritable property owned by the Council would be held corporately and not by individual "holding" departments, as has been the case to date, to enable the Council to take a more consistent and strategic corporate view across all heritable property it owns.

A report on how this approach would be implemented and the resources required will go to the Policy and Resources committee on 15 February 2018 inviting that committee to make recommendations to the Council budget meeting on 22 February 2018.

Reconstructing the Council Budget

Beginning in March 2018, Heads of Service will be tasked with looking at all of the activities currently undertaken by their service, and categorising these into 3 broad types.

- Duties – activities which the Council must provide (e.g. Education)
- Powers – activities which the Council may provide (e.g. Economic Development)
- Others – activities which support the Council as an organisation or the carrying out of powers/duties (e.g. Strategic Finance)

Services will be asked to define a minimum level of service to comply with statutory duties, or to exercise statutory powers, and how this minimum level could then be built on.

"other" services would be asked to define how they would support the carrying out of the redefined "powers" and "duties" activities.

The purpose of this work would be to enable the Council to take informed decisions, having regard to the future availability of finance, and the requirement to identify substantial reduction in expenditure for 2019/20 and beyond about the future shape of the organisation.

Douglas Hendry
Chair of the Transformation Board
January 2018

NOT FOR PUBLICATION by virtue of paragraph(s) 6
of Schedule 7A of the Local Government(Scotland) Act 1973

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ARGYLL AND BUTE COUNCIL **COUNCIL**

STRATEGIC FINANCE **22 FEBRUARY 2018**

REVENUE BUDGET 2018-19
FEES AND CHARGES

1 EXECUTIVE SUMMARY

1.1 This report provides Members with information in relation to fees and charges for 2018-19.

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 2018-19. This was the increase applied each year between 2013-14 and 2015-16, with a 6% increase applied in 2016-17 and another 3% applied in 2017-18. There are some exceptions to the standard inflationary increase and these are noted in paragraph 3.2.2. The inflationary increase is expected to generate additional income of £0.277m.

1.4 There are two fee changes, as part of the service choices savings previously agreed, in relation to schools meals and school milk and these will generate £0.046m of income that is already included within the budget outlook as part of previously agreed service choices savings.

1.5 The 3% additional increase over and above general inflation on piers and harbours is estimated to generate additional income of £0.158m which is ring fenced to fund asset improvements.

1.6 There are a number of fee proposals as part of the Transformation Board Service Packages and they are anticipated to generate income of around £0.698m should Members wish to accept the proposals. Within the budget outlook, this additional income has been accounted for as part of the service package policy options.

1.7 There are also charges where no inflationary increase has been applied, noted in paragraph 3.7 and charges where the rate is set by others, noted in paragraph 3.8.

1.8 All fees and charges are included within the attached schedule of charges.

ARGYLL AND BUTE COUNCIL **COUNCIL**

STRATEGIC FINANCE **22 FEBRUARY 2018**

REVENUE BUDGET 2018-19
FEES AND CHARGES

2. INTRODUCTION

2.1 This report provides Members with information in relation to fees and charges for 2018-19.

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 Inflationary Increase

3.2.1 The general increase to fees and charges is proposed at 3% for 2018-19. This was the increase applied each year between 2013-14 and 2015-16, with a 6% increase applied in 2016-17 and another 3% applied in 2017/18. 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.

3.2.2 There are a few exceptions to the standard inflationary increases and these are noted in the table below:

Description	% Increase	Reason for Increase
Non-Residential sleepover care service	4%	Updated to reflect the requirement to pay carers at least the National Living Wage rate of £7.83 per hour plus on costs.
Dog Boarding Fee	12%	Increase to reflect current dog boarding fees across Argyll and Bute.
Commercial Refuse Collection & Disposal	4%	Due to standard inflation plus landfill tax which is set by the Scottish Government

3.3 Previously Agreed Service Choices Savings

3.3.1 As part of the Service Choices savings options approved in 2016-17 the charge for school meals will be increased by 20p to £2.20. It is estimated that £0.042m will be generated in 2018-19 and this has been accounted for as part of the Service Choices savings within the revenue budget outlook report.

3.3.2 It is proposed to introduce a charge for milk for pupils in P1-P3 and it is estimated that this will generate an additional £0.004m income and this has been accounted for as part of Service Choices savings within the revenue budget outlook report. Although we do not provide free milk, we use fresh milk in the production of our schools meals. Our meals also have to comply with the nutritional standards set by Scottish Ministers via regulations under the School(Health Promotion and Nutrition)(Scotland) Act 2007. We analyse our menus for compliance using the Saffron software package and nutritional standards are also subject to inspection by Education Scotland.

3.3.3 Should Members not wish to accept the savings proposals notes in the above two paragraphs, then the anticipated service choices savings in respect of the catering and cleaning service re-design will not be fully met.

3.4 Piers and Harbours

3.4.1 Harbour Fees have been increased by a total of 6%: 3% general inflation as well as an additional 3% which is ring fenced to fund asset improvement and sustainability within the piers and harbours. The Harbour Board at their meeting on 23 January 2018 recommended that the Council approve this additional increase – extract of Harbour Board minute attached as Appendix 2.

3.5 Transformation Board Service Packages

3.5.1 As part of the work of the Transformation Board, officers have been working on idenfying savings for their services and some of these savings options include increased fee income or the introduction of new charges. The increases to existing fees are summarised within the table below and further detail on these increases is contained within the service package templates included in the budget pack.

Service Package Ref	Description	% Increase (proposed)
TB03-1	Food Examination - Export of Food/Fish Certificates	420%
	Licences/Registration - Riding Establishment Act 1964/70	247%
	Licences/Registration - Dangerous Wild Animals Act 1976	173%
	Licences/Registration - Pet Animals Act 1963	95%
	Licences/Registration - Animal Boarding Establishments Act 1963	36%
	Licences/Registration - Breeding of Dogs Act 1973	151%
	Licences/Registration - Zoo Act	480%
	Licences/Registration - Venison Dealers	186%
	Licences/Registration - Cinema Licence	281%
TB13-b	Network Management - Increase charges for Road Construction Consents, skips, scaffold, hoarding and associated permits	20%

	and licences.	
TB06-9	Street naming & numbering	6%

3.5.2 There are new charges proposed as part of the service packages and these are noted below.

- Introduction of a charge to continue the lease of a cremation plaque once the initial 25 year lease period has expired. Continuation of the lease will be offered at £100 plus VAT for a single plaque and £200 plus VAT for a double plaque.
- Introduction of pre-application charges for all scales of development. It is forecast that this will generate £55k in 2018-19 – refer to service package TB06-1.
- Introduction of charges within Piers & Harbours for Use of Linkspan for non-vehicular traffic, Car and Pedestrian Marshalling, Freight Handling, Slipway Landing Fee and Cruise calls/tenders – refer to service package TB11.
- As a result of recent TRO approvals in Oban and proposals to introduce charging in Arrochar and Duck Bay through Service Package Policy Options, there is anticipated additional Parking Income of £0.210m in 2018-19 – refer to service package reference TB08.

3.6 Social Work

3.6.1 Although an inflationary increase is included for social care service charges, those charges levied on an hourly or nightly basis are levied subject to means testing which caps the amount paid by service users based on their individual income. As a result, it is very unlikely that there will be an equivalent increase in the overall amount of income generated from charges for the means tested services.

3.7 No Inflationary Increase

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

- 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.
- Public Convenience entrance fee.
- Blue Badges has not been inflated as currently charging the maximum allowed.
- Customer Services Licences – Fees set for 3 years as of June 2015.

3.8 Fees set by Others

3.8.1 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 general inflationary increase to fees and charges is estimated to generate additional income amounting to £0.277m.

4.2 There are two fee changes, as part of the service choices savings previously agreed, in relation to schools meals and school milk and these will generate £0.046m of income that is already included within the budget outlook as part of previously agreed service choices savings.

4.3 The 3% additional increase over and above general inflation on piers and harbours is estimated to generate additional income of £0.158m which is ring fenced to fund asset improvements.

4.4 There are a number of fee proposals as part of the Transformation Board Service Packages and they are anticipated to generate income of around £0.698m should Members wish to accept the proposals. Within the budget outlook, this additional income has been accounted for as part of the service package policy options.

5. IMPLICATIONS

5.1 Policy – Outlines the proposed increases to fees and charges for 2018-19.

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 and Capital Regeneration Projects: Councillor Gary Mulvaney

Kirsty Flanagan
Head of Strategic Finance
2 February 2018

APPENDICES:
Appendix 1 – Schedule of Fees and Charges
Appendix 2 – Extract of Minute of Argyll and Bute Harbour Board held on 23 January 2018

Fees and Charges for 2018-19

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		2017/18				2018/19				Increase		
Description	Other	Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	Notes/Comments
SOCIAL WORK												
Local Authority Residential Care Provision (Community Care) Weekly Charge		1,207.65	Outwith the Scope	0.00	1,207.65	1,243.90	Outwith the Scope	0.00	1,243.90	36.25	3%	
Residential Service - Respite - Pension Age (weekly charge)		TBC	Outwith the Scope	0.00	TBC	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)		TBC	Outwith the Scope	0.00	TBC	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)		TBC	Outwith the Scope	0.00	TBC	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		TBC	Outwith the Scope	0.00	TBC	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)		TBC	Outwith the Scope	0.00	TBC	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		TBC	Outwith the Scope	0.00	TBC	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		5.35	Outwith the Scope	0.00	5.35	5.50	Outwith the Scope	0.00	5.50	0.15	3%	
Non - Residential Services - Lunch Clubs - per meal		4.15	Outwith the Scope	0.00	4.15	4.25	Outwith the Scope	0.00	4.25	0.10	2%	
Non - Residential Services - Community Alarms - per week		5.00	Outwith the Scope	0.00	5.00	5.15	*Outwith the Scope*	0.00	5.15	0.15	3%	
Non - Residential Services - Home Help - hourly rate		16.92	Outwith the Scope	0.00	16.92	17.44	Outwith the Scope	0.00	17.44	0.52	3%	Adjusted to be divisible by 4 to reflect quarter hour visits
Non - Residential Services - Housing Support - hourly rate		16.92	Outwith the Scope	0.00	16.92	17.44	Outwith the Scope	0.00	17.44	0.52	3%	Adjusted to be divisible by 4 to reflect quarter hour visits
Non - Residential Services - Employment Support - hourly rate		16.92	Outwith the Scope	0.00	16.92	17.44	Outwith the Scope	0.00	17.44	0.52	3%	Adjusted to be divisible by 4 to reflect quarter hour visits
Non - Residential Services -Sleepover Service - per night		81.72	Outwith the Scope	0.00	81.72	85.32	Outwith the Scope	0.00	85.32	3.60	4%	Updated to reflect the requirement to pay carers at least the National Living Wage rate of £7.83 per hour plus on costs.
Non - Residential Services -Transport - per day		2.62	Outwith the Scope	0.00	2.62	2.70	Outwith the Scope	0.00	2.70	0.08	3%	
Non - Residential Services -Elderly Day Care - hourly rate		8.32	Outwith the Scope	0.00	8.32	8.56	Outwith the Scope	0.00	8.56	0.24	3%	Adjusted to be divisible by 4 to reflect quarter hour visits
Non - Residential Services -Learning Disability Resource Centre Service - hourly rate		22.00	Outwith the Scope	0.00	22.00	22.65	Outwith the Scope	0.00	22.65	0.65	3%	Adjusted to be divisible by 4 to reflect quarter hour visits
Provision of Occupational Therapy Consultation - Per assessment/consultation		230.55	Outwith the Scope	0.00	230.55	237.45	Outwith the Scope	0.00	237.45	6.90	3%	
Provision of Professional Services - Per Community Care Assessment/ Consultation		577.80	Outwith the Scope	0.00	577.80	595.15	Outwith the Scope	0.00	595.15	17.35	3%	
Provision of Professional Services - Full needs assessment only		438.70	Outwith the Scope	0.00	438.70	451.85	Outwith the Scope	0.00	451.85	13.15	3%	
Provision of Professional Services - Needs Review only		160.45	Outwith the Scope	0.00	160.45	165.25	Outwith the Scope	0.00	165.25	4.80	3%	
Children & Families - Local Authority Residential Care Provision: Dunclutha (weekly charge)		1,817.00	Outwith the Scope	0.00	1,817.00	TBC	Outwith the Scope	0.00	TBC	0.00	0%	Unit cost to be calculated once 2018/19 budget has been set by IJB.
Children & Families - Local Authority Residential Care Provision: Shellach View (weekly Charge)		1,627.00	Outwith the Scope	0.00	1,627.00	TBC	Outwith the Scope	0.00	TBC	0.00	0%	Unit cost to be calculated once 2018/19 budget has been set by IJB.
Children & Families - Local Authority Residential Care Provision: Helensburgh (weekly Charge)		1,620.00	Outwith the Scope	0.00	1,620.00	TBC	Outwith the Scope	0.00	TBC	0.00	0%	Unit cost to be calculated once 2018/19 budget has been set by IJB.
Children & Families - Other Charges - Inter Country Adoptions		6,056.70	Outwith the Scope	0.00	6,056.70	6,238.40	Outwith the Scope	0.00	6,238.40	181.70	3%	
Inter-Authority Substitute Family Care Placements: Within Scotland	In line with British Association of Adoption and Fostering (BAAF) recommended figures		Outwith the Scope				*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		Outwith the Scope				*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		Outwith the Scope				*Outwith the Scope*					In line with British Association of Adoption and Fostering (BAAF) recommended figures.

		2017/18				2018/19				Increase		
Description	Other	Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	Notes/Comments
Inter-Authority Substitute Family Care Placements: Elsewhere - 3 children (siblings placed together)	In line with British Association of Adoption and Fostering (BAAF) recommended figures		Outwith the Scope				*Outwith the Scope*					In line with British Association of Adoption and Fostering (BAAF) recommended figures.
Hostel Charges - Room hire - children's hearing - half day		21.30	Exempt	0.00	21.30	21.95	Exempt	0.00	21.95	0.65	3%	Added from other community services
Hostel Charges - Room hire - children's hearing - Full day		35.60	Exempt	0.00	35.60	36.65	Exempt	0.00	36.65	1.05	3%	Added from other community services
Hostel Charges - Room hire - half day		35.60	Exempt	0.00	35.60	36.65	Exempt	0.00	36.65	1.05	3%	Added from other community services
Hostel Charges - Room hire - full day		64.00	Exempt	0.00	64.00	65.90	Exempt	0.00	65.90	1.90	3%	Added from other community services
Hostel Charges - Catering: Tea, Coffee and Biscuits		2.17	Standard	0.52	3.10	2.67	Standard	0.53	3.20	0.10	3%	Added from other community services
Hostel Charges - Catering: Soup and Sandwiches		4.21	Standard	1.01	6.05	5.21	Standard	1.04	6.25	0.20	3%	Added from other community services
Hostel Charges - Catering: Lunch (2 course with coffee)		6.42	Standard	1.54	9.25	7.96	Standard	1.59	9.55	0.30	3%	Added from other community services
Hostel Charges - accommodation - Argyll & Bute Council - Bed & Breakfast		24.71	Standard	5.93	35.60	30.54	Standard	6.11	36.65	1.05	3%	Added from other community services
Hostel Charges - accommodation - Argyll & Bute Council - Half Board		34.67	Standard	8.32	49.90	42.83	Standard	8.57	51.40	1.50	3%	Added from other community services
Hostel Charges - accommodation - Other Groups - Bed & Breakfast		24.71	Standard	5.93	35.60	30.54	Standard	6.11	36.65	1.05	3%	Added from other community services
Hostel Charges - accommodation - Other Groups - Half Board		34.67	Standard	8.32	49.90	42.83	Standard	8.57	51.40	1.50	3%	Added from other community services
Hostel Charges - accommodation - Other Groups - Full Board		39.63	Standard	9.50	57.00	48.92	Standard	9.78	58.70	1.70	3%	Added from other community services

		2017/18				2018/19				Increase		
Description	Other	Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	Notes/Comments
COMMUNITY SERVICES CHARGES												
School Letting Charges per hour - Non-Profit Organisations (room let)		10.90	Exempt	0.00	10.90	11.25	Exempt	0.00	11.25	0.35	3%	
School Letting Charges per hour - Commercial Rate (room let)		30.25	Exempt	0.00	30.25	31.15	Exempt	0.00	31.15	0.90	3%	
School Letting Charges per hour - Non-Profit Organisations (sports facilities)		11.29	Standard	2.26	13.55	11.63	Standard	2.33	13.95	0.40	3%	
School Letting Charges per hour - Commercial Rate (sports facilities)		30.79	Standard	6.16	36.95	31.71	Standard	6.34	38.05	1.10	3%	
Synthetic All Weather Pitch charge per hour - Non-Profit Organisations - MAKI		41.67	Standard	8.33	50.00	41.67	Standard	8.33	50.00	0.00	0%	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		41.67	Standard	8.33	50.00	41.67	Standard	8.33	50.00	0.00	0%	
Synthetic All Weather Pitch charge per hour - Non-Profit Organisations - BUTE		37.50	Standard	7.50	45.00	37.50	Standard	7.50	45.00	0.00	0%	
Synthetic All Weather Pitch charge per hour - Non-Profit Organisations - COWAL		37.50	Standard	7.50	45.00	37.50	Standard	7.50	45.00	0.00	0%	
Synthetic All Weather Pitch charge per hour - Non-Profit Organisations - H&L		37.50	Standard	7.50	45.00	37.50	Standard	7.50	45.00	0.00	0%	
Synthetic All Weather Pitch charge per hour - Commercial Rate		75.79	Standard	15.16	90.95	78.08	Standard	15.62	93.70	2.75	3%	
Adult Education Course Fees - Vocational 40 Hour Courses		85.05	Exempt	0.00	85.05	87.60	Exempt	0.00	87.60	2.55	3%	
Adult Education Course Fees - Non Vocational 20 Hour Courses		35.46	Standard	7.09	42.55	36.54	Standard	7.31	43.85	1.30	3%	
Adult Education Course Fees - Non Vocational Leisure-Based 20 Hour Courses		110.00	Standard	22.00	132.00	110.00	Standard	22.00	132.00	0.00	0%	No inflation, new charge introduced in 2017-18
Sale of Meals to Pupils - Per meal (Primary-without milk)		2.00	Exempt	0.00	2.00	2.20	Exempt	0.00	2.20	0.20	10%	As per Catering and Cleaning Innovations Working Group recommendation
Sale of Milk						0.10	Exempt	0.00	0.10	0.10	0%	Re-introduce charge of 10p which was originally approved by Council in 2013.
Section 23 Charges per annum - Parklands		40,811.55	Exempt	0.00	40,811.55	42,035.90	Exempt	0.00	42,035.90	1,224.35	3%	
Inveraray Primary - Room hire - half day		35.60	Exempt	0.00	35.60	36.65	Exempt	0.00	36.65	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		64.00	Exempt	0.00	64.00	65.90	Exempt	0.00	65.90	1.90	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		2.58	Standard	0.52	3.10	2.67	Standard	0.53	3.20	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		5.04	Standard	1.01	6.05	5.21	Standard	1.04	6.25	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)		7.71	Standard	1.54	9.25	7.96	Standard	1.59	9.55	0.30	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	232.98	239.97	Exempt	0.00	239.97	6.99	3%	

		2017/18				2018/19				Increase		
Description	Other	Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	Notes/Comments
CUSTOMER SERVICES												
Solicitors Property Enquiry Certificates		143.13	Standard	28.63	171.75	147.42	Standard	29.48	176.90	5.15	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		20.58	Standard	4.12	24.70	21.21	Standard	4.24	25.45	0.75	3%	
Charges for credit card payment		2.00%	If Applicable		2.00%							Credit card charges are being made illegal from January 2018
Charges for internet credit card payments		2.00%	If Applicable		2.00%							Credit card charges are being made illegal from January 2018
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.

		2017/18				2018/19				Increase		
Description	Other	Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	Notes/Comments
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.
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		91.90	Outwith the Scope	0.00	91.90	94.65	Outwith the Scope	0.00	94.65	2.75	3%	
Registrars Rental Income - Registrars Office Wedding - Saturday		184.95	Outwith the Scope	0.00	184.95	190.50	Outwith the Scope	0.00	190.50	5.55	3%	
Admin charges, approved venue weekday		242.15	Outwith the Scope	0.00	242.15	249.40	Outwith the Scope	0.00	249.40	7.25	3%	
Admin charges, approved venue Saturday		287.45	Outwith the Scope	0.00	287.45	296.05	Outwith the Scope	0.00	296.05	8.60	3%	
Admin charges, evenings after 6pm		326.85	Outwith the Scope	0.00	326.85	336.65	Outwith the Scope	0.00	336.65	9.80	3%	
Admin charges, Sundays & Public Holidays (excl. Easter & Christmas)		365.05	Outwith the Scope	0.00	365.05	376.00	Outwith the Scope	0.00	376.00	10.95	3%	
Mini Bus Hire - up to 4 hours		32.79	Standard	6.56	39.35	33.79	Standard	6.76	40.55	1.20	3%	
Mini Bus Hire - per Day		65.67	Standard	13.13	78.80	67.63	Standard	13.53	81.15	2.35	3%	
Privilege rides within school transport (cost per child per term)		73.90	Zero Rated	0.00	73.90	76.10	Zero Rated	0.00	76.10	2.20	3%	
Privilege rides within school transport (where there are 2 or more children, cost per child)		62.00	Zero Rated	0.00	62.00	63.85	Zero Rated	0.00	63.85	1.85	3%	
Letting of Kitchen Accommodation - Monday to Friday (charge per hour)		19.33	Standard	3.87	23.20	19.92	Standard	3.98	23.90	0.70	3%	
Letting of Kitchen Accommodation - Saturday & Sunday (charge per hour)		21.83	Standard	4.37	26.20	22.50	Standard	4.50	27.00	0.80	3%	
Letting of Kitchen Accommodation - Public Holiday (charge per hour)		25.75	Standard	5.15	30.90	26.54	Standard	5.31	31.85	0.95	3%	
Letting of Kitchen Accommodation - Failure to Reinstate		54.58	Standard	10.92	65.50	56.21	Standard	11.24	67.45	1.95	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
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%	

		2017/18				2018/19				Increase		
Description	Other	Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	Notes/Comments
LOCAL DEVELOPMENT PLAN & PRINTING												
Local Development Plan (Incl of P&P) - Proposals Maps Book		51.50	Outwith the Scope	0.00	51.50	53.05	Outwith the Scope	0.00	53.05	1.55	3%	Replacing all Local Plans. Community Councils 50% reduction
Local Development Plan (Incl of P&P) - Written Statement		25.75	Outwith the Scope	0.00	25.75	26.50	Outwith the Scope	0.00	26.50	0.75	3%	Replacing all Local Plans. Community Councils 50% reduction
Landscape Capacity Study (Incl P&P) - Bute & Cowal		23.75	Outwith the Scope	0.00	23.75	24.45	Outwith the Scope	0.00	24.45	0.70	3%	
Landscape Capacity Study (Incl P&P) - Mull		11.30	Outwith the Scope	0.00	11.30	11.65	Outwith the Scope	0.00	11.65	0.35	3%	
Landscape Capacity Study (Incl P&P) - North & South Kintyre		13.65	Outwith the Scope	0.00	13.65	14.05	Outwith the Scope	0.00	14.05	0.40	3%	
Landscape Capacity Study (Incl P&P) - Lorn		27.05	Outwith the Scope	0.00	27.05	27.85	Outwith the Scope	0.00	27.85	0.80	3%	
Landscape Capacity Study (Incl P&P) - Mid Argyll & Inveraray		17.20	Outwith the Scope	0.00	17.20	17.70	Outwith the Scope	0.00	17.70	0.50	3%	
Landscape Capacity Study (Incl P&P) - Islay		8.95	Outwith the Scope	0.00	8.95	9.20	Outwith the Scope	0.00	9.20	0.25	3%	
Location Plans (10 Copies)		27.45	Outwith the Scope	0.00	27.45	28.25	Outwith the Scope	0.00	28.25	0.80	3%	
Printing - Internal Service Only - A2 Prints each		8.70	Outwith the Scope	0.00	8.70	8.95	Outwith the Scope	0.00	8.95	0.25	3%	
Printing - Internal Service Only - A2 Prints (+11) each		6.20	Outwith the Scope	0.00	6.20	6.40	Outwith the Scope	0.00	6.40	0.20	3%	
Printing - Internal Service Only - A1 Prints (1-10 copies) each		12.40	Outwith the Scope	0.00	12.40	12.75	Outwith the Scope	0.00	12.75	0.35	3%	
Printing - Internal Service Only - A1 Prints (+11 copies) each		9.90	Outwith the Scope	0.00	9.90	10.20	Outwith the Scope	0.00	10.20	0.30	3%	
Printing - Internal Service Only - A0 Prints (1-10 copies) each		18.60	Outwith the Scope	0.00	18.60	19.15	Outwith the Scope	0.00	19.15	0.55	3%	
Printing - Internal Service Only - A0 Prints (+11 copies) each		16.15	Outwith the Scope	0.00	16.15	16.65	Outwith the Scope	0.00	16.65	0.50	3%	
Statutory Street Naming and/or numbering of one property		80.00	Outwith the Scope	0.00	80.00	84.80	Outwith the Scope	0.00	84.80	4.80	6%	
Statutory Street Naming and/or numbering each of the 2nd to 50th additional properties		40.00	Outwith the Scope	0.00	40.00	42.40	Outwith the Scope	0.00	42.40	2.40	6%	Renaming or renumbering a street - pricing as for new properties
Statutory Street Naming and/or numbering each additional property over 50		20.00	Outwith the Scope	0.00	20.00	21.20	Outwith the Scope	0.00	21.20	1.20	6%	
Statutory Street Naming a new street		175.00	Outwith the Scope	0.00	175.00	185.50	Outwith the Scope	0.00	185.50	10.50	6%	
Changing a property name or adding to the Royal Mail database		77.25	Outwith the Scope	0.00	77.25	81.90	Outwith the Scope	0.00	81.90	4.65	6%	
Confirming an address to a solicitor, property owner or any organisation - per letter		51.50	Outwith the Scope	0.00	51.50	54.60	Outwith the Scope	0.00	54.60	3.10	6%	
Phase 1 Habitat Surveys		360.50	Outwith the Scope	0.00	360.50	371.30	Outwith the Scope	0.00	371.30	10.80	3%	Travel to be charged at Council Rate 34.1p/mile Possible overnight stay to be charged at a maximum of £50.

		2017/18				2018/19				Increase		
Description	Other	Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	Notes/Comments
REGULATORY SERVICES												
Food Examination - Export of Food/Fish Certificates	Per Certificate	17.50	Outwith the Scope	0.00	17.50	91.00	Outwith the Scope	0.00	91.00	73.50	420%	
Food Examination - Condemnation Certificate (Voluntary Surrender)		198.92	Standard	39.78	238.70	204.88	Standard	40.98	245.85	7.15	3%	
Licences/Registration - Riding Establishment Act 1964/70	Vets Fees to be added	118.30	Outwith the Scope	0.00	118.30	410.00	Outwith the Scope	0.00	410.00	291.70	247%	
Licences/Registration - Dangerous Wild Animals Act 1976	Vets Fees to be added	118.30	Outwith the Scope	0.00	118.30	323.00	Outwith the Scope	0.00	323.00	204.70	173%	
Licences/Registration - Pet Animals Act 1963		84.70	Outwith the Scope	0.00	84.70	165.00	Outwith the Scope	0.00	165.00	80.30	95%	
Licences/Registration - Animal Boarding Establishments Act 1963	Vets Fees to be added	128.60	Outwith the Scope	0.00	128.60	175.00	Outwith the Scope	0.00	175.00	46.40	36%	
Licences/Registration - Breeding of Dogs Act 1973	Vets Fees to be added	128.60	Outwith the Scope	0.00	128.60	323.00	Outwith the Scope	0.00	323.00	194.40	151%	
Licences/Registration - Zoo Act	Vets Fees to be added	168.00	Outwith the Scope	0.00	168.00	975.00	Outwith the Scope	0.00	975.00	807.00	480%	
Licences/Registration - Venison Dealers		58.45	Outwith the Scope	0.00	58.45	167.00	Outwith the Scope	0.00	167.00	108.55	186%	
Licences/Registration - Cinema Licence		162.00	Outwith the Scope	0.00	162.00	618.00	Outwith the Scope	0.00	618.00	456.00	281%	
HMO - premises of up to 10 persons		776.25	Outwith the Scope	0.00	776.25	799.55	Outwith the Scope	0.00	799.55	23.30	3%	Tri-Annual Licence
HMO - premises with more than 10 persons		949.85	Outwith the Scope	0.00	949.85	978.35	Outwith the Scope	0.00	978.35	28.50	3%	Tri-Annual Licence
HMO- Amendment to HMO licence		114.65	Outwith the Scope	0.00	114.65	118.10	Outwith the Scope	0.00	118.10	3.45	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		317.90	Outwith the Scope	0.00	317.90	327.45	Outwith the Scope	0.00	327.45	9.55	3%	
Tattooing/Skin Piercing licence for an operator working from premises under the control of others		255.50	Outwith the Scope	0.00	255.50	263.15	Outwith the Scope	0.00	263.15	7.65	3%	
Performing Animals Licence application/renewal		109.20	Outwith the Scope	0.00	109.20	112.50	Outwith the Scope	0.00	112.50	3.30	3%	Vet Fees to be added
Explosives/Fireworks- Issue of Store Licence (i.e. when separation distances apply)	**STATUTORY CHARGE**	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	**STATUTORY CHARGE**	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)	**STATUTORY CHARGE**	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	**STATUTORY CHARGE**	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)	**STATUTORY CHARGE**	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	**STATUTORY CHARGE**	52-178	Outwith the Scope	0.00	52-178	52-178	Outwith the Scope	0.00	52-178			**£52-£178 per year depending on individual circumstances** Note that fee consolidates 2 previous "Blasting Operations" fees

		2017/18				2018/19				Increase		
Description	Other	Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	Notes/Comments
"Buy With Confidence" Approved Trader Scheme - Membership cost per year		100.80	Outwith the Scope	0.00	100.80	103.80	Outwith the Scope	0.00	103.80	3.00	3%	Continued membership of the scheme may require following BWC's own charges.
"Buy With Confidence" Approved Trader Scheme - Compulsory Initial Disclosure check for relevant employees (payable to Disclosure Scotland)	per Employee	26.50	Outwith the Scope	0.00	26.50	27.30	Outwith the Scope	0.00	27.30	0.80	3%	Continued membership of the scheme may require following BWC's own charges.
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).		81.35	Outwith the Scope	0.00	81.35	83.80	Outwith the Scope	0.00	83.80	2.45	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	Outwith the Scope	0.00	110.00	110.00	Outwith the Scope	0.00	110.00	0.00	0%	
Weights and measures: special weighing equipment- measuring, testing, verifying, certification etc .	**Office cost per hour**	84.29	Standard	16.86	101.15	86.83	Standard	17.37	104.20	3.05	3%	
Weights: Weights exceeding 5kg or not exceeding 500 mg, 2 CM		8.50	Standard	1.70	10.20	8.75	Standard	1.75	10.50	0.30	3%	
Weights: other weights		6.46	Standard	1.29	7.75	6.67	Standard	1.33	8.00	0.25	3%	
Measures: Capacity measures, without divisions, not exceeding 1 litre		7.29	Standard	1.46	8.75	7.50	Standard	1.50	9.00	0.25	3%	
Measures: Liquid capacity measures for making up and checking average quantity packages		26.71	Standard	5.34	32.05	27.50	Standard	5.50	33.00	0.95	3%	
Weighing Instruments Non NAWI: less than 1 tonne		66.63	Standard	13.33	79.95	68.63	Standard	13.73	82.35	2.40	3%	
Weighing Instruments Non NAWI: 1-10 tonnes		107.96	Standard	21.59	129.55	111.21	Standard	22.24	133.45	3.90	3%	
Weighing Instruments Non NAWI: greater than 10 tonnes		225.50	Standard	45.10	270.60	232.25	Standard	46.45	278.70	8.10	3%	
Weighing Instruments NAWI: less than 1 tonne		110.92	Standard	22.18	133.10	114.25	Standard	22.85	137.10	4.00	3%	
Weighing Instruments NAWI: 1-10 tonnes		171.71	Standard	34.34	206.05	176.88	Standard	35.38	212.25	6.20	3%	
Weighing Instruments NAWI: greater than 10 tonnes		375.83	Standard	75.17	451.00	387.13	Standard	77.43	464.55	13.55	3%	
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	**50% surcharge on base cost if applicable**											

		2017/18				2018/19				Increase		
Description	Other	Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	Notes/Comments
Measures: Instruments for Intoxicating Liquor not exceeding 150 ml		16.67	Standard	3.33	20.00	17.17	Standard	3.43	20.60	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		19.21	Standard	3.84	23.05	19.79	Standard	3.96	23.75	0.70	3%	
Measuring Instruments for Liquid Fuel and Lubricants: Container type (not sub-divided)		18.29	Standard	3.66	21.95	18.83	Standard	3.77	22.60	0.65	3%	
Measuring Instruments for Liquid Fuel and Lubricants: First nozzle tested, per site		125.00	Standard	25.00	150.00	128.75	Standard	25.75	154.50	4.50	3%	
Measuring Instruments for Liquid Fuel and Lubricants: Each additional nozzle tested		76.79	Standard	15.36	92.15	79.08	Standard	15.82	94.90	2.75	3%	
Measuring Instruments for Liquid Fuel and Lubricants: Other visits (e.g Testing of peripheral electronic equipment/ credit card acceptor etc)		84.29	Standard	16.86	101.15	86.83	Standard	17.37	104.20	3.05	3%	
Road Tanker Fuel : Meter measuring equipment: Wet hose with two testing liquids		268.29	Standard	53.66	321.95	276.33	Standard	55.27	331.60	9.65	3%	
Road Tanker Fuel : Meter measuring equipment: Wet hose with three testing liquids		313.00	Standard	62.60	375.60	322.38	Standard	64.48	386.85	11.25	3%	
Road Tanker Fuel : Meter measuring equipment: Dry hose with two testing liquids		298.08	Standard	59.62	357.70	307.04	Standard	61.41	368.45	10.75	3%	
Road Tanker Fuel : Meter measuring equipment: Dry hose with three testing liquids		342.96	Standard	68.59	411.55	353.25	Standard	70.65	423.90	12.35	3%	
Road Tanker Fuel : Meter measuring equipment: Wet/dry hose with two testing liquids		417.33	Standard	83.47	500.80	429.83	Standard	85.97	515.80	15.00	3%	
Road Tanker Fuel : Meter measuring equipment: Wet/dry hose with three testing liquids		447.13	Standard	89.43	536.55	460.54	Standard	92.11	552.65	16.10	3%	
Certificate of Errors: Request for certificate		42.46	Standard	8.49	50.95	43.75	Standard	8.75	52.50	1.55	3%	
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	**Prices on application**											

Notes to Weights & Measures Charges

1. The 2018/19 guidance is based on a chargeable rate of £83.80 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;

		2017/18				2018/19				Increase		
Description	Other	Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	Notes/Comments
PLANNING SERVICES												
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		150.00	Standard	30.00	180.00	154.17	Standard	30.83	185.00	5.00	3%	
Planning Section 50 Licence Certificate		128.00	Outwith the Scope	0.00	128.00	132.00	Outwith the Scope	0.00	132.00	4.00	3%	
Pre Application advice for major planning applications		833.33	Standard	166.67	1,000.00	833.33	Standard	166.67	1,000.00	0.00	0%	
Pre Application advice for local planning applications	Maximum £800	666.67	Standard	133.33	800.00	666.67	Standard	133.33	800.00	0.00	0%	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												https://www.argyll-bute.gov.uk/sites/default/files/planning_fee_guidance_note_1.pdf

		2017/18				2018/19				Increase		
Description	Other	Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	Notes/Comments
BUILDING STANDARDS												
Property Inspection		320.00	Outwith the Scope	0.00	320.00	330.00	Outwith the Scope	0.00	330.00	10.00	3%	
Re - Inspection Fee Property Inspection Applications		160.00	Outwith the Scope	0.00	160.00	165.00	Outwith the Scope	0.00	165.00	5.00	3%	
Confirmation of completion Applications		256.00	Outwith the Scope	0.00	256.00	264.00	Outwith the Scope	0.00	264.00	8.00	3%	
Re - Inspection Fee Confirmation of Completion Applications		146.00	Outwith the Scope	0.00	146.00	150.00	Outwith the Scope	0.00	150.00	4.00	3%	
Confirmation of Exempt class of works		65.00	Outwith the Scope	0.00	65.00	67.00	Outwith the Scope	0.00	67.00	2.00	3%	
Building Standards Section 50 Licence Certificate		128.00	Outwith the Scope	0.00	128.00	132.00	Outwith the Scope	0.00	132.00	4.00	3%	
Property Enquiries (if Application Number known)		38.00	Outwith the Scope	0.00	38.00	39.00	Outwith the Scope	0.00	39.00	1.00	3%	
Property Enquiries (if Application Number not known)		92.00	Outwith the Scope	0.00	92.00	95.00	Scope	0.00	95.00	3.00	3%	

		2017/18				2018/19				Increase		
Description	Other	Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	Notes/Comments
HOUSING												
Housing - Homeless Temporary Accommodation - Bedsit/1 Bed - per week		57.06	Outwith the Scope	0.00	57.06	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	Outwith the Scope	0.00	64.62	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	Outwith the Scope	0.00	71.37	71.37	Outwith the Scope	0.00	71.37	0.00	0.00	
Housing - Homeless Temporary Accommodation - 4 Bed House - per week		76.67	Outwith the Scope	0.00	76.67	76.67	Outwith the Scope	0.00	76.67	0.00	0.00	Not subject to inflation - only the service charge is inflated.
Housing - Homeless Tenants Service Charge per week		43.45	Outwith the Scope	0.00	43.45	44.75	Outwith the Scope	0.00	44.75	1.30	3%	

		2017/18				2018/19				Increase		
Description	Other	Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	Notes/Comments
WASTE COLLECTION												
Supply of Sacks for Commercial Use (pack of 50)		226.50	Outwith the Scope	0.00	226.50	235.60	Outwith the Scope	0.00	235.60	9.10	4%	Landfill Tax increases subject to approval of the Scottish Parliament.
Confidential Sacks - Includes Uplift, Shredding and disposal	**Internal Use Only** - Minimum of 8 sacks per order	14.05	Outwith the Scope	0.00	14.05	14.45	Outwith the Scope	0.00	14.45	0.40	3%	
Domestic Use Only 140 Litre Bins		32.00	Outwith the Scope	0.00	32.00	32.95	Outwith the Scope	0.00	32.95	0.95	3%	
Domestic Use Only 240 Litre Bins		32.00	Outwith the Scope	0.00	32.00	32.95	Outwith the Scope	0.00	32.95	0.95	3%	
Commercial Use Only 240 Litre Bins		81.79	Standard	16.36	98.15	84.25	Standard	16.85	101.10	2.95	3%	
Commercial Use Only 360 Litre Bins		119.00	Standard	23.80	142.80	122.58	Standard	24.52	147.10	4.30	3%	
Commercial Use Only 660 Litre Bins		300.17	Standard	60.03	360.20	309.17	Standard	61.83	371.00	10.80	3%	
Commercial Use Only 1100 Litre Bins		365.67	Standard	73.13	438.80	376.63	Standard	75.33	451.95	13.15	3%	
Commercial Use Only 1280 Litre Bins		376.58	Standard	75.32	451.90	387.88	Standard	77.58	465.45	13.55	3%	
Householder Special Refuse Collection	Minimum Charge covers work of two men and vehicle up to ten minutes.	61.50	Outwith the Scope	0.00	61.50	63.35	Outwith the Scope	0.00	63.35	1.85	3%	
Householder Special Refuse Collection Extra Charge	Charged per 10 minutes over minimum charge	38.25	Outwith the Scope	0.00	38.25	39.40	Outwith the Scope	0.00	39.40	1.15	3%	
Commercial Special Uplift (Industrial Waste)	(Charge Per Hour - Minimum Charge 1 hour)	112.75	Standard	22.55	135.30	139.38	Standard	27.88	167.25	31.95	24%	
Commercial Special Uplift (Non-industrial Waste)	(Charge Per Hour - Minimum Charge 1 hour) - **Housing Associations should be**	135.30	Outwith the Scope	0.00	135.30	139.35	Outwith the Scope	0.00	139.35	4.05	3%	Provided not Industrial waste as per Environmental Protection Act 1990. For commercial fridge/freezer disposal, contact the Waste Team for advice.
Return of Supermarket trolleys (each)		37.75	Standard	7.55	45.30	38.88	Standard	7.78	46.65	1.35	3%	

		2017/18				2018/19				Increase		
Description	Other	Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	Notes/Comments
COMMERCIAL REFUSE												
Wheeled Bins - 140/240 ltr	Based on 1 uplift per week	270.15	Outwith the Scope	0.00	270.15	281.00	Outwith the Scope	0.00	281.00	10.85	4%	**Minimum Charge 2018/19 - £281** Equivalent to the 140/240 litre bin charge for collection and landfill tax uplifted once a week.
Wheeled Bins - 340 ltr	Based on 1 uplift per week	382.70	Outwith the Scope	0.00	382.70	398.05	Outwith the Scope	0.00	398.05	15.35	4%	For premises whereby a less than weekly mixed waste service is available only, the minimum charge will be adjusted accordingly.
Wheeled Bins - 660 ltr	Based on 1 uplift per week	734.30	Outwith the Scope	0.00	734.30	763.75	Outwith the Scope	0.00	763.75	29.45	4%	
Wheeled Bins - 800 ltr	Based on 1 uplift per week	890.05	Outwith the Scope	0.00	890.05	925.75	Outwith the Scope	0.00	925.75	35.70	4%	Agreements are issued Annually from Manse Brae to all commercial/front end loader customers. Payments are either made in advance or by direct debit.
Wheeled Bins - 1100 ltr	Based on 1 uplift per week	1,223.35	Outwith the Scope	0.00	1,223.35	1,272.40	Outwith the Scope	0.00	1,272.40	49.05	4%	
Wheeled Bins - 1280 ltr	Based on 1 uplift per week	1,423.45	Outwith the Scope	0.00	1,423.45	1,480.55	Outwith the Scope	0.00	1,480.55	57.10	4%	
Loads - Bands 1-5		656.70	Outwith the Scope	0.00	656.70	683.05	Outwith the Scope	0.00	683.05	26.35	4%	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.
Loads - Bands 6-10		1,479.80	Outwith the Scope	0.00	1,479.80	1,539.15	Outwith the Scope	0.00	1,539.15	59.35	4%	
Front End Loader Service - Uplifted twice weekly by Shanks	Per Cubic Yard	1,437.95	Outwith the Scope	0.00	1,437.95	1,495.60	Outwith the Scope	0.00	1,495.60	57.65	4%	
Front End Loader Service - Uplifted twice weekly by Shanks	Per Cubic Metre	1,697.55	Outwith the Scope	0.00	1,697.55	1,765.60	Outwith the Scope	0.00	1,765.60	68.05	4%	
Pull Out Charge		30.70	Outwith the Scope	0.00	30.70	31.60	Outwith the Scope	0.00	31.60	0.90	3%	
Commercial Service Fee		39.38	Standard	7.88	47.25	40.54	Standard	8.11	48.65	1.40	3%	Charge to customers who request a change to their service more than once in any financial year.
COMMERCIAL REFUSE (private waste contractor's with Council acting as sub-contractor)												
Wheeled Bins - 140/240 ltr	Based on 1 uplift per week	270.17	Standard	54.03	324.20	281.00	Standard	56.20	337.20	13.00	4%	**Minimum Charge 2018/19 - £337.20** Equivalent to the 140/240 litre bin charge for collection and landfill tax uplifted once a week.
Wheeled Bins - 340 ltr	Based on 1 uplift per week	382.71	Standard	76.54	459.25	398.04	Standard	79.61	477.65	18.40	4%	For premises whereby a less than weekly mixed waste service is available only, the minimum charge will be adjusted accordingly.
Wheeled Bins - 660 ltr	Based on 1 uplift per week	734.29	Standard	146.86	881.15	763.75	Standard	152.75	916.50	35.35	4%	
Wheeled Bins - 800 ltr	Based on 1 uplift per week	890.05	Standard	178.01	1,068.06	925.75	Standard	185.15	1,110.90	42.84	4%	Agreements are issued Annually from Manse Brae to all commercial/front end loader customers. Payments are either made in advance or by direct debit.
Wheeled Bins - 1100 ltr	Based on 1 uplift per week	1,223.33	Standard	244.67	1,468.00	1,272.38	Standard	254.48	1,526.85	58.85	4%	
Wheeled Bins - 1280 ltr	Based on 1 uplift per week	1,423.46	Standard	284.69	1,708.15	1,480.54	Standard	296.11	1,776.65	68.50	4%	
Loads - Bands 1-5		656.71	Standard	131.34	788.05	683.04	Standard	136.61	819.65	31.60	4%	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.
Loads - Bands 6-10		1,479.79	Standard	295.96	1,775.75	1,539.13	Standard	307.83	1,846.95	71.20	4%	
Front End Loader Service - Uplifted twice weekly by Shanks	Per Cubic Yard	1,437.96	Standard	287.59	1,725.55	1,495.63	Standard	299.13	1,794.75	69.20	4%	
Front End Loader Service - Uplifted twice weekly by Shanks	Per Cubic Metre	1,697.54	Standard	339.51	2,037.05	1,765.63	Standard	353.13	2,118.75	81.70	4%	
Pull Out Charge		30.71	Standard	6.14	36.85	31.63	Standard	6.33	37.95	1.10	3%	
Commercial Service Fee		39.38	Standard	7.88	47.25	40.54	Standard	8.11	48.65	1.40	3%	Charge to customers who request a change to their service more than once in any financial year.

		2017/18				2018/19				Increase		
Description	Other	Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	Notes/Comments
RECYCLING CHARGES												
Office Paper - Large Bag / 1 x week		113.55	Outwith the Scope	0.00	113.55	116.95	Outwith the Scope	0.00	116.95	3.40	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. 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.
Paper and Cardboard - 240 litre Bins and Minimum Charge for Year	Fortnightly Charge - Weekly services shall be charged accordingly at fortnightly rate x 2	71.80	Outwith the Scope	0.00	71.80	73.95	Outwith the Scope	0.00	73.95	2.15	3%	
Paper and Cardboard - 340 litre Bin		101.15	Outwith the Scope	0.00	101.15	104.20	Outwith the Scope	0.00	104.20	3.05	3%	
Paper and Cardboard - 660 litre Bin		193.60	Outwith the Scope	0.00	193.60	199.40	Outwith the Scope	0.00	199.40	5.80	3%	
Paper and Cardboard - 800 litre Bin		234.65	Outwith the Scope	0.00	234.65	241.70	Outwith the Scope	0.00	241.70	7.05	3%	
Paper and Cardboard - 1100/1280 litre Bin		321.95	Outwith the Scope	0.00	321.95	331.60	Outwith the Scope	0.00	331.60	9.65	3%	
Commercial Sacks for Recyclable Waste	Charge Per Sack. Service available in Kintyre and Bute.	1.13	Outwith the Scope	0.00	1.13	1.16	Outwith the Scope	0.00	1.16	0.03	3%	
Recyclable Waste Brought to Civic Amenity/Recycling Facilities	Purchase of Punch Card - Price per card	32.95	Outwith the Scope	0.00	32.95	33.95	Outwith the Scope	0.00	33.95	1.00	3%	
Cooking Oil Collection (per 20/24ltr container)	Service available in Mull, Iona, Tiree, Islay and Jura	2.70	Outwith the Scope	0.00	2.70	2.80	Outwith the Scope	0.00	2.80	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	47.40	Outwith the Scope	0.00	47.40	48.80	Outwith the Scope	0.00	48.80	1.40	3%	
Segregated Glass Collection - 330/360 litre bin 1 x weekly		65.30	Outwith the Scope	0.00	65.30	67.25	Outwith the Scope	0.00	67.25	1.95	3%	
Segregated Glass Collection - 660 litre bin 1 x weekly		128.45	Outwith the Scope	0.00	128.45	132.30	Outwith the Scope	0.00	132.30	3.85	3%	
Segregated Glass Collection - 1100/1280 litre bin 1 x weekly		193.60	Outwith the Scope	0.00	193.60	199.40	Outwith the Scope	0.00	199.40	5.80	3%	
Mixed Glass Collection - 240 litre bin and Minimum Charge	Fortnightly Service	71.80	Outwith the Scope	0.00	71.80	73.95	Outwith the Scope	0.00	73.95	2.15	3%	
Mixed Glass Collection - 660 litre bin	Fortnightly Service	193.60	Outwith the Scope	0.00	193.60	199.40	Outwith the Scope	0.00	199.40	5.80	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	123.90	Outwith the Scope	0.00	123.90	127.60	Outwith the Scope	0.00	127.60	3.70	3%	
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	212.40	Outwith the Scope	0.00	212.40	218.75	Outwith the Scope	0.00	218.75	6.35	3%	
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	442.85	Outwith the Scope	0.00	442.85	456.15	Outwith the Scope	0.00	456.15	13.30	3%	
RECYCLING CHARGES (private waste contractor's with Council acting as sub-contractor)												
Office Paper - Large Bag / 1 x week		113.54	Standard	22.71	136.25	116.96	Standard	23.39	140.35	4.10	3%	
Paper and Cardboard - 240 litre Bins and Minimum Charge for Year	Fortnightly Charge - Weekly services shall be charged accordingly at fortnightly rate x 2	71.79	Standard	14.36	86.15	73.96	Standard	14.79	88.75	2.60	3%	
Paper and Cardboard - 340 litre Bin		101.17	Standard	20.23	121.40	104.21	Standard	20.84	125.05	3.65	3%	
Paper and Cardboard - 660 litre Bin		193.58	Standard	38.72	232.30	199.38	Standard	39.88	239.25	6.95	3%	
Paper and Cardboard - 800 litre Bin		234.65	Standard	46.93	281.58	241.71	Standard	48.34	290.05	8.47	3%	
Paper and Cardboard - 1100/1280 litre Bin		321.96	Standard	64.39	386.35	331.63	Standard	66.33	397.95	11.60	3%	
Commercial Sacks for Recyclable Waste	Charge Per Sack. Service available in Kintyre and Bute.	1.13	Standard	0.23	1.35	1.17	Standard	0.23	1.40	0.05	4%	

		2017/18				2018/19				Increase		
Description	Other	Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	Notes/Comments
Segregated Glass Collection - 240 litre bin 1 x weekly	Segregated available on mainland Argyll & Isle of Bute. Minimum Charge same as for Mixed Glass	47.42	Standard	9.48	56.90	48.83	Standard	9.77	58.60	1.70	3%	
Segregated Glass Collection - 330/360 litre bin 1 x weekly		65.29	Standard	13.06	78.35	67.25	Standard	13.45	80.70	2.35	3%	
Segregated Glass Collection - 660 litre bin 1 x weekly		128.46	Standard	25.69	154.15	132.29	Standard	26.46	158.75	4.60	3%	
Segregated Glass Collection - 1100/1280 litre bin 1 x weekly		193.58	Standard	38.72	232.30	199.38	Standard	39.88	239.25	6.95	3%	
Mixed Glass Collection - 240 litre bin and Minimum Charge	Fortnightly Service	71.79	Standard	14.36	86.15	73.96	Standard	14.79	88.75	2.60	3%	
Mixed Glass Collection - 660 litre bin	Fortnightly Service	193.58	Standard	38.72	232.30	199.38	Standard	39.88	239.25	6.95	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	123.92	Standard	24.78	148.70	127.63	Standard	25.53	153.15	4.45	3%	
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	212.42	Standard	42.48	254.90	218.79	Standard	43.76	262.55	7.65	3%	
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	442.83	Standard	88.57	531.40	456.13	Standard	91.23	547.35	15.95	3%	

		2017/18				2018/19				Increase		
Description	Other	Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	Notes/Comments
SKIPS												
Hire (for 24 hours)	Any Ferry Journeys will be recharged at cost.	5.25	Standard	1.05	6.30	5.42	Standard	1.08	6.50	0.20	3%	Charge for skip hire if not part of commercial waste collection contract.
Commercial - Service of Skip - Up to 10 miles travel, one way from disposal point	Any Ferry Journeys will be recharged at cost.	68.80	Outwith the Scope	0.00	68.80	70.85	Outwith the Scope	0.00	70.85	2.05	3%	
Commercial - Service of Skip - Up to 20 miles travel, one way from disposal point	Any Ferry Journeys will be recharged at cost.	87.35	Outwith the Scope	0.00	87.35	89.95	Outwith the Scope	0.00	89.95	2.60	3%	
Commercial - Service of Skip - Over 20 miles travel, one way from disposal point	Any Ferry Journeys will be recharged at cost.	108.10	Outwith the Scope	0.00	108.10	111.35	Outwith the Scope	0.00	111.35	3.25	3%	
Commercial - Tipping Charge per Service, including Landfill Tax (Active)	Tiree Only - See notes	312.10	Outwith the Scope	0.00	312.10	321.55	Outwith the Scope	0.00	321.55	9.45	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.

		2017/18				2018/19				Increase		
Description	Other	Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	Notes/Comments
HOUSEHOLDER SCRAP CAR REMOVAL AND DISPOSAL SERVICE (Service not available to Commercial Customers they should make their own arrangements with appropriate vehicle dismantlers)												
Scrap Car Deposit Voucher - per car	The voucher service is **not** available in Helensburgh and Lomond, where advice can be sought from your local area office.	76.38	Standard	15.28	91.65	78.67	*Standard*	15.73	94.40	2.75	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		125.54	Standard	25.11	150.65	129.29	*Standard*	25.86	155.15	4.50	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		150.65	Outwith the Scope	0.00	150.65	155.15	Outwith the Scope	0.00	155.15	4.50	3%	A 24 hour notice on the car must be served prior to removal and disposal.

		2017/18				2018/19				Increase		
Description	Other	Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	Notes/Comments
WASTE DISPOSAL												
Ordinary Waste - Landfill Tax Element of Charges per tonne (Fee set by Government - based on estimate)	Charge includes Landfill Tax	86.34	Outwith the Scope	0.00	86.34	88.95	Outwith the Scope	0.00	88.95	2.61	3%	Statutory Increase
Ordinary Waste - Waste Disposal Cost per tonne	Charge includes Landfill Tax	115.60	Outwith the Scope	0.00	115.60	119.09	Outwith the Scope	0.00	119.09	3.49	3%	Statutory Increase
Inactive Waste - Landfill Tax Element of Charges per tonne	Charge includes Landfill Tax	2.71	Outwith the Scope	0.00	2.71	2.80	Outwith the Scope	0.00	2.80	0.09	3%	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	47.25	Outwith the Scope	0.00	47.25	48.70	Outwith the Scope	0.00	48.70	1.45	3%	increase includes change in statutory landfill tax charges.
Assumed Loads per vehicle type - Medium Van/pick up (Transit size)	0.8 tonnes	94.45	Outwith the Scope	0.00	94.45	97.30	Outwith the Scope	0.00	97.30	2.85	3%	increase includes change in statutory landfill tax charges.
Assumed Loads per vehicle type - Large Van/pick up (twin wheeled)	1.2 tonnes	141.70	Outwith the Scope	0.00	141.70	145.95	Outwith the Scope	0.00	145.95	4.25	3%	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	354.15	Outwith the Scope	0.00	354.15	364.85	Outwith the Scope	0.00	364.85	10.70	3%	increase includes change in statutory landfill tax charges.

		2017/18				2018/19				Increase		
Description	Other	Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	Notes/Comments
PUBLIC CONVENIENCES												
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		3.80	Outwith the Scope	0.00	3.80	3.90	Outwith the Scope	0.00	3.90	0.10	3%	Purchased at Area Offices.

		2017/18				2018/19				Increase		
Description	Other	Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	Notes/Comments
PEST CONTROL												
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.		65.54	Standard	13.11	78.65	67.50	Standard	13.50	81.00	2.35	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		21.79	Standard	4.36	26.15	22.46	Standard	4.49	26.95	0.80	3%	
No Treatment Required - Maximum Refund		43.67	Standard	8.73	52.40	44.96	Standard	8.99	53.95	1.55	3%	
COMMERCIAL- Eradication of Rodent or Insect Pests - Survey and/or Treatment up to 30 minutes		69.88	Standard	13.98	83.85	71.96	Standard	14.39	86.35	2.50	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		43.17	Standard	8.63	51.80	44.46	Standard	8.89	53.35	1.55	3%	
COMMERCIAL- Eradication of Rodent or Insect Pests - Issue of Rodent Control Certificate		128.88	Standard	25.78	154.65	132.75	Standard	26.55	159.30	4.65	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		69.90	Outwith the Scope	0.00	69.90	72.00	Outwith the Scope	0.00	72.00	2.10	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		43.05	Outwith the Scope	0.00	43.05	44.35	Outwith the Scope	0.00	44.35	1.30	3%	
COUNCIL OWNED PROPERTIES - Eradication of Rodents or Insect Pests - Annual Agreement - Commercial	By negotiation		Outwith the Scope				Outwith the Scope					

		2017/18				2018/19				Increase		
Description	Other	Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	Notes/Comments
DOG FEES												
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. First 24 hour period, statutory charge applied plus boarding fee. The boarding fee only, will be applied for each subsequent day the dog is in boardings. Dog microchipping will be required by law from April 2016. Dogs (when not already microchipped) will be microchipped before returning to the owner.
Boarding fee		14.80	Outwith the Scope	0.00	14.80	16.60	Outwith the Scope	0.00	16.60	1.80	12%	
Kennel Inoculation Fee		38.00	Standard	7.60	45.60	39.13	Standard	7.83	46.95	1.35	3%	
Dog microchipping		33.46	Standard	6.69	40.15	34.46	Standard	6.89	41.35	1.20	3%	

		2017/18				2018/19				Increase		
Description	Other	Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	Notes/Comments
PLAYING FIELDS												
Hire of lined Pitch with Changing Facilities including attendant required for changing facilities	Adult	65.54	Standard	13.11	78.65	67.50	Standard	13.50	81.00	2.35	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	32.71	Standard	6.54	39.25	33.71	Standard	6.74	40.45	1.20	3%	
Hire of lined Pitch	Adult	32.71	Standard	6.54	39.25	33.71	Standard	6.74	40.45	1.20	3%	
	Youth	16.38	Standard	3.28	19.65	16.88	Standard	3.38	20.25	0.60	3%	
Hire of Pitch only (Training)		16.38	Standard	3.28	19.65	16.88	Standard	3.38	20.25	0.60	3%	
Use of Changing Facilities (Training)	Adult	19.88	Standard	3.98	23.85	20.46	Standard	4.09	24.55	0.70	3%	
	Youth	9.92	Standard	1.98	11.90	10.21	Standard	2.04	12.25	0.35	3%	
Hire of Pony Park - Bute	Concession	33.38	Standard	6.68	40.05	34.38	Standard	6.88	41.25	1.20	3%	
Hire of Howie Pavilion, Lomond		8.75	Standard	1.75	10.50	9.00	Standard	1.80	10.80	0.30	3%	

		2017/18				2018/19				Increase		
Description	Other	Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	Notes/Comments
OUTDOOR RECREATION												
Putting and Crazy Golf	Adult	2.38	Standard	0.48	2.85	2.95	Standard		2.95	0.10	4%	The stadium fee is the daily rate applied and is for use of the stadium hire only, including the spectator area/pavilion and toilet block. Any other service requirements are outwith this charge, and will be charged separately.
	Concession	1.25	Standard	0.25	1.50	1.29	Standard	0.26	1.55	0.05	3%	
Tennis - Per Session	Adult	2.38	Standard	0.48	2.85	2.46	Standard	0.49	2.95	0.10	4%	
	Concession	1.25	Standard	0.25	1.50	1.29	Standard	0.26	1.55	0.05	3%	
Tennis - Season Ticket	Adult	45.17	Standard	9.03	54.20	46.54	Standard	9.31	55.85	1.65	3%	
	Concession	22.25	Standard	4.45	26.70	22.92	Standard	4.58	27.50	0.80	3%	
Tennis - Hire of Racquet and Balls	Adult	2.38	Standard	0.48	2.85	2.46	Standard	0.49	2.95	0.10	4%	
	Concession	1.25	Standard	0.25	1.50	1.29	Standard	0.26	1.55	0.05	3%	
Bowling - Per Session	Adult	2.38	Standard	0.48	2.85	2.46	Standard	0.49	2.95	0.10	4%	
	Concession	1.25	Standard	0.25	1.50	1.29	Standard	0.26	1.55	0.05	3%	
Bowling - Season Ticket	Adult	54.58	Standard	10.92	65.50	56.21	Standard	11.24	67.45	1.95	3%	
	Concession	27.38	Standard	5.48	32.85	28.21	Standard	5.64	33.85	1.00	3%	
Cricket Wicket (unprepared)	Adult	30.21	Standard	6.04	36.25	31.13	Standard	6.23	37.35	1.10	3%	
Cricket Wicket (prepared)	Adult	54.58	Standard	10.92	65.50	56.21	Standard	11.24	67.45	1.95	3%	
Hire of McCaigs Tower (Weddings)		272.96	Standard	54.59	327.55	281.17	Standard	56.23	337.40	9.85	3%	
Hire of Stadium (Mossfield, Dunoon and Rothesay) for a major event - MINIMUM CHARGE		654.96	Standard	130.99	785.95	674.63	Standard	134.93	809.55	23.60	3%	
Dunoon Stadium - Hire of running Track-without marking		10.96	Standard	2.19	13.15	11.29	Standard	2.26	13.55	0.40	3%	
Dunoon Stadium - Hire of Running Track-with marking		49.13	Standard	9.83	58.95	50.58	Standard	10.12	60.70	1.75	3%	
Grass Tracks - Hire of Running Track (without marking)		10.96	Standard	2.19	13.15	11.29	Standard	2.26	13.55	0.40	3%	
Grass Tracks - Hire of Running Track (with marking)		148.46	Standard	29.69	178.15	152.92	Standard	30.58	183.50	5.35	3%	
Grandstand (Public Restricted)		208.54	Standard	41.71	250.25	214.79	Standard	42.96	257.75	7.50	3%	
Rental of Stall - Per Linear Metre		54.83	Standard	10.97	65.80	56.46	Standard	11.29	67.75	1.95	3%	
Rental of Stall - by Registered Charity - by Stall		26.25	Standard	5.25	31.50	27.04	Standard	5.41	32.45	0.95	3%	

		2017/18				2018/19				Increase		
Description	Other	Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	Notes/Comments
FAIRS												**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		333.60	Exempt	0.00	333.60	343.60	Exempt	0.00	343.60	10.00	3%	
Hire of Ground for 1 week (7 days). With total frontage of all rides/stalls, over 49 linear metres - per linear metre		6.90	Exempt	0.00	6.90	7.10	Exempt	0.00	7.10	0.20	3%	
Food Vans/Stalls - Hire of Ground per week (7days) - per linear metre		5.15	Exempt	0.00	5.15	5.30	Exempt	0.00	5.30	0.15	3%	
Charitable Organisations - Hire of Ground up to 7 days - per linear metre		3.50	Exempt	0.00	3.50	3.60	Exempt	0.00	3.60	0.10	3%	

		2017/18				2018/19				Increase		
Description	Other	Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	Notes/Comments
FLORAL DECORATIONS												
Hire of Round or Half Baskets (each)		16.79	Standard	3.36	20.15	17.29	Standard	3.46	20.75	0.60	3%	Loss or damage to containers will be charged to hirer at replacement value.
Troughs 1 Metre Long (each)		20.38	Standard	4.08	24.45	21.00	Standard	4.20	25.20	0.75	3%	
Tubs to 16" diameter (each)		24.08	Standard	4.82	28.90	24.79	Standard	4.96	29.75	0.85	3%	
Tubs over 16" diameter (each)		34.88	Standard	6.98	41.85	35.92	Standard	7.18	43.10	1.25	3%	
Handling Charge	At cost price with prior notice											

		2017/18				2018/19				Increase		
Description	Other	Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	Notes/Comments
BURIAL CHARGES												
*Interment/Re Opening Lair		653.00	Outwith the Scope	0.00	653.00	673.00	Outwith the Scope	0.00	673.00	20.00	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:
Interment (Child under 16)	No charge											
Additional Charge - Interment on Saturday/Sunday or Public Holiday will incur this additional charge		243.00	Outwith the Scope	0.00	243.00	250.00	Outwith the Scope	0.00	250.00	7.00	3%	
Additional Charge - Burial of ashes on Saturday/Sunday or Public Holiday will incur this additional charge		69.00	Outwith the Scope	0.00	69.00	71.00	Outwith the Scope	0.00	71.00	2.00	3%	1. Clear proof that deceased lived permanently in Argyll & Bute within 10 years of death.
*Burial of Cremated Remains		147.00	Outwith the Scope	0.00	147.00	151.00	Outwith the Scope	0.00	151.00	4.00	3%	
*Scattering of Ashes		114.00	Outwith the Scope	0.00	114.00	117.00	Outwith the Scope	0.00	117.00	3.00	3%	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.
*Purchase of Single Lair, incl maintenance		771.00	Outwith the Scope	0.00	771.00	794.00	Outwith the Scope	0.00	794.00	23.00	3%	
*Purchase of Double Lair, incl maintenance		1,543.00	Outwith the Scope	0.00	1,543.00	1,589.00	Outwith the Scope	0.00	1,589.00	46.00	3%	
*Purchase of Treble Lair, incl maintenance		2,315.00	Outwith the Scope	0.00	2,315.00	2,384.00	Outwith the Scope	0.00	2,384.00	69.00	3%	3. Any resident or former resident of Argyll & Bute who has died in the service of their country.
*Lair for Casket only		158.00	Outwith the Scope	0.00	158.00	163.00	Outwith the Scope	0.00	163.00	5.00	3%	
*Woodland and Green Burial Service Burial Charge		653.00	Outwith the Scope	0.00	653.00	673.00	Outwith the Scope	0.00	673.00	20.00	3%	
*Woodland and Green Burial Service Standard Lair		1,544.00	Outwith the Scope	0.00	1,544.00	1,590.00	Outwith the Scope	0.00	1,590.00	46.00	3%	4. Introduction of green burial service which facilitates woodland burials, sites at: Barbour Cemetery, Strachur and Pennyfuir Cemetery, Oban.
Transfer of Title Deeds		42.00	Outwith the Scope	0.00	42.00	43.00	Outwith the Scope	0.00	43.00	1.00	2%	
Extract/Search Register (£13.20 to be paid in Advance for work up to half an hour)		24.00	Outwith the Scope	0.00	24.00	25.00	Outwith the Scope	0.00	25.00	1.00	4%	
Administration Fee for Return of Lair	10% of purchase price (90% returned)		Standard		0.00		Standard		0.00			
Permission to erect Standard Memorial or one off design		127.00	Outwith the Scope	0.00	127.00	131.00	Outwith the Scope	0.00	131.00	4.00	3%	
Permission to erect semi recumbent book type memorial		63.00	Outwith the Scope	0.00	63.00	65.00	Outwith the Scope	0.00	65.00	2.00	3%	
Erection of plaques at Cemeteries (where consent granted)		63.00	Outwith the Scope	0.00	63.00	65.00	Outwith the Scope	0.00	65.00	2.00	3%	
Erection of inscribed memorial plaque (for previously unmarked graves)		213.00	Outwith the Scope	0.00	213.00	219.00	Outwith the Scope	0.00	219.00	6.00	3%	
Erection of Headstone (Tiree ONLY)		164.00	Outwith the Scope	0.00	164.00	169.00	Outwith the Scope	0.00	169.00	5.00	3%	
Exhumations (not including re interment)		699.00	Outwith the Scope	0.00	699.00	720.00	Outwith the Scope	0.00	720.00	21.00	3%	
Exhumations of Caskets (hourly rate)		46.00	Outwith the Scope	0.00	46.00	47.00	Outwith the Scope	0.00	47.00	1.00	2%	

		2017/18				2018/19				Increase		
Description	Other	Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	Notes/Comments
CREMATORIUM CHARGES												
Child (under 16)	No charge											
Adults 16 years and over		647.00	Exempt	0.00	647.00	666.00	Exempt	0.00	666.00	19.00	3%	
Adults 16 years and over - Saturday		716.00	Exempt	0.00	716.00	737.00	Exempt	0.00	737.00	21.00	3%	
Additional Charge - Public Holiday		230.00	Exempt	0.00	230.00	237.00	Exempt	0.00	237.00	7.00	3%	
Clergy		65.83	Standard	13.17	79.00	67.50	Standard	13.50	81.00	2.00	3%	
Dispersal of Ashes		25.00	Zero Rated	0.00	25.00	26.00	Zero Rated	0.00	26.00	1.00	4%	
Casket - Purchase		45.83	Standard	9.17	55.00	47.50	Standard	9.50	57.00	2.00	4%	
Urn (plus carrier) - Purchase		20.83	Standard	4.17	25.00	21.67	Standard	4.33	26.00	1.00	4%	
Book of Remembrance (per line)		29.17	Standard	5.83	35.00	30.00	Standard	6.00	36.00	1.00	3%	
Small Book of Remembrance (2 Lines)		92.50	Standard	18.50	111.00	95.00	Standard	19.00	114.00	3.00	3%	
Small Book of Remembrance (5 Lines)		171.67	Standard	34.33	206.00	176.67	Standard	35.33	212.00	6.00	3%	
Small Book of Remembrance (8 Lines)		253.33	Standard	50.67	304.00	260.83	Standard	52.17	313.00	9.00	3%	
Small Book of Remembrance (Gilded Motif)		61.67	Standard	12.33	74.00	63.33	Standard	12.67	76.00	2.00	3%	
Badges		47.50	Standard	9.50	57.00	49.17	Standard	9.83	59.00	2.00	4%	
Coat of Arms and Floral Motif		65.00	Standard	13.00	78.00	66.67	Standard	13.33	80.00	2.00	3%	
Retention of Ashes - per month		12.00	Outwith the Scope	0.00	12.00	12.00	Outwith the Scope	0.00	12.00	0.00	0%	
Chapel of Rest		35.00	Standard	7.00	42.00	35.83	Standard	7.17	43.00	1.00	2%	
Plaque - Single with inscription (25 years)		160.83	Standard	32.17	193.00	165.83	Standard	33.17	199.00	6.00	3%	
Plaque - Single continuation of lease (25 years)						100.00	Standard	20.00	120.00	0.00	0%	
Plaque - Double with single inscriptions (25 years)		233.33	Standard	46.67	280.00	240.00	Standard	48.00	288.00	8.00	3%	
Plaque - Double with two inscriptions (25 years)		296.67	Standard	59.33	356.00	305.83	Standard	61.17	367.00	11.00	3%	
Plaque - Double continuation of lease (25 years)						200.00	Standard	40.00	240.00	0.00	0%	
Additional inscription		87.50	Standard	17.50	105.00	90.00	Standard	18.00	108.00	3.00	3%	
Use of Crematorium Chapel for a Burial Service		203.33	Standard	40.67	244.00	209.17	Standard	41.83	251.00	7.00	3%	
Memorial Kerbstone - (10 years)		200.00	Standard	40.00	240.00	205.83	Standard	41.17	247.00	7.00	3%	
Inscription for Kerbstone		7.50	Standard	1.50	9.00	7.50	Standard	1.50	9.00	0.00	0%	

		2017/18				2018/19				Increase		
Description	Other	Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	Notes/Comments
FERRY FARES												
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		70.20	Zero Rated	0.00	70.20	72.30	Zero Rated	0.00	72.30	2.10	3%	
Out of hours Service - Cuan/Easdale/Lismore - After Midnight		90.70	Zero Rated	0.00	90.70	93.40	Zero Rated	0.00	93.40	2.70	3%	Age 5 to 16 - Child Fare Age 16 and above - Adult Fare
Easdale/Cuan Passenger Fares - Adult - Return		2.05	Zero Rated	0.00	2.05	2.10	Zero Rated	0.00	2.10	0.05	2%	Free Travel: Children up to Age 5, Scholars, Primary School Escort, Pre-5 Escort
Easdale/Cuan Passenger Fares - Adult – 5 Return Journeys		6.95	Zero Rated	0.00	6.95	7.15	Zero Rated	0.00	7.15	0.20	3%	
Easdale/Cuan Passenger Fares - Child – Return		1.20	Zero Rated	0.00	1.20	1.25	Zero Rated	0.00	1.25	0.05	4%	
Easdale/Cuan Passenger Fares - Child – 5 Return Journeys		3.40	Zero Rated	0.00	3.40	3.50	Zero Rated	0.00	3.50	0.10	3%	
Cuan Vehicle Fares - Private Vehicles - Motor Cars 50% Disability discount - Return		4.15	Zero Rated	0.00	4.15	4.25	Zero Rated	0.00	4.25	0.10	2%	
Cuan Vehicle Fares - Private Vehicles - cars, trailers or caravans - Return - Up to and Including 5m		8.30	Zero Rated	0.00	8.30	8.55	Zero Rated	0.00	8.55	0.25	3%	
Cuan Vehicle Fares - Private Vehicles - cars, trailers or caravans - Up to and Including 5m - 5 Return Journeys		27.55	Zero Rated	0.00	27.55	28.40	Zero Rated	0.00	28.40	0.85	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)**		242.00	Zero Rated	0.00	242.00	249.00	Zero Rated	0.00	249.00	7.00	3%	
Cuan Vehicle Fares - Private Vehicles -Motorcycle - Return		3.50	Zero Rated	0.00	3.50	3.60	Zero Rated	0.00	3.60	0.10	3%	
Cuan Vehicle Fares - Private Vehicles -Motorcycle - 10 Journeys		11.00	Zero Rated	0.00	11.00	11.35	Zero Rated	0.00	11.35	0.35	3%	
Cuan Vehicle Fares - Commercial Vehicles/Coaches - 5.01m to 8.0m - Return		12.25	Standard	2.45	14.70	12.63	Standard	2.53	15.15	0.45	3%	
Cuan Vehicle Fares - Commercial Vehicles/Coaches - 8.01m to 12.0m - Return		14.25	Standard	2.85	17.10	14.67	Standard	2.93	17.60	0.50	3%	
Cuan Vehicle Fares - Commercial Vehicles/Coaches - 12.01m to 18.0m - Return		16.17	Standard	3.23	19.40	16.67	Standard	3.33	20.00	0.60	3%	
Cuan Vehicle Fares - Commercial Vehicles/Coaches - 5.01m to 8.0m - 5 Return Journeys		60.08	Standard	12.02	72.10	61.88	Standard	12.38	74.25	2.15	3%	
Cuan Vehicle Fares - Commercial Vehicles/Coaches - 8.01m to 12.0m - 5 Return Journeys		69.50	Standard	13.90	83.40	71.58	Standard	14.32	85.90	2.50	3%	
Cuan Vehicle Fares - Commercial Vehicles/Coaches - 12.01m to 18.0m -5 Return Journeys		78.83	Standard	15.77	94.60	81.21	Standard	16.24	97.45	2.85	3%	

		2017/18				2018/19				Increase		
Description	Other	Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	Notes/Comments
Lismore Passenger Fares - Adult - Single		1.85	Zero Rated	0.00	1.85	1.90	Zero Rated	0.00	1.90	0.05	3%	Age 5 to 16 - Child Fare
Jura Passenger Fares - Adult - Single		1.80	Zero Rated	0.00	1.80	1.85	Zero Rated	0.00	1.85	0.05	3%	Age 16 and above - Adult Fare
Lismore Passenger Fares - Adult - 10 Journeys		12.40	Zero Rated	0.00	12.40	12.75	Zero Rated	0.00	12.75	0.35	3%	Free Travel: Children up to Age 5, Scholars, Primary School Escort, Pre-5 Escort
Jura Passenger Fares - Adult - 10 Journeys		11.90	Zero Rated	0.00	11.90	12.10	Zero Rated	0.00	12.10	0.20	2%	
Lismore Passenger Fares - Child - Single		1.10	Zero Rated	0.00	1.10	1.15	Zero Rated	0.00	1.15	0.05	5%	
Jura Passenger Fares - Child - Single		1.05	Zero Rated	0.00	1.05	1.05	Zero Rated	0.00	1.05	0.00	0%	
Lismore Passenger Fares - Child - 10 Journeys		5.95	Zero Rated	0.00	5.95	6.15	Zero Rated	0.00	6.15	0.20	3%	
Jura Passenger Fares - Child - 10 Journeys		5.70	Zero Rated	0.00	5.70	5.80	Zero Rated	0.00	5.80	0.10	2%	
Jura Vehicle Fares - Private Vehicles - Excursion Return		15.15	Zero Rated	0.00	15.15	15.40	Zero Rated	0.00	15.40	0.25	2%	
Jura Vehicle Fares - Private Vehicles - Motor Cars 50% Disability Discount - Return (Based on 50% Excursion Return)		7.50	Zero Rated	0.00	7.50	7.60	Zero Rated	0.00	7.60	0.10	1%	
Jura Vehicle Fares - all vehicles up to and including 5m - single journey **(including driver)**		9.45	Zero Rated	0.00	9.45	9.60	Zero Rated	0.00	9.60	0.15	2%	
Jura Vehicle Fares - all vehicles up to and including 5m - 10 Single Journeys **(including driver)**		61.20	Zero Rated	0.00	61.20	62.10	Zero Rated	0.00	62.10	0.90	1%	
Jura Vehicle Fares - all vehicles up to and including 5m - 50 Single Journeys (including Driver)		310.80	Zero Rated	0.00	310.80	315.45	Zero Rated	0.00	315.45	4.65	1%	
Jura Vehicle Fares - Private Vehicles - Motorcycle - Single		3.85	Zero Rated	0.00	3.85	3.90	Zero Rated	0.00	3.90	0.05	1%	
Jura Vehicle Fares - Private Vehicles - Motorcycle - 10 Journeys		24.55	Zero Rated	0.00	24.55	24.90	Zero Rated	0.00	24.90	0.35	1%	
Jura Vehicle Fares - Commercial Vehicles/Coaches - 5.01m to 8.0m		16.96	Standard	3.39	20.35	17.21	Standard	3.44	20.65	0.30	1%	
Jura Vehicle Fares - Commercial Vehicles/Coaches - 8.01m to 12.0m		19.13	Standard	3.83	22.95	19.42	Standard	3.88	23.30	0.35	2%	
Jura Vehicle Fares - Commercial Vehicles/Coaches - 12.01m to 18.0m		21.46	Standard	4.29	25.75	21.79	Standard	4.36	26.15	0.40	2%	
Jura Vehicle Fares - Commercial Vehicles/Coaches - Out of Hours service - up to Midnight		86.85	Outwith the Scope	0.00	86.85	88.15	Outwith the Scope	0.00	88.15	1.30	1%	

		2017/18				2018/19				Increase		
Description	Other	Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	Notes/Comments
PIERS AND HARBOURS - RATES - GOODS, PASSENGERS & VEHICLES												**Rates for Goods Shipped, Transhipped or Unshipped at the Pier or Ferry Slip or within the Harbour**
General Goods Packaged (per tonne)Includes Fruit, Beverages, Meat, Dairy Products, General Groceries and Confectionery, Cured Fish, etc.		1.95	Zero Rated	0.00	1.95	2.05	Zero Rated	0.00	2.05	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.		1.70	Zero Rated	0.00	1.70	1.80	Zero Rated	0.00	1.80	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)		2.10	Zero Rated	0.00	2.10	2.25	Zero Rated	0.00	2.25	0.15	7%	
Explosives (per tonne)		75.60	Zero Rated	0.00	75.60	80.15	Zero Rated	0.00	80.15	4.55	6%	
Livestock - Poultry (per bird)		0.35	Zero Rated	0.00	0.35	0.35	Zero Rated	0.00	0.35	0.00	0%	
Animals (per Animal)		0.65	Zero Rated	0.00	0.65	0.70	Zero Rated	0.00	0.70	0.05	8%	
Smolt (per thousand)		4.30	Zero Rated	0.00	4.30	4.55	Zero Rated	0.00	4.55	0.25	6%	
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)		0.40	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)		0.25	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)		1.20	Zero Rated	0.00	1.20	1.25	Zero Rated	0.00	1.25	0.05	4%	
Rates on Passenger and Vehicles - Caravans or Trailers (except Commercial Trailers) (each)		1.90	Zero Rated	0.00	1.90	2.00	Zero Rated	0.00	2.00	0.10	5%	
Rates on Passenger and Vehicles - Cycles (each)		0.35	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)		0.80	Zero Rated	0.00	0.80	0.85	Zero Rated	0.00	0.85	0.05	6%	
Rates on Passenger and Vehicles - Buses (each)		6.55	Zero Rated	0.00	6.55	6.95	Zero Rated	0.00	6.95	0.40	6%	
Rates on Passenger and Vehicles - Commercial Vehicles - Per Metre		0.80	Zero Rated	0.00	0.80	0.85	Zero Rated	0.00	0.85	0.05	6%	

		2017/18				2018/19				Increase		
Description	Other	Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	Notes/Comments
PIERS AND HARBOURS - RATES - MISCELLANEOUS												
Mobile Cranage - for each lift		10.50	Zero Rated	0.00	10.50	11.15	Zero Rated	0.00	11.15	0.65	6%	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)		3.00	Zero Rated	0.00	3.00	3.20	Zero Rated	0.00	3.20	0.20	7%	
Left Luggage - per article up to 24hours (minimum charge £10)		2.58	Standard	0.52	3.10	2.75	Standard	0.55	3.30	0.20	6%	
Parcels and Packages up to 50 kg (minimum charge £10)		0.29	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)		2.92	Standard	0.58	3.50	3.08	Standard	0.62	3.70	0.20	6%	
Parcels and Packages- where articles cannot be measured - charge per tonne (minimum charge £10)		2.92	Standard	0.58	3.50	3.08	Standard	0.62	3.70	0.20	6%	
Rope Handling - To be charged each time i.e. Arrival and departure to be charged separately **(NB to be charged to ferries where additional resources are required)**		118.05	Zero Rated	0.00	118.05	125.15	Zero Rated	0.00	125.15	7.10	6%	
Timber Debris Clearance		295.17	Standard	59.03	354.20	312.88	Standard	62.58	375.45	21.25	6%	Cost of clearing site reflected in increase in charge.
Use of Linkspan - **Commercial use**		300.00	Zero Rated	0.00	300.00	300.00	Zero Rated	0.00	300.00	0.00	0%	
Use of Linkspan - non-vehicular traffic						35.00	Zero Rated	0.00	35.00	35.00	0%	New charge for 2018-19 agreed by the Argyll & Bute Harbour Board
Operational Duties on behalf of external bodies												
Car and Pedestrian marshalling - Rothesay and Dunoon (per day)						101.67	Standard	20.33	122.00	122.00	0%	New charge for 2018-19 agreed by the Argyll & Bute Harbour Board
Freight handling - Rothesay Harbour						10.00	Standard	2.00	12.00	12.00	0%	New charge for 2018-19 agreed by the Argyll & Bute Harbour Board
Electricity (per unit)		0.17	Standard	0.03	0.20	0.17	Standard	0.04	0.21	0.01	5%	
Slipway Landing fee						5.00	Zero Rated	0.00	5.00	5.00	0%	New charge for 2018-19 agreed by the Argyll & Bute Harbour Board
Cruise calls/tenders						500.00	Zero Rated	0.00	500.00	500.00	0%	New charge for 2018-19 agreed by the Argyll & Bute Harbour Board

		2017/18				2018/19				Increase		
Description	Other	Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	Notes/Comments
PIERS AND HARBOURS - RATES - VESSELS												
1 - Basic Rate - all vessels to be charged at this rate unless eligible for categories 2, 3, 4 - see comment 2												COMMENTS 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 Campbeltown 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:
Up to 5 metres in length	Per visit up to 24 hours	9.75	Zero Rated	0.00	9.75	10.35	Zero Rated	0.00	10.35	0.60	6%	
Up to 6 metres in length	Per visit up to 24 hours	11.75	Zero Rated	0.00	11.75	12.45	Zero Rated	0.00	12.45	0.70	6%	
Up to 7 metres in length	Per visit up to 24 hours	13.55	Zero Rated	0.00	13.55	14.35	Zero Rated	0.00	14.35	0.80	6%	
Up to 8 metres in length	Per visit up to 24 hours	15.55	Zero Rated	0.00	15.55	16.50	Zero Rated	0.00	16.50	0.95	6%	
Up to 9 metres in length	Per visit up to 24 hours	17.50	Zero Rated	0.00	17.50	18.55	Zero Rated	0.00	18.55	1.05	6%	
Up to 10 metres in length	Per visit up to 24 hours	19.45	Zero Rated	0.00	19.45	20.60	Zero Rated	0.00	20.60	1.15	6%	
Over 10 metres in length - charge per metre	Per visit up to 24 hours	1.95	Zero Rated	0.00	1.95	2.05	Zero Rated	0.00	2.05	0.10	5%	
Up to 5 metres in length	Weekly	48.35	Zero Rated	0.00	48.35	51.25	Zero Rated	0.00	51.25	2.90	6%	
Up to 6 metres in length	Weekly	58.00	Zero Rated	0.00	58.00	61.50	Zero Rated	0.00	61.50	3.50	6%	
Up to 7 metres in length	Weekly	67.65	Zero Rated	0.00	67.65	71.70	Zero Rated	0.00	71.70	4.05	6%	
Up to 8 metres in length	Weekly	78.70	Zero Rated	0.00	78.70	83.40	Zero Rated	0.00	83.40	4.70	6%	
Up to 9 metres in length	Weekly	87.80	Zero Rated	0.00	87.80	93.05	Zero Rated	0.00	93.05	5.25	6%	
Up to 10 metres in length	Weekly	96.75	Zero Rated	0.00	96.75	102.55	Zero Rated	0.00	102.55	5.80	6%	
Up to 5 metres in length	Summer	354.85	Zero Rated	0.00	354.85	376.15	Zero Rated	0.00	376.15	21.30	6%	
Up to 6 metres in length	Summer	425.75	Zero Rated	0.00	425.75	451.30	Zero Rated	0.00	451.30	25.55	6%	
Up to 7 metres in length	Summer	496.75	Zero Rated	0.00	496.75	526.55	Zero Rated	0.00	526.55	29.80	6%	
Up to 8 metres in length	Summer	567.70	Zero Rated	0.00	567.70	601.75	Zero Rated	0.00	601.75	34.05	6%	
Up to 9 metres in length	Summer	638.70	Zero Rated	0.00	638.70	677.00	Zero Rated	0.00	677.00	38.30	6%	
Up to 10 metres in length	Summer	709.65	Zero Rated	0.00	709.65	752.25	Zero Rated	0.00	752.25	42.60	6%	
Up to 5 metres in length	Winter	258.05	Zero Rated	0.00	258.05	273.55	Zero Rated	0.00	273.55	15.50	6%	
Up to 6 metres in length	Winter	309.65	Zero Rated	0.00	309.65	328.25	Zero Rated	0.00	328.25	18.60	6%	
Up to 7 metres in length	Winter	361.30	Zero Rated	0.00	361.30	383.00	Zero Rated	0.00	383.00	21.70	6%	
Up to 8 metres in length	Winter	412.85	Zero Rated	0.00	412.85	437.60	Zero Rated	0.00	437.60	24.75	6%	
Up to 9 metres in length	Winter	464.50	Zero Rated	0.00	464.50	492.35	Zero Rated	0.00	492.35	27.85	6%	
Up to 10 metres in length	Winter	516.10	Zero Rated	0.00	516.10	547.05	Zero Rated	0.00	547.05	30.95	6%	
1a - Any ship of a gross tonnage less than 15 tonnes or used for recreation or pleasure - charge is subject to 20% VAT												
Up to 5 metres in length	Per visit up to 24 hours	8.29	Standard	1.66	9.95	8.79	Standard	1.76	10.55	0.60	6%	

		2017/18				2018/19				Increase		
Description	Other	Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	Notes/Comments
Up to 6 metres in length	Per visit up to 24 hours	9.92	Standard	1.98	11.90	10.50	Standard	2.10	12.60	0.70	6%	Summer period April to September inclusive, or part thereof. Winter period October to March inclusive, or part thereof.
Up to 7 metres in length	Per visit up to 24 hours	11.50	Standard	2.30	13.80	12.21	Standard	2.44	14.65	0.85	6%	
Up to 8 metres in length	Per visit up to 24 hours	13.17	Standard	2.63	15.80	13.96	Standard	2.79	16.75	0.95	6%	
Up to 9 metres in length	Per visit up to 24 hours	14.83	Standard	2.97	17.80	15.71	Standard	3.14	18.85	1.05	6%	
Up to 10 metres in length	Per visit up to 24 hours	16.46	Standard	3.29	19.75	17.46	Standard	3.49	20.95	1.20	6%	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.
Over 10 metres in length - charge per metre	Per visit up to 24 hours	1.67	Standard	0.33	2.00	1.75	Standard	0.35	2.10	0.10	5%	
Up to 5 metres in length	Weekly	41.13	Standard	8.23	49.35	43.58	Standard	8.72	52.30	2.95	6%	
Up to 6 metres in length	Weekly	49.33	Standard	9.87	59.20	52.29	Standard	10.46	62.75	3.55	6%	**9. VAT Zero Rating only applies where the vessels are "qualifying ships". A "qualifying ship" is legally defined as 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 7 metres in length	Weekly	57.54	Standard	11.51	69.05	61.00	Standard	12.20	73.20	4.15	6%	
Up to 8 metres in length	Weekly	66.96	Standard	13.39	80.35	70.96	Standard	14.19	85.15	4.80	6%	
Up to 9 metres in length	Weekly	74.54	Standard	14.91	89.45	79.00	Standard	15.80	94.80	5.35	6%	
Up to 10 metres in length	Weekly	82.25	Standard	16.45	98.70	87.17	Standard	17.43	104.60	5.90	6%	
Up to 5 metres in length	Summer	301.58	Standard	60.32	361.90	319.67	Standard	63.93	383.60	21.70	6%	
Up to 6 metres in length	Summer	361.92	Standard	72.38	434.30	383.63	Standard	76.73	460.35	26.05	6%	
Up to 7 metres in length	Summer	422.21	Standard	84.44	506.65	447.54	Standard	89.51	537.05	30.40	6%	
Up to 8 metres in length	Summer	482.50	Standard	96.50	579.00	511.46	Standard	102.29	613.75	34.75	6%	
Up to 9 metres in length	Summer	542.83	Standard	108.57	651.40	575.42	Standard	115.08	690.50	39.10	6%	
Up to 10 metres in length	Summer	603.21	Standard	120.64	723.85	639.42	Standard	127.88	767.30	43.45	6%	
Up to 5 metres in length	Winter	219.38	Standard	43.88	263.25	232.54	Standard	46.51	279.05	15.80	6%	
Up to 6 metres in length	Winter	263.17	Standard	52.63	315.80	278.96	Standard	55.79	334.75	18.95	6%	
Up to 7 metres in length	Winter	307.08	Standard	61.42	368.50	325.50	Standard	65.10	390.60	22.10	6%	
Up to 8 metres in length	Winter	350.92	Standard	70.18	421.10	371.96	Standard	74.39	446.35	25.25	6%	
Up to 9 metres in length	Winter	394.83	Standard	78.97	473.80	418.54	Standard	83.71	502.25	28.45	6%	
Up to 10 metres in length	Winter	438.75	Standard	87.75	526.50	465.08	Standard	93.02	558.10	31.60	6%	
2 - Vessels actively engaged in a commercial undertaking.												
If registered:- per gross registered tonne (see comment 3)		0.35	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	5.00	Zero Rated	0.00	5.00	5.30	Zero Rated	0.00	5.30	0.30	6%	
Up to 10 metres in length	Per visit up to 24 hours	9.90	Zero Rated	0.00	9.90	10.50	Zero Rated	0.00	10.50	0.60	6%	
Up to 15 metres in length	Per visit up to 24 hours	14.90	Zero Rated	0.00	14.90	15.80	Zero Rated	0.00	15.80	0.90	6%	
Up to 20 metres in length	Per visit up to 24 hours	19.75	Zero Rated	0.00	19.75	20.95	Zero Rated	0.00	20.95	1.20	6%	
Up to 25 metres in length	Per visit up to 24 hours	24.80	Zero Rated	0.00	24.80	26.30	Zero Rated	0.00	26.30	1.50	6%	
Up to 30 metres in length	Per visit up to 24 hours	30.10	Zero Rated	0.00	30.10	31.90	Zero Rated	0.00	31.90	1.80	6%	
Over 30 metres in length - charge per metre	Per visit up to 24 hours	1.10	Zero Rated	0.00	1.10	1.15	Zero Rated	0.00	1.15	0.05	5%	
Up to 5 metres in length	Weekly	24.35	Zero Rated	0.00	24.35	25.80	Zero Rated	0.00	25.80	1.45	6%	
Up to 10 metres in length	Weekly	48.85	Zero Rated	0.00	48.85	51.80	Zero Rated	0.00	51.80	2.95	6%	
Up to 15 metres in length	Weekly	73.05	Zero Rated	0.00	73.05	77.45	Zero Rated	0.00	77.45	4.40	6%	
Up to 20 metres in length	Weekly	98.05	Zero Rated	0.00	98.05	103.95	Zero Rated	0.00	103.95	5.90	6%	
Up to 25 metres in length	Weekly	122.55	Zero Rated	0.00	122.55	129.90	Zero Rated	0.00	129.90	7.35	6%	
Up to 30 metres in length	Weekly	147.10	Zero Rated	0.00	147.10	155.95	Zero Rated	0.00	155.95	8.85	6%	

		2017/18				2018/19				Increase		
Description	Other	Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	Notes/Comments
3 - All vessels operating a scheduled **ferry** or **pleasure** service per gross registered tonne.		0.0957	Zero Rated	0.00	0.0957	0.1015	Zero Rated	0.00	0.1015	0.01	6%	Now rounded to 4 decimal places and adjusted to include service choice option
Unmanned Pier		0.0957	Zero Rated	0.00	0.0957	0.1015	Zero Rated	0.00	0.1015	0.01	6%	Now rounded to 4 decimal places and adjusted to include service choice option
Laying up of ferry at a non ferry/commercial berth						0.3700	Zero Rated	0.00	0.37	0.37		
4 - Vessels regularly engaged in commercial fishing and paying appropriate fish landing dues to Council.					0.00				0.00			
Up to 10 metres in length	Per visit up to 24 hours	2.25	Zero Rated	0.00	2.25	2.40	Zero Rated	0.00	2.40	0.15	7%	
Up to 15 metres in length	Per visit up to 24 hours	3.35	Zero Rated	0.00	3.35	3.55	Zero Rated	0.00	3.55	0.20	6%	
Up to 20 metres in length	Per visit up to 24 hours	4.50	Zero Rated	0.00	4.50	4.75	Zero Rated	0.00	4.75	0.25	6%	
Up to 25 metres in length	Per visit up to 24 hours	5.60	Zero Rated	0.00	5.60	5.95	Zero Rated	0.00	5.95	0.35	6%	
Up to 30 metres in length	Per visit up to 24 hours	6.70	Zero Rated	0.00	6.70	7.10	Zero Rated	0.00	7.10	0.40	6%	
Over 30 metres in length - charge per metre		0.35	Zero Rated	0.00	0.35	0.37	Zero Rated	0.00	0.37	0.02	6%	
Up to 10 metres in length	Weekly	11.45	Zero Rated	0.00	11.45	12.15	Zero Rated	0.00	12.15	0.70	6%	
Up to 15 metres in length	Weekly	17.25	Zero Rated	0.00	17.25	18.30	Zero Rated	0.00	18.30	1.05	6%	
Up to 20 metres in length	Weekly	22.95	Zero Rated	0.00	22.95	24.35	Zero Rated	0.00	24.35	1.40	6%	
Up to 25 metres in length	Weekly	28.75	Zero Rated	0.00	28.75	30.50	Zero Rated	0.00	30.50	1.75	6%	
Up to 30 metres in length	Weekly	34.30	Zero Rated	0.00	34.30	36.35	Zero Rated	0.00	36.35	2.05	6%	
Up to 10 metres in length	Annual charge	298.55	Zero Rated	0.00	298.55	316.45	Zero Rated	0.00	316.45	17.90	6%	
Up to 15 metres in length	Annual charge	447.90	Zero Rated	0.00	447.90	474.75	Zero Rated	0.00	474.75	26.85	6%	
Up to 20 metres in length	Annual charge	595.50	Zero Rated	0.00	595.50	631.25	Zero Rated	0.00	631.25	35.75	6%	
Up to 25 metres in length	Annual charge	748.15	Zero Rated	0.00	748.15	793.05	Zero Rated	0.00	793.05	44.90	6%	
Up to 30 metres in length	Annual charge	892.35	Zero Rated	0.00	892.35	945.90	Zero Rated	0.00	945.90	53.55	6%	

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.

Should fare increases to Jura ferry fares be 3%
All charges showing increases of 6%+ should they not initially be 3%

		2016/17				2017/18				Increase		
Description	Other	Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	Notes/Comments
AIRFIELD CHARGES												**Standard Landing Charges - Applicable to all types of operation (including "Touch and Go" and circuits) MTWA = Maximum Take-Off Weight Authorised**
Standard Landing Charges - up to 500kg MTWA		8.33	Standard	1.67	10.00	8.75	Standard	1.75	10.50	0.50	5%	Charge for ultra lights and flexwings.
Standard Landing Charges - 501kg to 1000kg MTWA		12.50	Standard	2.50	15.00	12.92	Standard	2.58	15.50	0.50	3%	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		16.67	Standard	3.33	20.00	17.50	Standard	3.50	21.00	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		23.33	Standard	4.67	28.00	24.17	Standard	4.83	29.00	1.00	4%	
Standard Landing Charges - 2001kg to 2500kg MTWA		28.33	Standard	5.67	34.00	29.17	Standard	5.83	35.00	1.00	3%	B) Visiting Aircraft on Training Flights First landing - full rate, Subsequent landings - 50% discount. C) Cargo Aircraft Empty or Loaded - 20% discount.
Standard Landing Charges - 2501kg to 3000kg MTWA		38.33	Standard	7.67	46.00	39.17	Standard	7.83	47.00	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		50.83	Standard	10.17	61.00	52.50	Standard	10.50	63.00	2.00	3%	
Standard Landing Charges - 3501kg to 4000kg MTWA		61.67	Standard	12.33	74.00	63.33	Standard	12.67	76.00	2.00	3%	
Standard Landing Charges - 4001kg to 4500kg MTWA		72.50	Standard	14.50	87.00	75.00	Standard	15.00	90.00	3.00	3%	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		85.00	Standard	17.00	102.00	87.50	Standard	17.50	105.00	3.00	3%	
Standard Landing Charges - Over 5000kg MTWA - per additional 500g or part thereof		12.50	Standard	2.50	15.00	12.92	Standard	2.58	15.50	0.50	3%	
Standard Landing Fee for Coll and Colonsay		6.67	Standard	1.33	8.00	6.67	*Standard*	1.33	8.00	0.00	0%	

		2016/17				2017/18				Increase		
Description	Other	Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	Notes/Comments
Flights outside normal hours of availability (Air Ambulance/Search and Rescue) - **Oban**		375.00	Standard	75.00	450.00	386.67	Standard	77.33	464.00	14.00	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) - **Coll and Colonsay**		187.50	Standard	37.50	225.00	193.33	Standard	38.67	232.00	7.00	3%	
Flights outside normal hours of availability (Air Ambulance/Search and Rescue) - **Glenforsa**	**NOT AVAILABLE - EXCEPT FOR EMERGENCY FLIGHTS BY ARRANGEMENT - NO CHARGE**	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) - **Indemnity Certificate**		36.67	Standard	7.33	44.00	37.50	Standard	7.50	45.00	1.00	2%	
Aircraft Parking charges (for a period of 24 hours or part thereof) - First 24 hours	**NO CHARGE**	0.00		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 - **charge is per 500kg or part thereof**		2.08	Standard	0.42	2.50	2.50	Standard	0.50	3.00	0.50	20%	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 - **charge is per 500kg or part thereof**		4.17	Standard	0.83	5.00	4.17	Standard	0.83	5.00	0.00	0%	
Aircraft Parking charges - Refusal of Instruction to mover/remove parked aircraft - Charge per day (plus the standard aircraft parking charge noted above)		41.67	Standard	8.33	50.00	43.33	Standard	8.67	52.00	2.00	4%	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		8.33	Standard	1.67	10.00	8.75	*Standard*	1.75	10.50	0.50	5%	Amount payable for each departing passenger over 2 years old on a Public Transport Flight.
Cargo throughput charge	**NIL**	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%	
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.		5.83	Standard	1.17	7.00	5.83	*Standard*	1.17	7.00	0.00	0%	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.		8.33	Standard	1.67	10.00	8.75	*Standard*	1.75	10.50	0.50	5%	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	12.92	*Standard*	2.58	15.50	0.50	3%	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	10.83	*Standard*	2.17	13.00	0.50	4%	Price is per delegate. Bespoke training costs are based on customer requirements.

		2016/17					2017/18				Increase		
Description	Other	Net £	VAT Rate	VAT £	Gross £		Net £	VAT Rate	VAT £	Gross £	£	%	Notes/Comments
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).		57.00	Outwith the scope	0.00	57.00		59.00	Outwith the scope	0.00	59.00	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).		546.00	Outwith the scope	0.00	546.00		562.00	Outwith the scope	0.00	562.00	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.

		2017/18				2018/19				Increase		
Description	Other	Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	Notes/Comments
NETWORK MANAGEMENT												
Temporary Traffic Regulation Orders - Provision of Temporary TRO		720.00	Outwith the Scope	0.00	720.00	864.00	Outwith the Scope	0.00	864.00	144.00	20%	**Plus cost of advert plus cost of traffic management** 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. Certain community events may be exempt from this charge - please consult with a local roads officer to confirm. 2 - Cost of adverts will vary depending on the publication in which they are placed.
Temporary Traffic Regulation Orders - Provision of Temporary TRO for Annual Events (2nd year and thereafter)		360.00	Outwith the Scope	0.00	360.00	432.00	Outwith the Scope	0.00	432.00	72.00	20%	
Temporary Traffic Regulation Orders - Provision of Extension of Temporary TRO		360.00	Outwith the Scope	0.00	360.00	432.00	Outwith the Scope	0.00	432.00	72.00	20%	
Temporary Traffic Regulation Orders - Provision of Emergency Notice TRO		360.00	Outwith the Scope	0.00	360.00	432.00	Outwith the Scope	0.00	432.00	72.00	20%	
Controlled Signing- Removal of Illegal Signs	**AT-COST**		Outwith the Scope				Outwith the Scope		0.00			
Controlled Signing - Release of impounded signs		14.50	Outwith the Scope	0.00	14.50	17.00	Outwith the Scope	0.00	17.00	2.50	17%	
Scaffoldings & Hoardings - Fees for Licence		73.00	Outwith the Scope	0.00	73.00	88.00	Outwith the Scope	0.00	88.00	15.00	21%	Per 4 weeks
Scaffoldings & Hoardings - Extension of the licence		31.00	Outwith the Scope	0.00	31.00	37.00	Outwith the Scope	0.00	37.00	6.00	19%	One off charge for extension + £22.50 per week or part thereof.
Builders skips placed on the Road - consideration of Licence		22.50	Outwith the Scope	0.00	22.50	27.00	Outwith the Scope	0.00	27.00	4.50	20%	
Provision of signing and guarding	**AT-COST + 12.5%**		Outwith the Scope				Outwith the Scope		0.00			
Permission to open up the Road by non Statutory Organisations - Commercial		217.00	Outwith the Scope	0.00	217.00	260.00	*Outwith the Scope*	0.00	260.00	43.00	20%	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		110.00	Outwith the Scope	0.00	110.00	132.00	*Outwith the Scope*	0.00	132.00	22.00	20%	
Permission to erect Traffic Signals on Roads (1 Month)		76.00	Outwith the Scope	0.00	76.00	91.00	*Outwith the Scope*	0.00	91.00	15.00	20%	
Permission to erect Traffic Signals on Roads (Up to 3 Months)		152.00	Outwith the Scope	0.00	152.00	182.00	*Outwith the Scope*	0.00	182.00	30.00	20%	
Permission to erect Temporary Signs for Events (Up to 3 Months)		76.00	Outwith the Scope	0.00	76.00	91.00	*Outwith the Scope*	0.00	91.00	15.00	20%	This is for assessment and Permission.
Permission to erect Sign for New Development (Up to 12 Months)		380.00	Outwith the Scope	0.00	380.00	456.00	*Outwith the Scope*	0.00	456.00	76.00	20%	Not supply and erection.

		2017/18				2018/19				Increase		
Description	Other	Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	Notes/Comments
RCC Inspections (per RCC)		41.25	Standard	8.25	49.50	49.17	Standard	9.83	59.00	9.50	19%	£49.50 per £1,000 of Road Bond Value. Option of Time in Line to be available.
RCC Processing (Initial Application + 1 Review)	**NIL**		Standard				Standard		0.00			
RCC Processing (Further Reviews)	**STAFF COSTS + ON-COSTS**		Standard				Standard		0.00			Staff Costs + On costs for Sub Standard Application
Street Works Register Fines - Fines are levied at a cost of £120 per breach	**STATUTORY CHARGE**	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	**STATUTORY CHARGE**	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	**STATUTORY CHARGE**	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) under NRSWA. Charge is currently out for consultation at the current time.
Road Inspections as a result of Road Openings - Further Inspections (each inspection)	**STATUTORY CHARGE**	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	**AT COST + 12.5%**		Outwith the Scope	0.00	0.00		Outwith the Scope	0.00	0.00	0.00	0%	
Re-locating Street Lights or Other Street Furniture	**AT COST + 12.5%**		Standard	0.00	0.00		Standard	0.00	0.00	0.00	0%	
Site Clearance after Accidents	**AT COST + 12.5%**		Outwith the Scope	0.00	0.00		Outwith the Scope	0.00	0.00	0.00	0%	
Salt Bins	**AT COST + REFILL**		Standard	0.00	0.00		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	824.00	989.00	Outwith the Scope	0.00	989.00	165.00	20%	***Plus Cost of Advert***
Stopping up or re-determining access up to 200m long		1,000.00	Outwith the Scope	0.00	1,030.00	1,236.00	Outwith the Scope	0.00	1,236.00	206.00	20%	***Plus Cost of Advert***
Stopping up or re-determining access over 200m long		1,250.00	Outwith the Scope	0.00	1,288.00	1,546.00	Outwith the Scope	0.00	1,546.00	258.00	20%	***Plus Cost of Advert***

		2017/18				2018/19				Increase		
Description	Other	Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	Notes/Comments
PARKING												
	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%	
Oban Car Parks (Except Corran No.1) Ganavan Car Park Helensburgh Including Pier Area A, Dunoon Rothesay Luss Inveraray	Per hour thereafter -4 to 10hrs	0.83	Standard	0.17	1.00	0.83	Standard	0.17	1.00	0.00	0%	
Mull - Craignure & Fionnphort	Quarterly Season	112.50	Standard	22.50	135.00	112.50	Standard	22.50	135.00	0.00	0%	
Arrochar Glenloin No.1 and No.2	6 Monthly Season	208.33	Standard	41.67	250.00	208.33	Standard	41.67	250.00	0.00	0%	
		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%	
	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%	
Helensburgh - Sinclair Street	Per 45 mins - Maximum 4 hours	0.67	Standard	0.13	0.80	0.67	Standard	0.13	0.80	0.00	0%	
First 2 hours free, 2 hours thereafter can be paid for upto a maximum of 4 hours total. No return within 24 hours.	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 Helensburgh Pier Area B Car Park	0 to 8 hours	0.92	Standard	0.18	1.10	0.92	Standard	0.18	1.10	0.00	0%	
Lochavullin and Longsdale Coach and Lorry Parks - Oban Lochgilphead Lorne Street Coach and Lorry Park Fionnphort Car Park (Coach Bays)	8 to 24 hours	8.33	Standard	1.67	10.00	8.33	Standard	1.67	10.00	0.00	0%	No increase at the moment - Area Car Parking review in progress
	per hour	0.25	Standard	0.05	0.30	0.25	Standard	0.05	0.30	0.00	0%	
Arrochar Glenloin No.1 and No.2	per day	0.83	Standard	0.17	1.00	0.83	Standard	0.17	1.00	0.00	0%	
	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 Corran No.1	Per hour thereafter -4 to 10hrs	0.83	Standard	0.17	1.00	0.83	Standard	0.17	1.00	0.00	0%	
Seasonal Car Parks - Permits	Seasonal Period	87.50	Standard	17.50	105.00	87.50	Standard	17.50	105.00	0.00	0%	

		2017/18				2018/19				Increase		
Description	Other	Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	Notes/Comments
	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
Penalty Charge Notices	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 Oban First 30 minutes free at the following: Argyll Square, Queens Park Place, William Street, Corran Esplanade, George Street. Maximum stay of 2 hours total.	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%	
On Street Parking - Outer Zone Oban Maximum stay 4 hours expect Gallanach Road and Ganavan Road which are all day parking.	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%	
On Street Parking - Duck Bay		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		2017/18				2018/19				Increase		
Description	Other	Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	Notes/Comments
Photocopying/Printing A4 (black & white) per side		0.15	Exempt	0.00	0.15	0.15	Exempt	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	Exempt	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	Exempt	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	Exempt	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	Exempt	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	Exempt	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	Exempt	0.00	0.65	0.00	0%	Standard Rate across Council

APPENDIX 2

ARGYLL & BUTE COUNCIL **COUNCIL**

CUSTOMER SERVICES **22 FEBRUARY 2018**

EXTRACT OF MINUTE OF ARGYLL AND BUTE HARBOUR BOARD HELD ON 23 JANUARY 2018

* **4. PIERS AND HARBOURS FEES AND CHARGED 2018/19**

A report providing Members with detail of the proposed increase in Piers and Harbours fees and charges was considered by the Board. The Board noted that the Marine Operations Manager will clarify the increased figures in the appendix to the report direct to Members.

The Argyll and Bute Harbour Board considered a motion that was put forward by the Chair and seconded by the Vice Chair.

Decision

The Harbour Board;

a) welcomed the outcome of the fees and charges review which introduces a fee structure that will ensure that the anticipated income will cover the running costs of the council owned ports and harbours;

b) instructed Officers to explore further options that may increase the likelihood that bidders for the Dunoon to Gourock ferry service are able to offer a passenger and vehicle service;

c) agreed that the fees and charges are kept under review to ensure fees and charges remain appropriate in light of any changes to ferry services or other uses of the Council's harbours;

d) recommended to Council that when setting fees and charges for 2018/19 that the Council approves;

   i) the increase in fees and charges, over and above any inflationary increase, by 3% to generate sufficient income to develop the Council's marine infrastructure; and

   ii) the variation of charges as outlined in section 5.1 of the report; and

e) noted that this decision will be in-step with the decision agreed at the August 2016 Harbour Board meeting to set charges that meet both the asset sustainability costs and future improvement costs associated with piers and harbours which the Council has a responsibility for.

(Reference: Report by Executive Director, Development and Infrastructure Services dated 21 December 2017, submitted)

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Overall Position:

- There is a forecast underspend of £1,000k as at the end of December 2017. This underspend consists of the following variances: underspend of £98k within NPDO utilities and deductions, over recovery of vacancy savings within Customer Services and DIS £153k, grant income in DIS relating to previous years £97k, £132k due to a delay in replacing fleet vehicles over 5years, £70k within regulatory services income, £200k increased income from RET, underspend of £245k relating to superannuation budget no longer required, £90k from apprenticeship levy, £395k relating to underspend in utilities and an estimated £600k over recovery of Council Tax Income. These variances are offset by an overspend in respect of dangerous buildings of £177k, an estimated overspend of £213k within Community Services which is mainly due to increased demand within ASN support and Residential School placements, an under recovery of planning fees amounting to £240k and an estimated overspend in winter maintenance of £450k.
- The estimated overspend for winter maintenance was calculated at the end of December, however, due to the snow in January, this overspend is likely to increase and a further estimate will be calculated.
- Where the forecast outturn position is recurring in nature, this has already been accounted for as part of the budget outlook position.
- There is a year to date surplus of £6,837k against the year to date budgeted expenditure of £155,981k. More focus is on the forecast outturn position, hence why sometimes the year to date position is not updated. The majority of this variance relates to the timing of income and expenditure and any variances that give rise to a forecast variance have been accounted for.

Key Highlights as at December 2017:

- The estimated forecast underspend has increased from £805k as at the end of November to £1,000k at the end of December.
- An exercise was carried out to look at the utilities position and an estimated underspend of £395k is anticipated within 2017-18. At this stage the budget for 2018-19 looks to be sufficient.
- Development and Infrastructure are currently forecasting an overspend of £88k, however, this includes an estimated overspend of £450k of winter maintenance and therefore the department are hoping to contain the majority of this estimated overspend within current resources. However, as the winter weather has continued into January, the winter maintenance overspend may increase as a result.

Key Financial Successes:

Controllable departmental expenditure for 2016-17 was under budget with an underspend of £1,038k. This was mainly a result of an over recovery of vacancy savings through the management of resources and forward planning of the savings targets for 2017-18 within Customer Services and Development and Infrastructure. In addition to this, NPDO cost were lower than expected due to insurance and utility costs savings arising as a result of annual renegotiation of insurance costs, part of the contract management arrangements which are in place, and lower than expected energy prices. The General Fund increased by £1,072k in 2016-17, which was broadly in line with the forecast position.

Key Financial Challenges:	Proposed Actions to address Financial Challenges:
Maintaining favourable year-end balanced position and achieving savings targets in light of council wide risks to expenditure.	Robust monitoring of the financial position to ensure that any budget issues are fed back into 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 budget outlook.
Maintaining or improving the level of service income recovered, for	Actively monitor income recovery and ensure Council fees and

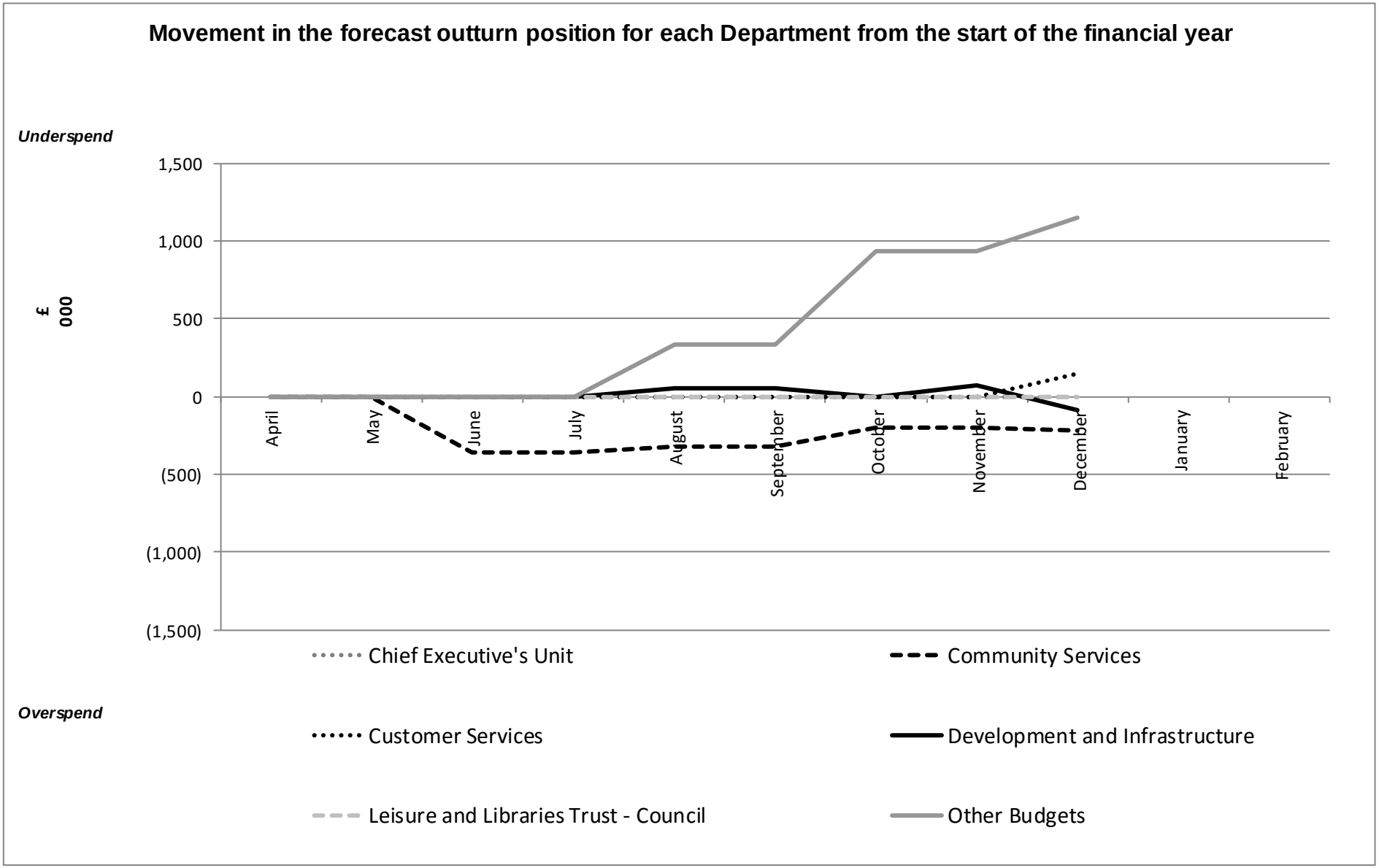
example planning, building standards and car parking.	charges policies are reviewed.
Managing spend in service areas which are demand led and, to some extent, outwith service control, for example Winter Maintenance.	Use risk based approach to budget monitoring to focus additional attention to these areas.
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

There is a forecast underspend of £1,000k as at the end of December 2017. This underspend consists of the following variances: underspend of £98k within NPDO utilities and deductions, over recovery of vacancy savings within Customer Services and DIS £153k, grant income in DIS relating to previous years £97k, £132k due to a delay in replacing fleet vehicles over 5years, £70k within regulatory services income, £200k increased income from RET, underspend of £245k relating to superannuation budget no longer required, £90k from apprenticeship levy, £395k relating to underspend in utilities and an estimated £600k over recovery of Council Tax Income. These variances are offset by an overspend in respect of dangerous buildings of £177k, an estimated overspend of £213k within Community Services which is mainly due to increased demand within ASN support and Residential School placements, an under recovery of planning fees amounting to £240k and an estimated overspend in winter maintenance of £450k.

Current Forecast Outturn Variance with change from previous month

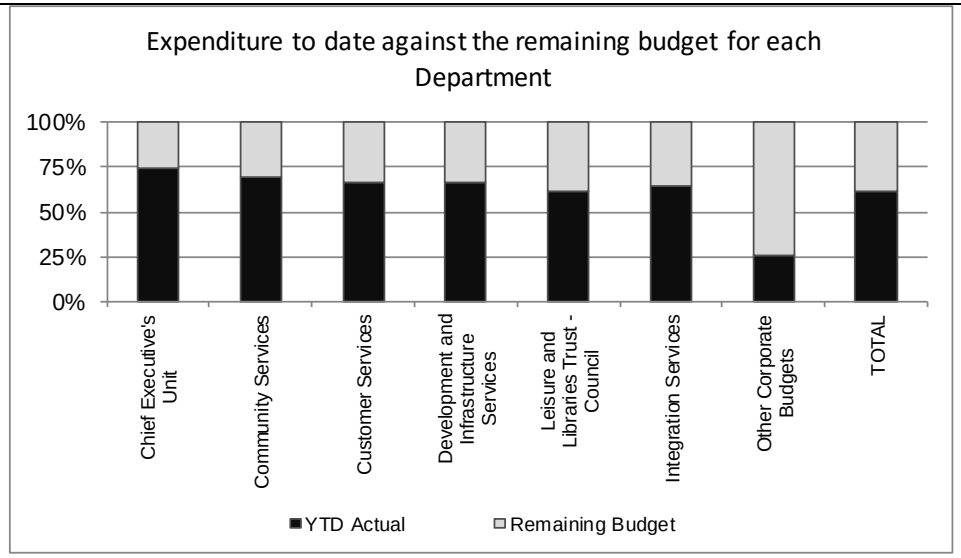
Department	Annual Budget £'000	Forecast Outturn £'000	Current Forecast Variance £'000	Previous Forecast Variance £000	Change £000	Explanation
Chief Executive's Unit	2,488	2,488	0	0	0	Community Services are forecasting an overspend of £213k. This relates to increased demand within ASN support (£150k) and Residential School placements (£63k). The Service are actively monitoring demand levels and looking to mitigate this overspend utilising other resources. Customer Services are forecasting an underspend of £148k. £100k relates to better than expected outturn within NPDO utilities and deductions - this has largely achieved due to effective contract management and £50k has been achieved via vacancy savings. Development and Infrastructure are forecasting an overspend of £88k. The vacancy savings are exceeding the target set at the begining of the year by £103k, £97k of grant income has been received which relates to expenditure in 2016-17, £132k due to a delay in replacing fleet vehicles over 5 years, £70k within regulatory services due to over recovery of fees and there is £200k of increased income from RET. These underspends are offset by a forecast under recovery of income from planning applications of £240k and forecast winter maintenance overspend of £450k. The underspend within Other budgets relates to a superannuation provision created in 2015-16 relating to pensionable pay that is no longer required £245k, a forecast underspend of £90k for apprenticeship levy, an additional £600k over budget in respect of Council Tax collection and an underspend in utilties costs Council wide of £395k, offset by an overspend of £177k in relation to dangerous buildings.
Community Services	74,027	74,240	(213)	(200)	(13)	
Customer Services	40,328	40,180	148	0	148	
Development and Infrastructure Services	33,692	33,780	(88)	70	(158)	
Leisure and Libraries Trust - Council	4,203	4,203	0	0	0	
Other Corporate Budgets	85,802	84,649	1,153	935	218	
Total	**240,540**	**239,540**	**1,000**	**805**	**195**	


Movement in the forecast outturn position for each Department from the start of the financial year
Underspend
£ 000
1,500
1,000
500
0
(500)
(1,000)
(1,500)
April
May
June
July
August
September
October
November
December
January
February
Chief Executive's Unit
Community Services
Customer Services
Development and Infrastructure
Leisure and Libraries Trust - Council
Other Budgets
Overspend

Year to Date Position

The year to date position as at the end of December 2017 is a surplus of £6,837k and the main variances are noted below.

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	1,895	1,859	36	Small variance.
Community Services	52,669	51,379	1,290	The year to date variance is mainly within Primary and Secondary Education and is due to a reduction in costs relating to school meals which continues to be monitored, budget profiling of Pupil Equity Funds and school carry forwards, and an underspend in relation to school staffing. Under the Scheme of Devolved School Management schools are permitted flexibility at year end, therefore no forecast variance has been processed in relation to this.
Customer Services	28,532	26,851	1,681	There are a number of variances due to profiling/timing of the income and expenditure versus budget - within NPDO, Housing Benefits and ICT.
Development and Infrastructure Services	22,595	22,450	145	Small variance.
Leisure and Libraries Trust - Council	3,978	2,606	1,372	This line has been created temporarily while the financial entries are being refined in respect of the Leisure Trust with the creation of the management fee and a new company within our ledger system.
Integration Services	37,738	36,292	1,446	The year to date underspend mainly reflects delays in receipt/processing of invoices from care providers but is also impacted by a combination of lower than expected demand for services in children's services, slippage resulting from a delay in implementing new overnight staffing schedules in the HSCP's three Children's' Houses, higher than expected income from charges for services, increased income from charging order settlements and the recovery of surplus direct payment funds.
Other Corporate Budgets	8,574	7,707	867	Half of this variance relates to timing of expenditure and income in relation to the Refugees Resettlement scheme as well as an underpsend in relation to utilities that has been reported via the forecast variance.
Total Net Expenditure	**155,981**	**149,144**	**6,837**	



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

OBJECTIVE SUMMARY – OVERALL COUNCIL POSITION AT 31 DECEMBER 2017

	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	%
Departmental Budgets								
Chief Executives	1,895	1,859	36	1.90%	2,488	2,488		0.00%
Community Services	52,669	51,379	1,290	2.45%	74,027	74,240	(213)	(0.29%)
Customer Services	28,532	26,851	1,681	5.89%	40,328	40,180	148	0.37%
Development and Infrastructure Services	22,595	22,450	145	0.64%	33,692	33,780	(88)	(0.26%)
Leisure & Libraries Trust - Council	3,978	2,606	1,372	34.49%	4,203	4,203		0.00%
Total Departmental Budgets	**109,669**	**105,145**	**4,524**	**4.13%**	**154,738**	**154,891**	**(153)**	**(0.10%)**
Non-Departmental Budgets								
Integration Services	37,738	36,292	1,446	3.83%	56,380	56,380		0.00%
Other Operating Income and Expenditure	2,637	2,013	624	23.66%	4,113	3,560	553	13.45%
Joint Boards	1,032	1,032	0	0.00%	1,374	1,374		0.00%
Non-Controllable Costs	4,905	4,662	243	4.95%	23,935	23,935		0.00%
Total Non-Departmental Budgets	**46,312**	**43,999**	**2,313**	**4.99%**	**85,802**	**85,249**	**553**	**0.64%**
TOTAL NET EXPENDITURE	**155,981**	**149,144**	**6,837**	**4.38%**	**240,540**	**240,140**	**400**	**0.17%**
Financed By								
Aggregate External Finance	(114,392)	(114,392)	0	0.00%	(191,318)	(191,318)		0.00%
Local Tax Requirement	(42,929)	(42,929)	0	0.00%	(45,476)	(46,076)	600	(1.32%)
Contributions to General Fund	0	0	0	0.00%	193	193		0.00%
Supplementary Estimates	0	0	0	0.00%	0	0		0.00%
Earmarked Reserves	0	0	0	0.00%	(3,939)	(3,939)		0.00%
Total Funding	**(157,321)**	**(157,321)**	**0**	**0.00%**	**(240,540)**	**(241,140)**	**600**	**(0.25%)**
Deficit/(Surplus) for Period	**(1,340)**	**(8,177)**	**6,837**		**(0)**	**(1,000)**	**1,000**	

SUBJECTIVE SUMMARY – OVERALL COUNCIL POSITION AS AT 31 DECEMBER 2017

	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 %
Subjective Category								
Employee Expenses	99,585	98,677	908	0.91%	139,392	138,865	527	0.38%
Premises Related Expenditure	11,029	10,544	485	4.39%	15,339	15,121	218	1.42%
Supplies and Services	14,221	13,307	914	6.43%	18,104	18,183	(79)	(0.44%)
Transport Related Expenditure	8,452	8,631	(179)	(2.12%)	17,440	17,308	132	0.76%
Third Party Payments	97,432	93,455	3,977	4.08%	136,475	136,897	(423)	(0.31%)
Capital Financing	502	(79)	581	115.71%	18,475	18,475	0	0.00%
TOTAL EXPENDITURE	**231,222**	**224,536**	**6,686**	**2.89%**	**345,225**	**344,849**	**376**	**0.11%**
Income	232,562	232,713	(151)	(0.07%)	345,225	345,849	(624)	(0.18%)
Deficit/(Surplus) for Period	**(1,340)**	**(8,177)**	**6,837**		**0**	**(1,000)**	**1,000**	

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.

CHIEF EXECUTIVE'S UNIT HIGHLIGHTS – DECEMBER 2017

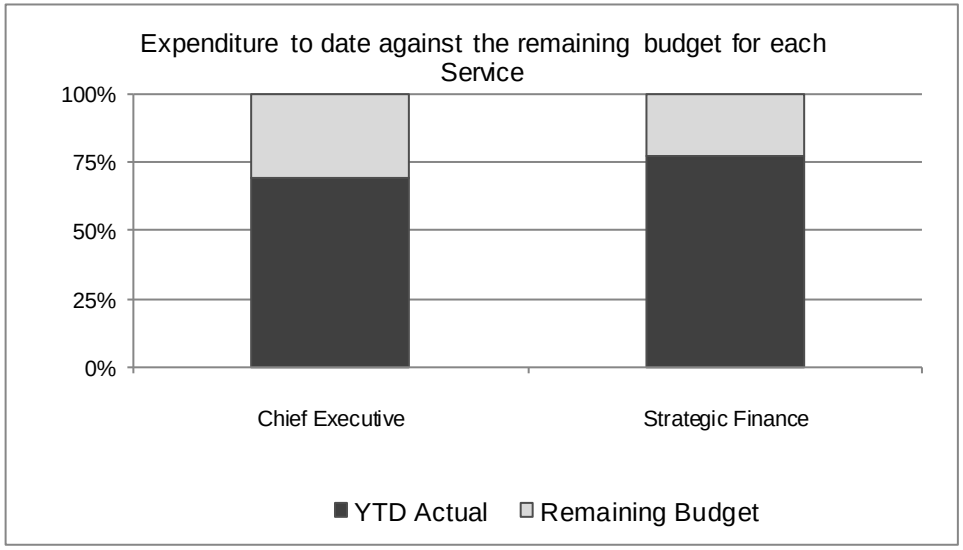
- The department is currently forecasting spend to be in line with budget.
- The department has a year to date underspend of £36k (1.9%).

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	824	824	0	0	0
Strategic Finance	1,664	1,664	0	0	0
Totals	**2,489**	**2,489**	**0**	**0**	**0**

Year to Date Position



Key Financial Successes:

The Service Choice savings option for 2017-18 has been delivered.
The department are forecasting that their spend in 2017-18 will be contained within approved resources.
The 2016-17 year-end outturn position was broadly in line with budget due to effective management and monitoring of the budget position.

Key Financial Challenges:	Proposed Actions to address 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 service faces losing posts with no reduction in demand for support from client departments.	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.

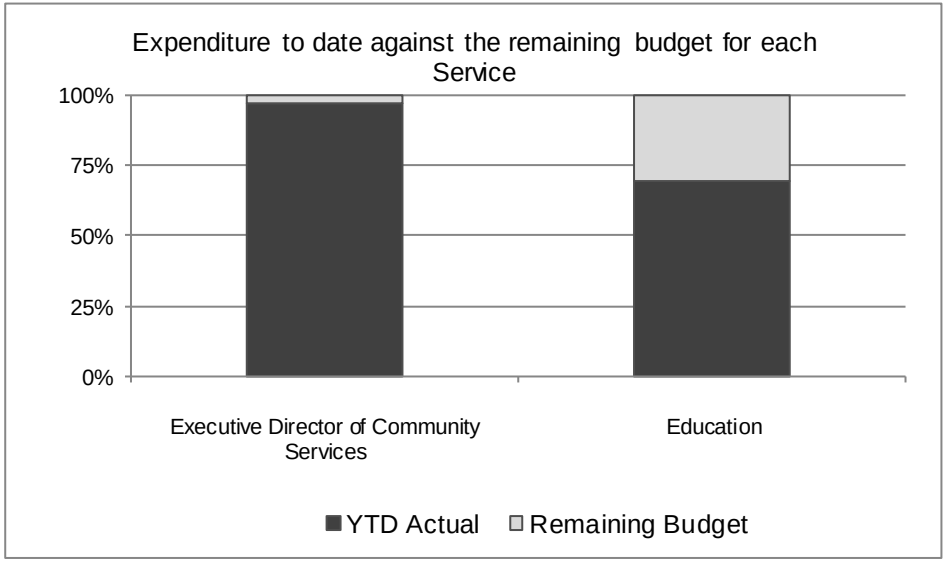
COMMUNITY SERVICES HIGHLIGHTS – DECEMBER 2017

- The department is currently forecasting an overspend of £213k which is mainly due to an increased demand within ASN support and Residential School placements.
- The department has a year to date underspend of £1,290k (2.45%) 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	224	224	0	0	0
Education	73,803	74,016	(213)	(200)	(13)
Totals	**74,027**	**74,240**	**(213)**	**(200)**	**(13)**

Year to Date Position



Key Financial Successes:

The department have delivered all their service choices savings, with the exception of demand led services in relation to ASN support and residential schools placement and the music tuition saving as the take-up of music instruction after the introduction of increased charges has reduced.

The 2016-17 year-end outturn position was an underspend of £16k (0.02% of budget), this was due to the effective management and monitoring of the budget position.

Key Financial Challenges:	**Proposed Actions to address Financial Challenges:**
Ensuring the Education service can continue to contribute to Council saving programmes whilst adhering to Scottish Government national initiatives (i.e. maintaining Pupil Teacher ratio across the Education	Ongoing robust financial monitoring and forecasting with the provision of supporting management information to ensure deliverable saving options are presented.

service).	
Evaluating and managing the financial impact of new legislation (i.e. Children and Young People Act, Education (Scotland) Bill).	Full participation in consultation process to assist in the identification of potential cost pressures as early as possible.
Impact of the Education Governance Review, particularly in relation to the Fair Funding consultation, and how this informs potential changes to funding arrangements for the Education Service.	Respond to Fair Funding consultation, engage with SG through COSLA and ensure implications for resources and financial management arrangements are clearly identified.

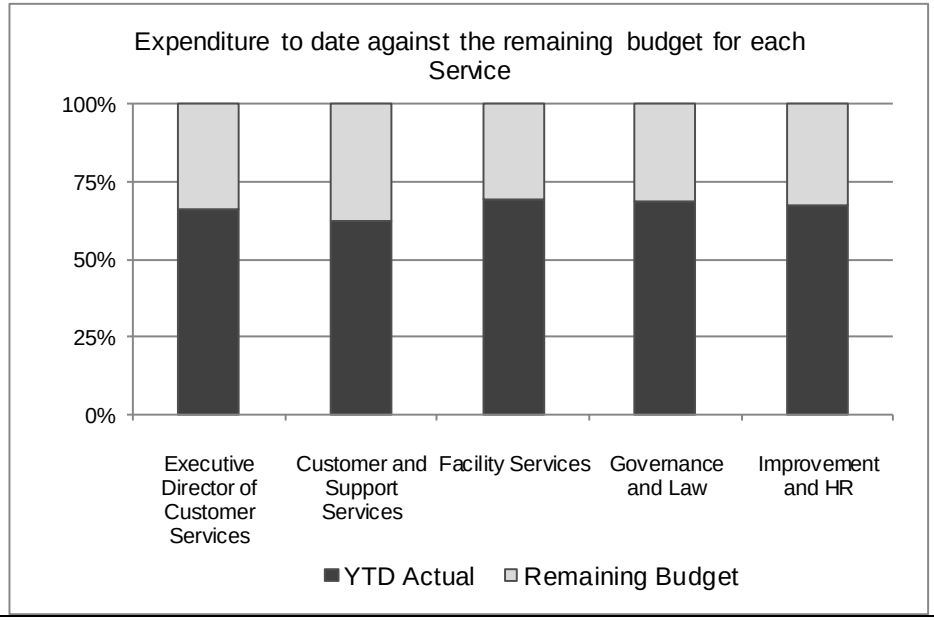
CUSTOMER SERVICES HIGHLIGHTS – DECEMBER 2017

- The department is currently forecasting an underspend of £148k. .
- The department has a year to date underspend of £1,681k (5.89%) 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 Customer Services	14,323	14,173	150	0	150
Customer and Support Services	8,718	8,720	-2	0	(2)
Facility Services	11,974	11,974	0	0	0
Governance and Law	2,079	2,079	0	0	0
Improvement and HR	3,233	3,233	0	0	0
Totals	**40,328**	**40,180**	**148**	**0**	**148**

Year to Date Position



Key Financial Successes:

The department are forecasting an underspend of £148k due to exceeding the vacancy savings target and delivering savings on the NPDO contract – these savings have been achieved due to decisions within the department.
All Service Choices savings have been delivered or are on track to be delivered.
Department delivered services within budget during 2016-17 with a year-end outturn underspend of £866k. This was mainly as a result of an over recovery of vacancy savings through the management of resources and forward planning of the savings targets for 2017-18. In addition to this, NPDO cost were lower than expected due to insurance and utility costs savings arising as a result of annual renegotiation of insurance costs, part of the contract management arrangements which are in place, and lower than expected energy prices.

Key Financial Challenges:	**Proposed Actions to address Financial Challenges:**
Impact of Welfare reforms.	Input ongoing to multi agency working group to ensure robust arrangements are put in place.
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.	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.

Delivering the proposed Facility Services budget reductions identified in the Transformation programme.	Provide the Transformation Board with robust information upon which decisions can be made and develop any savings proposals as necessary.
Impact of numbers/uptake in demand led service areas like transport, benefits and licensing.	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.
New legislative/policy requirements not fully funded by Scottish Government which put additional burdens on the Council. For example, additional demands from IJB, requirement to register all property in land register by 2019, new education arrangements knock on impact for all support services.	Analysis of new obligations and whether they incur additional costs not met through increased grant.

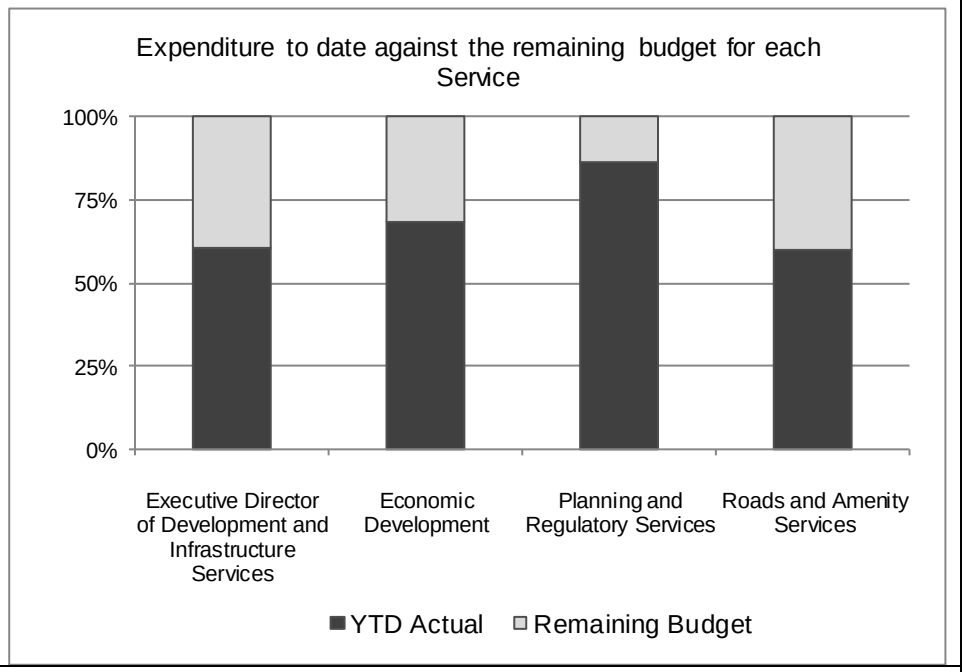
DEVELOPMENT AND INFRASTRUCTURE SERVICES HIGHLIGHTS – DECEMBER 2017

- The department is currently forecasting an overspend of £88k, which includes an estimated overspend of £450k in relation to winter maintenance.
- The department has a year to date overspend of £145k (0.64%) 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	1,533	1,431	102	102	0
Economic Development	4,350	4,252	98	98	(0)
Planning and Regulatory Services	6,881	7,051	(170)	(130)	(40)
Roads and Amenity Services	20,928	21,046	(118)	0	(118)
Totals	**33,692**	**33,780**	**(88)**	**70**	**(158)**

Year to Date Position



Key Financial Successes:

Although the department are currently forecasting an overspend of £88k this includes an estimated overspend of £450k of winter maintenance and therefore the department are hoping to contain the majority of the winter maintenance overspend within current resources.

All Service Choices savings have been delivered or are on track to be delivered.

In order to meet the Employability Team's ongoing contractual obligations until the end of 2017-18 the Council approved an earmarking of £456k in November 2015. Some of the earmarking was drawn down during 2016-17, however, the year-end position for 2017-18 is forecast to be a surplus of £113k. This will result in a forecast balance within earmarking of £435k which is no longer required and can be released back to the General Fund. This figure will be finalised at the conclusion of 2017-18.

The Department's outturn for 2016-17 was an underspend of £135k and this was due an over-recovery of vacancy savings through the management of resources and forward planning of the savings targets for 2017-18.

Key Financial Challenges:	Proposed Actions to address Financial Challenges:
Department / Service ongoing ability to meet future savings / efficiency requirements.	Monitoring of trend / expenditure levels / service configuration and the Service Choices process.
Potential shortfall in income within building standards, planning, Car Parking, Planning 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.
Due to the nature of the various components of Waste Management there are ongoing challenges with: • Island haulage costs • Uncertainty with recycling income/ gate fee costs due to the volatility of the market • Increased landfill costs due to rise in landfill tonnage	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.

Appendix 1a

CHIEF EXECUTIVE'S UNIT – OBJECTIVE SUMMARY AS AT 31 DECEMBER 2017

Business Outcome	Service Area	YTD Budget	YTD Actual	YTD Variance	% Variance	Annual Budget	Forecast Outturn	Forecast Variance	% Variance	Explanation
Central/Management Costs	Central/Management Costs	£208,647	£209,193	(£546)	(0.26%)	£294,090	£294,090	£0	0.00%	Outwith reporting criteria.
BO15 - Argyll and Bute is open for business	Community Planning	£85,063	£72,121	£12,942	15.21%	£123,307	£123,307	£0	0.00%	Small variance within payments to third parties - profile related.
BO33 - Information and support are available for our communities	Community Development and Grants to Third Sector	£323,488	£288,887	£34,601	10.70%	£406,927	£406,927	£0	0.00%	The variance arises due to a mistmatch between profiled budget and when invoice to voluntary organisation was paid.
Chief Executive Total		**£617,198**	**£570,201**	**£46,996**	**7.61%**	**£824,324**	**£824,324**	**£0**	**0.00%**	
BO28 - Our processes and business procedures are efficient, cost effective and compliant	Departmental Support, Corporate Accounting, Treasury & Internal Audit	£1,277,314	£1,288,585	(£11,272)	(0.88%)	£1,664,447	£1,664,447	£0	0.00%	Outwith reporting criteria.
Head of Strategic Finance Total		**£1,277,314**	**£1,288,585**	**(£11,272)**	**(0.88%)**	**£1,664,447**	**£1,664,447**	**£0**	**0.00%**	
Grand Total		**£1,894,511**	**£1,858,787**	**£35,725**	**1.89%**	**£2,488,771**	**£2,488,771**	**£0**	**0.00%**	

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 2017

Subjective Category	YTD Budget	YTD Actual	YTD Variance	% Variance	Annual Budget	Forecast Outturn	Forecast Variance	% Variance	Explanation
Employee	£1,659,958	£1,612,724	£47,234	**2.85%**	£2,331,463	£2,331,463	£0	**0.00%**	Outwith reporting criteria.
Premises	£261	£77	£184	**70.34%**	£350	£350	£0	**0.00%**	Small variance.
Supplies & Services	£41,155	£42,985	(£1,830)	**(4.45%)**	£55,373	£55,373	£0	**0.00%**	Small overspend within Finance on Professional and Technical Publications and Computer Software - this will be covered by underspends elsewhere.
Transport	£26,635	£19,875	£6,760	**25.38%**	£30,678	£30,678	£0	**0.00%**	Small underspend due to increased use of lync and the pool cars - this underspend will be used to offset part of the overspend within supplies and services.
Third Party	£206,746	£233,256	(£26,510)	**(12.82%)**	£231,070	£231,070	£0	**0.00%**	This variance arises due to an overspend on consultants who were contracted to provide support in changing the financial ledger for LiveArgyll - this overspend will be met from underspends elsewhere.
Income	(£40,244)	(£50,132)	£9,888	**(24.57%)**	(£160,164)	(£160,164)	£0	**0.00%**	This variances is mainly as a result of a number of third sector grants that have been returned due to being unspent.
Totals	**£1,894,511**	**£1,858,787**	**£35,725**	**1.89%**	**£2,488,771**	**£2,488,771**	**£0**	**0.00%**	

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 2017

Business Outcome	Service Area	YTD Budget	YTD Actual	YTD Variance	% Variance	Annual Budget	Forecast Outturn	Forecast Variance	% Variance	Explanation
Central/Management Costs	Central/Management Costs	£219,217	£216,690	£2,527	1.15%	£223,876	£223,876	£0	0.00%	Outwith reporting criteria.
Executive Director of Community Services Total		**£219,217**	**£216,690**	**£2,527**	**1.15%**	**£223,876**	**£223,876**	**£0**	**0.00%**	
BO16 - We wholly embrace our Corporate Parenting responsibilities	Additional Support Needs (ASN)	£6,156,388	£6,112,907	£43,481	0.71%	£8,481,547	£8,694,218	(£212,671)	(2.51%)	The budget within Early Years is fully committed and the YTD variance is due to coding adjustments that are required to be processed. The YTD variance within Primary and Secondary Education is due to a reduction in costs relating to school meals which continues to be monitored, budget profiling of Pupil Equity Funds and school carry forwards, and an underspend in relation to school staffing. Under the Scheme of Devolved School Management schools are permitted flexibility at year end, therefore no forecast variance has been processed in relation to this. The YTD variance within BO31 is due to a number of smaller overspends which will be reduced via reprofiling of budgets and is not an indication of the year end outturn position. The variance within BO32 is budget profile related and will be rectified in January.
BO17 - The support needs of children and their families are met	Early Years	£4,093,599	£3,951,787	£141,812	3.46%	£6,284,619	£6,284,619	£0	0.00%	
BO19 - All children and young people are supported to realise their potential	Primary & Secondary Education	£38,880,560	£37,608,741	£1,271,819	3.27%	£53,334,106	£53,334,106	£0	0.00%	
BO21 - Our young people participate in post-16 learning, training or work	Youth Services	£476,231	£476,011	£220	0.05%	£702,371	£702,371	£0	0.00%	
BO22 - Adults are supported to realise their potential		£398,354	£360,331	£38,023	9.55%	£587,500	£587,500	£0	0.00%	
BO30 - We engage with our customers, staff and partners	Support for Parents	£17,537	£19,037	(£1,500)	(8.55%)	£20,860	£20,860	£0	0.00%	
BO31 - We have a culture of continuous improvement	Edducation Initiatives (GIRFEC, SEEMIS, Languages 1+2, Music) Education Support Team, Quality Improvement Team, Schools Development Team	£2,406,264	£2,610,058	(£203,794)	(8.47%)	£4,374,880	£4,374,880	£0	0.00%	
BO32 - Our workforce is supported to realise its potential	Leadership & Professional Learning	£20,789	£23,445	(£2,656)	(12.78%)	£17,364	£17,364	£0	0.00%	
Head of Education Total		**£52,449,722**	**£51,162,318**	**£1,287,405**	**2.45%**	**£73,803,247**	**£74,015,918**	**(£212,671)**	**(0.29%)**	
Grand Total		**£52,668,939**	**£51,379,007**	**£1,289,932**	**2.45%**	**£74,027,123**	**£74,239,794**	**(£212,671)**	**(0.29%)**	

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%.

Appendix 2b

COMMUNITY SERVICES – SUBJECTIVE SUMMARY AS AT 31 DECEMBER 2017

Subjective Category	YTD Budget	YTD Actual	YTD Variance	% Variance	Annual Budget	Forecast Outturn	Forecast Variance	% Variance	Explanation
Employee	£43,634,114	£43,194,614	£439,500	**1.01%**	£59,748,636	£59,898,636	(£150,000)	**(0.25%)**	The year-to-date underspend relates mainly to school vacancy savings. Under the scheme of devolved school management (DSM) schools are permitted flexibility at the year-end, within agreed limits, therefore no forecast variance is required to be processed. The forecast overspend relates to an increased demand for ASN support.
Premises	£2,132,278	£2,130,439	£1,838	**0.09%**	£3,206,452	£3,206,452	£0	**0.00%**	Outwith reporting criteria.
Supplies & Services	£5,257,688	£4,605,278	£652,410	**12.41%**	£7,562,046	£7,562,046	£0	**0.00%**	The year-to-date underspend partly relates to a reduction in expenditure on school meals. This is being monitored closely to establish whether it is a budget profiling issue. The variance is also due to budget profiling in relation to Pupil Equity Funds and School Carry Forwards which will be updated in January.
Transport	£217,728	£249,801	(£32,073)	**(14.73%)**	£330,737	£330,737	£0	**0.00%**	This variance is budget profile related and will be updated in January.
Third Party	£5,756,490	£5,721,545	£34,945	**0.61%**	£8,222,701	£8,285,372	(£62,671)	**(0.76%)**	Outwith reporting criteria.
Income	(£4,329,359)	(£4,522,671)	£193,312	**4.47%**	(£5,043,450)	(£5,043,450)	£0	**0.00%**	The year to date variance is due to numerous smaller variances across the Service including school meal income and donations received. These will be monitored on an ongoing basis.
Totals	**£52,668,939**	**£51,379,007**	**£1,289,932**	**2.45%**	**£74,027,123**	**£74,239,794**	**(£212,671)**	**(0.29%)**	

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

Business Outcome	Service Area	Annual Budget	Forecast Outturn	Forecast Variance	% Variance	Explanation
BO16 - We wholly embrace our Corporate Parenting responsibilities.	Additional Support Needs (ASN)	8,481,547	8,694,218	(212,671)	(2.51%)	The Education Service have forecasted an overspend due to increased demand within ASN support (£150k) and Residential School placements (£63k). The Service are actively monitoring demand levels and looking to mitigate this overspend utilising other resources.
Totals		**8,481,547**	**8,694,218**	**(212,671)**	**(2.51%)**	

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

CUSTOMER SERVICES – OBJECTIVE SUMMARY AS AT 31 DECEMBER 2017

Service	Business Outcome	Service Area	YTD Budget	YTD Actual	YTD Variance	% Variance	Annual Budget	Forecast Outturn	Forecast Variance	% Variance	Explanation
Executive Director of Customer Services	Central/Management Costs	Central/Management Costs, NPDO, Special Projects & Estates	10,115,814	9,440,281	675,532	6.68%	14,323,324	14,173,324	150,000	1.05%	Underspend year to date of £601k within NPDO mainly due to insurance savings and timing of billing for water within the NPDO contract. These will be used to offset inflation costs not already budgeted for and are forecasting a yearend outturn position of £100k underspent. Vacancy savings that have been over achieved account for the other £50k forecast underspend. Surplus properties property costs and directorate costs year to date are underspent £46k and £19k at this time due to timing of expenditure.
Executive Director of Customer Services Total	**Executive Director of Customer Services Total**		**10,115,814**	**9,440,281**	**675,532**	**6.68%**	**14,323,324**	**14,173,324**	**150,000**	**1.05%**	
Head of Customer and Support Services	Central/Management Costs	Central/Management Costs	249,044	239,847	9,197	3.69%	345,263	345,263	0	0.00%	Outwith reporting criteria
Head of Customer and Support Services	BO04 - Benefits are paid promptly and accurately	Benefits, SWF & Welfare Reform	1,795,399	1,429,323	366,076	20.39%	1,650,179	1,650,179	0	0.00%	BO04 - Benefits Administration £109k mainly additional grant income. Timing of expenditure and income against H61 - Housing Benefits - Private £220k, will net to zero by end of financial year. £29k relates to the timing of payment on Scottish Welfare Fund
Head of Customer and Support Services	BO23 - Economic Growth is supported	NDR Disc Relief, Creditors & Procurement	691,517	619,604	71,913	10.40%	1,172,962	1,172,962	0	0.00%	BO32 - £43k procurement and £16k commissioning vacancy savings for funding trainee procurement officers as agreed by Transformation Board.
Head of Customer and Support Services	BO27 - Infrastructure and assets are fit for purpose	ICT Applications & Infrastructure	2,015,895	1,680,887	335,008	16.62%	3,595,109	3,595,109	0	0.00%	BO27 - £246k IT infrastructure -vacancy savings of £21k, £127k variance to a recharge for Education and Libraries where only £75k of a £202k invoice paid to date. £77k income in excess of budget in relation to the disposal of IT equipment. Forecast additional income £77k offset by additional forecast costs in software development £77k. £42kPrint and Mail Room - postages and franking costs timing of expenditure and reduction in income from printing. £26k IT applications - vacancy savings offset by additional costs of contractors. £10k forecast outturn position
Head of Customer and Support Services	BO28 - Our processes and business procedures are efficient, cost effective and compliant	Local Tax, Debtors, Debt Recovery, Customer Service Centres & Registrars	1,582,043	1,494,987	87,056	5.50%	1,954,807	1,956,807	(2,000)	(0.10%)	B028 - Customer Service Centre Management maintenance/development of computer software timing of spend compared to budget £79k
Head of Customer and Support Services Total	**Head of Customer and Support Services Total**		**6,333,898**	**5,464,648**	**869,250**	**13.72%**	**8,718,320**	**8,720,320**	**(2,000)**	**(0.02%)**	
Head of Facility Services	BO09 - Our assets are safe, efficient and fit for purpose	Shared Offices, Property, Pool Cars, Public Transport and Cleaning.	8,219,736	8,007,062	212,674	2.59%	11,339,954	11,339,954	0	0.00%	BO09 - Property services vacant posts £73k Timing of Transport Operator Payments - Schools £85k with income from Highland £18k
Head of Facility Services	BO18 - Improved lifestyle choices are available	School Meals	119,023	163,825	-44,802	(37.64%)	355,284	355,284	0	0.00%	BO18 - Catering vacant posts £25k and variable bid income timing of processing £64k
Head of Facility Services	Central/Management Costs	Central/Management Costs	190,106	166,902	23,203	12.21%	278,821	278,821	0	0.00%	Central - Property Admin vacancy £14k, £9k timing of expenditure re ordinance survey
Head of Facility Services Total	**Head of Facility Services Total**		**8,528,865**	**8,337,790**	**191,075**	**2.24%**	**11,974,060**	**11,974,060**	**0**	**0.00%**	

Head of Governance and Law	BO10 - Quality of life is improved by managing risk	Civil Contingencies & Anti Social Behaviour	84,760	89,319	-4,558	(5.38%)	127,522	127,522	0	0.00%	Outwith reporting criteria
Head of Governance and Law	BO17 - The support needs of children and their families are met	Childrens Panel	15,902	18,798	-2,896	(18.21%)	33,698	33,698	0	0.00%	BO17 - Children's Panel Safeguarders £1.8k year to date variance Children's Panel Expenses £1k year to date variance
Head of Governance and Law	BO23 - Economic Growth is supported	Licensing	-160,949	-155,468	-5,481	3.41%	(133,000)	(133,000)	0	0.00%	Outwith reporting criteria
Head of Governance and Law	BO28 - Our processes and business procedures are efficient, cost effective and compliant	Democratic Serives, Governance & Legal Services	1,290,906	1,314,768	-23,862	(1.85%)	1,826,353	1,826,353	0	0.00%	Outwith reporting criteria
Head of Governance and Law	Central/Management Costs	Central/Management Costs	149,688	160,661	-10,973	(7.33%)	224,355	224,355	0	0.00%	Outwith reporting criteria
Head of Governance and Law Total	**Head of Governance and Law Total**		**1,380,307**	**1,428,077**	**-47,770**	**(3.46%)**	**2,078,929**	**2,078,929**	**0**	**0.00%**	
Head of Improvement and HR	BO06 - Quality culture, archives, libraries and museums are provided to promote wellbeing	Gaelic Language Plan	18,278	18,278	0	0.00%	26,278	26,278	0	0.00%	Outwith reporting criteria
Head of Improvement and HR	BO28 - Our processes and business procedures are efficient, cost effective and compliant	HR Services	719,225	719,989	-764	(0.11%)	1,071,773	1,071,773	0	0.00%	Outwith reporting criteria
Head of Improvement and HR	BO29 - Health and safety is managed effectively	Health & Safety	197,005	199,230	-2,225	(1.13%)	287,600	287,600	0	0.00%	Outwith reporting criteria
Head of Improvement and HR	BO30 - We engage with our customers, staff and partners	Communications	146,273	145,092	1,181	0.81%	241,927	241,927	0	0.00%	Outwith reporting criteria
Head of Improvement and HR	BO31 - We have a culture of continuous improvement	Service Improvements	501,801	501,607	194	0.04%	744,662	744,662	0	0.00%	Outwith reporting criteria
Head of Improvement and HR	BO32 - Our workforce is supported to realise its potential	Learning & Development	501,033	505,592	-4,559	(0.91%)	732,262	732,262	0	0.00%	Outwith reporting criteria
Head of Improvement and HR	Central/Management Costs	Central/Management Costs	89,686	90,463	-776	(0.87%)	128,691	128,691	0	0.00%	Outwith reporting criteria
Head of Improvement and HR Total	**Head of Improvement and HR Total**		**2,173,301**	**2,180,250**	**-6,948**	**(0.32%)**	**3,233,193**	**3,233,193**	**0**	**0.00%**	
Grand Total	**Grand Total**		**28,532,185**	**26,851,046**	**1,681,140**	**5.89%**	**40,327,825**	**40,179,825**	**148,000**	**0.37%**	

CUSTOMER SERVICES – SUBJECTIVE SUMMARY AS AT 31 DECEMBER 2017

Subjective Category	YTD Budget	YTD Actual	YTD Variance	% Variance	Annual Budget	Forecast Outturn	Forecast Variance	% Variance	Explanation
Employee	£14,231,084	£14,032,705	£198,380	**1.39%**	£20,303,320	£20,243,320	£60,000	**0.30%**	Forecast overachievement of vacancy savings of £50k. Further £10k underspend on employee costs within IT services which is offset by £10k overspend in third party payments where contractors have been used to fill the gap while pending recruitment.
Premises	£978,876	£884,353	£94,523	**9.66%**	£1,557,203	£1,557,203	£0	**0.00%**	Surplus properties - property costs has an underspend £61k due to timing of expenditure on these properties. Asbestos and other projects costs £21k recharges due at end of financial year and budget phased across year. Remainder made up of smaller variances across the service.
Supplies & Services	£2,529,156	£2,252,845	£276,311	**10.93%**	£4,999,634	£5,078,634	(£79,000)	**(1.58%)**	PFN recharge to Community Services £202k received but only part payment to supplier £75k made resulting in £127k ytd variance. £83k on maintenance and software development and £38k on postages, £24k underspend on catering purchases due to timingd. Balance made up of smaller variances.
Transport	£908,769	£839,303	£69,466	**7.64%**	£6,439,242	£6,439,242	£0	**0.00%**	£19k ytd variance on education transport parents and £13k within tranman fuel. £28k on staff travel.
Third Party	£35,682,971	£34,930,681	£752,290	**2.11%**	£48,047,620	£47,957,620	£90,000	**0.19%**	£598k YTD variance in NPDO due to insurance savings being received earlier than anticipated which will be used to offset higher than budgeted inflation costs. Overspend in benefits afforded £29k which is balanced by income received within the same cost centre. Public transport operations £85k due to timing of expenditure
Income	(£25,798,672)	(£26,088,842)	£290,170	**1.12%**	(£41,019,193)	(£41,096,193)	£77,000	**0.19%**	£77k more income than budgeted for disposal of IT equipment. £88k more grant income against benefits administration. Variance in housing benefits £207k which is balanced by expenditure within the same cost centre. Balance made up of smaller variances
Totals	**£28,532,185**	**£26,851,046**	**£1,681,140**	**5.89%**	**£40,327,825**	**£40,179,825**	**£148,000**	**0.37%**	

CUSTOMER SERVICES – RED VARIANCES

Service Area	Annual Budget	Forecast Outturn	Forecast Variance	% Variance	Explanation
Central/Management Costs, NPDO, Special Projects & Estates	14,323,324	14,173,324	150,000	1.05%	Forecast underspend of £100k within NPDO mainly due to insurance savings and timing of billing for water within the NPDO contract. Vacancy savings that have been over achieved account for the other £50k forecast underspend.
			0		
			0		

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

THERE ARE CURRENTLY NO RED VARIANCES FOR THE DEPARTMENT.

DEVELOPMENT AND INFRASTRUCTURE SERVICES – OBJECTIVE SUMMARY AS AT 31 DECEMBER 2017

Business Outcome	Service Area	YTD Budget	YTD Actual	YTD Variance	% Variance	Annual Budget	Forecast Outturn	Forecast Variance	% Variance	Explanation
Central/Management Costs	Central/Management Costs	£903,246	£924,739	(£21,493)	(2.38%)	£1,532,606	£1,430,606	£102,000	6.66%	The forecast variance relates to vacancy savings that have surpassed the target set at the start of the year due to consious non filling of posts for future savings. In addition, there has also been some difficulty recruiting to certain skilled posts which inceases the time a post is vacant. The YTD variance is as a result of severance paid to an employee.
Executive Director of Development and Infrastructure Services Total		**£903,246**	**£924,739**	**(£21,493)**	**(2.38%)**	**£1,532,606**	**£1,430,606**	**£102,000**	**6.66%**	
BO06 - Quality culture, archives, libraries and museums are provided to promote wellbeing	Events and Festivals	£181,523	£169,777	£11,746	6.47%	£220,966	£220,966	£0	0.00%	BO06 - The YTD underspend relates to unspent budget for Rothesay Pavillion which is currently being refurbished. This unspent budget will be carried forward at year end to cover future committments. BO15 - Both the YTD and forecast variance is mainly due to the timing difference of grant income being received and when the expenditure is incurred which will be offset against the relevant grant.
BO15 - Argyll and Bute is open for business	Airports & Strategic Transportation	£1,444,881	£1,301,922	£142,959	9.89%	£1,982,716	£1,885,113	£97,603	4.92%	
BO22 - Adults are supported to realise their potential	Business Gateway	£294,175	£289,819	£4,356	1.48%	£319,172	£319,172	£0	0.00%	
BO23 - Economic growth is supported	Projects,TIF & European Team	£1,019,533	£987,771	£31,762	3.12%	£1,438,015	£1,438,015	£0	0.00%	
BO27 - Infrastructure and assets are fit for purpose	Economic Development Intelligence	£70,061	£69,895	£165	0.24%	£108,013	£108,013	£0	0.00%	
Central/Management Costs	Central/Management Costs	£184,356	£162,020	£22,336	12.12%	£280,868	£280,868	£0	0.00%	
Economic Development Total		**£3,194,527**	**£2,981,204**	**£213,323**	**6.68%**	**£4,349,749**	**£4,252,146**	**£97,603**	**2.24%**	

BO01 - The health of our people is protected through effective partnership working	Private Water Supplies	£57,828	£59,476	(£1,647)	(2.85%)	£482	£482	£0	0.00%	BO12 - There is a YTD and forecast variance within Environmental Health relating to additional income for Fish Exports and Private Water Supplies. BO13 - There is a YTD shortfall in Building Standards income which is anticipated to be recovered by year end. There is an increase in Private Landlord Registration Income plus an underspend in the Tobacco Sales enforcement budget. A forecast variance in respect of Private Landlord Regristration for £30k has been processed. BO23 - Planning fee income behind profile (£312k YTD) which is being closely monitored on a monthly basis. A forecast variance of £240k has been processed taking into account likely applications to the year end. The profile is based on the pattern over the last 4 years but July & August 2017 have been significantly lower than previous years. BO26 - There is a lag between expenditure and the HEEPS grant being received.
BO03 - Prevention and support reduces homelessness	Homelessness and Housing Support Services	£1,427,117	£1,401,001	£26,116	1.83%	£2,085,776	£2,085,776	£0	0.00%	
BO05 - Information and support are available for everyone	Trading Standards	£407,573	£408,419	(£846)	(0.21%)	£541,514	£541,514	£0	0.00%	
BO12 - High standards of Public health and health protection are promoted	Environmental Health	£828,577	£690,453	£138,124	16.67%	£1,165,471	£1,125,471	£40,000	3.43%	
BO13 - Our built environment is safe and improved	Building Standards & Environmental Safety	£36,725	(£41,620)	£78,345	213.33%	£94,303	£64,303	£30,000	31.81%	
BO15 - Argyll and Bute is open for business	Development Policy	£282,150	£292,893	(£10,743)	(3.81%)	£417,227	£417,227	£0	0.00%	
BO23 - Economic growth is supported	Development Management	£143,439	£455,136	(£311,697)	(217.30%)	£266,498	£506,498	(£240,000)	(90.06%)	
BO25 - Access to and enjoyment of the natural and built environments is improved	Corepath Plan	£39,367	£37,902	£1,465	3.72%	£55,181	£55,181	£0	0.00%	
BO26 - People have a choice of suitable housing options	Housing	£1,104,054	£1,331,505	(£227,451)	(20.60%)	£835,416	£835,416	£0	0.00%	
BO27 - Infrastructure and assets are fit for purpose	Marine & Coastal	£63,443	£64,528	(£1,085)	(1.71%)	£89,874	£89,874	£0	0.00%	
BO31 - We have a culture of continuous improvement	Strategic Housing Fund	£1,039,596	£1,056,858	(£17,262)	(1.66%)	£1,039,596	£1,039,596	£0	0.00%	
Central/Management Costs	Central/Management Costs	£178,223	£172,271	£5,952	3.34%	£290,089	£290,089	£0	0.00%	
Planning and Regulatory Services Total		**£5,608,092**	**£5,928,821**	**(£320,730)**	**(5.72%)**	**£6,881,428**	**£7,051,428**	**(£170,000)**	**(2.47%)**	

BO14 - Our transport infrastructure is safe and fit for purpose	Road & Lighting, Roads Design, Network & Environment & Marine Services	£3,434,106	£3,809,274	(£375,168)	(10.92%)	£6,672,058	£6,922,058	(£250,000)	(3.75%)	BO14 - The main contributing factor to the YTD variance is the Roads & Lighting Operational Holding Account which relates to budget profiling due to its unpredictable nature caused by many factors e.g. weather, reactive v planned works, timing of capital works and timing of contractors invoices. It is also projected that there will be a £200k over recovery of income from Piers and Harbours as a result of RET. BO14 - a forecast variance of £450k has been entered for Winter Maintenance which is based on spend to date plus a mid-range average over the previous 3 years. BO24 - there is a forecast variance of £132k which relates to the retained budget for vehicles caused by delays in replacing vehicles over 5 years old. BO25 - The YTD underspend relates to the purchase order for new machinery across amenities being delayed, spend should start to be incurred during January and February. Over-recovery of crematorium income not reported at this stage, proposal to use to fund crematorium alterations. BO27 - The YTD variance relates to budget profiling and no forecast variance is anticipated in this area. The variance in Central Management costs is caused by the recharge from depots covering some uncontrollable costs which are excluded from the departmental budget monitoring.
BO15 - Argyll and Bute is open for business	Marine Management	£115,608	£121,640	(£6,032)	(5.22%)	£162,949	£162,949	£0	0.00%	
BO24 - Waste is disposed of sustainably	Waste Management	£7,505,801	£7,402,382	£103,419	1.38%	£11,647,156	£11,514,779	£132,377	1.14%	
BO25 - Access to and enjoyment of the natural and built environments is improved	Amenity Services	£2,537,511	£2,364,162	£173,350	6.83%	£3,809,291	£3,809,291	£0	0.00%	
BO27 - Infrastructure and assets are fit for purpose	Fleet	(£1,426,953)	(£1,494,299)	£67,346	(4.72%)	(£1,917,456)	(£1,917,456)	£0	0.00%	
Central/Management Costs	Central/Management Costs	£722,877	£411,741	£311,136	43.04%	£554,404	£554,404	£0	0.00%	
Roads and Amenity Services Total		**£12,888,950**	**£12,614,899**	**£274,051**	**2.13%**	**£20,928,403**	**£21,046,026**	**(£117,623)**	**(0.56%)**	
Grand Total		**£22,594,815**	**£22,449,664**	**£145,151**	**0.64%**	**£33,692,186**	**£33,780,206**	**(£88,020)**	**(0.26%)**	

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%.

DEVELOPMENT AND INFRASTRUCTURE SERVICES – SUBJECTIVE SUMMARY AS AT 31 DECEMBER 2017

Subjective Category	YTD Budget	YTD Actual	YTD Variance	% Variance	Annual Budget	Forecast Outturn	Forecast Variance	% Variance	Explanation
Employee	£17,751,195	£16,644,363	£1,106,832	**6.24%**	£25,424,790	£25,142,493	£282,297	**1.11%**	The YTD variance relates to Roads Operational holding account £569k, Infrastructure Design £162k and an accrual made at the end of 2016-17 in respect of a backdated claim for standby payments. There is also an underspend in the amenity service which will be used to fund the purchase of equipment to avoid a cost pressure in 2018/19. The forecast variance relates to a departmental forecast variance of £102k for vacancy savings plus vacancy savings in the Infrastructure Design Team which will be offset by reduction in income as noted below.
Premises	£2,024,427	£1,764,948	£259,479	**12.82%**	£3,109,029	£3,109,029	£0	**0.00%**	Reduction in Street Lighting electricity costs which will be offset by additional cost of prudential borrowing for LED project plus underspends in depot costs.
Supplies & Services	£4,110,537	£4,009,801	£100,735	**2.45%**	£5,476,357	£5,476,357	£0	**0.00%**	The YTD variance relates to an overspend in Play equipment of £137k which is offset by additional income from community groups; £28k DPE, £142k Roads Operational holding account which will be offset by reduced income and £64k Amenity Services in Oban which will be recovered aspart of an insurance claim. There is also a lag in the invoices from the Regional Chemist causing a YTD underspend of £88k.
Transport	£6,708,985	£6,668,970	£40,015	**0.60%**	£9,618,932	£9,486,555	£132,377	**1.38%**	The forecast variance of £132k which relates to the retained budget for vehicles caused by delays in replacing vehicles over 5 years old.
Third Party	£19,897,593	£19,837,569	£60,024	**0.30%**	£29,255,271	£29,705,271	(£450,000)	**(1.54%)**	There is a lag between expenditure and the HEEPS grant being received giving a YTD adverse variance of £172k. This is partially offset by underspends across Roads & Amenity Services which are expected to be spent by Year End. A forecast variance of £450k has been entered for Winter Maintenance which is based on spend to date plus a mid-range average over the previous 3 years.
Capital Financing	(£27,897,921)	(£26,475,987)	(£1,421,934)	**(5.10%)**	£0	£0	£0	**0.00%**	
Income	(£27,897,921)	(£26,475,987)	(£1,421,934)	**(5.10%)**	(£39,192,192)	(£39,139,498)	(£52,694)	**(0.13%)**	There is a YTD adverse variance in Planning income of £331k which is partially reflected in an adverse forecast variance of £240k. It is anticipated that planning applications will pick up in the next few months. The forecast outturn variance also includes £200k over recovery of income from Piers and Harbours as a result of RET. Budget profiling of the Operational Holding Account is difficult due to its unpredictable nature caused by many factors e.g. weather, reactive v planned works, timing of capital works and timing of contractors invoices. The underspends in expenditure budgets above are offset by a reduction in income.
Totals	**£22,594,815**	**£22,449,664**	**£145,151**	**0.64%**	**£33,692,186**	**£33,780,206**	**(£88,020)**	**(0.26%)**	

Appendix 4c

DEVELOPMENT AND INFRASTRUCTURE SERVICES – RED VARIANCES

Service Area	Annual Budget	Forecast Outturn	Forecast Variance	% Variance	Explanation
Vacancy Savings	(259,166)	(362,058)	102,892	(39.70%)	Vacancy savings have surpassed the target set at the start of the year due to consious non filling of posts for future savings. In addition, there has also been some difficulty recruiting to certain skilled posts which inceases the time a post is vacant.
Planning Fee Income	(1,151,000)	(911,001)	(239,999)	20.85%	Planning fee income is behind profile (£255k YTD) which will be closely monitored over the coming months. A forecast variance of £240k has been processed at this time. The profile is based on the pattern over the last 4 years but July & August 2017 have been significantly lower than previous years.
Rothesay THI	0	(97,603)	97,603		Income received in 2017-18 which relates to expenditure incurred in previous years.
Winter Maintenance	1,636,828	2,086,828	(450,000)	(27.49%)	Projection based on YTD spend plus mid-range estimate of average spend over past 3 years.
Piers & Harbours	(2,630,314)	(2,830,314)	200,000	(7.60%)	Projection based on YTD income as a result of RET.
Waste Vehicle Retained Budget	142,004	9,627	132,377	93.22%	Relates to the retained budget for vehicles caused by delays in replacing vehicles over 5 years old.

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

ARGYLL AND BUTE COUNCIL **COUNCIL**
STRATEGIC FINANCE **22 FEBRUARY 2018**

FINANCIAL RISKS ANALYSIS 2018-19

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 44 departmental risks totalling £6.026m. Only 5 of the 44 departmental risks are categorised as likely with no risks categorised as almost certain.

1.4 The financial risks are monitored routinely and actions put in place to continue to mitigate the risks.

FINANCIAL RISKS ANALYSIS 2018-19

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 2018-19.

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 £0.477m.

3.2.2 The Council agreed to implement 125 Service Choice Savings options with a saving by 2018-19 of £9.011m. Of this, £1.301m relates to the saving target for 2018-19. Whilst the Council have a good track record in delivering savings, a 10% shortfall on this savings target would amount to £0.130m.

3.2.3 The budget proposed to be transferred over to the Integrated Joint Board for the provision of Social Care Services in 2018-19 amounts to £54.726m. 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. There was an overspend in Social Work services in 2016-17, however, overall the Health and Social Care Partnership were underspent and therefore no additional payments were required. The latest budget monitoring report for the IJB as at the end of December 2017 reports that the current forecast overspend for the partnership is £2.915m and the share of this apportioned to Argyll and Bute Council is £1.915m. This risk will be kept under close review.

3.2.4 The Trade Unions have now submitted their pay claims for 2018. The SJC pay claim for local government workers is looking for a flat rate of £1,500 or a 6.5% increase. The Teachers unions are looking for a 10% increase. Negotiations are at the very early stages and it is likely to be well into 2018 before any pay settlement is agreed. The budget for 2018-19 is based on the public sector pay commitment announced as part of the Scottish Budget 2017 and updated on 31 January 2018 - public sector workers earning less than £36,500 can expect a 3% pay rise next year, public sector workers earning more than £36,500 would receive a 2% pay rise and top earners will be capped at a £1,600 rise. A pay settlement in the region of the opening pay claims would be significant for Local Government and would be considered unaffordable. A 1% increase over and above what is provided as part of the budget would cost around £1.4m for all Council employees. High level calculations suggest that the cost of initial pay award claims would be in excess of £6m over and above what is already provided for within the budget.

3.2.5 Utility costs remain a volatile area and it is difficult to accurately predict how the prices for utilities could vary. The outturn in respect of utilities for 2017-18 is forecast to be £0.395m underspend and no inflation has been built in for utility costs in 2018-19 as the base budget is considered to be sufficient. A 10% variation in utility costs amounts to approximately £0.470m.

Capital

3.2.6 The finance settlement announcement on 14 December 2017 provided details of the Local Government funding for 2018-19 and there is therefore certainty as to what our funding is in respect of General Capital Grant and the specific capital grants already distributed.

3.2.7 The capital plan for the period 2017-2020 includes an estimate of £9.532m in respect of capital receipts. This is based on an assessment provided by the Special Projects in January 2018. A 10% variation equates to £0.953m which would require to be managed across the capital programme.

3.2.8 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. £0.927m has been expended to date and additional approved expenditure will be minimised until a viable alternative model has been agreed upon.

3.2.9 The capital monitoring as at the end of December is reporting an overspend on total capital plan of £0.537m, with one project marked as off track and a problem in respect of CHORD Dunoon with a £0.400m overspend. Within the Corporate Asset Management Plan report, paragraph 3.19 summarises a number of high risks assets, across all services, that are not addressed within the current capital plan. In addition, the limited provision within the central repairs account means that in the main only statutory/regulatory inspection and maintenance takes places and this places pressure on assets. Members are asked to take these issues into consideration as part of the capital plan process for 2018-19.

3.3 Departmental/Service Risks

3.3.1 The detail of each departmental financial risk is included within Appendix 1. You will see that there are three risks in respect of Education services, where the financial impact is unable to be quantified at this stage as the full detail is unknown. 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	2,050	3	150	3	0	0	0	8	**2,200**
Customer Services	2	20	7	655	10	974	2	280	0	0	21	**1,929**
Development & Infrastructure	2	120	1	10	12	1,767	0	0	0	0	15	**1,897**
Total	**4**	**140**	**10**	**2,715**	**25**	**2,891**	**5**	**280**	**0**	**0**	**44**	**6,026**

3.3.2 The current top three risks in terms of the financial impact are noted in the table below.

SERVICE	TITLE OF RISK	DESCRIPTION OF RISK	LIKELIHOOD	FINANCIAL IMPACT £000
Education	Legislative Requirements - Children and Young People (Scotland) Act - ELC 1,140 hours	The Council has a requirement to deliver 1,140 hours of early learning and childcare by 2021. Scottish Government have committed to funding this, however, at this stage the estimated costs to deliver are over the SG funding allocation. Work is still ongoing in refining estimates and agreeing the SG funding. The financial impact is based on the SG only providing 75% of our total estimated additional costs. If the Council received less funding, then the spending would be reduced to match funding where possible.	2	2,000
Roads and Amenity Services	Winter Maintenance	Adverse weather conditions which require greater than budgeted number of gritting runs.	3	700
Roads and Amenity Services	Roads Maintenance - Bridges, Culverts & Sea Defences	Extreme localised weather may result in loss of bridge, culvert , road or sea defence.	3	300

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

SERVICE	TITLE OF RISK	DESCRIPTION OF RISK	LIKELIHOOD	FINANCIAL IMPACT £000
Customer and Support Services	Microsoft Effective Licensing Positon (ELP)	Audit findings of Measurement of effective use against registered entitlement. Entitlement has been measured against effective use and currently suggests underlicensed position	4	250
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
Education	Legislative Requirements: New Education Bill 2018	This includes a statutory requirement to prepare and publish an annual education plan and performance report which creates additional resource pressures.	4	Unable to quantify at this stage
Education	Regional Collaboratives	The implementation of regional collaboratives would result in additional work associated with the delivery of the Regional Improvement Plan.	4	Unable to quantify at this stage
Education	Enhanced Inspections	The announcement of enhanced inspections by Education Scotland will add pressure to the existing workload for Education Services, both in supporting schools and during the inspection process. There will be further pressure for Education in responding to and following up on inspections.	4	Unable to quantify at this stage

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.

4 CONCLUSION

4.1 This report summarises the key financial risks facing the Council. There are a number of Council wide and there are 44 departmental risks. Only 5 of the 44 departmental 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 and Capital Regeneration Projects:
Councillor Gary Mulvaney

Kirsty Flanagan
Head of Strategic Finance
2 February 2018

APPENDICES
Appendix 1 – Detail of Department/Service financial risks.

APPENDIX 1

DEPARTMENT/SERVICE FINANCIAL RISKS - 2018-19

					2018-19	
DEPARTMENT	**SERVICE**	**TITLE OF RISK**	**DESCRIPTION OF RISK**	**MITIGATIONS ACTIONS IN PLACE**	**LIKELIHOOD**	**FINANCIAL IMPACT £000**
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
Community Services	Education	Central Repairs	Previously agreed savings result in budget only available for statutory and emergency repairs.	Regular liaison with Property Services re prioritisation and commitment of in-year spend.	3	50
Community Services	Education	Legislative Requirements - Education (Scotland) Act	Education (Scotland) Act 2000 was enacted March 2016. This places additional requirements on Councils in terms of Gaelic Education.	Monitoring developments of the implementation of the Act and statutory guidance produced. This will include responding to any consultations.	3	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

APPENDIX 1

DEPARTMENT/SERVICE FINANCIAL RISKS - 2018-19

					2018-19	
DEPARTMENT	**SERVICE**	**TITLE OF RISK**	**DESCRIPTION OF RISK**	**MITIGATIONS ACTIONS IN PLACE**	**LIKELIHOOD**	**FINANCIAL IMPACT £000**
Community Services	Education	Legislative Requirements - Children and Young People (Scotland) Act - ELC 1,140 hours	The Council has a requirement to deliver 1,140 hours of early learning and childcare by 2021. Scottish Government have committed to funding this, however, at this stage the estimated costs to deliver are over the SG funding allocation. Work is still ongoing in refining estimates and agreeing the SG funding. The financial impact is based on the SG only providing 75% of our total estimated additional costs. If the Council received less funding, then the spending would be reduced to match funding where possible.	Revised financial templates have been requested by Scottish Government and the Council are complying with the guidance and timescales requested. It should noted that this is early warning that the funding may not be sufficient to fully implement the provision.	2	2,000
Community Services	Education	Legislative Requirements: New Education Bill 2018	This includes a statutory requirement to prepare and publish an annual education plan and performance report which creates additional resource pressures.	Planning to incorporate within work pattern for schools and officers. However the full effect of the new bill is yet known.	4	Unable to quantify at this stage
Community Services	Education	Regional Collaboratives	The implementation of regional collaboratives would result in additional work associated with the delivery of the Regional Improvement Plan.	Planning to incorporate within work pattern for schools and officers. The full impact of the contribution to Regional Collaboratives and the time allocation required by each authority is yet unknown.	4	Unable to quantify at this stage
Community Services	Education	Enhanced Inspections	The announcement of enhanced inspections by Education Scotland will add pressure to the existing workload for Education Services, both in supporting schools and during the inspection process. There will be further pressure for Education in responding to and following up on inspections.	Currently looking at remit of central education officers in supporting schools with the new process for inspections.	4	Unable to quantify at this stage
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

APPENDIX 1

DEPARTMENT/SERVICE FINANCIAL RISKS - 2018-19

					2018-19	
DEPARTMENT	**SERVICE**	**TITLE OF RISK**	**DESCRIPTION OF RISK**	**MITIGATIONS ACTIONS IN PLACE**	**LIKELIHOOD**	**FINANCIAL IMPACT £000**
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	85
Customer Services	Customer and Support Services	Council Tax Debt Collection Recovery	Recovery of debt becomes more difficult to pursue in the current economic climate.	Robust monitoring of arrangements with debt collection agency and performance against target collection rates.	3	100
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	Customer and Support Services	Microsoft Effective Licensing Positon (ELP)	Audit findings of Measurement of effective use against registered entitlement. Entitlement has been measured against effective use and currently suggests underlicensed position	Negotiations with Ernst and Young and challenge of finding following audit of Microsoft Licences. Extrapolation of scanned network data being investigated, perpetual licencing and remote desktop service also being challenged. Prior to submission to Microsoft.	4	250
Customer Services	Facility Services	Property - Central Repairs	Increased demands on central 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 central repairs budgets and commitments and instructing only essential repairs.	3	200
Customer Services	Facility Services	Energy Costs	Increase in energy costs and consumption. The Council are required to participate in the CRC (Carbon Reduction Commitment) 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 - 2018-19

					2018-19	
DEPARTMENT	**SERVICE**	**TITLE OF RISK**	**DESCRIPTION OF RISK**	**MITIGATIONS ACTIONS IN PLACE**	**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	150
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	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

APPENDIX 1

DEPARTMENT/SERVICE FINANCIAL RISKS - 2018-19

					2018-19	
DEPARTMENT	**SERVICE**	**TITLE OF RISK**	**DESCRIPTION OF RISK**	**MITIGATIONS ACTIONS IN PLACE**	**LIKELIHOOD**	**FINANCIAL IMPACT £000**
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	Hub Schools	Contract RPI	Increase in RPI.	Monitoring annual alteration to contract RPI rate and mitigation through financial forecasting and review of existing budget.	2	150
Customer Services	NPDO	Contract RPI	Increase in RPI.	Monitoring annual alteration to contract RPI rate and mitigation through financial forecasting and existing budget.	2	150
Customer Services	Special Projects	Surplus Properties	Ongoing market difficulties lead to increased numbers of surplus properties, there are residual running costs associated with surplus properties.	Asset Management Strategy and more pro-active work to market the Councils property portfolio.	3	50
Customer Services	Special Projects	Rental Income from Properties	Due to current economic climate there 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
Customer Services	Special Projects	Leisure Trust - Management Fee	Increase in RPI - inflation on Employee Costs.	Monitoring annual alteration to contract RPI rate and mitigation through financial forecasting and review of existing budget.	2	50
Customer Services	Special Projects	LiveArgyll - Company 2.	LiveArgyll overspend or under recover anticipated income outwith Management Fee which is fixed for first 3 years.	Ongoing monitoring net spend against profile. Strategic Finance liaise with SPT and Live Argyll to ensure accurate and timely reporting with action taken to mitigate when identified.	2	100
Customer Services	Special Projects	Leisure Service Level Agreements	Increase in RPI - requests for additional funding.	Monitoring annual alteration to contract RPI rate and mitigation through financial forecasting and review of existing budget.	3	25

APPENDIX 1

DEPARTMENT/SERVICE FINANCIAL RISKS - 2018-19

					2018-19	
DEPARTMENT	**SERVICE**	**TITLE OF RISK**	**DESCRIPTION OF RISK**	**MITIGATIONS ACTIONS IN PLACE**	**LIKELIHOOD**	**FINANCIAL IMPACT £000**
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
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	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
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	100
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

APPENDIX 1

DEPARTMENT/SERVICE FINANCIAL RISKS - 2018-19

					2018-19	
DEPARTMENT	**SERVICE**	**TITLE OF RISK**	**DESCRIPTION OF RISK**	**MITIGATIONS ACTIONS IN PLACE**	**LIKELIHOOD**	**FINANCIAL IMPACT £000**
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.	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.	3	75
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	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	Roads and Amenity Services	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	Roads and Amenity Services	Roads Maintenance - Roads Network	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.	3	100
Development & Infrastructure	Roads and Amenity Services	Roads Maintenance - Bridges, Culverts & Sea Defences	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.	3	700
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
Total					**44**	**6,026**

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ARGYLL AND BUTE COUNCIL **COUNCIL**

STRATEGIC FINANCE **22 FEBRUARY 2018**

RESERVES AND BALANCES – UPDATED FOR BUDGET PACK 2018-19

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 £58.449m usable reserves as at the end of 31 March 2017. Of this balance, £0.896m relates to the Repairs and Renewals Fund, £4.064m relates to Capital Funds and the remainder is held in the General Fund, with £41.519m of the balance earmarked for specific purposes.

1.3 The Council has a total of £93.115m 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 2018-19, and a top up of £0.045m is required towards the contingency. The revised contingency at 2% of net expenditure amounts to £4.716m.

1.5 On 31 January 2018, Councils received a copy of letter sent to COSLA from the Cabinet Secretary for Finance and the Constitution. Subject to Parliamentary approval in the final stages of the Budget Bill and Local Government Finance (Scotland) Order 2018, it outlined that he intends to propose to allocate additional resource funding to support local government services. The additional resource was indicated at £159.5m (£2.884m for Argyll and Bute Council) and is to be added to the sums previously confirmed in the provisional offer. The funding is to be paid in two tranches, with the first tranche of £34.5m paid as a redetermination to the General Revenue Grant in the final week of 2017-18 and the remaining £125m over the course of 2018-19. The tranche that will be paid in 2017-18 amounts to £0.624m and, if approved, this will be transferred to the General Fund balance.

1.6 There is currently an estimated surplus over contingency of £3.549m. If the additional funding is approved, the surplus over contingency will be £4.173m. In addition, the forecast underspend for 2017-18 is currently estimated to be £1.000m underspent which could increase the balance as at 31 March 2018 to £5.173m, however, this is an estimated position and is subject to change.

1.7 As part of the budget agreed by Council on 23 February 2017, £4m of the unallocated General Fund balance was set aside to be used towards budget smoothing in the year 2019-20, to assist in securing the savings target. This £4m is not included within the unallocated General Fund balance as noted above.

1.8 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, 4 low/medium, 6 medium and 1 medium/high. All categories are the same as last year. There medium/high risk is in respect of the council wide cost risks, principally pay inflation. The medium risks relate to cost and demand pressures, funding, inflation, strategic risks, operational risks and general financial climate.

ARGYLL AND BUTE COUNCIL **COUNCIL**

STRATEGIC FINANCE **22 FEBRUARY 2018**

RESERVES AND BALANCES – UPDATED FOR BUDGET PACK 2018-19

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 2017

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

Reserve	**£000**
Unusable Reserves	
Revaluation Reserve	56,033
Capital Adjustment Account	195,007
Financial Instruments Adjustment Account	(3,836)
Pensions Reserve	(149,777)
Accumulated Absences Account	(4,312)
Total Unusable Reserves	**93,115**
Usable Reserves……..on next page	

Reserve	£000
Usable Reserves	
Repairs and Renewals Fund	896
Capital Fund	1,282
Usable Capital Receipts Reserve	2,782
General Fund	53,489
Total Usable Reserves	**58,449**
Total Reserves	**151,564**

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 2017 can be analysed as follows:

	Balance 31/03/17 £000
Balance on General Fund as at 31 March 2016	52,417
Increase to General Fund balance at end of 2016-17	1,072
Earmarked Balances	(41,519)
Contingency allowance at 2% of net expenditure	(4,671)
Budget smoothing 2019-20	(4,000)
Unallocated balance as at 31 March 2017	**3,299**

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 2017, 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.

Earmarking Category	**Balance 31/03/17** £000	**Invested or committed for major initiatives** £000	**Drawn-down to 2017-18 Budget as at 31/12/17** £000	**Still to be drawn-down in 2017-18** £000	**Planned Spend Future Years** £000	**Balance no Longer Required** £000
Strategic Housing Fund	6,175	4,990	1,185	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	4,453	4,367	86	0	0	0
Asset Management Investment	2,492	2,492	0	0	0	0
Severance	2,322	0	0	0	2,322	0
Scottish Government Initiatives	674	0	320	259	95	0
Transformation	83	0	0	0	83	0
CHORD	240	0	0	0	240	0
DMR – Schools	1,034	0	611	423	0	0
Energy Efficiency Fund	137	0	0	0	137	0
Existing Legal Commitments	919	0	0	0	919	0
Unspent Grant	666	0	213	83	370	0
Unspent Third Party Contributions	292	0	88	18	186	0
Other Previous Council Decisions	929	0	110	-113	497	435
Unspent Budget	7,719	0	1,328	3,811	2,580	0
Total	**41,519**	**25,233**	**3,941**	**4,481**	**7,429**	**435**

3.3.3 There is one balance no longer required that can be released back to the General Fund and this relates to employability. In order to meet the Employability Team's ongoing contractual obligations until the end of 2017-18

the Council approved an earmarking of £456,000 in November 2015. Some of the earmarking was drawn down during 2016-17, however, the year-end position for 2017-18 is forecast to be a surplus of £113,626. This will result in a forecast balance within earmarking of £435,164 which is no longer required and can be released back to the General Fund. This figure will be finalised at the conclusion of 2017-18.

3.4 Unallocated General Fund Balance

3.4.1 The budget agreed by Council on 23 February 2017 produced a surplus of £0.193m and this has been transferred to the unallocated General Fund balance.

3.4.2 During 2017-18 a number of supplementary estimates have been agreed, funded from the unallocated General Fund balance:

- The amount required to supplement the budgeted pay award for 2017-18 following the pay settlement agreed - £0.123m. This was agreed by Council on 28 September 2018.
- The acquisition of land at Helensburgh. This was agreed by Council on 28 September 2017 and reserves up to £0.265m were approved. Only £0.110m was required.
- Contribution to Dunoon BIDS of £0.100m in total over the next 5 years. This was agreed by Council on 30 November 2017.

3.4.3 A General Fund contingency balance of £4.671m is held equivalent to the 2% of the Council budget for 2017-18. 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 2018-19. The budgeted expenditure based on the proposed budget contained within the revenue budget overview report is £235.762m. 2% of this balance amounts to £4.716m. There is currently a contingency of £4.671m, therefore £0.045m will required to be moved from the unallocated General Fund balance to supplement the contingency.

3.4.4 On 31 January 2018, Councils received a copy of letter sent to COSLA from the Cabinet Secretary for Finance and the Constitution. Subject to Parliamentary approval in the final stages of the Budget Bill and Local Government Finance (Scotland) Order 2018, it outlined that he intends to propose to allocate additional resource funding to support local government services. The additional resource was indicated at £159.5m (£2.884m for Argyll and Bute Council) and is to be added to the sums previously confirmed in the provisional offer. The funding is to be paid in two tranches, with the first tranche of £34.5m paid as a redetermination to the General Revenue Grant in the final week of 2017-18 and the remaining £125m over the course of 2018-19. The tranche that will be paid in 2017-18 amounts to £0.624m and, if approved, this will be transferred to the General Fund balance.

3.4.5 The revenue budget overview report contains details of the proposed revenue

budget for 2018-19. If Members agree to all the changes noted within the report, this would produce a budget for 2018-19 with a surplus £0.689m or £2.949m if the additional settlement funds indicated by the Cabinet Secretary for Finance and the Constitution are agreed by Parliament. There are also a number of policy options that were out to public consultation and acceptance of any of these options could also increase the surplus in 2018-19. The estimated surplus or acceptance of the policy options has not been taken into consideration when calculating the unallocated General Fund balance.

3.4.6 The revenue budget as at 31 December 2017 is estimated to be £1.000m underspent. It should be noted that the estimated overspend for winter maintenance was calculated at the end of December, however, due to the snow in January, this overspend is likely to increase and a further estimate will be calculated. The estimated underspend of £1.000m is subject to change.

3.4.7 The table below summarises the position of the unallocated General Fund balance taking into consideration provisions noted above.

	£000
Unallocated General Fund Balance as at 31 March 2017	3,299
Budgeted surplus for 2017-18	193
Balance no longer required	0
Revised Unallocated General Fund Balance	**3,492**
2017-18 Pay Award funding agreed Council 28 September 2017	(123)
Acquisition of land agreed Council 28 September 2017 – use of reserves up to £265k was approved, however, only £110k was required	(110)
Dunoon BIDS agreed Council 30 November 2017	(100)
Estimated Release of employability earmarking agreed P&R 8 December 2017	435
Transfer to contingency to maintain 2% level	(45)
Revised Unallocated General Fund Balance	**3,549**
Proposed Additional Funding 2017-18	624
Revised Unallocated General Fund Balance (post additional funding)	**4,173**
Current Forecast Outturn for 2017-18 as at 31 December 2017	1,000
Estimated Unallocated General Fund Balance as at 31 March 2018	**5,173**

3.4.8 As part of the budget agreed by Council on 23 February 2017, £4m of the unallocated General Fund balance was set aside to be used towards budget smoothing in the year 2019-20, to assist in securing the savings target. This £4m is not included within the unallocated General Fund balance as noted above.

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, 4 low/medium, 6 medium and 1 medium/high. All categories are the same as last year. There medium/high risk is in respect of the council wide cost risks, principally pay inflation. The medium risks relate to cost and demand pressures, funding, 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%.

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 £5.173m, if additional funding is confirmed, after adjusting for the forecast underspend for 2017-18.

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 £4.716m 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 Strategic Finance and Capital Regeneration Projects: Councillor Gary Mulvaney

Kirsty Flanagan
Head of Strategic Finance
2 February 2018

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 2017

Ref	Department	Service	Description	Opening Balance	Budget Drawdown	Released back to General Fund	Remaining Balance	Still to be drawdown in 17/18	No fixed drawdown plan	Planned to spend in Future years	Plans for Use/Justification for Amounts to be Earmarked	Amount Planned to be Spent in 2017/18	Amount Planned to be Spent in 2018/19	Amount Planned to be Spent from 2019/20 onwards
001	Chief Executive Unit	Strategic Finance	CIPFA student fees, VAT training and equipment	33,500			33,500	20,167	0	13,333	To fund the professional training costs for two staff undertaking the CIPFA professional accountancy qualification, VAT training for staff in Strategic Finance aswell as key staff in procurement and creditors and fund the replacement/upgrade of IT equipment necessary to ensure the efficient delivery of service.	20,167	6,667	6,666
002	Community Services	Formerly Community and Culture	Queen's Hall Soft Play	75,000			75,000	0	0	75,000	To fund the provision of a soft play area required as part of the CHORD redevelopment of the Queen's Hall.	0	75,000	0
003	Community Services	Community and Culture	Consultancy	40,000	40,000		0	0	0	0	Specialist consultancy required for the implementation of the Leisure and Libraries Trust.	40,000	0	0
004	Customer Services	Customer Services	Estates - NDR Revaluation Appeals	150,000			150,000	150,000	0	0	To meet the cost of appealing NDR revaluations which will be imposed from 1st April 2017.	150,000	0	0
005	Customer Services	Customer Services	New Schools Project - Additional Monitoring	250,000			250,000	80,000	0	170,000	As a result of the Edinburgh Schools Inquiry, the Cole report has been issued addressing issues in relation to the monitoring of construction projects. Earmarking will provide resource to enable the Council to review monitoring arrangements across a number of projects to ensure compliance.	80,000	85,000	85,000
006	Customer Services	Customer and Support Services	Replacement of IR5 system	30,000	18,000		12,000	12,000	0	0	Replacement of unreliable and insecure IR5 system for room/resource bookings with modern system.	30,000	0	0
007	Customer Services	Facility Services	Management of Asbestos	270,000			270,000	90,000	0	180,000	Providing asbestos management on an ongoing basis by employing 2.5 FTE to ensure compliance with all regulatory requirements.	90,000	90,000	90,000
008	Customer Services	Customer and Support Services	WSUS Servers	50,000	14,204		35,796	35,796	0	0	To fund the introduction of local Windows Services Update Servers (WSUS) to assist the Council with ensuring that essential updates are installed across the desktop and laptop estate much more quickly, thereby increasing IT security and with less adverse impact on bandwidth and user performance.	50,000	0	0
009	Customer Services	Improvement and HR	Training Centre Improvements	16,700			16,700	16,700	0	0	To fund the improvement of the Council's training facilities, including the purchase of new IT equipment which would increase the Council's training offering, allowing access to online, remote and multiple location webinar based learning.	16,700	0	0
010	Development & Infrastructure Services	Development & Infrastructure Services	Hermitage Park Pavilion	100,000			100,000	100,000	0	0	Funding to meet the unexpected additional cost associated with the construction of a new pavilion at Hermitage Park in Helensburgh.	100,000	0	0
011	Development & Infrastructure Services	Economic Development	Inveraray Avenue Screen	100,000			100,000	0	0	100,000	Essential maintenance work to be required out on the Arches in Inveraray.	0	100,000	0
012	Other	Other	Underwriting development of Rothesay Pavilion	1,000,000			1,000,000	1,000,000	0	0	Funding to meet additional costs identified as necessary for the refurbishment of Rothesay Pavilion.	1,000,000	0	0
013	Other	Other	New schools additional costs	750,000			750,000	750,000	0	0	Funding to meet additional costs identified as necessary to complete the refurbishment of Dunoon Primary School.	750,000	0	0

Ref	Department	Service	Description	Opening Balance	Budget Drawdown	Released back to General Fund	Remaining Balance	Still to be drawdown in 17/18	No fixed drawdown plan	Planned to spend in Future years	Plans for Use/Justification for Amounts to be Earmarked	Amount Planned to be Spent in 2017/18	Amount Planned to be Spent in 2018/19	Amount Planned to be Spent from 2019/20 onwards
037	Chief Executive Unit	Strategic Finance	AAT Training programme, Audit plan resource and a Converting to Digital records project	42,000			42,000	8,000	0	34,000	AAT Programme - This is part of the Strategic Finance medium to long term plan to "Grow your own" to plan for sucession 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 a temporary admin assistant. Once complete the efficiencies of information flow and access will generate savings within the finance team	8,000	26,000	8,000
038	Integration Services	Adult Care	Autism Strategy	9,930	1,862		8,068	8,068	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 2017-18 on planned training.	9,930	0	0
039	Integration Services	Children and Families	Early Intervention (Early Years Change Fund)	40,435	40,435		0	0	0	0	Fund established in 2012/13 to be spent over more than one year. Expenditure plan has been prepared.	40,435	0	0
040	Community Services	Education	Developing Scotland's Young Workforce	10,250	10,250		0	0	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.	10,250	0	0
041	Community Services	Education	Youth Employment Opportunities Fund	65,118	30,000		35,118	0	0	35,118	Fund established in 2012/13 to be spent over more than one year. Monies will mainly be used for Modern Apprenticeship scheme.	30,000	35,118	0
042	Community Services	Education	School Campus Proposals - Dunoon and Campbeltown	159,982	119,987		39,995	0	0	39,995	Additional revenue costs associated with development of new schools. Draw down as Schools project progresses and project costs are incurred.	119,987	39,995	0
043	Community Services	Community and Culture	Written in the Landscape Project	20,000			20,000	10,000	0	10,000	Written in the Landscape Project 2016-2018: A Project to Catalogue Argyll's Family and Estate Archives. The project will run until December 2018 and two Project Archivists will be employed to undertake the principal task of cataloguing and conservation. Funding for the project has come from a Heritage Lottery Fund (HLF) grant of £100,000 and the Council is required to commit a £30,000 contribution as match funding to the HLF grant for the duration of the project (£10K for each of the next three financial years).	10,000	10,000	0
044	Customer Services	Improvement and HR	Resourcelink Review	79,284	27,401		51,883	51,883	0	0	Fund the Resourcelink Project, which is improving efficiency and functionality in the Council's HR and payroll database. The RL5 Project is underway and I deliver improved and remote clocking, health and safety records, learning and development records and functionality that supports the delivery of savings in HROD through automation and the removal of paper processes.	79,284	0	0
045	Customer Services	Improvement and HR	Argyll and Bute Manager Programme	31,183	20,789		10,394	0	0	10,394	Fund the Argyll and Bute Manager training programme which has been extended. Over 200 managers have been trained and the funding is being used to roll this out across all managers, with a further 3 cohorts having been enrolled in 2016/17 for training to take place in 2017/18. Once full coverage has been achieved the training will become part of business as usual for Learning and Development.	20,789	10,394	0
046	Customer Services	Improvement and HR	Learning and Development	91,638	42,421		49,217	18,671	0	30,546	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.	61,092	30,546	0

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047	Customer Services	Improvement and HR	Growing our Own and Modern Apprentices	203,819	32,138		171,681	-10,029	0	181,710	Develop a comprehensive programme to support and attract young people into jobs and careers in the council. Includes funding for a tempoary Growing Our Own development officer, who has been in post since September 2016 to co-ordinate the programme.	22,109	181,710	0
048	Customer Services	Improvement and HR	Leadership Development	32,282			32,282	21,522	0	10,760	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.	21,522	10,760	0
049	Customer Services	Improvement and HR	Service Choices HR Team	55,380	22,756		32,624	32,624	0	0	Fund a Service Choices team in HR to manage the HR process of redundancy, redeployment, retirement, contractual change and service re-design. This was agreed by Policy and Resources Committee on 20 August 2015. The Service Choices Programme is in its final year of implementation and the team are continuing to deal with redeployment, revised contracts and redundancy related to Year 3 implementation. The team will also pick up any employee related changes emerging from transformation or other service change.	55,380	0	0
050	Customer Services	Customer and Support Services	Pathfinder North - Scottish Wide Area Network Implementation	100,000			100,000	100,000	0	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. Implementation was due to complete 21 September 2016 but is now expected to complete July 2017.	100,000	0	0
051	Customer Services	Customer and Support Services	Discretionary Housing Payments	19,918			19,918	19,918	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 16 March 2017 and recommended that the remaining balance be carried forward into 2017-18 to allow current priorities to be maintained.	19,918	0	0
052	Customer Services	Customer and Support Services	Scottish Government Funding - Welfare Reform/Discretionary Housing Payments (agreed at Council February 2014)	52,809	34,214		18,595	18,595	0	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 2017.	52,809	0	0
053	Customer Services	Facility Services	Campbeltown Office Rationalisation	4,500			4,500	4,500	0	0	The Campbeltown Office Rationalisation has seen around 100 staff displaced from Witchburn Road to Kintyre House. The balance of the funding is to fund the move for the Assessors equipment and materials from Witchburn Road.	4,500	0	0
054	Customer Services	Facility Services	Asbestos Management	88,844	72,144		16,700	16,700	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.	88,844	0	0
055	Customer Services	Governance & Law	WWI Commemoration Event	25,000	25,000		0	0	0	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.	25,000	0	0
056	Customer Services	Governance & Law	Local Government Elections	273,429	222,384		51,045	51,045	0	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.	273,429	0	0
057	Customer Services	Customer and Support Services	Digital Transformation	172,000	30,945		141,055	141,055	0	0	To fund the development of 11 digital transformation options and to support the work of the Transformation Board. Options were approved by the Administration on 3rd December for a series of spend to save activities. This option was agreed by Council in February 2017.	172,000	0	0

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058	Customer Services	Customer and Support Services	Customer Contact Centre Replacement	32,316			32,316	32,316	0	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. The balance is required to meet one off service choices saving in 2017-18 on system maintenance costs.	32,316	0	0
059	Development & Infrastructure Services	Executive Director of Development & Infrastructure Services	Transformational Change	94,001	94,001		0	0	0	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.	94,001	0	0
060	Development & Infrastructure Services	Roads and Amenity Services	Street Lighting Survey	132,000	30,844		101,156	4,156	0	97,000	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.	35,000	85,000	12,000
061	Development & Infrastructure Services	Roads and Amenity Services	Amenity Services introduction of management information system	115,500	34,483		81,017	0	0	81,017	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. Work is progressing with a pilot phase. ELM is currently live with two teams in the Helensburgh and Lomond area, with colleagues in IT in the process of testing the results	34,483	81,017	0
062	Development & Infrastructure Services	Roads and Amenity Services	Waste Management	130,000			130,000	0	0	130,000	Will be used towards long term waste management model, including but not limited to scoping work for the creating of a waste transfer station at Blackhill.	0	130,000	0
063	Development & Infrastructure Services	Roads and Amenity Services	3G pitches	750,000			750,000	353,000	0	397,000	Maintenance of 3G Pitches across Argyll & Bute. Subject to a report to April Council	353,000	397,000	0
064	Development & Infrastructure Services	Economic Development	Scottish Submarine Museum	40,000			40,000	40,000	0	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 balance of the fund will be spent in 2017-18.	40,000	0	0
065	Development & Infrastructure Services	Economic Development	Hermitage Park HLF	245,000	100,000		145,000	145,000	0	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.	245,000	0	0
066	Development & Infrastructure Services	Economic Development	Rothesay Pavilion Essential repairs	306,400			306,400	306,400	0	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.	306,400	0	0

Ref	Department	Service	Description	Opening Balance	Budget Drawdown	Released back to General Fund	Remaining Balance	Still to be drawdown in 17/18	No fixed drawdown plan	Planned to spend in Future years	Plans for Use/Justification for Amounts to be Earmarked	Amount Planned to be Spent in 2017/18	Amount Planned to be Spent in 2018/19	Amount Planned to be Spent from 2019/20 onwards
067	Development & Infrastructure Services	Economic Development	Oban TIF (Tax Incremental Financing)	1,218,487	229,387		989,100	102,613	0	886,487	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	886,487	0
068	Development & Infrastructure Services	Economic Development	Amberg-Sulzbach	10,000	3,557		6,443	6,443	0	0	One off funding to be set aside for the celebration of the 50th anniversary of the twinning arrangement between Argyll and Bute and Amberg-Salzbach	10,000	0	0
069	Development & Infrastructure Services	Planning and Regulatory Services	Advice Services	30,540	30,540		0	0	0	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.	30,540	0	0
070	Development & Infrastructure Services	Planning and Regulatory Services	Development Policy	19,910			19,910	10,000	0	9,910	To be used for the Marine Related Infrastructure Requirements Study which was mentioned in the Oban Strategic Development Framework and the Main Issue report (FQ4 2017/18). Remainder will be used for publicity and printing for the proposed LDP & associated documents.	10,000	9,910	0
071	Development & Infrastructure Services	Roads and Amenity Services	Waste Management	64,361			64,361	64,361	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
072	HQ Non Dept	n/a	Community Resilience Fund	88,327			88,327	0	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	0	Contingency balance - no spending plan	88,327
				7,719,843	**1,327,742**	**0**	**6,392,101**	**3,811,504**	**88,327**	**2,492,270**		**5,139,246**	**2,290,604**	**289,993**

APPENDIX 2

Risk Assessment for Review of Reserves		
Factor	**Comment**	**Assessment**
Cost and Demand Pressures	As part of maintaining the medium term budgetary outlook, cost and demand pressures for 2018-19 and beyond have been kept under review. The cost and demand pressures for 2018-19 amount to £1.805m for Council Services. A general allowance for unidentified cost and demand pressures has been built into the budget outlook for 2019-20 and 2020-21: £0.250m per annum in the mid-range scenario and £0.500m per annum in the worst case scenario.	Medium (2017-18 Medium)
Service Income	Service income levels have been reviewed as part of constructing the budget. In addition fees and charges have been reviewed.	Low (2017-18 Low)
Council Wide Cost Risks	The financial risk analysis identified 5 council wide cost risks – Council Tax income, shortfall on savings options, IJB refer to Council for additional funding to deliver integration services, pay inflation, and utility costs. The most significant risk relates to the pay inflation and as this could have a significant financial impact, the risk has been moved into the Medium/High category. Although the IJB shortfall is a risk, any additional payment would require to be paid back to the Council from future payments.	Medium/High (2017-18 Medium)
Funding Risks	The financial settlement announced on 14 December 2017 advises of the provisional funding for 2018-19. This was subsequently amended on 15 January 2018 and 23 January 2018. It is likely that the Council could be allocated additional money as part of the budget that is accepted through Parliament on 21 February 2018. There are also some elements of funding for 2018-19 that have still to be distributed.	Medium (2017-18 Medium)

Risk Assessment for Review of Reserves		
Factor	**Comment**	**Assessment**
	The other element of funding is Council Tax. There is a proposed increase to Council Tax of 3%. The Council has made a prudent estimate of Council Tax income and has a sound history of achieving collection targets.	
Savings Risks	The Council agreed to implement 125 Service Choice Savings options with a saving by 2018-19 of £9.011m. Of this, £1.301m relates to the saving target for 2018-19. The Council have a good track record on delivering savings options and as this is the third year of the savings, the options are well developed.	Low/Medium (2017-18 Medium)
Inflation Rates	The Bank of England Inflation Reports during 2017 have clearly flagged up that they expected CPI inflation to peak at just under 3% in 2017, before falling back to near to its target rate of 2% in two years' time. Inflation actually came in at 2.9% in August, (this data was released on 12 September), and so the Bank revised its forecast for the peak to over 3% at the 14 September Monetary Policy Committee meeting. Even although there is an expectation that CPI will begin to fall over the next two years, it would be prudent to consider a level of inflation over and the unavoidable/inescapable provision and a general 1% inflation has been included within the worst case scenario for 2019-20 and 2020-21. For 2018-19, the inflation estimates are considered to be sufficient.	Medium (2017-18 Medium)

Risk Assessment for Review of Reserves		
Factor	**Comment**	**Assessment**
Interest Rates	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. 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.	Low (2017-18 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 (2017-18 Low)
Strategic risks	The strategic risk register was updated during 2017-18. Grant Thornton, undertook a review on the way in which the strategic and operational risks are managed by the Council and the level of assurance given was Substantial.	Medium (2017-18 Medium)
Operational risks	Operational risk registers are held in Pyramid and are formally reviewed each quarter. The Strategic Management Team have undergone a review of this process in January and an updated process will be rolled out during 2018-19 which will enhance the identification and monitoring of the operational risks.	Medium (2017-18 Medium)
Impact of BREXIT	Following the EU referendum result there are potential uncertainties and risks	Low/Medium (2017-18

Risk Assessment for Review of Reserves		
Factor	**Comment**	**Assessment**
	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.	Low/Medium)
General financial climate	The finance settlement covers 2018-19. A prudent approach to estimating income from council tax has been taken. Risks arising from inflation, interest rates, cost pressures and demand led pressures have been outlined above. The fiscal responsibilities of the Scottish Parliament are expanding rapidly, with new powers over taxation and welfare. Around 40% of devolved expenditure will now be funded by tax revenues collected in Scotland – a figure that will rise to 50% once VAT revenues are assigned. In future, in addition to the block grant, the resources available to the Scottish Government will depend on a complex interaction between the revenues from taxes transferred to the Scottish Government and the revenues from the equivalent taxes in the rest of the UK. These new fiscal powers come at a time when the Scottish economy remains fragile. Growth in Scotland has been much weaker than for the UK economy for most of the last two years. It would be prudent to keep this risk as medium.	Medium (2017-18 Medium)
Availability of contingency funds	The Council currently has sufficient contingency funds to meet its target.	Low (2017-18 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	Low (2017-18 Low)

Risk Assessment for Review of Reserves		
Factor	**Comment**	**Assessment**
	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, however, around £6m of savings measures for 2018-19 were identified and agreed prior to the budget meeting. The Council have a Transformation Board who have a programme of work that will achieve savings in future years. Overall the financial standing of the Council continues to be one of low risk.	
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 2017-18. 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 (2017-18 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 (2017-18 Low/Medium)
Insurance cover	The Council has adequate insurance cover.	Low (2017-18 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 and Scrutiny Committee continues to actively develop and adopt good practice.	Low/Medium (2017-18 Low/Medium)

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ARGYLL AND BUTE COUNCIL **COUNCIL**

STRATEGIC ASSET MANAGEMENT BOARD **22 FEBRUARY 2018**

CAPITAL PLAN SUMMARY REPORT

1. EXECUTIVE SUMMARY

1.1 This report details the revisions proposed to the capital plan approved in February 2017 for the period 2018-20. The revisions are based on updated capital funding assumptions, phasing, cost changes and proposed additions.

1.2 The method of determining the Capital Programme is currently under review and a system of prioritising Capital Projects on a corporate basis is being developed. To enable a smooth transition to the new process, approval is being sought for the period 2018-20 only.

1.3 There is one change to the presentation of the capital plan in that the assets used by Live Argyll are shown separately from Community Services.

1.4 There is a decrease in the capital funding available of £2.673m as a result of:

- A decrease in the General Capital Grant advised for 2018-19 of £0.062m and a reduction to the assumed General Capital Grant for 2019-20 of £0.062m.
- A reduction in the estimate of capital receipts of £2.668m.
- Additional Specific Grant in respect of Cycling, Walking and Safer Streets of £0.119m.

1.5 The additional Specific Grant monies must be spent on Cycling, Walking and Safer Streets and therefore an additional £0.119m will be built into the programme for this.

1.6 After adjusting for the funding there is an over commitment in the capital plan of £2.792m. However, when the capital plan was approved at the Council meeting on 23 February 2017, there was an under commitment at that time of £0.031m and this reduces the over commitment to £2.761m.

1.7 It should also be noted that there are further pressures on the capital plan. The capital monitoring as at the end of December is reporting an overspend on total capital plan of £0.537m, with one project marked as off track and a problem in respect of CHORD Dunoon with a £0.400m overspend. Within the Corporate Asset Management Plan report, paragraph 3.19 summarises a number of high risks assets, across all services, that are not addressed within the current capital plan. In addition, the limited provision within the central repairs account means that in the main only statutory/regulatory inspection and maintenance takes places and this places pressure on assets. Members are asked to take these issues into consideration as part of the capital plan process for 2018-19.

1.8 The options available to the Council to cover the over commitment are as follows:

Option 1 – review the projects in the proposed capital plan with the aim of removing £2.761m of projects.

Option 2 – Increase the amount of capital funding available by utilising £2.761m of the General Fund Reserve.

Option 3 – Increase the Revenue Budget for Loans Charges by £0.200m per annum to allow borrowing to be taken to fund the over commitment.

1.9 The restricted capital funding of £10.840m is noted within Appendix 2. This relates to income which is restricted to specific projects and this has been matched with expenditure against the project, thereby showing the gross cost of the project.

1.10 The capital plan has been updated to reflect phasing and cost changes which have occurred during the year, details for information are contained in Appendix 3. Departments have proposed a number of new projects which are funded from block allocations within the previously approved capital plan; these are detailed in Appendix 4.

1.11 The updated capital plan reflecting all the proposed changes is detailed in Appendix 5.

ARGYLL AND BUTE COUNCIL **COUNCIL**

STRATEGIC ASSET MANAGEMENT BOARD **22 FEBRUARY 2018**

CAPITAL PLAN SUMMARY REPORT

2. INTRODUCTION

2.1 This report details the revisions proposed to the capital plan approved in February 2017 for the period 2018-20. The revisions are based on updated capital funding assumptions, phasing, cost changes and proposed additions.

2.2 The method of determining the Capital Programme is currently under review and a system of prioritising Capital Projects on a corporate basis is being developed. To enable a smooth transition to the new process, approval is being sought for the period 2018-20 only.

2.3 There is one change to the presentation of the capital plan in that the assets used by Live Argyll are shown separately from Community Services.

3. DETAIL

3.1 The detail of the report is split into six main sections:

- Estimated Capital Funding 2017 to 2020
- Capital Plan reported as at 31 December 2017
- Proposed Revisions to Capital Plan
- Comparison of Revised Plan to Estimated Capital Funding
- Options for Dealing with the Over Commitment.
- Proposed Corporate Capital Prioritisation Process

3.2 Estimated Capital Funding 2017 to 2020

3.2.1 Funding for the capital plan comes from Scottish Government (General Capital Grant and Specific Ring-Fenced Capital Grants), other capital grants (including European Funding), capital receipts from asset disposals, revenue contributions to capital, prudential borrowing and borrowing funded by the loan charges provision in the revenue budget.

3.2.2 The Local Government Finance Circular provides detail of the provisional total revenue and capital funding allocations for 2018-19. 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 2018 presented to the Scottish Parliament in late February 2018.

3.2.3 The actual General Capital Grant for 2018-19 is £12.938m. When considering the estimated funding for 2019-20, a prudent estimate of £12.938m has been used.

3.2.4 In 2016-17, £150m Scotland Wide General Capital Grant was held back to be distributed within the next spending review period and when the budget was set

last year it was assumed that this would be equally distributed across 2018-19 and 2019-20. We have been advised that this will not be distributed in 2018-19 and we have therefore re-profiled this to 2019-20.

3.2.5 No estimate has been made in respect of the Council's share of the £150m of capital funding being provided in 2018-19 for the delivery of Early Learning and Childcare Extension to 1140 hours or for any new Specific Grants in 2019-20 as spend will be matched to the level of grant received. However, it should be noted, like the General Capital Grant for 2018-19, the Specific Grant hold back amount has been re-profiled to 2019-20.

3.2.6 As part of the revision of the funding assumptions for the capital plan, a detailed review of the likely level of capital receipts has been undertaken by the Special Projects team. The estimated level of receipts will be kept under review as market conditions will change, as will values following due diligence undertaken by prospective purchasers on the condition of assets The assets to be disposed of are listed in Appendix 1.

3.2.7 The restricted capital funding of £10.840m is noted within Appendix 2. This relates to income which is restricted to specific projects and this has been matched with expenditure against the project, thereby showing the gross cost of the project.

3.2.8 Included in the funding table at 3.2.10 is prudential borrowing of £1.388m in respect of the Lorn Arc Tax Incremental Finance (TIF) project to match the agreed draw-down of funding in respect of the schemes. When business cases are agreed by Council in respect of the various projects these will be added to the capital plan and the level of prudential borrowing will be increased.

3.2.9 The amount of capital resources allocated to Private Sector Housing Grant (PSHG) is £1.033m per annum.

3.2.10 The estimated capital funding until 2020 is set out in the table below:

	2017-18 £m	2018-19 £m	2019-20 £m	Future Years £m	**Total £m**
General Capital Grant	14.491	12.938	12.938	0.000	**40.367**
General Capital Grant - Reallocated	0.000	0.000	2.634	0.000	**2.634**
Less Allocation to Private Sector Housing Grants	(1.033)	(1.033)	(1.033)	0.000	**(3.099)**
Ring Fenced Capital Grant	0.480	0.119	0.000	0.000	**0.599**
Ring Fenced Capital Grant - Reallocated	0.000	0.000	0.025	0.000	**0.025**
Additional Grant for Helensburgh Pool funded by the Chancellor from LIBOR funds	0.000	0.000	0.000	5.000	**5.000**
Capital Receipts	6.182	3.100	0.250	0.000	**9.532**
Restricted Funding	7.424	2.721	0.695	0.000	**10.840**
Earmarked Reserves Funding: Oban, Dunoon and Campbeltown Schools	2.905	0.000	0.000	0.000	**2.905**
Earmarked Reserves Funding Allocated as part of the 2016-17 Revenue Budget	2.000	0.000	5.579	0.000	**7.579**
Prudential Borrowing: Oban, Dunoon and Campbeltown Schools	5.000	0.000	0.000	0.000	**5.000**
Prudential Borrowing in respect of TIF	1.388	0.000	0.000	0.000	**1.388**
Prudential Borrowing	13.101	(0.559)	(7.884)	7.084	**11.742**
Borrowing Supported by Loan Charges Budget	4.900	0.000	0.000	2.800	**7.700**
Funding Consistent with Revenue Budget	**56.838**	**17.286**	**13.204**	**14.884**	**102.212**

3.3 Summary of Capital Plan reported as at 31 December 2017

3.3.1 The updated capital plan included in the December capital monitoring is summarised in the table below:

	2017-18 £m	2018-19 £m	2019-20 £m	Future Years £m	Total £m
Argyll & Bute HSCP	0.901	0.354	0.000	0.000	1.255
Community Services	17.860	5.603	1.727	0.000	25.190
Customer Services	5.884	1.309	1.687	0.000	8.880
Development and Infrastructure	33.747	10.003	9.590	14.884	68.224
Live Argyll	1.207	0.098	0.000	0.000	1.305
Total	**59.599**	**17.367**	**13.004**	**14.884**	**104.854**

3.4 Proposed Revisions to Capital Plan

3.4.1 As part of the capital planning process, departments were asked to review the approved capital plan in terms of the timing and cost of projects. As result of this review the departments have proposed a number of changes.

3.4.2 A summary of the proposed changes are set out in the table below with the detail in Appendix 3:

	2017-18 £m	2018-19 £m	2019-20 £m	Future Years £m	Total £m
Argyll & Bute HSCP					0.000
Community Services		(0.375)	(1.507)		(1.882)
Customer Services					0.000
Development and Infrastructure					0.000
Live Argyll					0.000
Total Phasing and Cost Changes	**0.000**	**(0.375)**	**(1.507)**	**0.000**	**(1.882)**

3.4.3 As part of the capital planning process Services have put forward proposals for the use of previously unallocated budgets and the block allocation for inclusion in the capital plan. The services when considering which projects should be proposed for inclusion in the capital plan used a risk based approach to asset management to ensure that, where possible, all red risk assets were addressed in the proposals. These projects have been evaluated by the Strategic Asset Management Board.

3.4.4 A summary of the additional projects is set out below with the detail shown in Appendix 4:

	2017-18 £m	2018-19 £m	2019-20 £m	Future Years £m	Total £m
Argyll & Bute HSCP					0.000
Community Services		0.175	1.707		1.882
Customer Services					0.000
Development and Infrastructure		0.119			0.119
Live Argyll					0.000
Additions	**0.000**	**0.294**	**1.707**	**0.000**	**2.001**

3.5 Comparison of Revised Plan to Estimated Capital Funding

3.5.1 A comparison between the capital plan as at December 2017 (noted in section 3.3) plus the revisions and additions (noted in section 3.4) has been compared to the estimated funding (noted in section 3.2).

	2017-18 £m	2018-19 £m	2019-20 £m	Future Years £m	Total £m
Capital Plan December 2016	59.599	17.367	13.004	14.884	104.854
Revisions	0.000	(0.375)	(1.507)	0.000	(1.882)
Additions	0.000	0.294	1.707	0.000	2.001
Total Revised Plan	**59.599**	**17.286**	**13.204**	**14.884**	**104.973**
Total Revised Funding	56.838	17.286	13.204	14.884	102.212
Under / (Over) Commitment	**(2.761)**	**0.000**	**0.000**	**0.000**	**(2.761)**

3.6 Options for Dealing with the Over Commitment

3.6.1 The options available to the Council to cover the over commitment are as follows:

Option 1 – review the projects in the proposed capital plan with the aim of removing £2.761m of projects.

Option 2 – Increase the amount of capital funding available by utilising £2.761m of the General Fund Reserve.

Option 3 – Increase the Revenue Budget for Loans Charges by £0.200m per annum to allow borrowing to be taken to fund the over commitment.

3.6.2 The table below shows a summary of the revised capital plan and further detail is contained within Appendix 5.

	2017-18 £m	2018-19 £m	2019-20 £m	Future Years £m	Total £m
Argyll & Bute HSCP	0.901	0.354	0.000	0.000	1.255
Community Services	17.860	5.403	1.927	0.000	25.190
Customer Services	5.884	1.309	1.687	0.000	8.880
Development and Infrastructure	33.747	10.122	9.590	14.884	68.343
Live Argyll	1.207	0.098	0.000	0.000	1.305
Total	**59.599**	**17.286**	**13.204**	**14.884**	**104.973**

3.7 Proposed Corporate Capital Prioritisation Process

3.7.1 The Capital Plan as presented in this report represents a rollover of the current programme until financial year 2019/20 as agreed in February 2017. It is likely that financial settlements will continue to tighten and the allocation of capital resources will come under increased scrutiny. The shortened timeframe for this plan will give the Council an opportunity to review the existing approach to Capital Planning and Investment and if appropriate introduce a new process for future years.

3.7.2 Guidance on setting capital strategies and programmes is provided by CIPFA in a publication called “Capital Strategies and Programming”

3.7.3 The guidance states that the process of developing the capital programme needs to be coherent and well organised to ensure that the projects that get approved are those that best meet corporate objectives and are deliverable.

3.7.4 The Council’s current approach to Capital Investment is contained in the Capital Programme Planning and Management Guide which was refreshed in January 2017.

3.7.5 The capital programme is reviewed and approved annually by Elected Members as part of the Revenue Budget setting process.

3.7.6 The Policy and Resources Committee approves the allocation of financial resources to the following groups: Community Services, Customer Services, Development and Infrastructure Services, Vehicles, the Health and Social Care Partnership and the Leisure Trust. Thereafter business cases are prepared for individual projects in three categories Asset Sustainability, Service Development and Strategic Change and are submitted to the Strategic Asset Management

Board. The Board assesses the projects submitted to ensure that only projects meeting the criteria are included in the Capital Programme.

3.7.7 The current basis of allocating capital resources at the Policy and Resources Committee is founded on a distribution formula devised by the Scottish Government some time ago. The bulk of Capital resources are currently made available to Authorities by way of a General Capital Grant, which is non ring-fenced.

3.7.8 The Council's current block allocation policy, whilst prioritising by Service, does run the risk of selecting projects that do not best meet corporate objectives. The danger that one Service has sufficient resources to progress lower priority projects when another cannot either meet its statutory obligations or invest in a corporate priority, is clearly inappropriate.

3.7.9 In an organisation with a diverse range of services, it may be difficult to compare proposals from different departments (e.g. to compare a project to renew refuse collection vehicles with one to improve kitchens in social services day centres). However it should be recognised that a scheme of corporate prioritisation matches projects against a set of criteria, **NOT** other proposed projects.

3.7.10 A well designed and applied corporate system of prioritisation will focus on what is important to the Council corporately regardless of the sponsoring Service so that the projects that are selected for inclusion in the Capital Plan are those that are likely to best deliver the Council's corporate objectives.

4. CONCLUSION

4.1 There is a decrease to the capital funding of £2.761m due to financial settlement for 2018-19 being lower than anticipated and a reduction in the likely value of capital receipts.

4.2 The approved plan for 2018-20 has been updated to reflect phasing, cost changes and additions and overall the revised capital plan has an over commitment of £2.761m.

5. IMPLICATIONS

5.1 Policy – Sets out the approach to capital planning.

5.2 Financial – Outlines the funding and commitments for the capital plan 2017-20.

5.3 Legal - The funding for new expenditure may not address all the Statutory and Regulatory requirements in relation to Health and safety.

5.4 HR - There are risks that the funding available will have an impact on the sustainability of the Property Design Team and the design team within Roads and Amenity Services.

5.5 Equalities – None.

5.6 Risk - There are risks around level of capital receipts which could result in red risk assets not being addressed.

5.7 Customer Service – None.

Policy Lead for Strategic Finance and Capital Regeneration Projects: Gary Mulvaney

Malcolm MacFadyen, Head of Facility Services

Kirsty Flanagan, Head of Strategic Finance

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APPENDICES:
Appendix 1 - Proposed Asset Disposals
Appendix 2 - Restricted Funding
Appendix 3 - Phasing and Cost Changes
Appendix 4 - Proposed Additions
Appendix 5 - Proposed Capital Plan 2018-20

Capital Plan **Appendix 1**

Proposed Asset Disposals

Property
Land, Fountainhead, Bunessan
Cowal Teacher's Training, Sandbank, Dunoon
Kirn Girl Guides Hut, Kirn, Dunoon
Former Lochgilphead Primary School, Lochgilphead
Former Rothesay Academy, Rothesay, Isle of Bute
Ardchonnel Primary School, Eredine
Dunclutha Children's Home, Dunoon
Bridge of Orchy School/ House
Dunaros HFE, Salen, Isle of Mull
Unit 1 Ferry Road
Garage No. 4 Inveraray
Rainbow Centre, Kilcreggan
Hermitage Park Depot, Helensburgh
Blairvadach
Garelochhead P.C.
Tayinloan P.C.

Capital Plan **Appendix 2**
Restricted Funding

Project	2017/18 £000's	2018/19 £000's	2019/20 £000's	Future Years £000's	Total £000's
Roads & Amenity Services					
Furnace Coastal Protection	22				22
Mill Park Oban	244				244
H&L Cycleways	230	146			376
Roads & Amenity Services Total	***496***	***146***	***0***	***0***	***642***
Economic Development					
Helensburgh Waterfront Development			695		695
Oban CHORD	1,000				1,000
Rothesay CHORD	5,450	2,575			8,025
Cycling Walking Safer Streets	475				475
Economic Development Total	***6,925***	***2,575***	***695***	***0***	***10,195***
Live Argyll					
Live Argyll - Moat Centre	3				3
Live Argyll Total	***3***	***0***	***0***	***0***	***3***
RESTRICTED FUNDING	**7,424**	**2,721**	**695**	**0**	**10,840**
Helensburgh Waterfront Development - LIBOR Funds	0	0	0	5,000	5,000
RESTRICTED FUNDING INCLUDING LIBOR FUNDS	**7,427**	**2,721**	**695**	**5,000**	**15,843**

Capital Plan **Appendix 3**
Phasing and Cost Changes

Project	Explanation	2017/18 £000's	2018/19 £000's	2019/20 £000's	Future Years £000s	Total £000's
Community Services:						
Education						
Ardrishaig Primary School	Reallocated to other projects or lines in the plan		(6)			(6)
Arinagour Primary School	Reallocated to other projects or lines in the plan		(4)			(4)
Carradale Primary School	Reallocated to other projects or lines in the plan		(150)			(150)
Dervaig Primary School	Reallocated to other projects or lines in the plan		(6)			(6)
Drumlemble Primary School	Reallocated to other projects or lines in the plan		(10)			(10)
Furnace Primary School	Increase in cost offset by reductions elsewhere in the plan		40			40
Garelochhead Primary School	Rephasing		(50)	50		0
Islay High School	Reallocated to other projects or lines in the plan		(20)	20		0
Kilchattan Primary School	Reallocated to other projects or lines in the plan		(25)			(25)
Rhunahaorine Primary School	Reallocated to other projects or lines in the plan		(32)			(32)
Roseneath Primary School	Reallocated to other projects or lines in the plan		(2)			(2)

Capital Plan **Appendix 3**

Phasing and Cost Changes

Project	Explanation	2017/18 £000's	2018/19 £000's	2019/20 £000's	Future Years £000s	Total £000's
St Josephs Primary School	Increase in cost offset by reductions elsewhere in the plan		25			25
Tobermory High School	Reallocated to other projects or lines in the plan		(120)	90		(30)
Ulva Primary School	Reallocated to other projects or lines in the plan		(25)			(25)
Block Allocation	Reallocated to other projects or lines in the plan			(1,667)		(1,667)
Capital Property Works	Increase in cost offset by reductions elsewhere in the plan		10			10
Total Education		**0**	**(375)**	**(1,507)**	**0**	**(1,882)**
Total Community Services		**0**	**(375)**	**(1,507)**	**0**	**(1,882)**
GRAND TOTAL OF CHANGES TO THE CAPITAL PLAN		**0**	**(375)**	**(1,507)**	**0**	**(1,882)**

Proposed Additions **Appendix 4**

Property/Project	Project Description	2018/19 £000's	2019/20 £000's	Future Years £000's	Total £000's
Community Services:					
Education					
Ardrishaig Primary School	External Upgrade		50		50
Arrochar Primary School	Toilet Upgrade		60		60
Bowmore Primary School	Fire Alarm		30		30
Campbeltown Nursery	Retaining wall	30			30
Castlehill Primary School	Roof Upgrades		150		150
Dalmally Primary School	Roof Upgrades/Rewiring/Fire Alarm	50	100		150
Dunbeg Priamry School	Suitability Works		150		150
Easdale Primary School	Heating Upgrade		25		25
Garelochhead Primary School	Interior Upgrade		60		60
John Logie Baird Primary school	Structural Improvements		100		100
Lochgoilhead Primary School	Suitability Works		50		50
Lochnell Primary School	Roof Upgrades		50		50
Parklands School	Interior Upgrade		310		310
Port Chalotte Primary School	Interior Upgrade		30		30
Port Ellen Primary School	Interior Upgrade		50		50
St Muns Primary School	Rewiring		100		100
Toward Primary School	Septic Tank	45			45
Tobermory High School	Rewiring		150		150
Islay High school	Fire Alarm		100		100
Water Quality	Water Quality	50			50
Capital Property Works	Capital Property Works		142		142
Total Education		**175**	**1,707**		**1,882**
Total for Community Services		**175**	**1,707**		**1,882**

Proposed Additions

Appendix 4

Property/Project	Project Description	2018/19 £000's	2019/20 £000's	Future Years £000's	Total £000's
Cycling, Walking and Safer Streets		119			119
Total for Development and Infrastructure		**119**			**119**
Grand Total		**294**	**1,707**		**2,001**

CAPITAL PLAN 2017-20 **APPENDIX 5**
SUMMARY

Department	Head of Service	Previous Years £000's	2017-18 £000's	2018-19 £000's	2019-20 £000's	Future Years £'000s	Total £000's
Health and Social Care Partnership	Adult Care	1,693	524	20	0	0	2,237
	Children and Families	1,106	377	334	0	0	1,817
Health and Social Care Partnership Total		**2,799**	**901**	**354**	**0**	**0**	**4,054**
Community Services	Community and Culture	0	121	0	0	0	121
	Education	31,335	17,739	5,403	1,927	0	56,404
Community Services Total		**31,335**	**17,860**	**5,403**	**1,927**	**0**	**56,525**
Customer Services	Customer and Support Services	6,796	840	564	962	0	9,162
	Facility Services	17,720	5,044	745	725	0	24,234
Customer Services Total		**24,516**	**5,884**	**1,309**	**1,687**	**0**	**33,396**
Development and Infrastructure	Economic Development	22,046	22,400	7,077	4,142	14,884	70,549
	Roads and Amenity Services	51,634	11,347	3,045	5,448	0	71,474
Development and Infrastructure Total		**73,680**	**33,747**	**10,122**	**9,590**	**14,884**	**142,023**
Live Argyll	Live Argyll	3,105	1,207	98	0	0	4,410
Live Argyll Total		**3,105**	**1,207**	**98**	**0**	**0**	**4,410**
Grand Total		**135,435**	**59,599**	**17,286**	**13,204**	**14,884**	**240,408**

CAPITAL PLAN 2017-20 **APPENDIX 5**
Health and Social Care Partnership

Head of Service	Category	Project	Previous Years £000's	2017-18 £000's	2018-19 £000's	2019-20 £000's	Future Years £'000s	Total £000s
Adult Care	Asset Sustainability	Aids and Adaptations	100	25	0	0	0	125
		Ardfenaig	0	20	0	0	0	20
		Eadar Glinn	246	70	0	0	0	316
		Health and Safety	1,033	72	0	0	0	1,105
		Legionella Control Works	15	5	0	0	0	20
		Lochgilphead Resource Centre	69	145	10	0	0	224
		Lorn Resource Centre	76	9	0	0	0	85
		Struan Lodge Boiler	25	15	0	0	0	40
		Thomson Home Rothesay	129	163	10	0	0	302
	Asset Sustainability Total		**1,693**	**524**	**20**	**0**	**0**	**2,237**
Adult Care Total			**1,693**	**524**	**20**	**0**	**0**	**2,237**
Children and Families	Asset Sustainability	Capital Property Works	0	0	305	0	0	305
		Glencruitten Hostel	108	79	4	0	0	191
		Health and Safety	23	20	0	0	0	43
		Shellach View	23	33	0	0	0	56
	Asset Sustainability Total		**154**	**132**	**309**	**0**	**0**	**595**
	Service Development	Dunclutha Childrens Home	952	245	25	0	0	1,222
	Service Development Total		**952**	**245**	**25**	**0**	**0**	**1,222**
Children and Families Total			**1,106**	**377**	**334**	**0**	**0**	**1,817**
Overall Total			**2,799**	**901**	**354**	**0**	**0**	**4,054**

CAPITAL PLAN 2017-20
Community and Culture

APPENDIX 5

Head of Service	Category	Project	Previous Years £000's	2017-18 £000's	2018-19 £000's	2019-20 £000's	Future Years £'000s	Total £000s
Community and Culture	Asset Sustainability	Inveraray CARS	0	21	0	0	0	21
	Asset Sustainability Total		**0**	**21**	**0**	**0**	**0**	**21**
	Service Development	Dunoon Boxing Club	0	100	0	0	0	100
	Service Development Total		**0**	**100**	**0**	**0**	**0**	**100**
Community and Culture Total			**0**	**121**	**0**	**0**	**0**	**121**

Head of Service	Category	Project	Previous Years £000's	2017-18 £000's	2018-19 £000's	2019-20 £000's	Future Years £'000s	Total £000s
Education	Asset Sustainability	Achaleven Primary School	83	29	60	0	0	172
		Ardchattan Primary School	0	2	0	0	0	2
		Ardrishaig Primary School	206	67	0	50	0	323
		Arinagour Primary School	83	44	0	0	0	127
		Arrochar Primary School	0	0	30	60	0	90
		Asbestos Control/Removal Works	78	7	0	0	0	85
		Block Allocation	0	0	0	0	0	0
		Bowmore Primary School			0	30	0	30
		Bunessan Primary School	292	60	0	0	0	352
		Campbeltown Grammar	3,657	9	0	0	0	3,666
		Campbeltown Nursery			30	0	0	30
		Capital Property Works	834	0	10	142	0	986
		Cardross Primary School	788	23	0	0	0	811
		Carradale Primary School	64	100	0	0	0	164
		Castlehill Primary School	482	25	150	150	0	807
		Clachan Primary	176	46	0	0	0	222
		Colgrain Primary School	802	168	50	0	0	1,020
		Craignish Primary School	153	27	0	0	0	180
		Dalintober Primary School	267	30	100	0	0	397
		Dalmally Primary School	77	16	150	100	0	343
		Dervaig Primary School	0	74	0	0	0	74
		Drumlemble Primary School	232	149	0	0	0	381
		Dunbeg Primary School	430	254	0	150	0	834
		Dunoon Primary School	105	1	0	0	0	106
		Easedale Primary School			0	25	0	25
		Ferry Houses - Housing Quality Standard	48	20	0	0	0	68
		Furnace Primary School	119	15	50	0	0	184
		Garelochhead Primary School	313	49	0	110	0	472
		Glenbarr Primary School	73	165	0	0	0	238
		Hermitage Primary School	174	45	0	0	0	219
		Homeless Houses - Housing Quality Standard	12	38	0	0	0	50
		Internal Refurbishment Budget	0	200	0	0	0	200

Head of Service	Category	Project	Previous Years £000's	2017-18 £000's	2018-19 £000's	2019-20 £000's	Future Years £'000s	Total £000s
		Islay High School	4,089	156	0	120	0	4,365
		John Logie Baird Primary School	517	268	75	100	0	960
		Kilchattan Primary School	171	101	0	0	0	272
		Kilchrenan Primary School	28	7	0	0	0	35
		Kilcreggan Primary School	494	69	50	0	0	613
		Kilmartin Primary School	17	103	0	0	0	120
		Kilmodan Primary School	198	38	0	0	0	236
		Kirn Primary School	54	10	0	0	0	64
		Legionella Control Works	78	32	0	0	0	110
		Lismore Primary School	61	20	0	0	0	81
		Lochgoilhead Primary School	177	21	50	50	0	298
		Lochnell Primary School			0	50	0	50
		Oban High School	653	0	0	0	0	653
		Park Primary School	0	0	0	0	0	0
		Parklands School	161	7	0	310	0	478
		Port Charlotte Primary School	280	7	0	30	0	317
		Port Ellen Primary School			0	50	0	50
		Property Works - Contingency	229	59	0	0	0	288
		Rhunahaorine Primary	132	37	0	0	0	169
		Rosneath Primary School	631	52	0	0	0	683
		School Houses - Housing Quality Standard	325	153	0	0	0	478
		Southend Primary School	25	5	0	0	0	30
		St Joseph's Primary School	496	0	75	0	0	571
		St Mun's Primary School	237	33	150	100	0	520
		Tarbert High School	19	1	0	0	0	20
		Tiree High School	975	0	0	0	0	975
		Tiree Primary School	225	0	250	0	0	475
		Tobermory High School	867	0	0	300	0	1,167
		Toward Primary School	83	52	45	0	0	180
		Ulva Primary School	0	90	0	0	0	90
		Water Quality			50	0	0	50
	Asset Sustainability Total		**20,770**	**2,984**	**1,375**	**1,927**	**0**	**27,056**

Head of Service	Category	Project	Previous Years £000's	2017-18 £000's	2018-19 £000's	2019-20 £000's	Future Years £'000s	Total £000s
	Service Development	Bowmore Primary School - Pre Five Unit	5	23	0	0	0	28
		Bunessan Primary School - Pre Five Unit	10	0	0	0	0	10
		Clyde Cottage - 600 hours provision	0	387	26	0	0	413
		Craignish Primary School - Pre Five Extension (600 hours funding)	189	203	25	0	0	417
		Early Learning and Childcare	848	580	50	0	0	1,478
		Iona Primary School - Pre Five Unit (600 hours funding)	322	138	14	0	0	474
		Islay High & Rosneath PS Pitches	0	700	0	0	0	700
		Lochgoilhead Primary School - Pre Five Unit (600 hours funding)	346	42	0	0	0	388
		Park Primary Extension and Pre Fives Unit	341	5	0	0	0	346
		Sandbank Gaelic Pre Five Unit	0	361	0	0	0	361
		Tarbert High School - Biomass enabling work	0	35	0	0	0	35
	Service Development Total		**2,061**	**2,474**	**115**	**0**	**0**	**4,650**
	Strategic Change	Campbeltown Schools Redevelopment	1,390	435	0	0	0	1,825
		Dunoon Primary School	688	4,789	3,782	0	0	9,259
		Kirn Primary School	4,384	5,894	131	0	0	10,409
		Replacement of Oban High School	2,042	1,163	0	0	0	3,205
	Strategic Change Total		**8,504**	**12,281**	**3,913**	**0**	**0**	**24,698**
Education Total			**31,335**	**17,739**	**5,403**	**1,927**	**0**	**56,404**
Overall Total			**31,335**	**17,860**	**5,403**	**1,927**	**0**	**56,525**

CAPITAL PLAN 2017-20
Customer Services

APPENDIX 5

Head of Service	Category	Project	Previous Years £000's	2017-18 £000's	2018-19 £000's	2019-20 £000's	Future Years £'000s	Total £000s
Customer and Support Services	Asset Sustainability	Block Allocation	0	0	550	945	0	1,495
		Computer Network Security	642	5	0	0	0	647
		Corporate GIS Portal Rollout	125	1	14	17	0	157
		MS Exchange & Doc Sharing	364	35	0	0	0	399
		PC Replacement	2,740	360	0	0	0	3,100
		Server Sustainability	233	50	0	0	0	283
		Telecomms Network	907	172	0	0	0	1,079
		Unified Communications and Video Conferencing	741	0	0	0	0	741
	Asset Sustainability Total		**5,752**	**623**	**564**	**962**	**0**	**7,901**
	Service Development	Applications Projects	961	212	0	0	0	1,173
		Property Management System	83	5	0	0	0	88
	Service Development Total		**1,044**	**217**	**0**	**0**	**0**	**1,261**
Customer and Support Services Total			**6,796**	**840**	**564**	**962**	**0**	**9,162**

CAPITAL PLAN 2017-20
Customer Services

APPENDIX 5

Head of Service	Category	Project	Previous Years £000's	2017-18 £000's	2018-19 £000's	2019-20 £000's	Future Years £'000s	Total £000s
Facility Services	Asset Sustainability	Aqualibrium	28	0	0	0	0	28
		Argyll House, Dunoon	48	202	6	0	0	256
		Asbestos Capital Property Works	72	17	0	0	0	89
		Block Allocation	0	163	305	525	0	993
		Bowmore Area Office	36	1	0	0	0	37
		Burnett Building	74	2	0	0	0	76
		Capital Property Works 16/17	68	14	0	0	0	82
		Castle House, Dunoon	45	10	1	0	0	56
		Dunoon Office Rationalisation	3	220	7	0	0	230
		Eaglesham House, Rothesay	63	8	0	0	0	71
		Fire Risk Assessment Works 16/17	0	50	0	0	0	50
		High Street, Rothesay	14	0	0	0	0	14
		Hill Street Dunoon Rewire	2	32	1	0	0	35
		Joint Valuation Board	0	39	0	0	0	39
		Jura Service Point	20	0	0	0	0	20
		Kilarrow House	120	7	0	0	0	127
		Kilmory Castle	241	150	5	0	0	396
		Kilmory Castle 2012-13	142	1	0	0	0	143
		Legionella Capital Works 16/17	8	31	0	0	0	39
		Legionella Control Works	0	400	400	200	0	1,000
		Lorn House, Oban	96	7	0	0	0	103
		Manse Brae District Office	0	63	2	0	0	65
		Manse Brae Roads Office	34	36	2	0	0	72
		Mill Park Depot	72	-1	0	0	0	71
		Oban Municipal Buildings	234	10	0	0	0	244
		Oban Office Rationalisation	0	3	0	0	0	3
		Old Quay Head Offices, Campbeltown	28	6	0	0	0	34
		Tobermory Area Office	38	69	2	0	0	109
		Union Street, Rothesay	76	2	0	0	0	78
		Whitegates Office, Lochgilphead	30	6	0	0	0	36
		Willowview Oban	19	5	0	0	0	24
	Asset Sustainability Total		**1,611**	**1,553**	**731**	**725**	**0**	**4,620**
	Strategic Change	Asset Management Fund	0	2,000	0	0	0	2,000
		Campbeltown Office Rationalisation	595	1	0	0	0	596
		Carbon Management - Group Heating Conversion Project (Prudential Borrowing)	1,538	464	14	0	0	2,016
		Carbon Management Business Cases (FPB)	201	60	0	0	0	261
		Carbon Management Capital Property Works 16/17	19	20	0	0	0	39
		Carbon Management Fuel Conversions (FPB)	107	38	0	0	0	145
		Helensburgh Office Rationalisation (FPB,REC)	11,364	474	0	0	0	11,838
		Kilmory Biomass Project OBC (FPB,REV)	956	43	0	0	0	999
		Non-NPDO Schools PV Panel Installations	399	89	0	0	0	488
		NPDO Schools Solar PV Panel Installations	723	221	0	0	0	944
		Oil to Gas Heating Conversions (FPB)	182	27	0	0	0	209
		Tiree Shared Offices	0	10	0	0	0	10
	Strategic Change Total		**16,084**	**3,447**	**14**	**0**	**0**	**19,545**
	Area Committee	Area Committee	25	44	0	0	0	69
	Area Committee Total		**25**	**44**	**0**	**0**	**0**	**69**
Facility Services Total			**17,720**	**5,044**	**745**	**725**	**0**	**24,234**
Overall Total			**24,516**	**5,884**	**1,309**	**1,687**	**0**	**33,396**

CAPITAL PLAN 2017-20
Development and Infrastructure

APPENDIX 5

Head of Service	Category	Project	Previous Years £000's	2017-18 £000's	2018-19 £000's	2019-20 £000's	Future Years £'000s	Total £000s
Economic Development	Service Development	Fionnphort Village Hall Link	13	0	0	0	0	13
		Kilmartin House	0	0	0	200	200	400
		NVA	0	250	0	0	0	250
		Safe Streets, Walking and Cycling (CWSS)	377	127	127	9	0	640
		SPT	937	475	0	0	0	1,412
	Service Development Total		**1,327**	**852**	**127**	**209**	**200**	**2,715**
	Strategic Change	01 TIF - Lorn/Kirk Road	110	128	0	0	0	238
		05 TIF - North Pier Extension	185	375	0	0	0	560
		09 TIF - Oban Airport Business Park	426	164	0	0	0	590
		CHORD - Campbeltown	3,460	1,326	0	0	0	4,786
		CHORD - Dunoon	2,248	7,650	369	1,254	0	11,521
		CHORD - Helensburgh -Public Realm Imprv	6,365	865	0	0	0	7,230
		CHORD - Oban	3,740	3,991	226	0	0	7,957
		CHORD - Rothesay	661	5,779	6,105	0	0	12,545
		Dunoon CARS	0	500	0	0	0	500
		Glengorm Wind Turbine	393	44	0	0	0	437
		Helensburgh Waterfront Development	244	530	250	2,679	14,684	18,387
		Hermitage Park	53	0	0	0	0	53
		OBC for Dunoon Pier	2,834	-4	0	0	0	2,830
		Rothesay THI	0	200	0	0	0	200
	Strategic Change Total		**20,719**	**21,548**	**6,950**	**3,933**	**14,684**	**67,834**
Economic Development Total			**22,046**	**22,400**	**7,077**	**4,142**	**14,884**	**70,549**

CAPITAL PLAN 2017-20
Development and Infrastructure

APPENDIX 5

Head of Service	Category	Project	Previous Years £000's	2017-18 £000's	2018-19 £000's	2019-20 £000's	Future Years £'000s	Total £000s
Roads and Amenity Services	Asset Sustainability	Amenity			250	200	0	450
		Astro Pitch Repairs	15	715	20	0	0	750
		Block Allocation	0	513	0	0	0	513
		Bridge Strengthening	1,799	772	-133	650	0	3,088
		Castle Lodge Building Works	34	96	0	0	0	130
		Cemetery Houses	32	18	0	0	0	50
		Environmental Projects	358	387	0	0	0	745
		EV Quick Chargers	440	-40	0	0	0	400
		Fleet Management	6,182	35	0	0	0	6,217
		Flood Prevention	322	20	373	173	0	888
		Footpath Improvements	0	500	0	0	0	500
		Furnace Coastal Protection	122	22	0	0	0	144
		Glengorm - Capping	48	152	0	0	0	200
		Lighting	1,318	385	0	0	0	1,703
		Public Convenience Upgrades	0	66	0	0	0	66
		Roads Reconstruction	24,200	3,500	2,372	4,227	0	34,299
		Tarbert All Weather Sports Pitch	103	67	0	0	0	170
		Traffic Management	301	67	0	0	0	368
	Asset Sustainability Total		**35,274**	**7,275**	**2,882**	**5,250**	**0**	**50,681**
	Service Development	A849 Pennyghael Bridge Mull	127	4	0	0	0	131
		Campbeltown Old Quay	1,376	48	0	0	0	1,424
		Cycleways - H&L (FSPT)	2,267	201	154	0	0	2,622
		Preliminary design for Regional Transport projects (tif)	192	20	9	0	0	221
	Service Development Total		**3,962**	**273**	**163**	**0**	**0**	**4,398**
	Strategic Change	Campbeltown Flood Scheme	4	76	0	0	0	80
		Kintyre Renewables Hub (FGPB)	11,382	733	0	0	0	12,115
		Pier Upgrades	0	290	0	10	0	300
		Street Lighting LED Replacement	1,012	2,700	0	188	0	3,900
	Strategic Change Total		**12,398**	**3,799**	**0**	**198**	**0**	**16,395**
Roads and Amenity Services Total			**51,634**	**11,347**	**3,045**	**5,448**	**0**	**71,474**
Overall Total			**73,680**	**33,747**	**10,122**	**9,590**	**14,884**	**142,023**

CAPITAL PLAN 2017-20 **APPENDIX 5**
Live Argyll

Head of Service	Category	Project	Previous Years £000's	2017-18 £000's	2018-19 £000's	2019-20 £000's	Future Years £'000s	Total £000s
Live Argyll	Asset Sustainability	Aqualibrium	168	202	0	0	0	370
		Bute Community Education Centre	9	141	10	0	0	160
		Campbeltown Museum - Burnet Bldg	79	27	0	0	0	106
		Capital Property Works	97	13	0	0	0	110
		Community Centres General - Options Appraisal	9	6	0	0	0	15
		Corran Halls, Oban	526	4	0	0	0	530
		Dunoon Community Education Centre	159	33	50	0	0	242
		Lochgilphead Community Ed Centre	31	188	12	0	0	231
		Moat Centre	0	94	6	0	0	100
		Oban Library (Leased Property)	0	60	0	0	0	60
		Rothesay Swimming Pool	118	213	14	0	0	345
		Victoria Halls, Campbeltown	589	47	4	0	0	640
		Victoria Halls, Helensburgh	225	55	2	0	0	282
	Asset Sustainability Total		**2,010**	**1,083**	**98**	**0**	**0**	**3,191**
	Service Development	Archives - Wee Manse Brae	41	87	0	0	0	128
		Riverside Leisure Centre Refurbishment	1,041	0	0	0	0	1,041
	Service Development Total		**1,082**	**87**	**0**	**0**	**0**	**1,169**
	Strategic Change	Carbon Management	13	37	0	0	0	50
	Strategic Change Total		**13**	**37**	**0**	**0**	**0**	**50**
Live Argyll Total			**3,105**	**1,207**	**98**	**0**	**0**	**4,410**
Overall Total			**3,105**	**1,207**	**98**	**0**	**0**	**4,410**

ARGYLL AND BUTE COUNCIL **COUNCIL**

STRATEGIC ASSET MANAGEMENT BOARD **22 FEBRUARY 2018**

CORPORATE ASSET MANAGEMENT STRATEGY

1. EXECUTIVE SUMMARY

1.1 Asset Management is a structured and systematic approach to managing fixed assets on an ongoing basis. This approach addresses all phases of an asset's life cycle, from pre-acquisition through to retirement. Effective asset management planning means knowing what you own, where it's located, what it costs you, what it will cost you in the future, whether it will support current and future service delivery and who is responsible for it.

1.2 The Corporate Asset Management Strategy sets out the Council's overall approach to management of its asset base. It sets out

- The Council's approach and commitment to sound asset management,
- The aims and objectives of the Corporate Asset Management Strategy are to ensure that all assets held by the Council are required for operational and regeneration/economic development purposes,
- Links between asset management and the Corporate Plan, the Argyll and Bute Outcome Improvement Plan (ABOIP), Service Plans, Live Argyll and the Argyll and Bute Health and Social Care Partnership (HSCP)
- Governance arrangements for asset management,
- An overview of the performance improvement framework for asset management,
- The need for asset management to be forward looking to deliver the assets which the Council requires for service delivery in the future.

ARGYLL AND BUTE COUNCIL **COUNCIL**

STRATEGIC ASSET MANAGEMENT BOARD **22 FEBRUARY 2018**

CORPORATE ASSET MANAGEMENT STRATEGY

2. INTRODUCTION

2.1 The Corporate Asset Management Strategy sets out the Council's overall approach to management of its asset base. It sets out:

- The Council's approach and commitment to sound asset management,
- The aims and objectives of the Corporate Asset Management Strategy is to ensure that all assets held by the Council are required for operational and regeneration/economic development purposes,
- Links between asset management and the Corporate Plan, the Argyll and Bute Outcome Improvement Plan (ABOIP), Service Plans, Live Argyll and the Argyll and Bute HSCP,
- Governance arrangements for asset management,
- An overview of the performance improvement framework for asset management,
- The need for the asset management to be forward looking to deliver the asset which the Council requires for service delivery in the future.

3. DETAIL

Definition and Core Values of Asset Management

3.1 Asset Management is a structured and systematic approach to managing fixed assets on an ongoing basis. This approach addresses all phases of an asset's life cycle, from pre-acquisition through to retirement. Effective asset management planning means knowing what you own, where it's located, what it costs you, what it will cost you in the future, whether it will support current and future service delivery and who is responsible for it.

3.2 It is recognised that these general guiding principles can also be applied to the management of non-fixed, or less permanent, assets such as vehicles, plant and equipment.

3.3 The Council will ensure that the assets it provides are used in a fair, consistent, efficient and effective way, taking into account their social and environmental impact and the needs and aspirations of our people, communities, areas and organisation.

3.4 Asset Management is the process of ensuring that the Council's Assets are:

- Fit for purpose,
- Used efficiently,
- Maintained on a sustainable basis,
- Matched in investment terms to service needs.

Approach and Commitment to Sound Asset Management

3.5 The Local Government in Scotland Act 2003 provides the legal framework for both the Prudential Code and the Best Value arrangements. Under the Prudential Code local authorities are authorised to make capital investments where it can be demonstrated that these investments are affordable, prudent and sustainable. A local authority, which secures Best Value, is one, which promotes continuous improvement in the performance of its functions.

3.6 Asset Management is a key element of achieving Best Value. Councils have a statutory duty to deliver Best Value. This has significant implications for asset management as Councils must:

- Ensure that management arrangements secure continuous improvement;
- Balance quality and cost in relation to the procurement of assets;
- Ensure asset management decisions contribute to sustainable development.

3.7 Asset Management has potential to contribute to achievement of efficiency savings.

3.8 The Best Value 2 Asset Management templates published by Audit Scotland essentially set out the direction of travel for asset management within the Council. The desired outcomes of good practice contained within these templates have been fully adopted and are being actively promoted and progressed by the Strategic Asset Management Board.

3.9 In addition, asset management best practice will continue to be shared and developed through participation in national and local benchmarking networks and through membership of professional associations, such as the Scottish Heads of Property Services group.

3.10 In line with Best Value Guidance: “Sound Management of Resources” the Council’s Corporate Asset Management Strategy sets out how the Council will manage its assets to deliver the Council’s corporate and ABABOIP objectives, by providing the basis for corporate challenge and a focus on the future asset requirements in respect of service delivery.

Aims and Objectives of the Corporate Asset Management Strategy

3.11 Plans for the future ensure that assets must be used primarily to enable the most effective provision of services together with the achievement of strategic objectives; and this should be done in the most efficient and economical manner. The Corporate Asset Management Strategy aims to provide an integrated approach to realising the Council’s overall strategic aims and objectives for optimising assets and challenge services in this regard. A primary objective of asset management is to ensure that all assets held by the Council are required for operational and regeneration/economic development purposes, linked to corporate, service and ABABOIP objectives, while reducing the total cost of ownership and maximising the benefits from investment in these assets.

3.12 The Corporate Asset Management Strategy provides a strategic direction of travel and sets out the framework for the development and implementation of a robust process for Asset Management.

3.13 The Council's short term strategic objective is to improve the asset management performance by challenging services to ensure the most efficient and effective use of assets focused on delivery of the ABOIP, corporate and service objectives.

3.14 The following governing criteria underpin the Corporate Asset Management Strategy and provide a basis for corporate challenge:

- The Council's fixed assets must support current and future service delivery requirements,
- The Corporate Asset Management Strategy informs and directs service asset management planning, the Corporate Asset Management Plan and Capital Plan,
- The Corporate Asset Management Strategy informs and enables the Council's actions to successfully progress and improve economic development and connectivity within Argyll and Bute,
- The Council's Climate Change Declaration informs and directs the improvements required for assets to meet the Council's carbon reduction targets,
- The criteria of condition, suitability and risk are applied to measure asset performance,
- The balance between quality and cost in relation to the procurement of assets and Individual asset performance (running cost and utilisation) where appropriate will be subject to measurement to determine efficiency,
- The development and implementation of a systematic approach to asset investment and expenditure, utilisation and disposal.

3.15 As stated earlier, sound asset management is crucial if the Council is to make best use of the resources available to it to deliver its overall aims and objectives. The environment within which the Council operates is dynamic. It is therefore crucial that the Council's asset management approach informs decisions about strategic change across the Council, and is sufficiently flexible to adapt to the circumstances created by such change.

3.16 Specific Aims of the Corporate Asset Management Strategy are:

- Provide a framework for conducting a corporate challenge to ensure that all assets held by the Council are required for operational and regeneration/economic development purposes, linked to corporate, service and ABOIP objectives
- Ensure the capital investment programme will contribute to the achievement of the Council's key objectives designed to ensure that asset management issues are fully reflected in the planning of the Council.
- Provide a framework for the management and monitoring of the capital programme and maintenance effects on revenue.
- Inform the bidding for external "third party" additional capital funding and the management of any resources that are secured.
- Address corporate policies on procurement and disposal policies as required by best value guidance.
- Determine processes for the generation of capital project proposals; the monitoring of ongoing projects and the evaluation of completed projects.
- Review existing assets and service needs to explore opportunities for the more efficient and effective use of assets and the release of resources through disposal.

Links Between Asset Management and Key Corporate Policies

3.17 The Corporate Plan sets out the Council's corporate objectives and outcomes. The key features of the Corporate Plan are incorporated within this strategy.

3.18 The Council's vision is for Argyll and Bute's Economic Success to be built on a Growing Population. This is supported by making Argyll and Bute a place people choose to live, learn, work and do business.

3.19 The Corporate Asset Management Plan will need to move its focus from the current estate to considering what future service provision needs will be and the demands this will place on the asset base. This will ensure that in planning for the future the impact of the ABOIP, corporate objectives and national priorities will be taken into account as part of the corporate challenge contained within the asset management process.

3.20 There are important links between the Corporate Plan and the ABOIP. The outcomes set out in the Corporate Plan are the Council's contribution to the ABOIP. Each outcome is directly linked to one or more of the national outcomes set by the Scottish Government. The future service delivery requirement for assets is considered as part of the asset management process. This includes assets owned by the Council but operated by the Argyll and Bute Health and Social Care Partnership and Live Argyll.

3.21 Community Planning Partners have worked in partnership with the Council to ensure that the ABOIP identifies the outcomes for Argyll and Bute and the partnership action required for effective implementation. The Council will foster partnerships and co-operation with organisations and agencies in the public, private and voluntary sector. In particular we continue to engage with the Scottish Futures Trust (SFT) in view of their emerging role of promoting asset rationalisation between public sector agencies and have increased the capacity of the Transformation Board and Special Projects Team to take forward strategic asset projects.

3.22 Linked to the previous section it should be noted that the Community Planning Management Committee has engaged with the Scottish Futures Trust in carrying out "smarter places" reviews to identify project opportunities for rationalisation across Argyll and Bute. A number of these opportunities are moving into design phase.

Governance Arrangements for Asset Management

3.23 Council governance of asset management by elected members is on the basis of the Council directing the work of the Council through the Strategic Management Team.

3.24 Responsibility for Council assets is held by the three Departments:

- Community Services,
- Customer Services and
- Development & Infrastructure.

These Departments are headed by an Executive Director reporting to the Chief Executive and supported by Heads of Services who are responsible for day to day service provision and the effective and efficient use of assets. Assets owned by the

Council but operated by the Argyll and Bute Health and Social Care Partnership and Live Argyll continue to be the responsibility of the Council.

3.25 The Head of Facility Services is the Chair of the Strategic Asset Management Board and is responsible for the development of the Corporate Asset Management Strategy, production of the Corporate Asset Management Plan, preparation of the Capital Plan.

3.26 The Strategic Asset Management Board is responsible for the development of asset management policy, planning and specification. In addition, the Board is responsible for the development and delivery of the asset management improvement programme and to support the production of the Corporate Asset Management Plan, Capital Plan and for providing corporate challenge within the asset management process.

3.27 The corporate requirements of asset management will be driven forward by the Strategic Asset Management Board; which is the link between senior officers and elected members and the Council's service operations in respect of matters of policy related to asset management. In this way a corporate view will be applied to major proposals relating to assets.

3.28 The Strategic Asset Management Board responsibilities are:

1. To oversee Asset Management within the Council by applying a corporate challenge which ensures that all assets held by the Council are required for operational and regeneration/economic development purposes linked to corporate, service and ABOIP objectives and the requirements of Live Argyll and the Argyll and Bute HSCP.

2. To develop, introduce and fully establish asset management performance, planning and governance systems.

3. To plan for economic, efficient and effective use of assets, ensuring compliance with statutory regulations.

4. To prepare the Council's Corporate Asset Management Strategy and Corporate Asset Management Plan.

5. To manage the approval process for Service and Group Asset Management Plans.

6. To provide objective appraisal of Initial Business Cases (IBC), Outline Business Cases (OBC) and Full Business Cases (FBC).

7. To provide objective appraisal of Service Asset Management Plans (SAMPs) and Group Asset Management Plans (GAMPS).

8. To work with stakeholders, both internal and external, in managing its assets including Community Planning Partners.

9. To review delivery of the Capital Programme.

10. To review the resourcing of the delivery of the Capital Programme.

11. To ensure the capital works undertaken are of a high standard the Board should ensure that feedback of projects is sought by the users of the building / school / IT system etc. The board should review this feedback and pick up on any lessons learnt.

12. To resolve issues in respect of project risks for individual projects that have impacted (reached a level above tolerance).

13. To ensure life cycle costs in terms of building, maintain and decommissioning are considered in procurement and prior to committing to the project.

14. To oversee the standardisation and future development of asset specification and procurement.

15. To undertake a full review of Asset Management IT systems held by the Council and the development of a strategic approach towards future system integration.

16. Seek to ensure that adequate provision is made for planned programme maintenance.

Performance Improvement Framework for Asset Management

3.29 The Council must underpin asset management, business case development and capital and revenue decision making with robust asset performance data. The Performance Improvement Framework supports the required improvement in asset performance management, and the Strategic Asset Management Board has identified the continued development of asset performance measures as a key priority.

3.30 The table below summarises the asset base of the Council. The Council has an asset base at 31 March 2017, with a Net Book Value of £509.123m (2016 - £506.105m) that includes:

Description	Number	Description	Number
Administrative Buildings	30	Learning centre for pupils with additional support needs	1
Operational Depots	20	Leisure Centres	5
Primary Schools	72	Community Centres	4
Secondary Schools	5	Halls	5
3-18 Schools	4	Libraries	11
Joint campuses	1	Roads (km)	2,284
Gaelic medium units	7	Public Road Bridges	900
Adult Learning Centres	2		
Early Learning Centres	2		
School Houses	21	Car Parks	118
Public road retaining walls	2,000 (Estimated)	Marine Structures	41
IT Systems and Devices	13,000 (Estimated)	Public road coastal protection (km)	200 (Estimated)

The table includes the majority of the Council's assets but is not exhaustive.

3.31 A range of policies in support of good asset management practice have been developed and are included in the appendices to this document. The asset management policies approved to date are outlined in Appendix 1. In addition Services have been encouraged to develop policy statements in respect of each asset group.

3.32 Each year the Corporate Asset Management Plan will be prepared on the basis of the Corporate Asset Management Strategy and it will take account of the risks identified in the SAMPs and GAMP. The aim of the Corporate Asset Management Plan is to ensure that capital and revenue expenditure is directed efficiently and effectively to further:

- Strategic Change
- Service Development
- Asset Sustainability.

3.33 The Corporate Asset Management Plan sets out how Services will ensure that the opportunity cost of financial resources tied up in assets are minimised and that there is:

- An integrated corporate approach towards asset management, capital planning and budgeting process for both capital and revenue
- A process for changing the Council's Asset portfolio consistent with the Corporate Plan and ABOIP
- A process for asset decision making which is consistent with Services' requirements
- An identification of opportunities for innovation, asset investment or disposal
- Provision of a context for capital project evaluation helping to prioritise decisions on spending.

3.34 Each Executive Director is responsible for the completion of their Service Asset Management Plan (SAMP) and Group Asset Management Plan (GAMP). Service Asset Managers will prepare the Service Asset Management Plan and Group Asset Management Plan, which when approved by the Departmental Executive Director, will be submitted to the Strategic Asset Management Board. The Strategic Asset Management Board will evaluate each Service Asset Management Plan (including Asset Management Plans prepared by the Argyll and Bute Health and Social Care Partnership and Live Argyll), Group Asset Management Plan, from which the Corporate Asset Management and Capital Plan will be prepared.

3.35 In preparing Service Asset Management Plans, Service Asset Managers must consider the following guiding criteria:

- Maximise the impact of all capital and revenue expenditure on assets
- Apply asset performance indicators and benchmarking (Condition, Suitability and Risk) to ensure robust planning and decision making
- Maximise the utilisation of assets
- Reduce the unit costs of service delivery through smarter and more efficient asset management
- Dispose of underperforming, unsuitable assets and assets which are at risk and invest in "fit for purpose" assets

- Share assets with Community Partners and Third Sector to maximise public benefit

3.36 Community Empowerment legislation has recently been enacted. The Council has established an asset transfer policy and process to reflect the legislation and guidance.

3.37 The Council requires that decision making regarding the procurement, development and disposal of assets is founded on a robust process of options appraisal and Business Case gateways and have been subject to robust corporate challenge. The Capital Programme Planning and Management Guide sets out the Council's approach towards, and requirement for, options appraisal and Business Case development including the Council's Climate Change Declaration.

3.38 In terms of procurement, the Council will take cognisance of traditional or emerging delivery options. It will have regard to the delivery options afforded, for instance, by the SFT and the Northern Hub Co, where appropriate.

3.39 The Strategic Asset Management Board has introduced a set of asset performance indicators and an associated programme of asset surveys, to improve the standard of Service Asset Management Plans. The performance indicators now form part of the Service Asset Management Plans. These allow the Council to benchmark asset performance and better inform decision making. In the future the Strategic Asset Management Board will agree the survey frequency for specific asset groups and continually develop a programme of asset surveys in line with the agreed frequencies.

3.40 The performance indicators for each asset group are being identified and applied to prioritised groups to satisfy the needs of corporate management and members on a Council wide basis while also meeting the needs of Service managers on a day to day and month to month basis. Performance indicators should also be capable of being considered by individual asset, groups of assets, service, location, asset type and ultimately Council wide. The gathering, recording and reporting of this data is currently being addressed with the emphasis on property assets (buildings).

3.41 In order to fully support this strategy, the Council have implemented a corporate property management IT system to develop and improve its asset management and performance reporting capabilities.

3.42 The Asset Management Board will increasingly work closely with the Council's Transformation Board and Special Projects Team to exploit opportunities for improved efficiency in asset planning and utilisation. One initiative that is under development is the "One Council" approach to property management which may provide improved asset management and quicker disposal of surplus assets.

4. CONCLUSION

4.1 In the short term the aim of the Corporate Asset Management Strategy is to ensure that all the foregoing policies, plans, systems and processes are implemented and operational with on-going development taking place. The Council will, in the coming year, develop and test an alternative approach to Capital Planning and prioritisation for future review.

5. IMPLICATIONS

5.1	Policy –	The report sets out the Council's policy in respect of asset management.
5.2	Financial -	None.
5.3	Legal -	None.
5.4	HR -	None.
5.5	Equalities -	None.
5.6	Risk -	None.
5.7	Customer Service -	None .

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

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APPENDICES
Appendix 1 – Asset Management Policies

APPENDIX 1 – ASSET MANAGEMENT POLICIES

1.0 INTRODUCTION

2.0 OPERATIONAL PROPERTY ASSET POLICY STATEMENT

3.0 NON-OPERATIONAL PROPERTY ASSET POLICY STATEMENT

4.0 ASSET DISPOSALS POLICY STATEMENT

5.0 ASSET ACQUISITIONS POLICY STATEMENT

6.0 FLEET ASSET POLICY STATEMENT

7.0 INFRASTRUCTURE ASSET POLICY STATEMENT

8.0 ICT ASSET POLICY STATEMENT

9.0 BUILDING ELEMENT RISK CATEGORY POLICY STATEMENT

1.0 INTRODUCTION

Argyll and Bute Council holds each of its assets as a resource to be used in the delivery of services and to support and contribute to its corporate objectives.

This is the fundamental premise that underpins all the Council's actions in managing its assets. From the acquisition of new assets, their operation throughout their lifetime, right the way through to their eventual disposal, the overall way in which the Council deploys and accounts for its assets can be tested against the contribution they make to the overall corporate vision. It is recognised that all assets can make particular contributions in terms of:-

- Optimising asset portfolios to meet changing service needs.
- Reaping financial benefits from savings in running costs and enhancing capital receipts.
- Implementing corporate plans and strategies in areas such as carbon reduction and sustainability.
- Acting as a catalyst for partnership working with other public service providers.
- Supporting the development and role of the Third Sector to provide key services within communities under the Community Empowerment Act.

Improved service delivery through effective asset management will be achieved when key assets are in the right location, suitable and fit for purpose and in good condition. In particular all property assets will also need to be accessible and energy efficient.

The current financial climate has created particular problems for many public bodies. For example property assets cannot be so readily acquired, sold and, in some cases altered. The challenge for the Strategic Asset Management Board and the Council will be to consider the changes taking place in the external environment, such as new workplace practices, the increasing influence of information and communications technology and the growing importance of sustainability issues and to respond to these changes by implementing more innovative, aggressive and robust asset management policies.

The purpose of this document is to set out a high level Asset Policy framework for Argyll and Bute Council. These Policies will, in turn, support the Council's Asset Management Strategy and Corporate Asset Management Plan. The Policies set out in this document are in respect of:-

- Operational Property
- Non-Operational Property
- Disposals
- Acquisitions
- Fleet
- Infrastructure
- ICT
- Building Element Risk

These Policies are a dynamic statement of how Argyll and Bute Council expects to better use and manage its assets. The Policies will be reviewed annually and updated, where appropriate, to reflect emerging best practice, altered priorities and any new statutory obligations.

2.0 OPERATIONAL PROPERTY ASSET POLICY STATEMENT

The Strategic Asset Management Board will oversee the management of all operational property assets to ensure that these resources are operated in an effective and efficient manner and contribute to an improved provision of services to the community.

To do this the Board will:-

- Ensure property is regarded and managed as a corporate resource.
- Ensure best value and best practice in the delivery of property and asset management services.
- Review and challenge the need for retaining properties with services.
- Ensure our property portfolio is suitable for its current use and supports effective service delivery.
- Ensure properties are compliant with relevant legislation.
- Ensure properties are in an appropriate condition and maintained effectively.
- Ensure office space is used efficiently.
- Regularly measure and report the sufficiency of the school estate.
- Review options for rationalising or consolidating property assets.
- Regularly monitor and report on the performance of property and put in place measures for securing continuous improvement.
- Ensure property running costs and the consumption of resources are minimised.
- Consider the needs of stakeholders.
- Ensure that comprehensive asset management information to support decision making is collected, maintained and stored efficiently.

3.0 NON-OPERATIONAL PROPERTY ASSET POLICY STATEMENT

The Strategic Asset Management Board will review and challenge the non-operational property assets held by Services. It will ensure that:-

- The commercial portfolio is managed effectively to maximise income.
- Rental voids are kept to a minimum.
- Key properties are held for economic development purposes.
- Regular reviews of commercial portfolio are carried out to assess rate of return, purpose of retention and alternative development options.
- Underperforming assets are declared surplus to requirements.
- The cost of managing the non-operational portfolio remains competitive through benchmarking and regular review.

4.0 ASSET DISPOSALS POLICY STATEMENT

The Council has a statutory responsibility under the Local Government (Scotland) Act 1973, not to dispose of land at less than the best consideration. In order to comply with this obligation it will, in the majority of instances, seek to obtain “market value” for all surplus assets by:-

- Enhancing value wherever practicable and appropriate.
- Advertising on the open market to encourage competition from likely purchasers.
- Setting a closing date for offers.
- Supporting the transfer of certain assets, where appropriate, to the Third Sector in return for wider community benefits.
- Generally recommending acceptance of the highest offer submitted in accordance with the above.
- Reporting all potential disposals to the appropriate Committee of the Council seeking approval to proceed.

Audit Scotland recommend that consideration should be given to using ”legislation which allows councils to sell assets at below market value if it is for public benefit, where this is consistent with a published policy objective, and would achieve Best Value for the public sector overall”. Therefore in advance of any move to dispose of an asset, the Council will consider benefits from retaining an asset which may accrue to the public sector overall.

The Strategic Asset Management Board will challenge service departments to review their future property requirements and this will ultimately lead to a net reduction of property assets. The Board will ensure arrangements are in place to:-

- Eliminate as far as possible the number of properties that are poorly used, unfit for purpose and in poor condition.
- Pursue disposal options that will maximise the return to the Council where possible.
- Become more innovative. For example to examine the possibility of setting up joint venture Special Purpose Vehicles (SPV’s), where appropriate, with the private sector to unlock the latent value of our assets.
- Fast-track disposal options where possible where unique or significant beneficial opportunities may exist, or can be created.
- Deliver revenue savings to the Council through the prompt and successful disposal of property.
- Ensure the cost of managing the disposal process portfolio remains competitive through benchmarking, market testing and regular review.

In addition to the foregoing, Part 5 of the Community Empowerment (Scotland) Act 2015 has introduced a right for community bodies to make asset transfer requests to specifed public bodies for the transfer of an interest in land or buildings for a specified purpose. The act requires public bodies to assess requests against a list of criteria and to agree the request unless there are reasonable grounds for refusal.

The Council has developed a set of enhanced procedures to provide a clear and transparent asset transfer request process to ensure compliance with the act. Web pages have also been developed to provide an interactive tool with advice and guidance, a list of the Council’s assets, contact details, the relevant forms and documents required to make a request, an “expression of interest form” (to facilitate early informal discussions between organisations and officers). A single point of contact for enquiries is also provided.

5.0 ASSET ACQUISITIONS POLICY STATEMENT

The Strategic Asset Management Board's objective is to ensure that the necessary professional and technical services are in place to deliver the Council's capital and revenue programmes of new build, refurbishment and maintenance works in respect of developing, consolidating and protecting property assets.

The Board will ensure that the Property, Design, Estates and Asset Management Teams will provide the Council with construction, procurement, valuation and consultancy services including project management, project monitoring and budget management. On this basis the Board will be in a position to review and determine whether due process has revealed that acquisition is the only or most favourable option available.

In the event that the acquisition of an asset is the optimum solution the Strategic Asset Management Board will ensure efficient procurement of assets and construction projects by:-

- Reviewing the integrated and multi-disciplined approach within Facilities Services.
- Requiring services to follow the methodical and efficient processes contained within the Council's approved Capital Planning and Management Guide.
- Overseeing and reviewing the production of Full Business Cases.
- Undertaking a rigorous options appraisal process, including consideration of procurement options available through the Council's membership of the Northern Territory hub Co.
- Requiring the demonstration of comprehensive value for money approach.
- Participating and leading, where appropriate, post project reviews.

6.0 FLEET ASSET POLICY STATEMENT

The Council operates a wide range of fleet and plant to support the delivery of services.

The Strategic Asset Management Board requires the services to provide an efficient and effective Fleet management and vehicle maintenance service.

Fleet Management ensure that services have:-

- Appropriate vehicles in place to carry out their responsibilities and duties.
- Vehicles which are maintained to DVSA (Driver and Vehicle Standards Agency) standard.
- Appropriate data available to measure performance and use of fleet and plant and to enable targets to be established.
- Proportionate information to enable optimum use to be made of the fleet.
- An appropriate training programme in place to support relevant staff and operators.
- Robust business cases developed to underpin vehicle retention and best value procurement solutions.
- Plans in place where appropriate to develop a "Green Fleet" policy, including infrastructure for public charging.
- Plans are developed to manage a single council fleet with vehicle brokerage to ensure best value through vehicle utilisation and whole life costing.

7.0 INFRASTRUCTURE ASSET POLICY STATEMENT

The infrastructure portfolio is a complicated collection of diverse asset groups such as roads, bridges, piers, airports, amenity (e.g. cemeteries, memorials and parks), street lighting, landfill sites and flood prevention schemes. The overarching aim of the Strategic Asset Management Board is to ensure that the service with responsibility for these asset groups strives for a good quality, well maintained and sustainable infrastructure network that is not only safe but also contributes to the needs of the community together with the everyday requirements of the businesses operating within Argyll and Bute. The Annual Status and Options Report has been developed for the road, lighting and bridge/structures assets. This document includes deterioration modelling and investment scenarios that model likely future conditions.

The aim of the Strategic Asset Management Board is to make sure that:-

- The infrastructure assets perform well in terms of suitability and condition.
- Appropriate asset management information is gathered, maintained and used to underpin decision making.
- Infrastructure meets the needs of users' requirements and compliance with relevant legislation and regulations is achieved.
- Data continues to be gathered and held on appropriate systems.
- Benchmarking activities continue to inform business improvement actions.
- All of the above within the confines of the available budgets.

8.0 ICT ASSET POLICY STATEMENT

It is the aim of the Strategic Asset Management Board to ensure that the Council's ICT assets are utilised in the most effective, efficient and economical manner in support of the Council's plans, strategies and service delivery.

The following approach will be undertaken to achieve this:-

- Business, corporate and strategic requirements will be identified.
- Procurement options will be tailored and developed to suit continuing needs, taking into account ongoing maintenance and sustainability issues throughout the whole life of the asset.
- Regular reviews will be conducted to assess fitness for purpose and performance of the asset in question.
- Full compliance with legislative and operational requirements during the withdrawal and subsequent disposal of ICT assets.
- Comprehensive ICT and asset management information in support of all of the above will be collected, maintained, stored efficiently and be readily available.

9.0 BUILDING ELEMENT RISK CATEGORY POLICY STATEMENT

The risk category for building elements is used as part of the condition surveys undertaken by Property Services. The classification for fabric related elements and building services are as follows:

Fabric – The condition of an element is based on a combination of factors including site visual appearance, manufacturer's guidance on the lifecycle of the element and frequency of repeated maintenance based on historical knowledge and recorded data. In taking cognisance of all factors an assessment is made and a score (out of ten) is applied resulting in a condition percentage being allocated to the element. A score of less than 40% is classified as **bad** and categorised as a red risk. A score between 40% and 60% is classified as **poor** and categorised as an amber risk. A score between 60% and 85% is classified as **satisfactory** and categorised as a yellow risk. A score greater than 85% is classified as **good** and categorised as a green risk.

In addition to overall condition and therefore the risk associated with elements, the Property Officers also identify "Hot Spots". These are generally small areas of an element whose condition is such that they do not significantly influence the overall score but require attention as their failure is likely to result in a significant disruption to the building functioning as intended. An example of this would be a bad condition flat roof over a boiler house where the failure of the roof element would potentially result in the heating failing.

As a result, a capital programme is established that deals with high risk elements including "Hot Spots". It is also prudent to include a Health and Safety budget to deal with any emergent issues throughout the financial year.

Services - Mechanical & Electrical – this assessment is based on the elemental lifecycle of the specific mechanical or electrical element or sub element. The assessment is coupled with the support of statutory cyclical service reports and industry standard recommendations. In taking cognisance of all factors an assessment is made and a score (out of ten) is applied resulting in a condition percentage being allocated to the element. A score of less than 40% is classified as **bad** and categorised as a red risk. A score between 40% and 60% is classified as **poor** and categorised as an amber risk. A score between 60% and 85% is classified as **satisfactory** and categorised as a yellow risk. A score greater than 85% is classified as **good** and categorised as a green risk.

In addition to the overall elemental condition and therefore the risk associated with elements, the Property and Technical Officers also identify "Hot Spots". These are generally parts of an element where condition is such that they do not significantly influence the overall score but require attention as their failure is likely to result in a significant disruption to the building functioning as intended.

As a result, a capital programme is established that deals with high risk elements including "Hot Spots". It is also prudent to include a Health and Safety budget to deal with any emergent issues throughout the financial year.

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ARGYLL AND BUTE COUNCIL **COUNCIL**

STRATEGIC ASSET MANAGEMENT BOARD **22 FEBRUARY 2018**

CORPORATE ASSET MANAGEMENT PLAN

1. EXECUTIVE SUMMARY

1.1 The Corporate Asset Management Strategy sets out the strategic framework for the development of asset management planning including the development of the Corporate Asset Management Plan, Service Asset Management Plans and ICT Group Asset Management Plan and provides the basis for corporate challenge within the asset management process.

1.2 The Corporate Asset Management Plan reflects the Council's strategic objectives contained in the Argyll and Bute Outcome Improvement Plan (ABOIP) and Corporate Plan, capital investment priorities and Service Plans to support Strategic Change, Service Development and Asset Sustainability projects in 2018-19 and beyond. These projects have been developed taking account of the future service delivery requirements of the Council, the Argyll and Bute Health and Social Care Partnership (HSCP) and Live Argyll.

1.3 Work will be undertaken during 2018-19 to develop and test an alternative approach for the planning and prioritisation of capital investment. The new approach will look to compare all projects against set criteria to determine which projects will be included in the capital plan rather than allocating resources to Departments. This will also enable an earlier engagement with elected members in the process of capital planning.

1.4 The reduced revenue maintenance budgets has had an impact on planned maintenance programmes which will increase the deterioration in asset condition across the Council leading to increasing demand for capital investment in the asset base to maintain service delivery.

ARGYLL AND BUTE COUNCIL **COUNCIL**

STRATEGIC ASSET MANAGEMENT BOARD **22 FEBRUARY 2018**

CORPORATE ASSET MANAGEMENT PLAN

2. INTRODUCTION

2.1 The Corporate Asset Management Plan reflects the Council's strategic objectives contained in the ABOIP and Corporate Plan, capital investment priorities and Service Plans to support Strategic Change, Service Development and Asset Sustainability projects in 2018-19 and beyond. These projects have been developed taking account of the future service delivery requirements of the Council, Live Argyll and the Argyll and Bute HSCP. The Council is also aware of the potential implications of future agreements in securing investment through a Rural Growth Deal for the council area.

2.2 The Strategic Change programme identifies the Council's strategic planning priorities which include the CHORD programme, the Lorn Arc Tax Incremental Funding (TIF) programme, School Replacement, Helensburgh Waterfront development and Road and Infrastructure projects.

2.3 The Service Development and Asset Sustainability programmes focus on addressing a combination of the Condition, Suitability and Risk associated with the Council's assets. The Corporate Asset Management Plan addresses individual assets or asset groups which have been identified as highest risk (*significant* risk of impairment to both the asset and/or service delivery), either through capital plans founded on Business Cases, or through the proposed development of Outline Business Cases in 2018-19.

2.4 The capital projects in the Corporate Asset Management Plan are largely funded from existing Block Allocations although work will be undertaken during 2018-19 to develop and test an alternative approach for the planning and prioritisation of capital investment. The new approach will look to compare all projects against set criteria to determine which projects will be included in the capital plan rather than allocating resources to Departments. This will also enable an earlier engagement with elected members in the process of capital planning.

2.5 The Corporate Asset Management Strategy sets out the strategic framework for the development of asset management planning including the development of the Corporate Asset Management Plan, Service Asset Management Plans and ICT Group Asset Management Plan and provides the basis for corporate challenge within the asset management process.

3. DETAIL

Corporate Asset Management Planning – Key Issues

3.1 The Corporate Asset Management Plan reflects existing Departmental and

service structures and planning. It brings together the Council's strategic change programmes such as CHORD and the Lorn Arc Tax Incremental Funded project, with Service Asset Management Plans, ICT Group Asset Management Plan, the Argyll and Bute HSCP and Live Argyll Asset Management Plan and capital plans.

3.2 Service Asset Management Plans and ICT Group Asset Management Plan set out how each Service is planning to manage the assets they utilise to deliver services. The standard of these reflects the current maturity of the Council's asset management planning and demonstrate an improvement in terms of information, quality and meaningful asset performance measures - varying between areas of best practice to areas where there has been limited asset performance management to date.

3.3 The quality of the information within the Service Asset Management Plans and ICT Group Asset Management Plan has improved in respect of the Condition, Suitability and Risk associated with asset groups under their management control. This demonstrates continuous improvement in respect of the asset management processes.

3.4 All new capital projects included within Capital Plan are founded on either an Initial Business Case (IBC) or an Outline Business Case (OBC) (as required by the Council's Capital Programme Planning and Management Guide). The quality and standard of business cases produced is reflective of the development of asset management planning across the Council. Strategic change project OBCs show best practice: incorporating options appraisal, whole life costing and risk analysis. Progress has been made with the standard of IBCs for the Asset Sustainability programme but will continue to be a focus for further development within the capital monitoring process.

3.5 The Service Asset Management Plans and ICT Group Asset Management Plan provide the Council with a robust suite of data which informs strategic decision making. The data allows consideration of adjusting block allocations between Services and/or between strategic priorities and is useful in the context of Strategic Change, Service Development and Asset Sustainability. The data is becoming even more useful as improvements can be targeted and reported upon. It will also inform future decision making and corporate challenge in relation to asset disposal.

3.6 The main sources of data for the Corporate Asset Management Plan are the Service Asset Management Plans, the ICT Group Asset Management Plan and the Argyll and Bute HSCP and Live Argyll Asset Management Plans. The plans are based on the objective assessment of Condition, Suitability and Risk that has been applied to asset groups.

3.7 The day to day operations of Local Authorities is very much dictated by legislation. Each Service has to be mindful of the legislation affecting each of its operations and the key legislation is set out in the individual Service Asset Management Plans. Relevant Legislation includes:-

- Legislation involving Care Inspectorate issues
- Legislation relating to Education Scotland

- Roads (Scotland) Act 1984
- New Roads and Street works Act 1991
- Flood Risk Management Act (Scotland) 2009
- Health and Safety legislation
- Environmental and other protective legislation
- Legionella - Approved Code of Practice and Guidance Document

Corporate Asset Management Plan Development

3.8 The Strategic Asset Management Board has a set of Asset Performance Indicators and the associated programmes of asset surveys/inspections. This will continue to improve the quality of Asset Management Plans which allows the Council to benchmark asset performance and provide the basis for corporate challenge within the corporate decision making. Our approach will be further refined in due course following the publication of updated guidance on core fact information for schools which is currently subject to national review.

3.9 The Corporate Asset Management Plan is updated annually to reflect national policy requirements. In addition, strategic asset management planning arrangements between other public bodies and major Community Planning Partners within Argyll and Bute are becoming more effective. The Council has an approved policy in place for this.

3.10 The gateway system for appraising and approving future capital expenditure has been in operation since 2010. The process has been utilised again for 2018-19 with consideration being given to addressing highest risks and improvements to the Condition and Suitability of assets. The programme for 2018-19 includes projects which have been previously approved by the Council as summarised in the following sections.

3.11 Each new project within the Corporate Asset Management Plan and Capital Plan has been subject to an Initial Business Case and/or an Outline Business Case (OBC), which has been reviewed and assessed by the Strategic Asset Management Board. Strategic Change projects have been subject to the requirement for Option Appraisals and detailed assessment of Life Cycle costs (Affordability and Value For Money). The Capital Programme Planning and Management Guide, which was approved in May 2010, updated January 2018 and is reviewed regularly, contains templates for each form of Business Case with the OBC incorporating Life Cycle Costing.

Capital Projects Previously Approved

3.12 The following significant strategic change projects have been previously approved by the Council:

- Progress and deliver the CHORD programme
- Progress the procurement Oban High School
- Progress the procurement of Dunoon Primary School
- Progress the procurement of Campbeltown Grammar School Campus
- Production of an FBC for the Helensburgh Waterfront development
- LED Street Lighting project
- Marine Infrastructure Improvements

3.13 The following significant service development projects have been previously approved by the Council

- IT Applications Projects
- Cycle ways Helensburgh and Lomond

3.14 The following section summarises the position with regard to asset sustainability projects previously approved by the Council:

- Development and Infrastructure
  - The Roads Reconstruction programme is targeted on sections identified as High and Medium Risk by the Roads Maintenance and the Scottish Road Maintenance Condition Survey Road (SRMCS) and roads inspectors. Prioritisation is given to those routes which are likely to contribute greatest to economic growth and improved quality of life within our communities.
  - The other Asset Sustainability programmes included in 2018-19 onward are Flood Prevention, Bridge Strengthening, Traffic Management, Street Lighting, Environmental, Fleet Management and Marine Assets.

- Community Services
  - The 2018-19 to 2019-20 capital programme will continue to include works to address the condition issues of the departments assets informed by the surveys carried out by Facility Services. For the school estate, asset sustainability projects will target suitability and condition issues.

- Customer Services
  - The IT Programme focuses upon securing information, IT hardware and data and voice networks, more use of collaborative tools such as Sharepoint, Unified Communications and Voice Over IP and the deployment of numerous services in support of a flexible workforce.
  - Council wide Personal Computer and laptop replacement programme.
  - Extension of the Education network domain across all schools.
  - Facility Services: the main thrust of the programme is health and safety upgrades to address red risk elements in strategically important shared offices and key Council buildings. In addition the Service will continue to support office and depot rationalisation projects to ensure that the estate is managed efficiently.

- Live Argyll
  - The programme for Live Argyll will include works identified in conjunction with Facility Services to address condition and suitability issues on Council owned assets.

- The Argyll and Bute Health and Social Care Partnership (HSCP)
  - The HSCP will focus on ensuring current assets are maintained in a safe, wind and watertight condition but will continue to explore opportunities for co-location.

New Projects Seeking Council Approval to Proceed in 2018-19 and 2019-20

3.15 The following projects require Council approval to proceed in 2018-19 and 2019-20. Each of these projects has been subject to Initial Business Case and/or Outline Business Cases which have been reviewed and assessed by the Strategic Asset Management Board. Where required, funding for the completion of these OBCs is allowed for within the capital plan for 2018-19.

3.16 The proposals for strategic change projects are noted below:

- Lorn Arc Tax Incremental Funding (TIF) initiative.
- Remaining CHORD Projects.
- Helensburgh Waterfront Development.
- Marine Infrastructure Projects

3.17 The service development projects proposed in the Community Services plan reflect the programme of works required to introduce 1140 hours Early Learning and Childcare which is expected to be funded by Scottish Government. A class business case will be prepared once funding is confirmed and a programme finalised.

3.18 The proposals for asset sustainability projects are as noted below:

- The continuation of the programme of health and safety upgrades to address red risk elements within strategically important shared offices and other buildings.
- Roads Reconstruction Projects.
- Bridge Strengthening projects.
- Flood Risk Management Projects.
- Amenity projects.
- Lighting.

High Risk Assets Not Addressed within Capital Plan Proposals for 2018-19

3.19 The Capital Programme for 2018-19 has been structured to address the majority of the Council's High Risk assets. In 2018-19, Service Asset Managers will develop Business Cases and Plans to tackle the following High Risk assets which are not addressed by projects within the Capital Programme for 2018-19 and 2019-20

- Education
- The Education Services have allocated all asset sustainability projects a high, medium and low priority ranking on an assessment of the condition and suitability requirements for each property. High priority projects should be completed by 2019-2020 however due to the limited funding available some high priority projects will be required to be delivered in 2020-21 and medium priority projects in 2020-21 and 2021-22. Low priority projects have not yet been allocated within the five year horizon of this SAMP. The condition of our assets is beginning to reflect the inspection gradings received by both Education Scotland and the Care Inspectorate.

- Facility Services
  - The programme of asset sustainability projects to address red risks in strategically important offices and other buildings has been limited in recent years due to the restricted funding available. This has led to a scenario where work has had to be planned over several years thereby creating a backlog of urgent projects including rewires, fire alarm replacements, heating upgrades and structural improvements. As a result, the Council is facing the increased risk of property element failures that could adversely affect service delivery.

  - The following red risks are not addressed within the proposed projects. An indicative cost has been provided for each risk:

    - Window/Door upgrade, Manse Brae District Office £ 60k
    - Suitability upgrade, Manse Brae District Office £ 15k
    - Outbuilding upgrade, Manse Brae District Office £ 30k
    - Heat & Vent Upgrade, Chalmers St, Ardrishaig £ 20k*
    - Soundproofing Upgrade, Chalmers St, Ardrishaig £ 6k*
    - Suitability Upgrade, Chalmers St, Ardrishaig £ 25k*
    - Accessibility Upgrade, Chalmers St, Ardrishaig £ 15k*
    - Roof Upgrade, Chalmers St, Ardrishaig £ 25k*
    - Fabric Upgrade, Ellis Lodge £100k*
    - Fabric Upgrade, High Street Office, Rothesay £ 55k*
    - Fabric Upgrade/Rewire, Hill Street Office, Dunoon £110k*
    - Suitability Upgrade, Kilarrow House £ 50k*
    - Toilet Upgrade, Kilmory £ 40k
    - Accessibility Upgrade, Kilmory £ 25k
    - Accessible Parking & Footpaths, Kilmory £ 30k
    - Fabric Upgrade, Milton House Office, Dunoon £ 65k*
    - Full Window upgrade, Municipal Buildings, Oban £100k
    - Accessibility upgrade, Municipal Buildings, Oban £ 25k
    - Fabric upgrade, Tobermory Area Office £ 60k
    - Accessibility upgrade, Tobermory Area Office £ 25k
    - External access upgrade, Whitegates £ 25k
    - Internal Fabric upgrade, Willowview, Oban £ 30k
    - External Fabric upgrade, Willowview, Oban £ 35k
    - Roads and car park upgrade, Willowview, Oban £ 20k

    * Subject to outcome of Office Rationalisation proposals

  The current funding levels are inadequate to address all the Statutory and Regulatory requirements in relation to Health and Safety with work having to be delivered over a longer timescale than is desirable. In addition there is limited budget allocation (circa £21k) to address emergent works associated with Capital Property Work which historically has required annual funding of between £50k and £100k.

- ICT
    - The reduction in capital funding will have an impact on the Council's ability to maintain and upgrade its applications, IT infrastructure and equipment to keep pace with improvements in technology. The critical service emerging priorities will not all be met following the reduction in capital. The programme will instead deliver limited infrastructure maintenance and a much reduced development programme covering only the highest priority projects The cycle for the replacement of PCs and laptops has increased from 3 to 4 years in corporate environments and 4 to 5 years in schools with no warranty or maintenance on PCs after the first 3 years. This will have consequences on the reliability of desktop equipment and our ability to work with the latest releases of application software.

- Roads
    - In the most recent official figures provided by the Scottish Road Management Condition Survey the roads of Argyll and Bute were the lowest ranked in Scotland. However, the investment since 2011 has seen an overall improvement in the Road Condition Index (RCI) for the more strategic routes.

      In February 2011 Audit Scotland reported that "*Transport Scotland and councils should review their road maintenance strategies and plans to confirm that adequate prioritisation is given to those routes which are likely to contribute greatest to economic growth and improved quality of life."*

      Audit Scotland in its Audit report published in August 2012, of Argyll and Bute Council 'Maintaining Scotland's Roads – Follow up work', identified the following Risk:- Whilst the Council has increased the roads maintenance and reconstruction budgets, there is a risk that the budget will not be sufficient to meet maintenance requirements of the roads network.

      In terms of supporting the Council's Corporate Plan and the requirement to support and develop the local economy, it is essential that the Council targets its resources wisely to support routes which contribute to economic growth and the quality of life of our town and rural communities.

      While it will be a long term aim of the Council to improve its national ranking in terms of the Road Management Condition Survey, the short to medium term strategy to achieve the outcomes set out within the Corporate Plan is set out within the Council's Roads Asset Management Strategy, which sets out its capital asset investment and roads maintenance strategies. The Annual Status and Options Report also details the strategy, provides an analysis of performance and also models outcomes based on investment levels.

    - The Street Lighting stock in Argyll and Bute is in a generally poor

condition partly through age and partly through environmental conditions experienced in our coastal location. The project underway with Energy Efficient Scotland provides a very positive opportunity to upgrade low maintenance lighting infrastructure funded from savings from reduced energy.

- Ferry Vessels

    - The future of the red risk ferry assets (four main vessels plus two back-ups) will be the subject of a report and recommendations to be completed within 2018.

- Bridges

    - The bridge inspection and assessment programmes continue to identify Red Risks. Works to address these Red Risk bridge/wall defects are being made through Bridge Maintenance Revenue and Bridge Strengthening Capital Programmes, and will be planned and prioritised to reduce the need for either restrictions or escalating costs. It is noted that Kilninver bridge continues to be monitored. Pennyghael Bridge on Mull, and Claonaig Bridge in north Kintyre both have approach geometry and construction types that make them vulnerable to strikes from vehicles. Both have had a number of minor works done to them to keep them in use, however there is an increasing risk that their unrestricted use cannot continue. Other weight restrictions on the network will need to be considered in light of structural condition and no identified budgets for strengthening work. All of the structural schemes have a significant lead-in time to reach construction stage. This can be measured in years if there are difficulties with the technical design or for example land purchase.

- Piers

    - Although the 10 year asset management plan is in early stages of delivery, the red risk assets that it will address continue to be monitored for condition and suitability for their on-going use.

- Fleet Workshops

    - Options for the Lochgilphead depot are at design stage and for Campbeltown at the planning stage. Until these are finalised and implemented, the existing sites will remain red risks. Following the fire at the Oban Millpark depot, solutions are currently being worked up to establish the best course of action to take for the future of the site.

- Fleet Vehicles

    - The Strategic Asset Management Board approved a Fleet

Procurement Policy on 29 January 2010 which will manage disposal of red risk fleet vehicles; those which are beyond policy life and uneconomic to retain. Business cases are required to be approved prior to the procurement of new vehicles. The introduction of these policies and procedures is designed to allow the Council to manage the ongoing disposal of Red Risk fleet vehicles.

- Amenity
    - Business Case will be made for future investment in machinery and plant to improve service efficiency as well as assets including public conveniences, war memorials playing fields and cemeteries.

- Coastal Protection and Flooding
    - Various protection measures to stabilise sections of coastal public road and also including the A818 south east of Dumfin Bridge (non-coastal).
    - Although a scheme is being prepared for Campbeltown, risk of flooding remains until it is implemented which is currently expected to be around 2020-2022. Flood studies are planned for Helensburgh coastal, Kilcreggan, Oban, Lochgilphead Meadows, Tarbert coastal and Clachan however the flood risk remains until works are implemented and this is expected to be 2022-2028 at the earliest. Surface Water Management Plans are to be drafted for Oban, Dunoon and Kilcreggan and their recommendations may assist in reducing flood risk in the period up to 2022. Currently the Council plans only to provide advice rather than to lead on flood risk reduction at Cardross and Sandhaven.

- Waste Management
    - Review of the waste management strategy driven by changing requirements for zero waste to landfill. Revised strategy needs to be progressed in conjunction with Renewi (previously known as Shanks) who have a contract with the council until 2026.

Anticipated Developments Within Next Five Years

3.20 In the future the Corporate Asset Management Plan will need to move its focus from the current estate to considering what future service provision needs will be and the demands this will place on the asset base. This will ensure that in planning for the future the impact of the ABOIP, corporate objectives and national priorities will be taken into account. The proposed change in capital prioritisation will lead to projects being compared to Council priorities rather than providing block allocations to departments. The impact of reducing maintenance budgets will have an impact on the condition of the Council's assets and may result in elemental failure which will increase the risk to service delivery and require the capital plan to be focused on asset sustainability projects.

3.21 The main issues identified within the Service Asset Management Plans which

must be considered within future asset management planning include:

- Strategic Infrastructure planning in conjunction with Strategic Infrastructure & Transportation Partners within the public & private sectors to support the future requirements of the Argyll & Bute economy: - renewable energy, 3G/4G & 5G development, high speed broadband, housing (rural & town), marine science & aquaculture, tourism, food and drink and timber production.
- Demographic effects on school population and school estate planning
- Business Case development for future waste management
- Significant investment has to be in place to address the needs of island landfill sites and waste management infrastructure Environmental issues e.g. carbon management
- Any possible changes (resulting in increased costs) as a result of the Landfill Bans which are due to come into force on the 31st December 2020.
- Community Partnership opportunities for smarter utilisation of assets through Shared Services - to support service delivery and the development of a strategy/mechanism to allow potential asset transfer to the Third Sector.
- Improving the learning environment for our children and young people
- Depot and Fleet Rationalisation programme
- Covered winter salt stores at Connel (Strategic salt store), Bute, West Cowal (Millhouse) and Lochgilphead.
- The delivery of the marine asset management plan.
- The buildings associated with the Marine assets inspection regime to become part of the concerto programme in line with facility service assets
- Vessel inspections will remain subject to annual refit and certification by the MCA
- Ongoing work to facilitate implementation of the Flood Risk Management Act and how much budget the Council elects to fund its share of the national strategy to reduce flood risk.
- Further weight restrictions to the road network that may be necessary at bridges and retaining walls for the protection of road users for bridges and other road structures that do not meet the 40 tonnes standard.
- Upgrade of Leisure Facilities
- Review of adult residential care home provision.

3.22 As a priority, Services must develop asset management planning, Options Appraisal and Business Case development to address all High Risk assets. This will assist in the development of the proposed approach to capital prioritisation.

3.23 For assets rated C or D and an Amber Risk profile, future planning must appraise options to upgrade, replace or dispose of these assets. For assets rated A or B for condition or suitability, and/or with a Green or Yellow Risk profile, asset sustainability planning must ensure that these assets do not deteriorate by carrying out appropriate mitigation works. This will be achieved through the Council's Business Case gateway process.

Leased Land and Property

3.24 The Council leases land and properties to external parties giving a rental income

of circa £650k per annum and leases property and land assets from external landlords with an outgoing rental of circa £204k per annum. Focussed work by the Transformation Board will look at increased income from the lease of assets where there is a market opportunity.

Asset Register Systems and Software

3.25 The Strategic Asset Management Board is overseeing the final stages of implementation of the new integrated property management system Concerto which will combine a number of processes (including maintenance of the Corporate Finance Asset Register) which have operated independently and as a result simplify obtaining reliable property asset performance data as well as recording and maintaining that data.

3.26 Following the completion of the process for property it is necessary that Infrastructure and other assets are similarly controlled and work will commence to maintain the Finance asset register in accordance with the WDM system used to monitor our infrastructure assets. This work is being carried out in awareness of the potential for securing future investment through a Rural Growth Deal for the Council area.

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4. CONCLUSION

4.1 The Corporate Asset Management Plan sets out the way in which the Council's Corporate Asset Management Strategy will be delivered in 2018-19 and beyond.

4.2 The reduction in maintenance budget will increase the risk of asset failure which may have an impact on service delivery. The proposed move to a prioritisation approach to capital planning will be developed to allow projects to be aligned to Council priorities.

5. IMPLICATIONS

5.1 Policy – Sets out how the Corporate Asset Management Strategy will be delivered.

5.2 Financial – None.

5.3 Legal – The funding for new expenditure may not address all the Statutory and Regulatory requirements in relation to Health and safety.

5.4 HR - There are risks that the funding available will have an impact on the sustainability of the Property Design Team and the design team within Roads and Amenity Services with 10 FTE posts affected.

5.5 Equalities – None.

5.6 Risk - There are insufficient resources to address all the red risk assets.

5.7 Customer Service – None.

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

Malcolm MacFadyen, Head of Facility Services

Kirsty Flanagan, Head of Strategic Finance

For further information please contact:
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ARGYLL AND BUTE COUNCIL **COUNCIL**

COMMUNITY SERVICES **22 FEBRUARY 2018**

COMMUNITY SERVICES ASSET MANAGEMENT PLAN 2018/19 and 2019/20

1.0 EXECUTIVE SUMMARY

1.1 Community Services Asset Management Plan ensures the Council is making best logistical and economic use of its assets. The asset management plan for 2018 – 20 supports the delivery of the Argyll and Bute Outcome Improvement Plan 2013 – 2023 and the overarching aim that Argyll and Bute's economic success is built on a growing population. The Community Services Asset Management Plan (SAMP) adheres to the process laid out in the Council's Corporate Asset Management Strategy. The SAMP was compiled in September 2017 using current data and follows regular assessments of the suitability and condition of the department's assets. The SAMP reflects the ownership of the departments assets post the launch of Live Argyll the Libraries and Leisure Trust on 2 October 2017. The SAMP for 2018/19 and 2019/20 lays out the requirements for the delivery of improvements to the department's capital assets and the delivery of safe, efficient fit-for purpose education establishments and buildings which support learning and allow us to provide a quality services to all of our children, young people and adults.

1.2 The 2018/19 to 2019/20 capital programme will continue to include works to address the condition issues of the departments assets informed by the surveys carried out by Facility Services. The budget for Education capital projects is managed at programme level with any over/underspends being contained within the overall programme without the need to request virement.

1.3 The Council has no plans to review the school estate at this time and asset sustainability projects for schools will continue to target both suitability and condition issues. Service development projects included in the programme for 2017/18 and 2018/19 are in response to the Scottish Government Policy to introduce 1140 hours pre school education for 3 and 4 year olds and 2 year olds from households in receipt of qualifying benefits. Strategic change programmes underway include the new school projects for Campbeltown Grammar School and Oban High School and, the refurbishment of Dunoon Primary School.

ARGYLL AND BUTE COUNCIL **COUNCIL**

COMMUNITY SERVICES **FBRUARY 2018**

COMMUNITY SERVICES ASSET MANAGEMENT PLAN 2018/19 and 2019/20

2.0 INTRODUCTION

2.1 The Community Services Asset Management Plan identifies the capital requirement for the delivery of and improvements to the departments' assets. Elected Members approved the capital allocation for 2018/19 at the Council meeting on 23 February 2017. This report provides members with an update of the 2018/19 capital budget requirements and identifies the department's capital requirements for 2019/20. "Live Argyll" the Library and Leisure Trust have prepared a seperate report and recommendations for Council.

2.2 Community Services Asset Management Plan ensures the Council is making best logistical and economic use of its assets to achieve the outcomes in the Council's corporate plan and the department's service plans. The asset management plan for 2018 - 2020 supports the delivery of the Argyll and Bute Outcome Improvement Plan 2013 – 2023 and the overarching aim that Argyll and Bute's economic success is built on a growing population. Investment in the department's assets will enable the Community Planning Partnership to achieve the following long term outcomes:

Outcome 3 – Education , skills and training maximises opportunities for all
Long term objective:

- Everyone in Argyll and Bute is supported to be ambitious and realise their full potential
- Our young people are supported to be more confident, resilient and skilled to manage the transition from school to further education, training and employment.
- Skills and support are provided for our residents to progress in their working and learning lives.

Outcome 4 – Children and young people have the best possible start
Long term objective:

- Children and young people have accessible and positive learning environments.
- Children and young people have equality of access to play, physical education, physical activity and sport.

2.3 The Community Services Asset Management Plan (SAMP) adheres to the process laid out in the Council's Corporate Asset Management Strategy. The SAMP was compiled in September 2017 using current data and follows regular assessments of the suitability and condition of the department's assets. The SAMP reflects the ownership of the department's assets post the launch of Live Argyll.

2.4 The SAMP for 2018/19 and 2019/20 lays out the requirements for the delivery of improvements to the department's capital assets and the delivery of safe, efficient fit-for purpose public buildings which enhance service delivery and allow us to provide a quality services to our customers. The capital plan focuses on projects of 3 particular types, namely:

'Asset sustainability' – with a focus on maintaining or investing in the physical fabric of the building. These projects ensure existing assets are fit for purpose/continue to be fit for purpose based on existing use.

'Service development' – with a focus on enhancing the current asset to improve its fitness for purpose or its efficiency and effectiveness. Service development covers construction/acquisition of new assets to replace existing assets on a like for like basis or investment in assets to enhance service delivery based on existing use. The requirement for this investment would be driven by service, area and corporate priorities. Projects in this category are typically under £1,000,000 in capital costs.

'Strategic change' – with a focus on a significant investment across the service asset portfolio to support fundamental service development. Projects classified as Strategic Change would be where the new asset replaces a number of different existing assets including bringing a range of different services in to the same asset or a structurally significant investment in terms of the corporate plan. The requirement for this investment would be driven by corporate priorities. Projects in this category would typically be at least £1,000,000 in capital costs.

3.0 DETAIL

3.1 The Community Services department's building assets provide the base from which statutory education functions are delivered and community learning is provided to serve local communities.

3.2 The launch of the Libraries and Leisure Trust Live Argyll in October 2017 saw the Council retain ownership of the library, leisure and community halls with the trust having a licence to occupy these buildings. Live Argyll have produced their own Asset Management Plan for members consideration.

3.3 Education is the only service remaining within the Community Services Department as the remaining services within the Community and Culture portfolio (housing, adult learning and community planning and development) have been transferred to other services within the council. Housing transferred to Planning and Regulatory Services, Adult Learning was subsumed within Education and, Community Planning and Development transferring to the Chief Executive's Service.

3.4 The Education service now covers early learning and childcare, primary and secondary education, including additional support needs, educational psychology, Developing Scotland Young Workforce, Gaelic education, youth services and adult learning. There are 3 education offices, 72 primary schools, 5 secondary schools, 4 x 3-18 schools, 1 joint campuses, 7 Gaelic medium units, 1 learning centre for pupils with additional support needs, 2 early learning and childcare centre, 2 adult learning centres and 21 school houses.

3.5 To support the provision of all of these services, the objective is to provide attractive, safe and secure premises, in good order, with adequate heating and ventilation and which will inspire learners and meet both the various statutory and regulatory authorities' requirements. Currently, as a result of limited capital and revenue budgets, expenditure is targeted at property condition issues, however there needs to be an awareness of the impact of poor suitability ratings, particularly if they result in any noncompliance of regulatory authority requirements. This is particularly challenging as many of the properties were inherited at the time of local government re-organisation and were not designed with current approaches to service delivery in mind nor do they have the flexibility in terms of their construction to be easily modified to do so.

3.6 Facility Services provide a support service to the department by managing the department's property assets including energy and carbon management and provide an estates service in relation to acquisition, disposal and leasing of property. The overall aim is to make the most efficient and effective use of the available assets, and to minimise the requirement to use leased assets. In addition where properties become surplus they are quickly identified for possible transfer to partner agencies, or alternatively marketed for disposal.

3.7 The ICT Service manages the department's ICT assets and detailed within the ICT Group Asset Management Plan are the forthcoming requirements for the service. Schools continue to benefit from the Education Domain Expansion, access to GLOW2, centralised ICT Support and the corporate PC replacement programme. ICT will continue to seek innovative ways to support the delivery of Education services such as the deployment of Lync to schools and support in the take up of G-Suite and Chrome books.

3.8 In addition to building and ICT assets, Community Services has works of art. The aggregate value of these is £1,257,705.
This total is made up of 3 collections of paintings:

- The Anderson Trust Collection* - £122,720. (Last valued 2015)
- Library and Museum Collection - £432,700. (Last valued 2015)
- Education Collection - £702,285. (Last valued 2016)

Associated with these works of art are museum exhibits insured for £519,605.
* The Anderson Trust Collection is not owned by the Council who look after it and insure it. This is a historical arrangement going back to the days of Dumbarton District Council.

4.0 STATUTORY REQUIREMENTS

4.1 The following acts and regulations provide the legislative framework for the delivery of the services within the department:

- Education (Scotland) Act 2016
- Education (Scotland) Act 1980
- Education (Additional Support for Learning) (Scotland) Act 2009
- Children and Young Persons (Scotland) Act 2014
- Public Bodies (Joint Working) (Scotland) Act 2014

- Schools Consultation (Scotland) Act 2010
- Standards in Scotland's Schools etc. Act 2000
- Scottish Schools (Parental Involvement) Act 2006
- Protection of Children (Scotland) Act 2003
- Regulation of Care (Scotland) Act 2001
- Care Inspectorate Requirements
- Education Scotland Requirements
- Fire Scotland Act 2012
- Health and Safety and Work Act 1974
- Electricity at Work Regulations
- Legionella - Approved Code of Practice
- Control of Substances Hazardous to Health Regulations
- Equalities Act 2010
- Land Reform Act 2003

4.2 There are new and emerging legislative duties in the term of the current Council which will impact on its potential use of assets, notably the:

- The Scottish Government has stated that it is committed to expanding the provision of funded Early Learning and Childcare (ELC) from the current 600hrs to 1140 hours by 2020, details of the expansion are contained within the Scottish Government's publication ' A Blueprint for 2020:The Expansion of Early Learning and Childcare in Scotland' (March 2017). The Education Service submitted a draft Delivery Plan which provided the framework for the expansion to the Scottish Government on 29th September 2017. The draft Delivery Plan included a section which details the infrastructure requirements to meet the proposed expansion. Following submission of the draft Delivery Plans the Scottish Government will meet with local authorities to discuss the Plan further. Following this work it is anticipated that indicative funding amounts will be agreed to allow for planning towards the infrastructure expansion that is required.

- The Education (Scotland) Act 2016, passed by the Scottish Parliament on 2nd February 2016 introduced provisions in relation to school education covering new statutory duties to raise attainment and address educational inequalities of outcome for pupils. The Act also contains provisions that modify the Education (Additional Support for Learning) (Scotland) Act 2004 and section 70 of the Education (Scotland) Act 1980; provisions in relation to Gaelic Medium Education, the provision of school meals, the appointment of Chief Education Officers, the registration of independent schools and teachers in grant-aided schools and the standards of education and training of persons to be appointed as Head Teachers. It is wide ranging Act that enables provisions to be made requiring a minimum number of hours of school education to be provided, enables provisions to be made about school clothing grants; extends the duty to provide early learning and childcare to certain children; and for connected purposes.

- The 2017 document "The National Improvement Framework for Scottish Education: Achieving Excellence and Equity", published in December 2016

set out four National Priorities for Education. They are:

- Improvement in attainment, particularly in literacy and numeracy;
- Closing the attainment gap between the most and least disadvantages children;
- Improvement in children and young people's health and well-being, and
- Improvement in employability skills and sustained, positive school-leaver destinations for all young people.

- The Scottish Government have announced proposals following the analysis of the consultation responses entitled "Education Governance: Next Steps". The proposals are significant and wide ranging. The future role for Local Authority's is defined in the Next Steps document as consisting of:
  - The provision of support services (supply of school buildings, administering placing requests; planning for future requirements; appointing Head Teachers);
  - The provision of HR Services; and be the employer of the staff in schools and early learning establishments;
  - Supporting the provision of early learning and childcare in Council and commissioned provider establishments
  - Being accountable to local communities for the provision of education support services;
  - Appointing a Chief Education Officer;
  - Adopting a new duty to collaborate to support improvement on a regional basis;
  - Being responsible for improvement through the provision of support services, their regional collaboration and securing leadership in schools;
  - Collaborate with other local authorities through the provision of staffing to work in regional improvement collaborations;
  - Ensure other council services work effectively with schools and regional improvement collaboratives;
  - Continue to channel the vast majority of funding for school education ensuring that it is properly accounted for.

    The detail of how these elements are designed and implemented will be determined by the new Education Bill to be consulted on during 2018.

5.0 CURRENT DEVELOPMENTS

5.1 The Council currently has 4 strategic change projects in Scotland's Schools for the Future (SSF) programme; the redevelopment of Campbeltown Grammar School and Oban High School, which are Design, Build, Finance and Maintain (DBFM) project, and Dunoon Primary School which is being progressed through a Design, Build and Development Agreement (DBDA) procurement route.

5.2 HubNorth Scotland Ltd, is the Council's project partner on all three school projects. In total, the three SSF projects are expected to see an investment of approximately

£80.5m in the school estate within the next 2 years. Construction work is now underway on each site and the works are progressing well.

5.3 The secondary school projects are much larger in scale and are being constructed over two phases. Phase 1 for both schools is the construction of the new secondary school buildings that are both due to open in 2018 - Campbeltown Grammar in February 2018 and Oban High in April 2018. Following the occupation of the new school buildings, the second phase of the works on both sites commences and will include the demolition of the existing school buildings and the construction of enlarged car parking and external landscaping. The practical completion dates for Phase 2 on each site are November 2018 for Campbeltown Grammar and January 2019 for Oban High School.

5.4 The Dunoon Primary School project reached its Contract Close in July 2017. This school project will be completed over 4 phases taking just under 2 years to complete. This is a complex project as the existing primary school has to remain operational on its existing site throughout the construction phases. Phase 1, the site set up and construction of a temporary school kitchen has commenced and is due to be completed in September 2017. This will be followed by Phase 2 the refurbishment of the existing West Wing. During Phase 2, pupils and staff are occupying the existing East Wing with Early Learning and Childcare (ELC) children and staff decanted to the Kirn ELC at Dunoon Grammar School, and ESCAPE (after school care) decanted to the Girl Guiding Hall, Dunoon.

5.5 On the completion of Phase 2, programmed for May 2018, pupils and staff will return to the refurbished West Wing. Phase 3 (the demolition of the existing East Wing) and Phase 4 (the construction of the new East Wing) will take place. The overall completion date for Phase 4 is April 2019. The new East Wing will accommodate the ELC facilities, School Library, Gym Hall, Family Centre, Staffroom and Staff Base. On the completion of Phase 4, Dunoon ELC children and staff and ESCAPE will return to Dunoon Primary School to occupy their new accommodation. By June 2019, the site compound and hoardings will be removed and the school completely handed over to the Council.

5.6 Other projects include, the Health and Safety Executive Approved Code of Practice (ACOP) L8 'Legionnaires' disease – The control of legionella bacteria in water systems' was revised in 2013. Water quality/Legionnaires is a key consideration in terms of asset management and Argyll and Bute Council has subsequently conducted a robust re-assessment of risks in water systems throughout its entire estate (circa 400no. premises with water systems). Funding has been secured and Community Services is therefore looking to continue with the necessary risk remediations in their property assets in the short term (2-3 years).

5.7 The Children and Young People's (Scotland) Act 2014 introduced new requirements for Early Learning and Childcare. The introduction of additional and increased flexible childcare provision will prove a challenge to modify existing facilities. Pilot projects are currently underway introducing flexible provision in a number of units which is tailored to the parents' individual needs. The introduction of 1,140 hours of childcare availability will pose a further challenge and the Scottish Government are reviewing the Education Services draft delivery plan which outlines the capital works required to ensure our early years establishments are able to deliver the increased provision.

5.8 The Education (Scotland) Act 2016 laid down provisions in relation to Gaelic medium education which will have an impact on capital funding if new projects are to be taken forward under the Act. We have been fortunate to secure funding from the Scottish Government for two projects, during 2017, the creation of a Sgoil Araich at Sandbank Primary School and the introduction of Gaelic medium education at Bunessan Primary School. There are no further projects anticipated at this time.

6.0 ANTICIPATED DEVELOPMENTS WITHIN THE NEXT FIVE YEARS

6.1 The Council faces an extremely challenging financial outlook with reductions in public spending and population decline both having a significant impact on capital funding. Within this context of reduced budgets the department is looking to progress capital projects in response to legislative changes and future service demands.

6.2 The new Education Act to be consulted on during 2018 has the potential to fundamentally change the role of local government in the governance and management of Education Services and therefore the school estate.

7.0 FINANCIAL PLANNING FOR CAPITAL AND REVENUE NEEDS

7.1 In the current financial climate concerns exist over the continued availability of capital budgets at a level which has been available in previous years. Any reduction will result in increased risk of building and building component failure and hence the likelihood of interruption to service delivery will increase. All available options will be pursued to identify alternate funding options including prudential borrowing and the speedy disposal of surplus assets. Additionally all necessary steps require to be taken to cut revenue costs and to ensure that the cost of leasing properties is reduced.

7.2 The current capital programme is based on the allocations for the period 2017-2018 and 2018–2019 agreed by Council in February 2017. Circa 50 individual projects are forecast to be either underway or completed by 31 March 2018. The majority of these projects are asset sustainability projects for the education service addressing condition issues. For 2018/20 in addition to the projects being put forward in the asset sustainability category to reflect the work necessary to prevent further deterioration to the fabric of the buildings, projects are also being proposed which will address suitability issues in our schools to ensure we have a teaching environment which supports the delivery of Curriculum for Excellence. It should be noted that in the absence of adequate funding many buildings and building elements are deteriorating at a rate which may not be able to be addressed by the current level of capital and revenue (maintenance) expenditure and this is beginning to impact on our inspection gradings. This will continue unless the number of properties is reduced or the capital and revenue budget is increased.

7.3 Wherever possible consideration is being given to ensuring that any work undertaken has a positive impact on future revenue streams. Examples include upgrading roof insulation whenever roofing works are being undertaken and the move to more energy efficient light fittings as part of rewiring contracts, this work will improve our carbon management.

7.4 The Climate Change (Scotland) Act 2009 places duties on public bodies with respect to climate change and in particular to contribute to carbon emissions reduction targets; contribute to climate change adaptation; and to act sustainably. The Act includes a national emissions target, set for the year 2050, for a reduction of at least 80% from the baseline year (1990). A Statutory Order under section 46 of the Act requires public bodies to annually report on compliance with the climate change duties.

7.5 In support of the Act, the key areas to contribute to carbon emissions reduction within the Education estate are implementation of energy/water efficiency measures and installation of renewable technologies. These are delivered through a combination of prudential borrowing (spend to save), traditional capital and revenue funded programmes/projects.

7.6 Argyll and Bute Council's Renewable Sourcing Strategy included an evaluation of the most appropriate renewable technologies to implement and a strategic overview of all property assets to determine where these preferred renewable technologies might be best installed.

7.7 As a result, 18 schools/pre-5 units now have roof mounted solar photovoltaic panels with a total installed capacity of 1.1MW. Furthermore, Bowmore PS and Islay HS are now both supplied by low carbon heat from a biomass boiler using locally sourced wood fuel and wood pellet biomass boilers have been installed at a further 9no. schools and a hostel. Next stages include preparing business cases for biomass low carbon heating solutions at the remaining 4no NPDO schools.

7.8 These installations have largely been funded on a spend-to-save basis with supportive income from the governments Feed-in-Tariff (FIT) and Renewable Heat Incentive schemes (RHI). Opportunity to access Feed-in-Tariff income is now much reduced given a significant uptake in the scheme. Renewable Heat Incentive is also subject to similar tariff degression. Income support for renewable project deployment in future therefore is subject to considerable uncertainty and this may impact on the Council's ability to deliver renewables projects on a value for money basis.

7.9 Renewables are however only one way of reducing carbon emissions and costs. The next 2-3 years will see resource allocated to a range of lower cost, best practice programmes to improve carbon management and reduce costs. Key considerations for the next delivery period include:

- Water Management/Efficiency
- Waste Water Asset Reviews
- Refreshed Programme of Energy Audits
- Energy Efficiency Training
- Support for School Eco Groups/Initiatives
- Behavioural Change Initiatives
- Energy Efficiency Projects (Small Scale)
- Building Management System (BMS) Improvements
- Further integration of energy/water/carbon best practice into capital projects

- Utility Meter Read Programme
- Improved Reporting of Energy/Water Use.
- Review of District Heating Opportunities
- Exploration of Community Partnering Opportunities

7.10 In response to the approval of the Dunbeg Development Master Plan in April 2017 the Education Services has been reviewing the capacity of Dunbeg Primary school and are monitoring the school roll and looking to maximise current occupancy. The service is reviewing the potential to release more capacity from the proposed Early Years expansion to deliver 1,140 hours, this will however be dependent on the success of the funding proposal presented to the Scottish Government to fund the delivery of 1,140 hours. The service is also reviewing the process of registration to prioritise catchment children if necessary and investigating the potential for modular accommodation and / or a permanent extension. Costs for such have been included within the proposed capital programme and the Early Years delivery plan.

7.11 In summary, the 2018/19 to 2019/20 capital programme will continue to include works to address the condition issues of the department's assets informed by the surveys carried out by Facility Services. The service development projects proposed in the plan reflect the programme of works required to introduce 1140 hours Early Learning and Childcare which should be funded by Scottish Government. Strategic change programmes underway or planned include the new school projects for Campbeltown Grammar School and Oban High School and, the refurbishment of Dunoon Primary School.

8.0 RISKS

8.1 The 2018 to 2020 capital plan has been developed to minimise the risk of disruption to service delivery, and concentrates on the need to keep the fabric of Community Services properties in a wind and weather-tight condition, with mechanical and electrical services being upgraded as required in order that they are fit for purpose when assessed by modern day standards. In addition, the requirements of the Regulatory Authorities will be met. Projects are being taken forward to address the suitability of assets to ensure they meet the aspirations of the services to provide buildings that inspire and support 21st century learning.

8.2 The Education Services have allocated all asset sustainability projects a high, medium and low priority ranking on an assessment of the condition and suitability requirments for each property. High priority projects should be completed by 2019-2020 however due to the limited funding available some high priority projects will be required to be delivered in 2020-21 and medium priority projects in 2020-21 and 2021-22. Low priority prohects have not yet been allocated within the five year horizon of this SAMP.

8.3 The reduced amount of capital budget available and the uncertainty over future capital budgets increases the risk to service delivery and to the effective management of building assets. The current level of capital investment allied to inadequate revenue funding when applied to the existing property portfolio is insufficient to allow for all the necessary improvements to both asset condition and suitability. Any

reduction in budgets without a reduction in the number of assets may lead to a more rapid decline in condition and suitability and hence increase the risk of disruption to efficient service delivery.

8.4 The condition of our assets is beginning to reflect the inspection gradings received by both Education Scotland and the Care Inspectorate.

9.0 IMPLICATIONS

9.1 Policy: prepared in line with the Council's Corporate Asset Management Strategy and Policies.

9.2 Financial: outlines the proposed capital budget for Community Services for 2018/19 and 2019/20

9.3 Legal: none

9.4 HR: none

9.5 Equalities: none

9.6 Risk: failure to invest in the departments assets may lead to a rapid decline in condition and suitability and hence increase the risk of disruption to efficient service delivery and a failure to meet the statutory requirements.

9.7 Customer Services: improving the condition and suitability of our assets will lead to increased customer satisfaction.

Ann Marie Knowles
Acting Executive Director of Community Services
January 2018

Cllr Yvonne Mcneilly
Policy Lead for Education and Lifelong Learning

For further information contact:
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Appendices – Detailed Service Information

Appendix 1 – Detailed Asset Performance Data for Community Services
Appendix 2 – Community Services Proposed Budget 2018-20

(appendices will be made available on request)

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ARGYLL AND BUTE COUNCIL **COUNCIL**

CUSTOMER SERVICES **22 FEBRUARY 2018**

SERVICE ASSET MANAGEMENT PLANS

CUSTOMER SERVICES ASSET MANAGEMENT PLAN 2017/18

1 EXECUTIVE SUMMARY

1.1 The Customer Services Asset Management Plan (SAMP) clearly sets out the role of Facility Services in applying a corporate challenge to all other Council services to ensure that the Council's asset base is kept as efficient as possible, and aligned to the Argyll and Bute Outcome Improvement Plan (ABOIP), Corporate and Service objectives. It also sets out a clear direction of travel for the future management of the Council's property assets, including the investment requirements for 2018/19 and future years.

1.2 The SAMP has direct links to the Argyll and Bute Outcome Improvement Plan via the following outcomes:

- Outcome 02 - We have infrastructure that supports sustainable growth;
- Outcome 04 - Children and young people have the best possible start; and
- Outcome 06 - People will live in safer stronger communities.

It also has direct links to the Council's Corporate Plan mission to make Argyll and Bute a place to Live, Learn, Work and do Business

Specifically the SAMP assists in delivering the following strategic priorities arising from the Council's Corporate Plan outcomes:

- Make Argyll and Bute the best and easiest place to do business in.
- Use Council resources and facilities innovatively to generate income in order to protect and enhance services.
- Take advantage of the opportunities improved broadband availability brings and continue to demand improved mobile phone coverage.

It also has linkages to the Improvement Planning section of the People Strategy and Corporate Asset Management Strategy as it provides a framework for the Council to make the best logistical and economic use of its assets.

2 INTRODUCTION

The Customer Services Asset Management Plan (SAMP) clearly sets out the role of Facility Services in applying a corporate challenge to all other Council services to ensure that the Council's asset base is kept as efficient as possible, and aligned to the ABOIP, Corporate and Service objectives. It also sets out a clear direction of travel for the future management of the Council's property assets, including the investment requirements for 2018/19 and future years.

2.1 Links to Section Asset Management Plans, Corporate Asset Management Plan and Area Plans. The brief statement below indicates how the Service Plan links its own Sections' plans to this plan and other corporate plans.

2.1.1 This Service Asset Management Plan has direct links to the Argyll and Bute Outcome Improvement Plan as follows:

- Outcome 02 - We have infrastructure that supports sustainable growth;
- Outcome 04 - Children and young people have the best possible start; and
- Outcome 06 - People will live in safer, stronger communities.

It also has direct links to the Council's Corporate Plan mission to make Argyll and Bute a place to Live, Learn, Work and do Business.

In particular this Service Asset Management Plan will assist in delivering the following Strategic Priorities resulting from the Council's Corporate Plan Outcomes:

- Make Argyll and Bute the best and easiest place to do business in.
- Use Council resources and facilities innovatively to generate income in order to protect and enhance services.
- Take advantage of the opportunities improved broadband availability brings and continue to demand improved mobile phone coverage.

The People Strategy has direct relevance to this Plan in that it provides the context for continuous improvement for all services, setting out the Council's commitment to identifying areas and opportunities within services for growth and improvement. The planning and performance management element of the People Strategy relates directly to asset management to ensure the Council is enriching asset performance data along with a good range and balance of information that allows improved scrutiny at a strategic level. As a result, the Council will make best logistical and economic use of its assets by improving asset performance throughout the office rationalisation programme. This Plan directly supports the outcomes of Area Scorecards and directly links to previous Area Plans by requiring action to remove or minimise risk to the Council's assets.

2.1.2 The requirements of the Council's Corporate Asset Management Strategy are adhered to.

2.1.3 The SAMP has been compiled using current corporate data, following regular audits, to identify the number and condition of Property and Light Vehicle assets across the

Council estate.

2.1.4 This Plan deals with the arrangements for surplus property assets to fund investment in existing assets per the Corporate Asset Management Plan (CAMP).

2.1.5 We are continually monitoring the Property Disposal strategy and process to refine and improve, as necessary, the existing surplus property management arrangements. Representatives from Property Services form part of the Council's Asset Transfer Group to monitor requests associated with the Community Empowerment (Scotland) Act 2015. In addition, Property Services has representation on the Council's Property Development Working Group to advise on property related transformational projects that the Council wish to advance.

2.2 Service role within Department, Council and Council Areas: Sections 2.2.1 to 2.2.6 provide an explanation of the Service and how it deals with Area and Corporate requirements.

2.2.1 The Council consists of four distinct departments headed by the Chief Executive or an Executive Director, and Customer Services, as part of their range of operations, provides in-house support services to other Council departments. This is done through four Heads of Service for: Facility Services; Customer and Support Services; Governance and Law; and Improvement and Human Resources. The department also provides a range of direct services.

2.2.2 Facility Services manages the Council's property assets including energy and carbon management; offers a catering and cleaning service for all Council premises as well as a fleet management service for light vehicles and school and public transport. The Service works closely with the Special Projects Team who provide an Estates function with services including the acquisition, disposal and leasing of property.

2.2.3 Customer and Support Services provides the following services:

- ICT – provision and maintenance of application servers, voice and data network including unified communications and video conferencing, desktop support to all Council departments except secondary schools, first line support of applications, installation and testing of software upgrades and new releases, interfaces between applications, procurement of new systems and project management of their implementation, ICT strategy and general ICT advice to Council.
- Customer Service – access to a wide range of council services via a network of Customer Service Points, the telephony service point, and information and transactional capabilities on the Council web site. Responsible for registration of births, deaths and marriages.
- Procurement and Commissioning - payment of suppliers and employee travel and subsistence claims, maintenance of Members register of expenses. Procurement of best value contracts in line with legislation. Commissioning of social care services. Management of key Council contracts.
- Revenues and Benefits - collection of local taxes (including council tax reduction scheme) and sundry debts, collection of domestic water and sewerage charges on behalf of Scottish Water, administration of Scottish Welfare Fund, and administration of housing benefit on behalf of DWP.

Council-wide cash collection processing and control.

- It leads on the cross council response to welfare reforms though the Welfare Reform Working Group.

2.2.4 Governance and Law provide a range of largely, but not exclusively, internal services e.g. supporting Council services, Councillors and the framework which the corporate objectives of the Council and Community Planning are pursued. It includes Legal Services: Commercial and Corporate, and has responsibility for delivering elections and providing support to Community Councils.

2.2.5 Improvement and HR provide a range of internal professional support services to the organisation. This includes HR and payroll, which ensures compliance with the Council's legal requirements as an employer, including the management of trade unions relations. The Improvement and Organisational Development function are responsible for corporate policy, planning and performance management; best value, self-assessment and improvement; organisational development, learning and training, including statutory compliance with the Scottish Social Services Council (SSSC) and the operation of a Scottish Vocational Qualification (SVQ) centre. The Health and Safety team advise, support and train employees and managers on their statutory responsibilities relating to health and safety law and the corporate communications team oversee internal and external communications for the Council, including management of print and social media and managing press relations.

2.2.6 More detailed service information is available in the appendices.

2.2.7 **Corporate Challenge:** In undertaking the duties outlined within section 2.2.2, on behalf of Customer Services, Facility Services and the Special Projects Team apply a corporate challenge to all other services to keep the Council's overall land and property base under constant review. This is to enable robust investigation of opportunities for rationalisation/cost reduction, property investment and alignment with ABOIP and Corporate/Service objectives. In turn, this approach helps to ensure appropriate targeting of future investment only on assets that require to be sustained on an ongoing basis. Wherever possible, these opportunities will be investigated jointly with our Community Planning partners.

2.3 Service Legislative Requirements: Statutory implications affecting Services assets include:-

2.3.1 Facility Services is responsible for the provision of all statutory health and safety property inspection, testing and maintenance requirements which are governed by more than 50 pieces of legislation, codes of practice and British and European standards. The following, while not exhaustive, are the main pieces of legislation which drive the statutory maintenance and inspection programme:

- Health & Safety at Work Act
- Electricity at Work Regulations
- Control of substances hazardous to health (COSHH)
- Control of Asbestos Regulations
- Fire Precautions Act/Fire (Scotland) Act
- Gas Safety Regulations
- Lift Operations and lifting Equipment Regulations

- Legionella - Approved Code of Practice and Guidance Document.

Facility Services is governed by the following requirements:

- Local Government (Scotland) Act - requirements to obtain the best consideration reasonably obtainable for the disposal of surplus property assets; and provision of school transport in accordance with policy and legislative requirements.

In addition, the Council's existing Carbon Management targets require to be realigned to national greenhouse gas emission targets (80% by 2050 with interim target of 42% by 2020; 1990 baseline) with reductions in energy and utility consumption etc. delivered through capital and revenue funded Carbon Management Programmes.

2.3.2 Customer and Support Services is affected in a variety of ways, a selection of which are detailed below:-

i. Council tax collection is a statutory function under the Local Government Finance Act 1992.
ii. Collection of domestic water and sewerage is also a statutory function under the Water Billing and Collection Orders.
iii. Collection of non-domestic rates and BID levies is governed by various acts from Local Government (Scotland) Act 1947 onwards.
iv. Payment of suppliers needs to be made timeously to avoid interest under the Late Payment of Commercial Debts (Interest) Act 1998.
v. Procurement is regulated by EU Procurement Directives and Procurement Reform (Scotland) Act 2014, Public Contracts (Scotland) Regulations 2015 and Procurement (Scotland) Regulations 2016.
vi. Administration of housing benefit under benefits legislation on behalf of DWP.
vii. Administration of Council Tax Reduction Scheme under The Council Tax Reduction (Scotland) Regulations 2012.
viii. Administration of Scottish Welfare Fund under the Welfare Funds (Scotland) Act 2015.
ix. Registration under Registration of Births, Deaths and Marriages (Scotland) Act 1965; Marriage (Scotland) Act 1977; Civil Partnership Act 2004; and Local Electoral Administration and Registration Services (Scotland) Act 2006.
x. Issue of blue badges under The Disabled Persons' Parking Badges (Scotland) Act 2014.

All the above statutory functions are delivered with the support of resilient, highly available and reliable ICT information systems.

2.3.3 Improvement & HR support services are governed by a range of legislative frameworks including:

<u>Health and Safety</u>

- Health and Safety at Work Act (1974) and regulations enabled by that act
- Fire (Scotland) Act (2005)
- The Health Act (2006)
- The Smoking, Health and Social Care Act (Scotland) (2005)
- The Health and Safety (Offences) Act (2008)

Human Resources and Organisational Development (HROD)

- The Local Government Scotland Act 2003 – duty to deliver best value
- Equalities Act 2010
- Gaelic Language (Scotland) Act 2005
- Employment Rights Act 1996
- Local Government Scotland Act 2003 – Recruitment
- Protection of Vulnerable Groups (Scotland) Act 2007
- Immigration, Asylum and Nationality Act 2006
- Equalities Act 2010
- ACAS Guidance
- HMRC Guidance for Employers
- Pension Regulations for Local Government and Teachers

Communications Team

- Local Government Scotland Act (1986) – Code of Recommended Practice on Local Authority Publicity

3 FUTURE PLANNING

3.1 Asset Register/Systems Software: A brief description of the systems and processes in use to record asset, acquisition and disposal, and performance is provided in sections 3.1.1 to 3.1.6**.**

3.1.1 The Council uses a commercially available and externally supported Property Management System (Concerto) to ensure property asset information is held corporately in one location. The information held includes core data about the asset, Estates information, Statutory Maintenance details, Capital Project information and Property Repairs Information. During 2018/19 there will be continued development in populating/cleansing/updating Concerto to provide consistent and robust property asset information and performance data to permit services to take key decisions regarding the managing of property assets in the future supported by the best quality information on asset performance.

3.1.2 Future developments will include further collaborative working with Development and Infrastructure to secure the mapping of the property data held within Concerto. Additional collaboration with Governance and Law should assist with the ultimate goal of digitally recording all title information.

3.1.3 The Council's vehicle fleet is managed via the Tranman Fleet Management System.

3.1.4 The Council has a detailed process for managing the acquisition of new ICT systems which involves scoring the proposed systems against a matrix of attributes along with consideration of the related business case. The ICT Steering Board will then allocate funds to those proposals which score best provided all exceed a given threshold.

3.1.5 The Council’s payroll and HR management information, for all employees and elected Members, is contained within the commercially available Resourcelink HR and Payroll system. Updates, version migration, to accommodate for example, new legislative requirements on tax, NI or pensions, is carried out by the HR team with external

contracted support from Northgate Arinso. HR management reports are developed and run by the HR team. There is a corporate improvement project currently underway (Resourcelink 3) and a further project at business plan stage (Resourcelink 4) to improve the functionality, efficiency and effectiveness of this system, its operation and its performance reporting. A further phase of this improvement project is scheduled and underpins both the Digital First Agenda of the Council and the business efficiencies required to make savings from the service in 2018/19.

3.1.6 The Council uses the commercially available QPR software system, commonly known as Pyramid, to collate, analyse and report on all performance information. Updates and new versions are implemented by the IOD team members. QPR is populated with information from a range of other systems across the Council, such as Resourcelink, to ensure accuracy of performance data.

3.2 Anticipated developments within next five years: The key features likely to affect assets and their use in the period, including environmental, obsolescence issues etc. are as follows:

3.2.1 The Council faces an extremely challenging financial outlook with reductions in public spending and population decline both having a significant impact on capital funding. Within this context of reduced budgets the department is looking to progress capital projects and water quality risk assessment remediations, on a risk based approach; in response to legislative changes; and maximising efficiency within the Council's estate.

3.2.2 Office rationalisation programmes will continue to be developed by Property Services over the next two years and will be carried out in conjunction with asset sustainability and carbon/energy management programmes. The main objective is to reduce the number of buildings that the Council occupies in line with the staff numbers, service needs and any associated outcomes from Service Choices and the Transformation Programme. In particular, the Council will continue to work closely with Community Planning partners, supported by the Scottish Futures Trust, to deliver asset rationalisation using the Smarter Places Review methodology. In addition, we will continue to work closely with the Argyll and Bute Health and Social Care Partnership to identify opportunities for asset sharing in relation to both property and information. This work will be taken forward through the application of the Corporate Challenge approach referred to in section 2.2.7.

3.2.3 The Health and Safety Executive Approved Code of Practice (ACOP) L8 'Legionnaires' disease – The control of legionella bacteria in water systems' was revised in 2013. Water quality/Legionnaires is a key consideration in terms of asset management and Property Services has subsequently conducted a robust re-assessment of risks in water systems throughout the Council's entire estate (circa 400no. premises with water systems). Funding has been secured and Customer Services is therefore looking to continue with the necessary risk remediations in the Shared Accommodation in the short term (2-3 years).

3.2.4 The Integrated Transport Service will be kept under review to ensure that it is fit for purpose given the changing policy and legislative context. There is proposed review of fleet services by the Council's Transformation Board in 2018/19 and integrated transport services will contribute to this work.

3.2.5 The Council's contract for its HR/Payroll software is due for review and renewal. A business case is currently being prepared for assessment and implementation of a new system in 2019/20. This process will look to deliver the most efficient and automated system available to underpin the future needs of workforce management and service development.

3.3 Action Plan: A brief summary on planned replacement and improvement programmes based on existing block allocation together with a note of other areas requiring consideration is indicated in sections 3.3.1 to 3.3.3.

3.3.1 Facility Services will continue with its work to ensure that the Council's property estate is kept efficient, fit for purpose and aligned to the ABOIP and Corporate Objectives with investment being targeted on the basis of risk. Facility Services will also continue to support the development of new property assets e.g. the proposed Helensburgh Waterfront Development in collaboration with Development and Infrastructure Services; and the refurbishment of Dunoon Primary School in collaboration with Community Services. Business cases for carbon management projects requiring funding from prudential borrowing will be developed and presented to Council for consideration out with the capital plan programme cycle.

3.3.2 The Council's vehicle assets will continue to be monitored in terms of condition, suitability and on-going use and will be subject to replacement/disposal as required by our rolling programme.

3.3.3 Reconciliation between the Council's financial management system (AIRS) and property management system (Concerto) will continue to be carried out in accordance with the asset priorities set by the Strategic Asset Management Board (SAMB).

3.4 Financial planning for Capital and Revenue needs: The following brief summary indicates the financial position based on existing plans.

3.4.1 The Plan assumes that capital resources will reduce in the coming years resulting in increased risk of building and building component failure and the likelihood of increased interruption to service delivery. There is also limited scope for a programme of planned maintenance of buildings and we will continue to operate with a risk based approach to Health & Safety issues, statutory maintenance and reactive maintenance to maximise the impact of the limited financial resources we have available. Within this context capital projects will be considered through the business case process taking full account of the risk associated with the condition and suitability of assets as highlighted in this Plan. A draft capital allocation has been identified for offices in 2018/19 and this will be used to implement asset sustainability projects that will primarily deal with external fabric upgrades and mechanical and electrical plant replacement. Although the shared office estate is currently recorded at condition B, the following major risks are envisaged over the next 5 years

- roofs
- wiring
- fire alarms/fire separation

These risks will increase due to the reduction in maintenance expenditure with a

reduction in planned maintenance and are likely to be added to significantly from the findings of the ongoing programme of statutory/regulatory maintenance and inspection.

3.4.2 While recognising the impact of the UK government triggering Article 50 of the Treaty of Lisbon, the opportunity for projects to be co-financed from European funding programmes up to 2020 will be explored. In particular projects will be checked by the Council's European Team for alignment with the following European (EU2020) Themes:

1. Strengthening research, technological development and innovation.
2. Enhancing accessibility to, and use and quality of information and communication technologies.
3. Enhancing the competitiveness of SMEs innovation.
4. Supporting the shift towards a low-carbon economy in all sectors innovation.
5. Promoting climate change adaptation and risk prevention.
6. Protecting the environment and promoting the sustainable use of resources.
7. Promoting sustainable transport and removing bottlenecks in key network infrastructures.
8. Promoting employment and supporting labour mobility.
9. Promoting social inclusion and combating poverty.
10. Investing in education, skills and life-long learning.
11. Enhancing institutional capacity and an efficient public administration.

3.5 Service Provision Risks

3.5.1 The overall financial context prevents the Council from adopting the required planned maintenance programme for its property assets. This in turn leads to properties deteriorating on an on-going basis. We are therefore highlighting high risk property assets for attention through the Capital Plan Gateway Process. Similarly our vehicle assets are being prioritised for replacement having regard to the risk presented by their condition and suitability.

Appendices – Detailed Service Information

Appendix 1 Facility Services
Appendix 2 Customer and Support Services
Appendix 3 Governance and Law
Appendix 4 Improvement & HR
Appendix 5 Asset Performance Data Summary for Customer Services excluding IT Infrastructure (further detail available on request)

APPENDIX 1 Detailed Service Information **Facility Services**

Head of Service: Malcolm MacFadyen

Included with the service functions listed below are certain service targets seen as significant in the context of Asset Management:-

a) Provide and manage safe, efficient, fit for purpose public buildings which enhance service delivery through statutory legislation, inspection, testing and maintenance programmes.

b) Provide catering and cleaning services across Council facilities in a responsive and proficient manner appropriate to the Council's business.

c) Achieve further reductions in energy consumption, utility consumption and carbon emissions aligned to national targets through Council-wide capital and revenue based energy and carbon management programmes.

d) To assist in the preparation of business cases for property related programmes in the pursuit of office rationalisation, energy and carbon management, and the achievement of Council development plans such as the Improvement Plan and Capital Plan.

e) To hold asset records in the Council’s property management system (Concerto) and provide general property advice to other Council departments.

f) Administration of contracts for school and public transport and where appropriate direct provision of school transport together with a fleet management service for light cars, vans and buses across Council services.

APPENDIX 2 Detailed Service Information **Customer and Support Services**

Head of Service: Judy Orr

ICT – provision and maintenance of application servers, voice and data network including unified communications and video conferencing, desktop support to all Council departments except secondary schools, first line support of applications, installation and testing of software upgrades and new releases, interfaces between applications, procurement of new systems and project management of their implementation, ICT strategy and general ICT advice to Council. Provision of a limited range of IT application support services to ACHA under a service level agreement .

Customer Service – access to a wide range of Council services via a network of Customer Service Points, the telephony service point and information and transactional capabilities on the council web site. Responsible for registration of births, deaths and marriages.

Procurement and Commissioning - payment of suppliers and employee travel and subsistence claims, maintenance of Members register of expenses. Procurement of best value contracts in line with legislation. Commissioning of social care services and commissioning in support of the Health & Social Care Partnership. Management of specialist ordering teams for all travel and accommodation, construction and educational supplies. Management of key Council contracts. Management of Council imprest accounts.

Revenues and Benefits - collection of local taxes (including council tax reduction scheme) and sundry debts, collection of domestic water and sewerage charges on behalf of Scottish Water, administration of BID levies for Bid4Oban and PA23, collection of non-domestic water and sewerage charges on behalf of MACC, administration of Scottish Welfare Fund, and administration of housing benefit on behalf of DWP. Liaison with DWP's Single Fraud & Investigation Service. Corporate counter fraud team. Council-wide cash collection processing and control.

Overall co-ordination of Council's response to welfare reform.

APPENDIX 3 Detailed Service Information **Governance and Law**

Head of Service: Charles Reppke

Governance and Law provide legal services as well as offering support to elected members around the democratic processes. Governance and Law manage the operation of the Council's democratic processes, election processes, oversee the governance of the organisation and ensure compliance with all necessary regulations and standing orders including:

- Compliance with the scheme of delegation in regard to the disposal of assets.
- Compliance with the scheme of delegation in relation to voluntary work on Council assets.
- Preparation of formal offers to buy and sell property, take or grant servitude rights, etc., conclusion of relevant bargains, attending to all conveyancing matters, settling transactions and recording/registering titles.
- Preparation of formal offers to lease property or enter into variations or assignations of leases, conclusion of relevant bargains and completing all conveyancing formalities.
- Preparation and negotiation of the terms of contracts.
- Management of the Council's insurances including consulting on requirements, tendering and obtaining quotations, dealing with inquiries and claims made by and against the Council.
- Provision of an in-house debt collection service including writing to, emailing and telephoning debtors and initiating court proceedings as necessary.
- Provision of a rent roll system in relation to the Council's leased properties, issuing rent notices and reminders and pursuing outstanding rents as required.
- Provision of advice and legal services in relation to Planning and Roads law including dealing with sections 69 and 75 Planning Agreements, Tree Preservation Orders and Traffic Orders.
- Provision of advice in relation to and dealing generally with the making and implementation of Compulsory Purchase Orders.
- Provision of all functions in relation to the administration of liquor and civic government licensing.
- Representation of the Council at all courts, tribunals and inquiries as necessary.
- Initiating and defending court proceedings by and against the Council.
- Provision of legal advice on all aspects of Social Work, Education and Employment law.
- Provision of a corporate framework, advice and guidance in relation to Freedom of Information, Data Protection legislation and Civil Contingencies.
- Ensure compliance with Community Safety and Anti-Social Behaviour duties.
- Compliance with the duties placed on the Council by the Civil Contingencies Act.

APPENDIX 4 Detailed Service Information **Improvement and HR**

Head of Service: Jane Fowler

Improvement and HR (I&HR) provides a range of largely, but not exclusively, internal services supporting other Council services and elected Members. The main functions of I&HR are the provision of specialist advice and expertise on health and safety, HR and communications to the Council as a whole and to specific Council Services. The service also provides the payroll service to all employees and elected members. I&HR also supports Council Services to improve performance by developing the people assets employed by the Council through learning and development and the business processes of the Council through improved business and management systems and processes. The service is the custodian of the Council's Planning and Performance Management Framework, is responsible for ensuring that processes are in place to achieve best value and that we are compliant with legislation on equalities and Gaelic. The specific service team activities include:

Health and Safety

- Provide specialist health and safety advisory and support services.
- Provide specialist health and safety training.
- Provide policies, standards and guidance on health and safety issues.
- Provide health and safety contractor assessment.
- Monitor and report on health and safety activities and compliance.

Human Resources and Organisational Development (HROD)

- Provide accurate, legally compliant and timely employee and elected member pay.
- Comply with pensions, tax and national insurance regulatory and legislative requirements.
- Provide professional advice and support to members, employees and management to ensure compliance with employment and other relevant legislation.
- Develop HR policies and procedures to ensure that the Council's duties as an employer are discharged.
- Negotiate and comply with national and local collective agreements with the recognised trades unions, maintaining good employee and industrial relations.
- Deliver corporate policy guidance and advice on people related matters.
- Develop, review and implement the Performance and Improvement Framework, including corporate, service, team planning and PRDs.
- Implement and manage a corporate performance management system.
- Ensure processes are in place to comply with best value.
- Lead on the development and implementation of corporate improvement programmes and projects across the council.
- Provide corporate information and analysis to the organisation.
- Ensure compliance with equalities legislative requirements.
- Ensure compliance with the Gaelic Language Act.

- Deliver corporate and social work learning and development programmes informed by legislation, corporate priorities and PRDs.
- Provide an accredited SVQ centre service.
- Support and deliver change management and workforce planning and development.

Communications

- Protect and enhance the council’s reputation through appropriate use of media.
- Support effective internal communication.

ARGYLL AND BUTE COUNCIL **COUNCIL**

CUSTOMER SERVICES **22 FEBRUARY 2018**

ICT GROUP ASSET MANAGEMENT PLAN

1.0 EXECUTIVE SUMMARY

This latest version of the ICT Group Asset Management Plan (GAMP) has been updated following a review of the most recent ICT Asset Performance Data. In addition to the Argyll and Bute Outcome Improvement Plan, the GAMP is heavily influenced by the new ICT and Digital Strategy 2017-20, aligned to corporate and service based strategic plans and has received contributions from all services and will be approved by all DMTs before submission to the full Council in February 2018. The Plan has been compiled using current corporate data and follows regular audits to identify the number and condition of ICT assets in use across the Council estate. It has taken a lead from the Council's current ICT & Digital Strategy and ICT service priorities as agreed by the ICT Steering Board**.**

The primary objective of maintaining a Group Asset Management Plan is to achieve the aims and objectives of the Corporate Asset Management Strategy, ensuring assets are:

- Fit for purpose;
- Used efficiently;
- Maintained on a sustainable basis; and
- Matched in investment terms to service needs.

In addition to measuring current asset condition, suitability, and overall performance, the GAMP contains significant details around "Emerging Departmental Priorities" which represent the key Council business development priorities that are dependent on underpinning ICT technologies and services. This has become the main feed into the ICT Development Plan and the resulting allocation of ICT Capital. Some of the items listed in section 5 are critical to each service transformation programme and although many may be "concepts" at this stage a fuller business case analysis is be carried out and presented to the ICT Steering Board as detailed proposals – normally via the appropriate ICT Client Liaison Officer. The Council's Capital programme has decreased significantly in recent years and the level of investment available for the ICT Capital Programme has fallen to a level where we are barely able to maintain existing assets but unable to completely satisfy the demand from departmental emerging priorities. The priorities for investment will therefore be determined by the ICT Steering Board through the ICT Development Framework and included in the ICT Development Plan for future years and then ratified by the Strategic Asset Management Board. It is clear, however, that the funding requirement is already much greater than the funding levels available for the next three years.

The reduction in capital funding will have an impact on the Council's ability to maintain and upgrade its applications, IT infrastructure and equipment to keep pace with

improvements in technology. The critical service emerging priorities will not be met in 2018-19 following the reduction in capital. The budget is insufficient to meet the essential replacement of all known red risk ICT assets and will be allocated in its entirety to replace ageing PCs and infrastructure components. The cycle for the replacement of PCs and laptops increased last year from 3 to 4 years in corporate environments and 4 to 5 years in schools with no warranty or maintenance on PCs after the first 3 years. This will have consequences on the reliability of desktop equipment and our ability to work with the latest releases of application software.

ARGYLL AND BUTE COUNCIL **COUNCIL**

CUSTOMER SERVICES **22 FEBRUARY 2018**

ICT GROUP ASSET MANAGEMENT PLAN

2.0 INTRODUCTION

2.1 This 2017-18 ICT Group Asset Management Plan (GAMP) is the fifth annual plan produced following a review of the Asset Management Plan formats carried out on behalf of the Strategic Asset Management Board (SAMB). This latest version of the ICT GAMP incorporates outcomes from the Single Outcome Agreement 2016 -2023 and has been updated following a review of the ICT Asset Performance Data in the appendices. The SAMB have agreed again for 2018/19 that ICT will continue to develop the GAMP format rather than the Service Asset Management Plans covering all other services.

2.2 The extremely challenging financial climate continues, with the levels of ICT Capital investment decreased significantly for a second year. This has had a major impact on the ICT Development Programme. Despite decreasing funding levels the Council has recognised that ICT has a key role to play in helping it to become a “forward looking and ambitious” organisation through the delivery of reliable and efficient ICT Services, by maximising access to information to support better quality decision making, via continuous improvement, and supporting a change in work styles. The recent Assisted Digital Strategy sits alongside a new ICT and Digital Strategy for 2017-2020 and illustrates the Council’s expectations for ICT services to seek further opportunities to contribute to an on-going transformation programme and to help deliver the greatest service delivery efficiencies possible. This will be much harder to achieve with significant decreases to the ICT Capital budgets. This new GAMP for 2018/19 therefore carries a significant message about investment in IT services and clearly shows how the ICT Steering Board will prioritise only the highest scoring business cases from services. Where possible the board and ICT service will continue to try to ensure assets are matched in investment terms to service needs but the capital allocations for the next two years will not meet all of the emerging departmental priorities for ICT investment.

3.0 LINKS TO NATIONAL, CORPORATE & SERVICE DEPARTMENT PRIORITIES

3.1 This ICT Group Asset Management Plan has been compiled using current corporate data and follows regular audits to identify the number and condition of ICT assets in use across the Council estate. It includes an assessment of additional ICT systems used by services rather than only those funded via previous capital investments and approved by the SAMB. The plan is heavily influenced by the Council’s recently approved 4 year ICT & Digital Strategy (2017 – 2020) and ICT service priorities as agreed by the ICT Steering Board. The new strategy will steer a path to further efficiencies, savings, and

improved services for all of the Council's customers and is focused on a number of principles and key programmes.

3.2 The ICT and Digital Strategy presents a number of Key Programmes required to help deliver service improvements and achieve the outcomes that matter to the Council's customers. The Key Programmes provide the cornerstone for an ICT & Digital Improvement Action Plan for 2017 through to 2020:

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

3.3 ICT and Digital services are a key enabler for supporting the Council's contribution towards Argyll and Bute being a thriving, successful are in which all forms of depravation and inequality are reduced. ICT and Digital will also support the development of a more co-operative and prosperous Argyll and Bute that benefits every individual and community. The GAMP therefore has direct links to the Argyll and Bute Outcome Improvement Plan and in particular to the following outcomes:

3.1 Outcome 2 –We have infrastructure that supports sustainable growth
3.2 Outcome 3 – Children and young people have the best possible start

The Council's Corporate Plan outlines our key corporate objectives and outcomes where we are "forward looking and ambitious, continuously improving our relationship with our partners, customers and employees to ensure that we deliver the right services, by the best people, in the best way. In this time of efficiency savings we are continuing to transform the Council".

3.4 The Council's Communication Strategy and Corporate Plan aims to ensure both internal and external communications are robust, reliable and capable of supporting an extended service delivery culture amongst our customers and community planning partners. In turn, the GAMP looks closely at the core server and network components required to support such a culture and presents a manageable maintenance and replacement cycle while recognising, responding to and addressing emerging risks associated with this environment.

3.5 ICT has a key supporting role in the Council's corporate objective of "Working together to improve the potential of our area" by supporting the development and modernisation of the region's broadband and mobile networks. Various national initiatives such as the Reaching 100 and Local Full Fibre projects are underway to provide the core infrastructure needed to deliver a vision for Scotland's Digital Future. At the heart of the vision is a programme of work to modernise and upgrade the core national communications infrastructure and introduce standards for sharing information, collaboration, and interacting with other agencies.

4.0 The Health and Social Care Partnership

4.1 The emerging Health and Social Care Strategy and Delivery Plan from the Health and Social Care Integration Directorate (HSCID) identifies digital technology as key to transforming health and social care services. Building on the successes of previous eHealth and Technology Enabled Care Strategies, core ICT systems are required to support efficient service delivery at a local level, and technology assisted home care is essential to support wellbeing, self-management and safer living at home. The Delivery Plan recognises the need for even better use of digital technology, data and research in order to achieve this transformation agenda, HSCID intend to publish a Digital Health and Social Care Strategy for Scotland with COSLA at the end of this year. The strategy will bring together all ICT, digital services, tele-health and tele-care, business and clinical intelligence, predictive analytics, digital innovation and data use interests in health and social care. It will reflect the ambitions of the overall Digital Strategy for Scotland, and will work closely with the Local Government Digital Office to ensure alignment with their plans. The Council's ICT service is heavily involved in supporting the local Integrated Joint Board and is pushing forward with an agenda for seamless integration between both organisations with all staff able to communicate freely and access the information they need to do their job properly.

4.2 In the last year, though very challenging, we have made significant progress in providing opportunities for collaborative working with the Health & Social care partnership in Argyll and Bute. A number of locations across the partnership now support co-location working and a number of others are currently assessing options with plans to extend co-location working to these. Secure access to the Councils network for collaborative working has been provided by ICT and an ongoing pilot group with over 30 Health Care professionals are working on developing and using CareFirst as a primary system to store/record social work/care records. ICT will continue to work with the Health and Social Care Partnership in developing further secure access for increased numbers of staff and access to a wider range of systems. ICT are currently working with the HSCP management team on progressing a business case for rollout of a managed Skype for Business service across the HSCP.

5.0 GDPR

5.1 The General Data Protection Regulation (GDPR) comes into force on the 25th May 2018. The GDPR is designed to allow individuals to more effectively control their personal data. These updated regulations will also allow businesses to make the most of the opportunities of digital markets by improving public trust and harmonising data protection standards across Europe.
In Summary the context of GDPR is as follows:

- Applies to personal data—any data that relates to or can be used to identify a person in any way;
- Controls what can be done with personal information;
- Requires that consent is given or there is a good reason to process or store personal information;
- Gives a person a right to know what information is held about them;
- Allows a person to request information about them is erased and that they are 'forgotten'—unless there is a reason not to do this—e.g. a loan account;
- Makes sure that personal information is properly protected. New systems must have protection designed into them (Privacy by Design). Access to data is strictly controlled and only given when required (Privacy by Default);

- If data is lost, stolen or is accessed without authority, the authorities must be notified and possibly the people whose data has been accessed may need to be notified also;
- Data cannot be used for anything other than the reason given at the time of collection;
- Data is securely deleted after it is no longer needed;
- Allows national authorities to impose fines on companies breaching the regulation. These fines can be up to €20 million or 4% of the businesses global turnover— whichever is higher.

6.0 SWAN

6.1 The Council is an early adopter of the Scottish Wide Area Network (SWAN) and is a participant, through Pathfinder North, in the SWAN Vanguard project. We have just completed the transition from the old Vodafone network to the new SWAN network after many months of delays. Although there are concerns about the overall quality of the new network the objective is to maintain stability and service delivery while we push to get the best value from a significant investment or seek higher quality services from alternative providers. The Council is also involved in both the Highlands and Islands and Rest of Scotland Next Generation Broadband projects which are delivering super-fast broadband speeds to most of the premises in our area. These are recognised as being central to the economic development of our area. The Council's private network requirements have stimulated growth in the development of the national fixed and mobile networks in our area and, with improvements coming to infrastructure across all communities, ICT and the Digital First agenda will play a greater role in the way services are delivered to our constituents and customers, and in the way we communicate with our partners and stakeholders. The network must also continue to meet the very high security standards set by the Cabinet Office via the new PSN accredited standard and it is essential the Council continues to invest in a maintenance and replacement programme on the current 5 year replacement cycle.

6.2 The Digital First initiative is at the heart of the new ICT and Digital Strategy (2017-20) and aims to help make it easy for our citizens to do business with us online, through the customer service centre, telephony centre and service point network. We will help improve the efficiency of the internal organisation through providing more integrated systems and make it easier to communicate. In particular ICT will embrace the opportunities presented via the improvements to the fixed and mobile networks and will enhance this Council's delivery of services in an area of challenging geography.

6.3 The national Local Government Strategy for ICT refers to a changing political landscape and points towards potential shared service opportunities available with other partners of the new Scottish Wide Area Network. The Council's continued Public Services Network (PSN) accreditation and the resulting security procedures and controls the Council has adopted all ensure we can continue to communicate with other public sector partners and could consider sharing services in the future. Our data centres have been the subject of a national infrastructure case study and are regarded as the most efficient of all those surveyed. Our continued PSN accreditation and our efficient and secure data centres alongside our advanced use of Unified Communications have positioned the Council as a very attractive potential shared services partner and ICT will continue to seek to exploit any opportunities that may arise in this area.

7.0 ASSET MANAGEMENT OBJECTIVES

7.1 The primary objective of maintaining a Group Asset Management Plan is to achieve the aims and objectives of the Corporate Asset Management Strategy, ensuring assets are:

- Fit for purpose;
- Used efficiently;
- Maintained on a sustainable basis; and
- Matched in investment terms to service needs.

7.2 While the Asset Management Board is responsible for the management of the strategy, the ICT Steering Board operates within a framework designed to ensure all of the above four objectives are met. The ICT Steering Board meets quarterly and includes senior representatives from all service departments. The board considers and approves the Council's ICT Development Plan prior to the plan's submission to the Strategic Asset Management Board. This ensures all projects included in the ICT Development Plan have been assessed and agreed by a Council wide body of departmental representatives before it is presented to the SAMB for funding approval.

7.3 Although there is a well-established process for evaluating capital funding proposals within the Council and the Strategic Asset Management Board employs a standard approach to business case presentation, it was agreed the process was not entirely appropriate for evaluation of ICT proposals specifically. In addition the Council applied an evaluation process to outputs from the last service reviews and decided to take some additional projects forward. Features of both of these methods have been exploited but adapted accordingly for the purpose of evaluating ICT proposals by the ICT Steering Board. The board adopted an ICT Development Framework as a means of assessing ICT Projects and to outline an approach and method for evaluating development proposals for inclusion with the ICT Development Plan.

7.4 The purpose of the ICT Development framework is to establish a consistent and transparent method for the evaluation of ICT proposals being presented to the ICT Steering Board and subsequently to the Strategic Asset Management Board. The framework allows competing demands for Council resources to be compared like for like with the purpose of establishing an ICT Development Plan that will include a mix of small and significant ICT developments that are both affordable and deliverable. The current ICT Development Plan will form the basis of the ICT Capital Plan for 2018/19 onwards and will be the sole mechanism for determining the ICT Asset service development priorities and the levels of funding required to meet them.

7.5 The approach adopted by the board is largely based on that adopted for recent Council service reviews and focuses on key elements for assessment and prioritisation. i.e.

- Impact
    - Corporate Plan;
    - Customers;
    - Individual Service Plans;
    - Legislative / regulatory compliance;
    - ICT and Digital Strategy.

- Affordability
    - Negative or positive financial impact
- Deliverability
    - Timescale;
    - Resource needed/ available (IT and non IT);
    - Complexity
- Implementation Risk

The following method is applied in scoring proposals:

- Each element (impact, savings, deliverability and risk) is scored out of 100.
- A weighting of 40% impact, 30% affordability, 15% deliverability and 15% risk is applied to the score out of 100 to get the weighted score for each element. The total score is the sum of the weighted scores for each element.
- Scoring is completed on the assessment template provided by the project team.
- The factors considered and rationale for score are to be captured on the template

8.0 CURRENT ASSET MANAGEMENT PERFORMANCE

8.1 While the ICT Development Framework will determine the new investment priorities as outlined above, the Council has accepted that all of the operational & sustainability assets included in this plan require a properly funded programme of maintenance and replacement. Maximum lifespan for servers and communications equipment has been agreed at 5 years and the ICT GAMP and the investment profile previously reflected a cycle of replacement over the 5 year period. This fell in line with best practice and recognised the need to maintain a reliable and robust core infrastructure. The recent overall reduction in the Capital allocation for ICT puts that cycle at risk. While the majority of the allocation has been set aside for Asset Sustainability projects there is an insufficient amount available to replace the Council's servers within the previously agreed timescale. The industry is moving towards an externally hosted cloud model where the core server infrastructure is purchased as a service and hosted anywhere in the Internet "Cloud". The ICT Service has worked with Gartner and has concluded a widespread move is not yet in the best interests of the Council. The reducing capital investment levels may well force the Council towards that model – even if the traditional data centre proves to be more efficient. The ICT Service has therefore assessed and reported on the condition and suitability of the core infrastructure assets on the basis of their relative age against an expected five year lifecycle but in line with the changes seen across the IT industry, will look for opportunities to transition to a revenue based cloud service model for the major departmental applications once the market is mature enough and more affordable.

8.2 ICT will continue to monitor the use and condition of software and system assets but the responsibility for determining suitability, in particular with those systems delivering a service governed by legislative requirements, rests firmly with the service departments. The initial suitability assessment for software and applications included in this plan has been made in conjunction with the ICT Client Liaison Officers but this work will be verified when the ICT CLOs take the plan to individual DMTs for approval.

8.3 A PC & Laptop Asset Management system records details of all devices deployed across the network. Additional records of IT equipment are maintained on Excel Spreadsheets. In addition the ICT service maintains a software licence database covering all major corporate applications. A breakdown of the current asset database has been included as **Appendix 1**. It includes a performance assessment of a wider range of departmental systems than previous versions of the SAMP or GAMP.

8.4 **Appendix 2** includes details of the core and standard build desktop software in use across both the corporate and education networks. **Appendix 2a** includes a detailed desktop software inventory taken from our PC Software Asset auditing system – SNOW. The inventory is so vast it is not possible to produce a performance assessment of every software product but it is hoped the inventory will highlight areas of duplication or where the use of software can be improved.

8.5 Responsibility for the supply and maintenance of desktop equipment has changed since the introduction of the replacement programme for all PCs and laptops. The replacement programme focuses on standard PCs, laptops, and MACs within schools and the programme had incorporated a limited capacity to deal with exceptional requests from those who require non-standard equipment (e.g. CAD workstations and laptops). Previously some customers suggested the standard equipment is not suitable for day to day use. Several comments in the last satisfaction survey suggested we

should be transitioning to tablets or iPads and the Council has responded through the deployment of large numbers of iPads across the schools estate. Some tablets are also in use in other departments. The Council is prepared to take advantage of the opportunities available from the superfast broadband network or the proposed upgrade of the mobile networks to 3G and beyond. Such infrastructure will support an even more flexible workforce where real time mobile access to corporate and departmental systems might become the norm rather than the current exception. A changing working landscape will have a bearing on the types of end user equipment we need to deploy in the support of innovation and in the transformation of service delivery. We asked that such requirements should be clearly articulated by departments and incorporated into proposals to be considered within the ICT Development Framework approval process outlined in section 2 above where the perceived benefits can be tested and quantified using a standard approach and the resulting investment priorities adjusted accordingly. Last year we agreed that the significant reduction in capital allocations will limit the flexibility available within the PC replacement programme and our ability to provide anything other than the standard PCs and laptops. The replacement cycle has been extended in schools to 5 years to accommodate the additional costs associated with the current MAC deployment. In addition the PC replacement programme was cut to a level where the replacement of iPads and tablets are not included and such replacements should continue to be met from school budgets.

8.6 The Workforce Deployment programme transformed the way the Council works and with an extensive wireless and guest wireless network available in all Council offices, our staff and partners can now work from multiple locations. The initial Workforce Deployment plan included many more fully equipped touch down zones than now in use. This was meant to support those working away from their normal office but the project funded an even greater transition by ensuring more users were equipped with a laptop which meant they can work from anywhere where a wireless signal is available. As a result more than 50% of our corporate users are equipped with laptops and the suitability and condition assessments have been adjusted accordingly and show a significantly improving desktop and laptop estate.

9.0 FUTURE SERVICE DELIVERY ASPIRATIONS

9.1 The Council has embarked on a “Digital First” agenda and will aim to use available ICT investment over the coming years to help transform service delivery by enabling more and easier to use online services. Our vision is to “offer digital services so good that all who can use them, prefer to use them”. The SMT are currently considering how the digital programme can help the council to meet future funding challenges especially if a more radical digital approach were adopted. A new digital transformation programme is underway to help achieve the following three key principles:

- Services will be delivered as “digital first” and customers who can will be enabled and encouraged to self-serve;
- Customers who are unable to self-serve will be assisted to access services so they are not disadvantaged;
- Service access, delivery and associated business processes will be re-designed to improve performance and productivity and to the reflect the above 2 principles.

Progress continues to be made in transforming online service delivery but the Council's ambitions in this area has been undermined by the significant reduction in the ICT Capital Programme. If investment levels are such that the majority of available capital funding is required to maintain limited infrastructure maintenance, the opportunities to invest in digital first projects will rely heavily on funds being released from other sources.

9.2 Alongside our digital ambitions and in consultation with departments, ICT have planned for the introduction of many more systems over the next 4 years. Our disaster recovery and business continuity facilities have been reviewed and strengthened to support flexible working challenges, on-net backup facilities between the two major server rooms and to ensure rapid recovery in the event of a major service failure. Following a review by the Scottish Government last year the two ABC data centres were acknowledged as the most efficient in their sector. The IT Management Team has also worked with Gartner to look at the maturity of cloud based storage and hosting options and have agreed with the Digital Scotland conclusions that the current operations in Argyll and Bute will deliver the most appropriate and efficient services for the Council for the foreseeable future. This class leading environment will need continued investment from the ICT Capital Programme to ensure current efficiency levels are maintained.

9.3 We have just concluded a transition from the previous Vodafone private network to the new Scottish Wide Area Network (SWAN) supplied and managed by Capita for the Scottish public sector as a whole. This was a major transition programme covering all Council schools and offices. Much of the current network asset sustainability budgets have been allocated to replace customer equipment at each site connecting to the new network. This was meant to provide us with the continued stability and reliability we have come to expect from the Vodafone network but initial service quality has been poorer than expected. Plans are being developed to look at delivering network service improvements to some key council offices and schools. The ICT Service remains confident about the introduction of Lync/SfB in schools and is working with Education colleagues to develop a business case to take the project forward. The pilot at Tarbert Academy is now fully operational. An additional six schools were identified including Campbeltown Grammar and Islay High which now have Skype for Business 2016 running internally, with their affiliated primaries Clachan Primary, Gigha Primary, Keills primary, Skipness Primary, and Small Isles Primary (Jura) now all live. Based on the experience of the pilot and realisation of expected service benefits, a costed business case will be required for the further roll out of LYNC to all schools which will look at the use and management of Lync in schools and the educational benefits it can help deliver.

9.4 The ICT Client Liaison function serves an important role in ensuring that ICT is delivering services very much in-line with the priorities and focus of Departments and the individual services that they represent. Individual reviews of the priorities for each of the four departments were recently undertaken when developing the new ICT strategy and resulting action plans have been produced by the ICT Client Liaison Officers.

9.5 The table "*Emerging Departmental Priorities*" below represents the key business development priorities that are dependent on underpinning ICT technologies and services. Some of the items listed below are merely "concepts" at this stage – in order for an ICT project to progress, a fuller business case analysis will be carried out and presented to the ICT Steering Board as proposals – normally via the appropriate ICT

Client Liaison Officer. Those proposals shall be assessed and prioritised against the clearly defined set of criteria and methods described in section 2 above and the explanation around the new ICT Development Framework but with a reducing capital budget it is likely a greater proportion will be required to sustain and replace existing core infrastructure assets and less will be available to meet development needs. Many IT services have been repackaged by suppliers to offer subscription based services where capital investments are no longer required but customers can commit to an ongoing revenue based subscription agreement. This can take the shape of hosted services such as server and storage provisioning, software as a service such as a Microsoft Office 365 agreement, or many other cloud based value added services available from the industry. The IT service has agreements with Microsoft and Oracle which are seen as revenue based licensing agreements and will consider further opportunities to look more at subscription based services funded via revenue if the Council is in favour of transferring asset sustainability commitments to a revenue stream. This may alleviate some of the capital pressures but only to the point that the pressure is transferred to revenue. In the meantime the majority of the Council's capital programme for the coming years will deal with the sustainability of IT assets and systems.

9.6 Emerging Departmental Priorities

Department	Emerging Service Priorities	Initial Outline	Link to ICT & Digital Strategic Programme
Cross Departmental			
	Information and Records Management	This is a multi-faceted programme of work which includes: 1. CareFirst integration with Civica EDMS; 2. Improvements in the use of Civica EDMS across all services; 3. Management of the Information Asset Register as part of the broader Council Records Management Plan. 4. GDPR – General Data Protection Regulation 25th May 2018 Now that all of the Council IARs are complete, methods and tools for aiding services in the ongoing maintenance and review of IARs as defined in the records Management Plan, require to be established. A plan for migrating SharePoint 2007 sites (no longer supported therefore non PSN compliant) to MSP 2010 in preparation for a longer term migration to MSP 2016 that will have the Councils file plan at its core with predetermined metadata (inherited where possible) to better ensure that information is organised and managed to assist records management. The new EU regulations for protection of data comes into force in May 2018. The Council will be required to have plans for compliance in place. Several of the Councils systems will require to incorporate new processes to assist the Council in complying with the new regulations. Several of our suppliers are in the process of creating new modules and functions in preparation for this demand. This is new functionality and will inevitably be chargeable.	*Valuing our Information*
	Windows Server 2008 Refresh.	Microsoft has announced that it will cease support for Windows Server 2008 on 14th January 2020. If we do not have all servers replaced by the time support is withdrawn by Microsoft in 2020 we will be in breach of Public Services Network (PSN) certification requirements. We will also be at risk from any new security vulnerabilities in Windows Server 2008 post 2020 as there will be no patches available from Microsoft. This gives	*Infrastructure & Digital Foundations/ Core technologies*

Department	Emerging Service Priorities	Initial Outline	Link to ICT & Digital Strategic Programme
		ICT approximately 2 years to complete the exercise of planning and implementing the upgrade of these servers to the latest possible version of Microsoft Windows Server (2012 or 2016). ICT has 50k of capital funding to initiate this programme of work. It is likely however that additional licences will be required. In addition, a move to a new SQL server version (2012 or 2016) will require Client Access Licences (CALS) to be re-purchased if terminal servers are employed. The cost of these licenses are £138 each presently. There will also be 3rd party software supplier costs for services to carry out the migration of the dependent applications to the new servers.	
Development & Infrastructure Services (D&I)			
	• Connecting business systems • Avoidable customer contact • Keeping customers informed • Digital services/cashless payments	A key priority for all DIS services over the coming year is to continue to identify and implement service improvement activity and opportunities arising from introduction of the new Oracle CRM system; and encourage digital first/only end to end service transformation. This includes development and/or procurement of api connectors; re-engineering of business processes relating to service requests, customer complaints and Councillors casebook issue management. The objectives are to improve customer satisfaction, increase efficiencies and productivity, maximise opportunities for self-service and notifications to keep customers informed and reduce unnecessary customer contact. Priorities in the coming year include the development of connectors between: • Oracle CRM and WDM Roads and Lighting modules, and the new Environmental Land Manager system. • Oracle CRM and Uniform Environmental Health module for service requests. • Citizens Advice and Uniform Trading Standards • Uniform Environmental Health and Food Standards Scotland A new range of digital notifications to reduce avoidable customer contact is being introduced by IDOX Uniform for Development Management and will be investigated and introduced as soon as it is available, subject to business case.	*Digital First*

Department	Emerging Service Priorities	Initial Outline	Link to ICT & Digital Strategic Programme
(..continued, D&I)		To seek local solutions for BS plan sharing pending national solution development. Introduction of a pilot cashless parking service this year will reduce cost and time for cash collection and banking and offer an alternative payment channel.	
	Mobile Working	DIS is keen to improve mobile solutions for fieldworkers to achieve increased productivity and efficiency, for services to be delivered in timely and more cost efficient ways by optimising investment in the Council's back office operational systems and associated connectors. RAS is the Council's largest mobile workforce, having used Toughbook devices in the field for many years. There are challenges relating to the consistency of quality of information captured in the field, culture, connectivity to and compatibility with other corporate back office applications. RAS transformation programmes are in development to reengineer associated business processes and introduce a programme of customer care and training. PRS- two devices are in use (Development management and Building standards) with one available for piloting in Regulatory services. Mobile apps from IDOX are available now and potential /feasibility of further rollout will be reviewed in coming year. Due to the nature of field work across DIS, ranging from roads maintenance to environmental health inspections, a suitable range of devices have to be on offer from Toughbook laptops, through to tablets with digital pens down to larger smartphones, all of which have to be capable of not only supporting multiple business applications but also security software requirements, and be supported by both the ICT Desktop support team and the supplier. Fit for purpose devices, enhancements to back office systems and integration with Oracle CRM are intrinsically linked as part of a mobile workforce programme with an increased level of priority this year.	*Enabling an Agile and flexible workforce*

Department	Emerging Service Priorities	Initial Outline	Link to ICT & Digital Strategic Programme
(..continued, D&I)	• New General Data Protection Regulations • Information and Records Management	The new GDPR regulations are coming into effect May 2018. GDPR compliance is an emerging priority that will require both technical upgrades to DIS systems, and review of customer data that should be retained or disposed. The introduction of the Civica document Disposal module therefore is expected to become more of a priority in the coming months which will require close tie in with the Information Asset Register retention and disposal policies. Data management and agreed standards and protocols are vital tasks to ensure ongoing data integrity and accuracy of GIS data, which like any public record information asset, requires identifiable ownership, retention and disposal policies to be identified and applied as part of a service's information asset register and retention and disposal policies.	*Valuing our information*
Roads and Amenity Services	**WDM** • Asset inventory management • Environmental Land Manager • Interface to CRM	WDM is the core system used by Roads and Amenity Services for asset management and programming maintenance of roads, lighting, amenity and bridges /structure assets. There is an ongoing need to ensure accurate asset inventory and roads condition data is maintained by technical (operational) teams on completion of improvement works, to accurately inform maintenance programme prioritisation activity; to manage and measure the LED lighting programme, and inform the Roads Asset Management Plan. Improving the use of mobile technology and system usage is a facilitator for this. The new **Environmental Land Management (ELM)** module is due to be piloted shortly and is the main priority for Amenity Services. This will transform asset inventory management, works instruction management and performance management processes from highly manual paper and spreadsheet based systems to a single integrated electronic management system with field working capability. **Oracle CRM interface**: A service priority is to enhance linkage between Oracle CRM and the relevant Roads/Lighting/Amenity modules in WDM. This requires development	*Fit for purpose business systems*

Department	Emerging Service Priorities	Initial Outline	Link to ICT & Digital Strategic Programme
(..continued, D&I)		of robust two way interfaces between these applications to deliver end to end data transfer and reduce unnecessary back office contact and multiplications of service requests.	
	Fleet Services • Tranman • Trackyou • Small plant assets	A fleet review is due for publication late Summer 2017 and expected to recommend consolidation of all fleet services into one team and promote fleet utilisation across the Council. The focus on the coming year will be to ensure **Tranman** fleet management system is upgraded to the latest version, significantly delayed due to supplier software issues. This will provide fleet services with the platform to base potential shared working arrangements on with Police Scotland, neighbouring local authorities and other emergency services vehicles. **Trackyou** vehicle tracking system is a hosted solution with trackers on all Council owned and hired fleet vehicle assets. The contract was due for renewal in June 2017 and has been extended for 6 months pending review of the current utilisation, with a view to either reducing the scope of services, and/or ensuring better utilisation of purchased functionality across all departments. There is a risk that without a relaunch of this system, a reduction in functionality will result in costly missed opportunities for service efficiencies. Neither Roads nor Amenity Services records **small plant** and equipment asset inventory on an asset management system. A new equipment module within Civica Tranman Fleet Management system will be specified to support small plant asset inventory, facilitate scheduled asset maintenance and record operator safety and training records to ensure compliance with the current legislation.	*Fit for purpose business systems*

Department	Emerging Service Priorities	Initial Outline	Link to ICT & Digital Strategic Programme
(..continued, D&I)	Roads Costing -Total	Strategic Finance manages the Total Roads Costing system on behalf of RAS. This system has not been upgraded for some time and is not supported on Windows 10 devices, hence the condition rating. An upgrade project is in hand for this coming quarter. Accurate cost of works is important to inform management decisions, service choices, and resource management and to support commercialisation opportunities. SF is seeking ICT resource to develop and pilot a mobile app to collect actual time to deliver Amenity services per operator currently costed on standard minute values and recorded on manual timesheets. This will run in parallel with the new Environmental Land Manager asset management module for Amenity services.	*Fit for purpose business systems*
	Marine Management - Ferry ticketing solution	The current ticketing software and hardware is now obsolete and no longer supported. The future of ferry services operations has been under review for some time. Meanwhile the current system is labour intensive, and costly to operate. This year will see the introduction of a new solution which will also support online self-service ticketing and compliance with NEC card standards.	*Fit for purpose business systems*
	Waste Management • Waste asset management • Service delivery	Waste management service is under represented with regards ICT applications to manage, report and analyse data for service improvements and statutory reporting. It is a major priority for the service to reduce avoidable customer contact and use digital services and push notifications to keep bin collection data up to date. ICT is working with the Amenity and GIS teams to develop an easy to use user interface to ARCGIS database which will become the main source for dynamic updates via the council's website and any planned mobile apps and notification services. ICT is also developing a small weighbridge ticketing system to facilitate ticket reconciliation for tax purposes and statutory reporting on landfill and recycling targets. Route scheduling and route development is currently manually created and optimisation of routes is important for running an efficient service. Functionality within the tracking solution Trackyou will be assessed for suitability for route optimisation.	*Fit for purpose business systems*

Department	Emerging Service Priorities	Initial Outline	Link to ICT & Digital Strategic Programme
(..continued, D&I)		Industry trends are for smart bin technology for public bins using telemetry and compaction to reduce unnecessary visits; chipped commercial bins and upgrade of refuse collection plant to weigh loads which will support an alternative charging system for customers, and assist with managing landfill and recycling waste targets. A Waste Management review is scheduled within the RAS Transformation programme starting Autumn 2017. This is likely to focus on national directives and strategic initiatives, but will help to inform the service improvements and level of information which requires to be recorded and reported on, and therefore ICT requirements.	
Planning and Regulatory Services	GIS	The new GIS strategy and workplan supports a number of service priorities and is aligned to the ICT Strategy to allow improved efficiencies and service delivery across all service areas, and activities which ensure ongoing compliance with national and EU open data sharing directives. GIS team continue to provide and extend integral mapping services within core business applications and to assist with delivery of corporate and service plans and business outcomes. Methods of accessing GIS products, user skills and training will be assessed both at project level and with existing customers to ensure maximum value is extracted from this investment, and GIS team has available resources to provide quality support services.	*Fit for purpose business systems*
	IDOX Uniform - Enhancements and optimisation	Extension and continuous development of IDOX Uniform modules are central to improved service delivery and maintenance of service standards. Annual upgrades are necessary to maintain PSN compliance and support national changes in standards, fees and statutory reporting. Recent performance of these applications, mainly concentrated at Manse Brae, has resulted in sometimes very low productivity rates and poor levels of customer satisfaction. Resolving this is a high service priority particularly as the planning and building standards teams extend their commercialisation activities delivering services	*Fit for purpose business systems*

Department	Emerging Service Priorities	Initial Outline	Link to ICT & Digital Strategic Programme
(…continued, D&I)		on behalf of other authorities and undertaking building standards for external organisations such as MOD. The underlying server infrastructure for IDOX Uniform requires upgrading to ensure it meets PSN compliance requirements as Microsoft is withdrawing support for Windows Server OS 2008r2 within the next 2 years. Versions of IDOX Uniform within the next year will no longer support this OS and will require investment in new Client Access Licenses (per user). These have a lifespan of circa 8-10 years, and are necessary to use Remote Desktop Server. Integration between Uniform and 3rd party application Civica electronic document management solution (eDMS) and IDOX and Civica public access products presents a higher risk to business continuity and customer service where there is reliance on third parties to support and maintain compatible application connectors, and for each to keep up with general ICT industry trends e.g. mobility, server operating platform support strategies and PSN compliance. Recent introduction of charges for pre planning advice has resulted in introduction of new digital forms and online payments. There is no national solution nor an IDOX connector for this product. Internal ICT resource will investigate and develop automation into IDOX Uniform from Oracle CRM using integration tools such as NDL.	
	Wide Format Printers	The Council's wide format printer/plotter asset inventory is reaching end of life with the Oban device purchased 2010 needing replaced immediately and costing the services a significant amount in lost time and print heads. There are five wide format devices across all Council areas, support contracts for two cannot be renewed, and all may pose a security risk as they all have embedded Windows XP operating systems. There is opportunity to reduce / replace the entire estate with more appropriately sized and cost efficient devices and management software, and benefit from a reduction in annual support by around 50%. Capital or lease purchase options available. Early assessment indicates an almost cost neutral business case for replacement of all.	*Fit for purpose business systems*

Department	Emerging Service Priorities	Initial Outline	Link to ICT & Digital Strategic Programme
(..continued, D&I)	Civica electronic document management and workflow-system optimisation.	The underlying server infrastructure for Civica requires upgrading to ensure it meets minimum specification and performance standards and supports latest versions. This is a chargeable supplier service but is necessary to ensure ongoing fitness for purpose and PSN compliance. Business process re-engineering activity is scheduled to streamline the business processes driven by Civica workflow; reduce unnecessary printing and rescanning of eplanning documents to realise benefits from introduction of the new ePlanning and eBuilding standards portals; and generally help to reduce manual effort associated with document and email handling within these service operations.	*Fit for purpose business systems*
	Shellfish movements certificates	Reducing manual effort through technology is an area of focus for Regulatory Services. Last year the Council manually issued and tracked approx. 6000 requests for movement certificates to local harvesters. An internal project and small development is in design to deliver a back end database and a means of self-service certification for certain shellfish types. This will reduce potential for fraud and also improve data for audit and analysis, as well as reducing manual effort. This development activity will also help to inform broader requirements for managing trade export certification process more effectively.	*Fit for purpose business systems*
Economic Development & Strategic Transportation		EDST consumes corporate ICT services and applications and does not have any supported ICT Application assets supplied, but does access external management information systems for monitoring and updating funding programmes. EDST priority over the coming year is to digitise its processes as much as possible, increase the level of promotion and publicity on its programmes and successes using digital channels, and consider its management information and capital works programme management systems in light of increasing budget and contract values. Network and comms performance at Oban Airport is a key priority for this service, affecting MS Lync quality and access to vital external internet services. Recommendations for network connection improvement will resolve connection issues	*Digital First* *Infrastructure & Digital Foundations/*

Department	Emerging Service Priorities	Initial Outline	Link to ICT & Digital Strategic Programme
(..continued, D&I)		and offer a firmer footing for redesign of internal telephony call plans and introduction of PCI compliant card payment services.	*Core technologies*
Community Services			
Social Care	Health and Social Care Integration Agenda	The integration of health and social care services continues to progress in Argyll and Bute and is one of the Key priorities for Community Services. Integration is about bringing together all health services including planning and contracted services and all Adult Social Work and Children & Families Social Work in Argyll and Bute. ICT have been jointly leading with NHS Highland IT colleagues on the Information Management and Technology work stream across the partnership. The work stream has continued since the partnership went live in April 2016. The work stream faces significant challenges and many aspects of the work, such as providing access to data and services between 2 different organisations, whilst trying to maintain security standards and upgrade infrastructure and systems is recognised as an important part in supporting the Council and NHS wider integration project. The work plan covers a number of areas requiring resource form both ABC and NHS ICT services in support of Health and Social Care strategies.	*Valuing our Information* *Collaboration and Partner working*

Department	Emerging Service Priorities	Initial Outline	Link to ICT & Digital Strategic Programme
(…continued Social Care)		The current priorities are; 1. Provision of access to information systems across both Health and Council networks – As the rollout of SWAN has progressed across Health and Council networks, new opportunities have arisen to facilitate access to information systems on both networks which are more cost effective and efficient for the HSCP. This has allowed the Oban Hospital site to access the Council network for colocation staff at the site using the NHS SWAN connection. This will be extended to cover more sites through 2018/19. Many locations across the HSCP now support co-location working following collaboration between the Council's ICT and NHS ICT services. 2. Supporting improved communications – The HSCP has agreed with the council to utilise the councils Skype for Business systems by expanding it to cover NHS sites. This will allow health and care teams to be on a single system. A project group are progressing this with the first phase covering Lochgilphead and Helensburgh. The Skype Business Case work is ongoing and is being supported by Argyll and Bute ICT. HSCP management are leading on production of a business case. 3. CareFirst system is the primary system to record and store all social work/care records. The HSCP has made the decision to move its community care nursing and Allied Health Professional records onto the care first system and a project group has now been established to achieve this ideally before March 2018. ICT have provided a secure and successfully tested access method for Health Care staff to the Council network which the pilot group are using to facilitate testing. Further developments between Council and NHS ICT services in providing more scalable access is underway to support future service developments in this area.	

Department	Emerging Service Priorities	Initial Outline	Link to ICT & Digital Strategic Programme
(…continued Social Care)	CareJust Disaggregation	Due to legislative changes, the CareJust partnership with West Dunbartonshire(WDC), East Dunbartonshire and Argyll and Bute Council (ABC) is in the process of being dissolved. WDC has hosted the CareJust module of CareFirst for the last 15 years and ABC is required to recreate the CareJust module within the CareFirst environment. LSCMI is a key assessment and case management planning tool provided via the Risk Management Authority, primarily for risk assessment reports for the Courts. Dissolution of Criminal Justice Partnership requires ABC to host this database inhouse along with CareJust.	*Fit for Purpose Business Solutions*
	CareFirst Replacement	The CareFirst Social Care Management System is being superceded by a new software solution by OLM called ECLIPSE. The current CareFirst System has been in place since 2000. The new technology promises improved functionality and although no cost is associated with the right to use licence, there will undoubtedly be significant implementation costs associated with its setup, configuration and migration of data from CareFirst.	*Fit for Purpose Business Solutions*
Community and Culture			
	Archives Service - Digital Archive Solution	Archives service seeking a digital archive solution that actually manages digital records in line with the OAIS standard. There may be opportunities to share solutions with other authorities/ organisations.	
	Increase Community Planning Events	Further develop capacity to host more community planning events across a wider range of locations and utilise VC or Lync options for communities to conference into centrally help events. 4 Business Day Sites now set up and in operational use (Oban, Rothesay, Helensburgh & Dunoon Pier). Decisions yet to be finalised for a site at Campbeltown	

Department	Emerging Service Priorities	Initial Outline	Link to ICT & Digital Strategic Programme
Education			
	Microsoft LYNC for Education	MS Skype for Business (SfB/) or LYNC is operational in 3 secondary schools in Mid Argyll & Kintyre and their satellite primaries for some time and is demonstrating effectiveness and benefits in the delivery of teaching and learning. The extension of SfB across all schools in Argyll and Bute is the key ICT related priority for the education service. LYNC is enabling collaboration between participating schools to address gaps in teaching resource for subjects ensuring that students were able to continue in chosen subjects without interruption and without having to opt for alternative subjects. Participating schools also report the reduction of travel costs and travel time freeing up valuable teaching and management time, allowing greater collaboration through screen sharing, aiding mobility, reducing email traffic and backlogs through greater use of Instant messaging and greater opportunity for participation of subject specialists in regular meetings without incurring travel costs and without being out of school all day. LYNC has also been used to facilitate participation in national conferences and discussions. The challenge and opportunity for the Council is to extend the use of LYNC across all 89 schools in the Council to derive advantages and opportunities that support: • Strong leadership at all levels, by high quality internal and partnership working and community engagement; • The raising of attainment levels for pupils; • Realisation of cost saving in terms of travel expenses, communication and teaching resource; • A resilient and reliable unified communications platform.	Education ICT

Department	Emerging Service Priorities	Initial Outline	Link to ICT & Digital Strategic Programme
(….continued Education)	3 New school builds project • Oban Joint Campus, • Campbeltown Secondary, • Kirn Primary new Builds and Dunoon Primary refurbishment works.	ICT has contributed to establishing the requirements specification works for the new builds and refurbishment projects. Campbeltown Grammar is to be completed in Spring 2018 and Oban Joint Grammar during the Summer of 2018. There continues to be an active, ongoing engagement with the schools build project team and relation to both new builds and ongoing refurbishments. Aspirations for the extension of SfB to Oban Joint campus in the first instance, requires ICT to focus on a model that is based upon resilience. This will be a key feature of the emerging SfB business case for Education.	Education ICT
	G-Suite/ Chromebooks	G Suite is Google's software suite of productivity and collaboration tools which includes Gmail, Hangouts, Drive, Docs, Sheets, Sites, Slides & Forms. The Scottish Government recently announced that G Suite is to become part of the existing Glow service. This will provide a number of advantages such as user account provisioning, domain name registration, technical support helpdesk and the Scottish Government will provide clear guidance on data protection (including updated Privacy Impact Assessment / Data Protection Impact Assessment). The Scottish Government have selected Argyll and Bute as 1 of 3 pilot LA's (from 14 applications). Our case study plan includes looking at the measurable impact on literacy, numeracy, homework and communication with parents. The G Suite pilot will run from mid-September 2017 with recommendations for future roll out thereafter.	Education ICT

Department	Emerging Service Priorities	Initial Outline	Link to ICT & Digital Strategic Programme
(….continued Education)		Chromebooks are being considered as an integral part of this pilot as a replacement for laptops for pupils (and teaching staff). A recent assessment of success by West Dunbartonshire has convinced the Education Service of the ease of use and management of Chromebooks In the future all new Chromebook devices will be able to download android apps from the Google Play Store. A pupil will log into a Chromebook using a google account and all their applications and data are stored in the google cloud, although data can also be stored locally on a Chromebook. This means that a user can log onto a different device and access all their apps and data. To be most effective and practical, replacement would require to be on a class by class basis rather than through the current PC replacement programme. ***G-Suite Insight:*** Docs is a Word Processor, Sheets is a Spreadsheet and Slides is a Presentation. All of these are compatible with their Microsoft counterparts. What makes these applications stand out is that they are collaborative. More than one person can work on them at the one time and edits can be seen in real time, comments added and all changes made are stored so that you can revert back to previous versions. These collaborative features make G Suite a valuable learning tool in the education environment. The purpose of Google drive is to store, sync and share files. Files are stored on the cloud and can be synced across numerous devices. Any file type can be uploaded to Google Drive and over 40 files types can be opened. Some file types can be converted	

Department	Emerging Service Priorities	Initial Outline	Link to ICT & Digital Strategic Programme
(….continued Education)		to google format and there are 3rd party Google apps which can be used to convert file types to google format. Google Hangouts is the Google equivalent of Skype for Business. It has instant messaging, screen sharing, phone call and video call functionality. External users can dial into a call and there is an Enterprise version that has just been released in the US called Google Meets.	
	iPad Sustainability in Education	There are currently in excess of 2000 iPads across the school estate and a significant number of the devices are now approaching 4 years old. Unlike PC's and Laptops where there is a Capital replacement programme in place to sustain these vital assets, there exists no similar asset sustainability programme for the extensive estate of iPads within Education. There is a need for Education to identify how the service can sustain these assets going forward. To date, all iPads have been purchased from individual school budgets.	Education ICT
	Education Mobile Device Management (MDM)	A free for use MDM solution called Meraki from Cisco Systems has been utilised for some years now by the Education service to manage the estate of iPad devices across the service. Meraki's future as a free service and its continued suitability is now in doubt. The Education service has commenced work to look at a replacement solution over the next 6-8 months but it should be noted there are potential cost implications for a replacement solution.	Education ICT
	Domain Extension / Future network infrastructure	The Education Domain extension programme to all schools has come to an end which included an overhaul of IT security arrangements, access to file & print services, and the extension of the wireless infrastructure across the school estate. In addition to providing staff and pupils with access to a more reliable and secure infrastructure where their information is secured to corporate standards, a range of	Education ICT

Department	Emerging Service Priorities	Initial Outline	Link to ICT & Digital Strategic Programme
(..continued, Education)		corporate services can be exploited by Education including Microsoft LYNC, Remote desktop support, central storage, backup of data, improved email service, etc. This improved service has however raised issues for some schools in terms of performance therefore there needs to be a programme of support to ensure that we are making best use of network resources, identifying areas for improvement and potentially further investment with the aim of providing good levels of network access for all schools.	
	QKR – School Payments	**QKR App - School Payments** Mastercard and Civica, the supplier of the Councils Cash receipting System are piloting a new easy to use phone and tablet app which could facilitate much of the day to day communication between parents, teachers and school admin staff. Combined with secure payment card processing from a parents phone, in the first instance the app will focus on allowing parents to pre-order and pay for primary school meals. Designed to link to our new catering management system, the app presents day by day menu options in each school with associated nutritional information. A pilot proposal (business case) approved by the Transformation Board in July 2017 for completion end December 2017. A recommendation will be made at that time for a future rollout of QKR across the Council's primary schools	*Customer Engagement* *Infrastructure and Digital Foundations/ Core Technologies (secure card payments)*
	Curriculum for Excellence	Schools currently print out parental report cards as the current reporting mechanism doesn't allow for parents to view these online. SEEMiS is developing a new application which will allow parents to view report cards online. At present a date is not fixed for this but it is hoped that it will be delivered with Phase I in December 2017 with the final delivery date being May 2018. This will have considerable time and cost savings for the schools. There is no additional charge for this new application as it is covered by our SEEMiS membership fee.	

Department	Emerging Service Priorities	Initial Outline	Link to ICT & Digital Strategic Programme
Chief Executive's			
Strategic Finance	Discoverer replacement	Oracle withdrew full support for their Discoverer reporting tool in June 2017. Strategic Finance use Discoverer to report from the Oracle E-Business Suite financial systems, and are in the process of reviewing their requirements for a replacement product. An alternative support contract was let to Support Revolution to support the product in the interim. Oracle and other suppliers are actively marketing alternative products. Strategic Finance are appointing a lead officer to review the Council's requirements for a reporting tool, who will work with ICT and Procurement in identifying a suitable alternative product. There are also opportunities to review how the Council is supported on other Oracle products going forward, as the Support Revolution model is financially very attractive. The Scottish Government are also in the process of reviewing how the national Oracle licensing agreement is supporting the bodies that signed up to it, and whether potential disaggregation of the agreement over the next 24 months may provide more flexibility.	*Fit for Purpose Business Solutions*
	Logotech Treasury Management tool	Strategic Finance use the Logotech treasury management tool and would like to explore how the supplier's cloud-hosted offering may improve how the data is handled.	*Fit for Purpose Business Solutions*
	Money Skills Argyll	A tender is being prepared in conjunction with ICT and Procurement for an externally hosted system that can adequately support the work of the Money Skills Argyll partners as they advise and support their customers. The system needs to be accessible by all partners so that support is consistent regardless of which partner the customer is engaging with. There may be other opportunities to explore how the partners work together, both in terms of this piece of work and in the future.	*Collaboration and Partner Working* *Fit for Purpose Business Solutions*

Department	Emerging Service Priorities	Initial Outline	Link to ICT & Digital Strategic Programme
Customer Services			
Improvement and HR	Resourcelink Replacement	The current contract with Northgate for Resourcelink expires in September 2018. It is planned to negotiate a further extension of the contract with them and, if the IT Steering Group approve a business case, formally test the market with a view to either replacing or improving the existing system. The procurement will explore opportunities for collaboration with other authorities, and also for establishing a commercially marketed payroll service, or shared services payroll and HR with other authorities.	*Fit for Purpose Business Solutions* *Collaboration and Partner Working*
	Improved Internal Communications	There are approximately 1900 employees who do not have easy access to the online resources that office-based staff do, in terms of The Hub and Newsflash e-mails. The Corporate Communications team are working with ICT and others to look at ways in which this inequality can be addressed, so that staff who are based in depots, kitchens, schools, and who work in the community, have the same access to corporate resources and communications as those who work at a desk with a PC or laptop. A number of approaches will be looked at, it is proposed to look at options for providing display screens, and/or tablet technology, for staff in depots and workshops, in the same way that external customers are provided for in Customer Service Points. Other methods of communicating digitally with staff will be explored.	*Enabling an agile and flexible workforce*
	Health & Safety Team – review of data and processes	The Health and Safety team have a number of manual and semi-manual processes that support the Fire Safety Assessment and Workplace Risk Assessment processes, and the recording of Facility Responsible Persons.	*Enabling an agile and flexible workforce*

Department	Emerging Service Priorities	Initial Outline	Link to ICT & Digital Strategic Programme
(….continued Customer Services)		It may be that working with mobile devices, and looking again at what systems the Property Management and Internal Audit teams use, to record building-related data, and to track actions in similar areas, may benefit all the services involved	
	SVQ Centre - developing commercial services	The training team are improving their training facilities at Whitegates, and longer term want to explore marketing their services to the wider audience in Argyll and beyond, both in terms of establishing training hubs across the Council area, and also offering digitally connected commercial services to public, private and Third sectors.	*Digital First*
	Digital engagement	HR are establishing a Research and Engagement Officer post whose remit will be to improve the way the Council interacts with the public and proactively seeks their input to Council plans and priorities. Part of that work will be exploring options for digital tools to consistently engage and consult with the public, stakeholders and partners.	*Customer engagement*
Customer and Support Services	Review of Public Provision Equipment in Service Points	The Customer Service Centre team and ICT are replacing public access PCs in customer service points with tablet technology to make the information and services provided on the Council's website more accessible to the public	*Customer engagement*
	Bookings system replacement	Stopford have been appointed to replace the Council's outdated online resource bookings system. The project is underway, and there will be opportunities to improve the way in which the internal pool car service is managed, and also the commercial offering that the Catering service is launching at the Helensburgh Civic Centre.	*Digital First* *Customer engagement*
	Office 365 Pilot	As ICT staff are trained in the deployment and use of Office 365 it is anticipated that a number of opportunities will arise from the new products that have been bought. The catering service and strategic finance are already interested in how MS Planner and MS Teams might help them plan their workload, and communicate better within	*Core technologies and infrastructure*

Department	Emerging Service Priorities	Initial Outline	Link to ICT & Digital Strategic Programme
(….continued Customer Services)		their teams.	*Digital First*
	Contract Management Database	The Procurement team don't have a contract management database in place, and are keen to explore having a one stop shop for contract and supplier management to ensure they are clear what is needed by who, and when, and which team is allocated the work. Many other local authorities are starting to use the Scottish Government's PCST system which may be an option for us, as may the existing IKEN system.	*Fit for Purpose Business Solutions*
Governance and Law	Members' iPads – web browsing and corporate e-mail	The Paperless Meetings project has completed its pilot stage and will be seeking permission from the Board to rollout iPads to all elected Members, to facilitate paperless meetings. The project's scope is limited to the provision of the Modern.Gov app on tablets, but the PID recognises that demand for other functionality will emerge, which will need to be addressed. It is clear from the pilot feedback that web browsing and corporate e-mail provision are highest on the list of additional functionality that Members and staff feel would enhance the use of the iPads, and help embed them in day-to-day use. Interest in other functionality such as access to Pyramid, Casebook, mapping and the Hub have also been expressed. The Sophos mobile device management tool has been used for the first time during the pilot phase of the project, and will be used for the rollout. Further work is required to develop policy and the right technical solutions to securely meet this demand within the PSN regulatory environment.	*Core technologies and infrastructure*

Department	Emerging Service Priorities	Initial Outline	Link to ICT & Digital Strategic Programme
(….continued Customer Services) **Facility Services**	Working as key internal customers in conjunction with other services who are leading on:- • Bookings - pool cars and weddings • Improved internal communications	The Customer Service Centre team are implementing a new bookings system which the Transport team will use to improve the way pool cars are managed. The Catering team will also work with the Registrars to see whether the same system can be used in the future to improve and market the new weddings and catering service at the Helensburgh Civic Centre. The Corporate Communications team are working with ICT on improving the way the Council communicates with non-office-based staff, a large majority of whom work within Facility Services.	

10.0 INVESTMENT NEED & FUNDING

10.1 The Council's Capital programme has decreased significantly compared with previous years and the level of investment available for the ICT Capital Programme has been cut accordingly. This has had a considerable impact on the Council's ICT Development programme for 2018-2020 with the majority of the capital programme now concentrated on maintaining the current service levels and assets. The level of funding available for service development projects has been severely curtailed. The priorities for investment will therefore be determined by the ICT Steering Board through the ICT Development Framework and included in the ICT Development Plan for future years and then ratified by the Strategic Asset Management Board. It is clear, however, that the funding requirement is already much greater than the funding levels available for the next three years.

10.2 The Council's IT infrastructure requires a considerable level of investment to maintain current services. The core network and server components are replaced on a five year lifecycle and any extension of this lifecycle is likely to introduce considerable risks to service delivery. Over recent years the core network infrastructure has required approx. £1m annual investment to maintain systems and allow for an expansion via the introduction of new services including a modern corporate wide wireless network and over 260 virtual server installations across our two modernised data centres.

10.3 The PC Replacement programme was funded by central capital to ensure the desktop tools were reliable and fit for purpose for all corporate staff, teachers and school pupils. The programme required approx. £850k per annum to meet the original replacement targets but the programme has been cut to £360k for 2018-19. The programme can no longer support the inclusion of an extended warranty for PCs and laptops. PC and laptop devices in schools will be replaced every 5 years. There is no longer the capacity to include additional equipment (such as iPads, tablets) or to standardise on the device ratios per pupil in schools. To return to the agreed 4 year corporate and 5 year education replacement cycle would require an additional £178k for 2018-19. This would reduce the risk of corporate devices failing in their 5th year. As devices get older, they usually take longer to start up, require more frequent rebuilding. All of this gives poor performance to our staff and reduces their productivity. It would be preferable to be able to return to the 4 year cycle for corporate users.

10.4 The Asset Inventory in Appendix 1 illustrates how the reduced ICT Capital programme has resulted in a significant rise in the number of "red risk" assets across the ICT estate. Apart from PCs described at 10.3 above, the most critical of these risks are the servers and network infrastructure assets. The cost of replacing the Kilmory servers is estimated at £469k. These servers are operating 2 years beyond their expected 5 year lifecycle. They are very cost effective. The Scottish Government undertook a full assessment of our two data centres, measuring total cost of ownership versus costs of colocation or private or public cloud. They reported in July 2016 that the current delivery cost of £229k p.a. was well below that from the cloud which would be £461k p.a. Our annual saving over the cloud is £232k p.a. An investment of £469k would therefore pay back in 2 years compared to Cloud costs.

10.5 The Helensburgh server room equipment is now just beyond its expected 5 year life (being 2 years younger than Kilmory). The cost of replacing its servers is £414k. The Scottish Government study reported in July 2016 that the current delivery cost of £214k

p.a. was well below that from the cloud which would be £332k p.a. Our annual saving over the cloud is £118k p.a. An investment of £414k would therefore pay back in 3.5 years compared to Cloud costs.

10.6 The other category of red risk assets is network switches at a range of schools and corporate sites. In total it would cost £220k to replace these. £100k is available from the programme for 2018-19 to replace the most critical of these, leaving a shortfall of £120k.

10.7 In summary the prioritised IT shortfall is £1.2m as follows:

Description of IT capital need	**£000s**
Kilmory Server (see 10.4)	469
Corporate PCs(see 10.3)	158
Helensburgh servers (see 10.5)	414
Network switches (see 10.6)	120
Total	**1161**

10.8 The Education ICT Strategy group previously heard complaints from schools where the device to pupil ratios were not high enough. The group agreed in 2016 that the Education Service would come forward with plans to change the PC Replacement programme and address the device ratios in schools and look at how the central fund could pay for additional devices such as iPads. Such plans would include recommendations on how the programme would deal with schools where there was already a high proportion of PCs per pupil as well as those schools where there was not. The Education ICT Strategy group agreed that it would support any future sound business case and a redistribution of the allocated funds but accepted this would cause difficulties with the principles of asset sustainability and affordability unless the costs for such an exercise were contained within existing limited budgets and a suitable alternative asset replacement programme could be developed. No business case has yet been developed and the replacement programme allocation per school will continue as agreed for 2016 through to 2018.

10.9 In addition to the asset sustainability position outlined above, the development plan will take account of the emerging service priorities described in section 5.4. However with funding levels cut significantly the Council will need to prioritise accordingly. The Capital funding available for IT investment for 2018/19 onwards as reported to the Strategic Asset Management Board is as follows:

Budget	2018-19	2019-20
	£000s	£000s
IT Asset Sustainability	564	962
IT Service Development	0	0

Figure 1 – Draft Allocations 2018-20

10.10 The current agreed plan for 2018-20 is as contained in Figure 2 below with an allocation figure at this time of 564k for 2018-19. This budget is insufficient to meet the essential replacement of all known red risk ICT assets and will be allocated in its entirety to

replace ageing PCs and infrastructure components. The current 2017/18 PC replacement budget requirement alone is £360k. A similar level of investment will be essential 2018/19. This leaves £204k for other essential red risk ICT asset replacement with no budget available for any service development projects. The suggested allocations have still to be approved by the ICT Steering Board.

Project Description	2018/19	2019/20
	£000s	£000s
Server Sustainability	50	0
PC Replacement	360	0
Telecomms Network	100	0
Computer Network Security	40	0
MS Exchange & Doc Sharing	0	0
Internet / Online Access	0	0
Unified Communications and Video Conferencing	0	0
Corporate GIS Portal Rollout	14	17
Block Allocation	0	945
IT Education	0	0
Total Asset Sustainability	**564**	**962**
Applications Projects	0	0
Total Service Development	**0**	**0**
TOTAL ICT Capital Programme	**564**	**962**

Figure 2 – ICT Capital 2018-20

10.11 Figures 1 and 2 above illustrate how the ICT Capital Programme for 2018 and beyond continues to be considerably less when compared to previous years. It is envisaged that there will be no budget available within the Application Projects budget in 2018/19 to deal with the projects emerging from the Departmental Priorities summarised in Section 9.6. The Council is no longer in a position to deal with all of the emerging priorities and it is likely that only self funding business cases will be taken forward as projects. This is unlikely to change unless the Council agrees to a considerable increase in the capital allocation for ICT related projects from 2018/19 onwards.

10.12 Appendix 3 includes the ICT Development Plan Summary and the work requested for the forthcoming year and includes details of further projects in the pipeline for future years. Full business cases have been developed or will be developed in support of each project and the business cases will be assessed and approved by the ICT Steering Board and then by the Strategic Asset Management Board alongside all competing demands for capital from other Council services.

For further information please contact:

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Appendices will be made available on request.

COUNCIL

DEVELOPMENT & INFRASTRUCTURE **22 FEBRUARY 2018**

SERVICE ASSET MANAGEMENT PLANS

DEVELOPMENT AND INFRASTRUCTURE ASSET MANAGEMENT PLAN

1 EXECUTIVE SUMMARY

1.1 The Development and Infrastructure Service Asset Management Plan sets out how the service can assist in the realisation of the strategic priorities within the Corporate Plan 2018-2022 with regard to:-

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

- We make the most of our assets to build the local economy
- We ensure there are homes for all, we tackle poverty and build opportunity
- We have greener and cleaner communities

1.2 The Development and Infrastructure Departmental Service Plan requires the provision of safe and sustainable transportation assets and operations, an efficient Amenity Service and a safe Regulatory Service. Well maintained and available transport links are essential to support economic viability and growth.

1.3 The Service has responsibilities across all Council geographic Areas for the following functions:-

- Transportation infrastructure (Council Roads, Airports, Harbours), including management, maintenance and improvement. These are arguably the most important Council asset groups as they underpin all aspects of economic activity and of people's lives.

- Management, maintenance and improvement of community infrastructure including parks, cemeteries, crematorium, war memorials, equipped play areas and sports pitches, public conveniences, woodlands and informal recreational spaces. Environmental enforcement including prevention of littering and dogfouling and provision of a pest control service.

- Economic Development, Environmental Infrastructure, Regulatory Services, (env. health, trading standards, housing services and animal health) Fleet and Waste.

ARGYLL AND BUTE COUNCIL **COUNCIL**

DEVELOPMENT & INFRASTRUCTURE **FEBRUARY 2018**

SERVICE ASSET MANAGEMENT PLANS

DEVELOPMENT AND INFRASTRUCTURE ASSET MANAGEMENT PLAN

2 GENERAL INFORMATION

2.1 **The strategic priorities within the Corporate Plan 2015 – 2017 that D&I can help achieve are:-**

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Making Argyll and Bute a place people choose to live

- We will make Argyll and Bute an attractive place to live by continuing to invest in the infrastructure of our towns, villages and islands
- We will help our communities to help themselves and will be proactive in making sure that our communities are empowered to work in partnership with the Council to meet their local needs.

Making Argyll and Bute a place people choose to work and do business

- We will make Argyll and Bute the best and easiest place to do business
- We will use Council resources and facilities innovatively to generate income in order to protect and enhance services.
- We will take advantage of the opportunities improved broadband availability brings and continue to demand improved mobile phone coverage
- We will promote and market Argyll and Bute and encourage companies and individuals to relocate to this area
- We will work to improve strategic transportation links: We will make best use of our airports, work with ferry companies to enhance services and bring pressure to bear on the Scottish Government and Transport Scotland to find substantial solutions to the current limitations of the A82/83

2.2 The Development and Infrastructure Departmental Service Plan requires the provision of safe and sustainable transportation assets and operations, an efficient Amenity Service and a safe Regulatory Service. Well maintained and available transport links are essential to support economic viability and growth.

2.3 The Service has responsibilities across all Council geographic Areas for the following functions:-

- Transportation infrastructure (Council Roads, 3 Airports, 41 Harbours and 4 ferry services), including management, maintenance and improvement. These are arguably the most important Council asset groups as they underpin all aspects of economic activity and of people's lives. Ports range from minor use and a few fish landings to major passenger and freight facilities.

- Management, maintenance and improvement of community infrastructure including parks, cemeteries, crematorium, war memorials, equipped play areas and sports pitches, kayak trail infrastructure, Cycleways, public conveniences, woodlands and informal recreational spaces. Environmental enforcement including prevention of littering and dogfouling and provision of a pest control service.

- Economic Development – taking forward a number of capital projects to make Argyll and Bute a great place to live, work, invest and visit.

- Environmental/Economic Development Infrastructure and Regulatory Services. These services are essential for the functioning of our communities and include Amenity Services, Environmental Protection, Flood alleviation, Waste Management and Landfill sites (managed by either the Council or through the PPP contract with Shanks), Fleet Management (heavy equipment), environmental health, housing services, trading standards, animal health, Planning, Economic Development Small Business sites and Start Up units and Oil Spill Response.

These asset groups, quantities and gross replacement costs are tabulated in Appendix 1. Appendix 2 summarises the Marine Services Investment Plan.

3. Financial planning for Capital and Revenue needs: brief summary indicating financial position based on existing plans and what financial gaps exist in relation to backlog maintenance if any and the effect on assets and replacement improvement programmes.

3.1 **Roads**

3.1.1 The public road network is the Argyll and Bute Outcome Improvement Plan highest valued asset the Council has responsibility for. The stated value of the public carriageway asset being £2,034.1m as detailed in the asset valuation (2017). The significant roads reconstruction investment from 2011 to date has been successful in halting the decline in condition through a programme of edge strengthening, structural patching, surface dressing and overlays/inlays. This is illustrated in Figure 1. However, it is important to note that the change of direction in road condition can take a few years to be realised. The narrative accompanying Figure 1 details the frequency of machine based surveys. Condition surveys are not carried out each year on all routes (see Figure 1 below) which means the impact of maintenance work may not be immediately captured in performance data. In 2014 a full network survey was carried out which provides a baseline for reviewing road condition over coming years.

3.1.2 Further significant investment in infrastructure is required to allow the Council to support our communities by ensuring we have a safe and sustainable roads infrastructure. In its widest sense, to encourage businesses, means a well-connected road network with none or very few restrictions on travel. To encourage people to move to Argyll and Bute and reduce peripherality within the Council area investment is needed in the transport infrastructure. The nature of road network is such that many communities rely on only one road. Therefore to maximise the local economy and the health of our communities' lives, investment must be made to allow the full benefits of the people's energies and abilities to be brought to fruition.

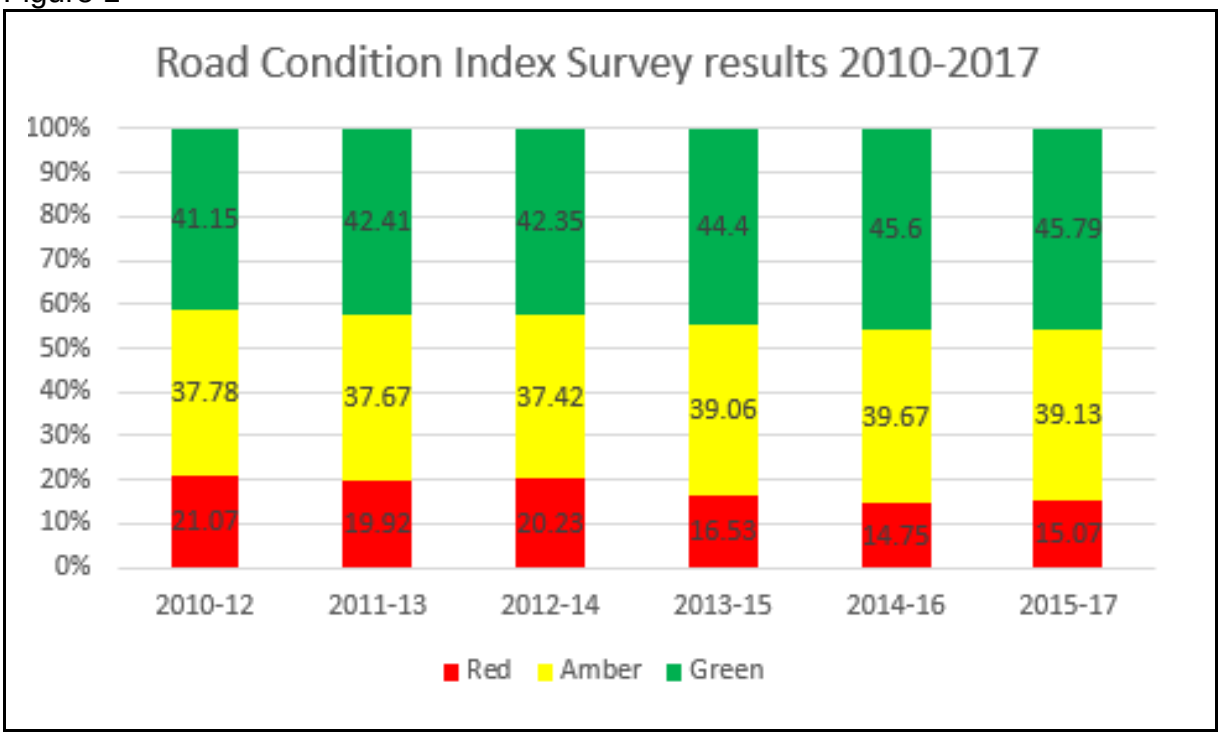
3.1.3 The Council's Environment Development & Infrastructure Committee considers the Annual Status and Options Report which provides an analytical assessment of the condition of the road, lighting and bridge asset and sets out options for asset management for those assets.

3.1.4 The Scottish Road Maintenance Condition Survey (SRMCS) is the main method of condition assessment of the road network. The survey method is undertaken throughout Scotland to a nationally accepted standard. Red condition represents lengths of road in need of maintenance/resurfacing etc., amber represents road lengths in need of investigation for potential maintenance i.e. some but not all of these road lengths will warrant treatment in the short term.

3.1.5 Road Condition Survey results for Argyll and Bute for 2010-17 are shown below; the chart indicates that recent capital investment has arrested the decline in the condition of the network which remains steady at the most recent measurement.

3.1.6 There is a lifecycle planning tool which can predict future carriageway condition over 60 year term based on a number of selected treatments over the period for each road class. It is planned to use these tools to ascertain where it is recommended that the roads budget should be spent. These tools allow sophisticated asset management techniques to be applied to ensure that the council benefits from the most appropriate use of its limited finances.

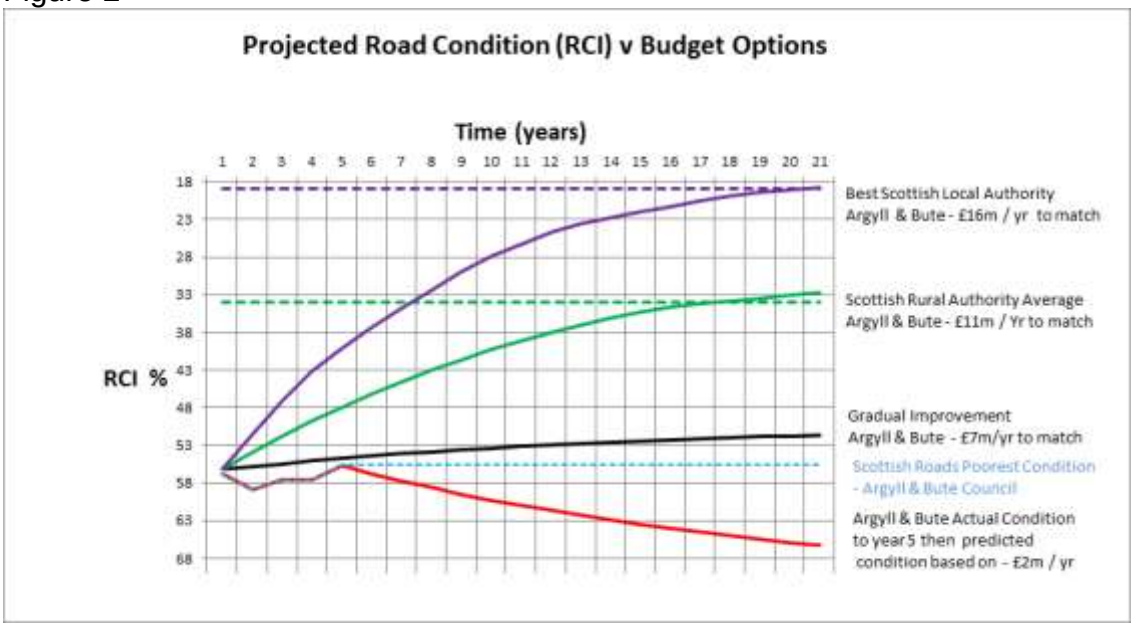
Figure 1



The data represented is collected using a nationally accepted specification. The survey results for A, B, C and U roads are based upon machine surveys. Not all of the road network is surveyed each year. The survey is carried out on 100% of A Class (in one direction only), 50% B Class, 25% C Class and 10% U Class. The annual results are reported based on an average of 2 years results.

3.1.7 The following graph indicates the predicted funding levels required to meet desired targets within a given timescale based on the Society of Chief Officers of Transportation in Scotland (SCOTS) cost projection tool calculations for carriageway resurfacing works only. The graph shows a range of long term investment scenarios which assume consistent levels of investment in each of the 4 scenarios.

Figure 2



3.1.8 The above graph has been produced using the SCOTS Financial modelling tool and achieved through the submission of robust and detailed historical carriageway data from a number of authorities. Between 2013-16 the average capital expenditure on roads reconstruction was around £8m, however this has reduced to £4.6m in 2016-17 and £3m in 2017-18. It is expected that the budget for the next 3 years will be of a similar level. In order to mitigate against degredation of the network and to maintain the RCI, more focus has been given to structural patch repairs and surface dressing, with a lesser percentage spent on machine surfacing. This approach helps to ensure that the road surface is sealed to prevent ingress of water which contributes to deterioration. So far this has held the RCI in a stable condition.

However as the majority of capital expenditure was invested on carriageway works and did not address other factors that affect the road condition such as scrub clearance and ditch/drainage maintenance, it is expected that this will produce a reduction in the RCI in the longer term.

3.1.9 The Council has 126 car parks and the income is stabilising at approximately £1.2m. This includes on-street and off-street ticket receipts and income from penalty charge notices. Over the next 12 - 18 months it is expected to refine the car park asset register including consideration of some Amenity Services controlled car parks being transferred to Roads control. Updates to the parking policy may lead to changes in the tariff structure. There are a number of parking reviews ongoing which are expected to be completed by the end of 2018.

3.2 Bridges and Other Structures

3.2.1 The number of weight restricted bridges and retaining walls has been managed by a programme of strengthening and replacement, alongside inspection and maintenance works.

3.2.2 The capital expenditure has averaged £442k over the last 10 years and was able to prevent any need for new weight restrictions apart from emergency requirements due to weather damaged structures. Currently the expected budget level for 2018/19 and 2019-2020 financial years is circa £150k per annum. The reduced funding level available from 2015 gave rise to new weight restrictions in 2016 (Kilbridemore bridge in west Glendaruel) and 2017 (Knock bridge on Mull) and may require additional structural restrictions in future to be able to keep some other bridges open for lighter

traffic. Officers will manage the assets and resources as best can be done to minimise the number of restrictions that are necessary. Most of the structural projects take some years from inception to completion and the lack of medium and long term budget certainty makes it difficult to plan suitably far ahead to ensure that preparatory work is in place when funding becomes available to allow project to progress. A longer term capital budget would allow these assets to be managed more effectively.

3.2.3 The number of abnormal loads in the Council area has risen rapidly from 300 in 2010, 800 in 2015, over 3000 in 2016 to 3725 in 2017 (mainly due to wind farm developments) and this together with the inspections, technical approval, maintenance and general management of the structures all compete for funding from the bridge maintenance budget allocation.

3.2.4 Coastal protection assets have been maintained mainly through the revenue funded programme of inspections and maintenance works.

3.3 Amenity

3.3.1 Argyll & Bute Council has a number of connected open spaces that combine to create a green network and infrastructure that provides significant economic, social and environmental benefits. Open space is important to the health and well-being of our communities and natural processes which provide a wide range of services on which our society and economy depends. The importance of a well-structured and maintained environment is highlighted throughout Argyll & Bute's Corporate Plan and the Argyll and Bute Outcome Improvement Plan 2013 -2023 and provides the basis on which these assets are managed and maintained.

3.3.2 The Council has both direct and indirect responsibility for a variety of open spaces including beaches, parks, sports and recreational facilities, playing fields, equipped playparks, woodlands, allotments and a number of public conveniences and war memorials throughout the Council area. Assessing both current and future needs for its open space and green network assets and identifying specific actions to improve provision, the Council has set out an approach that meets the requirements of the Scottish Government's Scottish Planning Policy. This strategic approach will assist the Council in directing resources, knowledge sharing, and budget planning enable greater co-ordination of open space among key stakeholders.

3.3.3 Amenity Services undertakes strategic, statutory obligation and asset management responsibilities, regarding physical assets and open space within the public realm. The Service also is responsibile for the provision of a burials and bereavement service, conducting over 810 interments throughout Argyll & Bute and around 716 cremations being undertaken each year at Cardross Crematorium. The Service is also responsible for the litter clearing of the roads infrastructure, programmed cleaning of streets, open spaces and beaches including the removal of fly-tipping and graffiti. The regulatory functions which it provides include environmental enforcement in relation to the prevention of littering and dogfouling, in addition to providing a pest control service.

3.3.4 Long term sustainability of the Council's open space assets must take cognisance of the need to focus beyond core maintenance and future capital investment will therefore be required to improve the physical nature of these assets.

3.3.5 Annual Revenue expenditure allocated to maintaining the open space and green

network assets within Amenity Services is currently set at £3.88 million. This is supported in 2017/18 by a Capital investment of £380K, however, confirmation on the level of future Capital investment in these assets has still to be set.

3.3.6 The upgrading of the cremator at Cardross Crematorium is now complete following an investment of £700k and provides the capacity for mercury abatement to be undertaken during cremations, which is in line with Government Policy. A further £95k of revenue was allocated in 2017/18 to upgrade the catafalque and the entrance to the building in order to facilitate bariatric cremations.

3.3.7 A range of key Council policies emphasise the importance of providing opportunities to meet positive outcomes for people through sport and physical activity in relation to health and well-being, lifelong learning, regeneration, community safety and a sustainable environment, The open space assets managed and maintained by Amenity Services contribute to achieving these goals by providing a wide range of benefits for communities, the environment and the local economy. They make an important contribution to the character and biodiversity of the area and to the quality of life and place by providing the setting for a wide range of social interactions and pursuits that support personal and community wellbeing.

3.3.8 Capital resources were attributed in 2017/18 to support outdoor sport and physical activity at a local neighbourhood level as well as across Argyll & Bute. This committed to projects up to a value of £750k, and was allocated to upgrade the following artificial sports pitches:-

- Bendarroch Park, Garelochhead
- Kirkmichael, Helensburgh
- Tobermory, King George v Park
- Innellan
- The Cages, Black Park, Dunoon
- Lochnell School, Benderloch

3.4 Flood Prevention

3.4.1 In accordance with the Flood Risk Management Act 2009, the first Local Flood Risk Management Plans were published in June 2016. Currently central government is expected to contribute 80% to the overall funding but no contributions are expected for design works. The cost of design works varies depending on any individual scheme but is generally 10 – 20% of total cost. This means that Local Authorities will have to fund the full design and development process with no guarantee of government funding being available for physical works. The Scottish Government has already confirmed to the Council £80k award of the estimated preliminary costs to March 2018 for the Campbeltown Flood Scheme. In accordance with the Flood Risk Management Act (2009), the Council has helped prepare and publish the Local Flood Risk Management Plan (LFRMP) which details the actions to be taken over the first 6 year cycle of the Plan (2016 – 2022). In summary, the first cycle of the LFRMP includes for preparation of Surface Water Management Plans and Studies in several locations within the Council area, together with preparation of options/scheme and works for Campbeltown. To enable a positive feed into the second round of prioritisation (for 2022 – 2028) the Surface Water Management Plans need to be completed by December 2018 and the Studies by September 2019.

3.4.2 In the first six year cycle, Argyll and Bute Council has one potential (works) scheme for Campbeltown (to be developed and designed) and at least four schemes for development/further study and four Surface Water Management Plans to be drafted.

The cost profile of the delivery of the LFRMP is expected to be (very approximately) as below:-

Year	17-18	18-19	19-20	20-21	21-22	Total
Funding source	(£k)	(£k)	(£k)	(£k)	(£k)	(£k)
Capital Cost	80	400	2,100	6,430	250	9,260
Capital – Council Contribution	**16**	**80**	**420**	**1,286**	**50**	**1,852**
Revenue (still to be allocated)	350	350	250	250	250	1,450

The Scottish Government has awarded the Council an additional £113k/year and a business case has been prepared for this funding to be utilised for flooding studies and scheme preparation.

The studies and Surface Water Management Plans are as noted below:-

Location	Flood Studies	Surface Water Management Plans
Oban	X	X
Lochgilphead	X	
Tarbert	X	
Campbeltown		X
Kilcreggan		X
Helensburgh	X	
Dunoon		X

There are areas outwith those specifically named in LFRMP, such as Clachan that are repeatedly suffering from flooding events but have no funding in place to undertake studies. There is a concerted campaign from residents to have action to reduce flood risk to Clachan The Council is working with Forestry Commision Scotland and SEPA to identify if there are any actions that can be implemented prior to studies being undertaken.

3.5 Airports

3.5.1 The Council's airfields and associated buildings and specialist vehicles will require periodic capital investment to ensure they are maintained fit for purpose and meet standards set out by the Civil Aviation Authority. Oban airport opened in 2008 and its runway has a life span of around 20-25 years. Coll and Colonsay have a longer lifespan as they experience less traffic (mainly scheduled services). White lining at Oban appears to require maintenance every 5 years. This has been refreshed in 2017/18 and the cost is approximately £27k funded through current revenue. The paint used is specialist paint (rather than thermoplastic) as it requires to be non slip. There is potential to purchase our own machine to carry out maintenance – especially for the island maintenance. This would be beneficial due to difficulty in attracting contractors to carry out this type of work. Again the lining on the islands is in better condition but there is a need to refresh the runway designators. There are differing issues with the island runways compared to Oban, such as weed control and goose droppings on the runway (most notably on Coll). Options for addressing these issues are being considered in conjunction with Amenity team. Ditch clearance and drainage

work has also been undertaken on Coll due to ponding issues adjacent to runway.

Fire appliances – two replaced in 2015 at Oban and a business case has been approved for replacing fire appliances on the islands through Fleet as these are at the end of their life cycle. (£50k per vehicle). Fire fighter breathing apparatus was replaced in 2017 at a cost of circa £30,000. This is expected to have a service life of 10 years.

Meteorological equipment was recently upgraded at Oban airport.

3.6 Piers and Harbours

3.6.1 The Council is responsible for 41 piers and harbours (Dunoon (breakwater and timber pier) and Campbeltown (Old and New Quays) counted as two each). The review of Piers & Harbours fees and charges continues with plans to implement revised charging regime on 1 April 2018. Fees and charges will be set at a level to ensure income is sufficient to fund prudential borrowing to meet the needs of the 10 year asset management plan – copy of the plan attached in Appendix 2.

3.6.2 The piers and harbours are inspected on a biennial basis with a principal inspection for the structures at Craignure, Rothesay, Dunoon, Oban and Campbeltown every six years which involves a dive survey and detailed report. Principal inspections have been organised for Bruichladdich, Craighouse, Gigha (south pier), Helensburgh, Port Askaig and Rothesay. Information produced from these inspections has informed the overall marine asset management plan. The current revision to asset management plan was approved by the Harbour Board at its meeting in September 2017. This document will be subject to regular updates.This document will ensure that the Council's marine assets are maintained and developed in a sustainable manner to meet future demands. It gives a clear investment plan for the next 10 years and will be updated at least annually on a rolling basis. This may influence the Council's capital plan. Of particular note are the pier facilities at Craignure, Gigha, Tayinloan, Fionnphort and Iona where significant investment may be required to meet the ferry operator's aspirations.

3.6.3 Land and building assets are recorded in Concerto (the new property management system). Vessels are subject to an annual refit and inspection/certification by the Maritime Coastguard Agency. Consideration is being given to the recording of piers, harbours and vessel condition in the Concerto system to align it will other property assets allowing more consistent prioritisation and planning of works to be carried out. The 10 year asset management plan will be kept under annual review and updated as further in formation becomes available from inspections and any changes to council priorities.

3.6.4 Argyll and Bute Council operates four ferry services at the following locations: Jura (Feolin) – Islay (Port Askaig); Luing – Seil (Cuan); Lismore (Point) – Port Appin; Easdale – Seil (Ellenabeich). The Council's vessel replacement programme can be viewed below. Some of the vessels (mainly the passenger vessels) are reaching a point whereby replacement will become an urgent priority for the Council. The replacement vessel target dates have been selected on a short-term / medium term / long term basis; short-term being considered as 1 to 2 years and medium term considered as 2 to 4 years. There is no immediate requirement to consider replacement of the Eilean Dhiura, although it should be noted that the community council on Jura have made representations to the effect that the vessel has a limited capacity and consideration should be given to its replacement. Marine Services is currently compiling a separate report to address vessel replacement considerations –

the report will provide advice on future needs of the communities they serve and provide options on types of replacement vessels. Discussions are ongoing with the Scottish Government regarding the potential transfer of ferry services from the council.

3.7 Vehicles and Plant

3.7.1 Capital investment is required to replace the various vehicles and plant used across various Council services. The Council currently replaces vehicles and plant at the end of their useful life - five to seven years dependant on capital costs and type of usage. Vehicles and plant are financed either through revenue, capital or leased depending on the results of an options appraisal to determine the most economically advantageous solution at the time of procurement. This is carried out by corporate finance.

A fleet review was undertaken in 2017 to look at Argyll and Bute Council's policies on procurement, use of vehicles and disposal. The action plan arising from it is being finalised and will be a focus of improvement activity for the new Waste and Fleet Manager when he or she takes up their post.

The Council also has access to an anthrax incinerator which although over 7 years old is fit for purpose for next 4 years. It is available as a contingency measure in the event for a suspected or confirmed case of anthrax. The incinerator is managed by Regulatory Services and there are agreements in place with seven other authorities for its use, and they contribute to the operating costs.

3.8 Waste Disposal

3.8.1 A new waste model (further to the one from 2012) is being developed which will be reported to the Environment, Development and Infrastructure Committee in April 2018/19 Financial Year. The model highlights potential demand pressures in future years. As a result the waste strategy will be reviewed with a view to reducing the impact of this, identifying ways in which future legislative requirements can be met and to develop an understanding of future infrastructure requirements.

The approach to managing and restoring the council's landfill sites will also be addressed. The current PPP/PFI arrangement with Shanks comes to an end on the 4th September 2026. The current contract requires that the landfill sites and transfer stations be returned to Argyll and Bute Council in an appropriate condition. Pre contract plans must be put in place for arrangements to return to Argyll and Bute Council.

Argyll and Bute Council currently operates three PPC Permitted landfill sites at Glengorm on the Isle of Mull, Gartbreck on the Isle of Islay and Gott Bay on the Isle of Tiree, and three WML Waste Management Licence Sites at Cliad on the Isle of Coll, Bonaveh on the Isle of Colonsay and Blackhill in Helensburgh. These sites are regulated by the Scottish Environment Protection Agency (SEPA).

If the sites are to close as landfills due to the introduction of landfill bans in 2020, purpose built transfer stations will be required on Gartbreck, Isle of Islay and Glengorm Isle of Mull. There are recycling sheds already on these sites, but these sheds are fully utilised for recyclate sorting, storage and bailing. Significant contract negotiations will also be required with Shanks, and it should be noted that the process of a contract variation is complex and lengthy - it is not a flexible process which permits change easily.

Each site has a specific PPC Permit or Waste Management Licence, these Permits and or Licences detail conditions that Argyll and Bute Council must achieve to operate the sites and comply with all relevant legislation for the acceptance, treatment and disposal of waste. These conditions cover things like waste disposal operations, monitoring requirements, capping of landfill cells and closure and aftercare requirements.

When a site is closed for the acceptance of waste and has been fully restored, monitoring of the waste mass and treatment systems such as the reed bed in addition to routine sampling is required, this stage is known as closure and aftercare, and it can extend up to 50 years after the site has stopped accepting waste depending on monitoring results, whatever the case the surrender of the Permit or Licence will not be accepted by SEPA until there is no threat of pollution from the sites. A landfill asset management plan has been developed for the PPC sites.

3.9 Projects

3.9.1 The Council is progressing a number of Capital Regeneration Projects, including those delivered under the CHORD Programme (redevelopment of the Queens Hall, Dunoon and the Pavilion in Rothesay; and the redevelopment of the Oban North Pier Maritime Quarter, including the Maritime Visitor Facility and Transit Berthing Facility). These compliment the works previously delivered in Campbeltown (Maritime Berthing Facility), Helensburgh (Public Realm improvements), and Oban (Public Realm, Phase 1 & 2). These projects, taken together, represent a total capital investment of some **£64million**, with the Council having contributed **£49million** and external funding **£15million**, with the shared aim of contributing to the economic regeneration of these key coastal towns.

The Queens Hall and Rothesay Pavilion projects, although being taken forward by EDST, result in assets which sit within the capital plan of the Customer Services Directorate. The public realm projects being delivered through CHORD result in assets which form part of the Roads and Amenity Services Capital Plan, and similarly the Oban Maritime Visitor Facility and Transit Berthing Facility will result in assets within the Piers and Harbours Capital Plan.

The Lorn Arc Tax Incremental Finance Initiative (TIF) Capital funding is in place for the various projects in our major towns and any borrowing associated with TIF will be serviced from revenues received from additional Non Domestic Rates (NDR). Another significant project is the development of the Helensburgh Waterfront development with the focal point being a new swimming pool and leisure facility with associated flood defence works, car parking and public realm.

The Hermitage Park project (site works started early 2017) creates a better place for people to enjoy and also a more efficient place to maintain. A small amount of capital funding has been allocated to this project but the majority is being funded by through a Heritage Lottery Fund grant. In order to deliver on the Hermitage Park Project the council agreed on the 11th August 2015 to ring fence funding in line with requirements to secure Heritage Lottery Fund funding of £2.2m. This ring fenced financial resource (staffing and resources) is for the delivery phase of years 1-5 and the 10 year Management and Maintenance Plan which begins in 2020. The agreed figure of £81k p.a. includes a 20% service choices reduction from the original budget of £101kpa. This figure does not include inflationary increases.

3.9.2 Following successful bids to Heritage Lottery Fund and Historic Environment Scotland the Council has successfully delivered the Rothesay and Campbeltown Townscape Heritage Initiative (TH)/ Conservation Area Regeneration Schemes (CARS) which with match funding from the Council secured in excess of £6million investment into the fabric of these two towns . The Council is currently delivering the Inveraray and Campbeltown CARS, total investment in excess of £4million and in addition has been granted funding from Historic Environment Scotland (HES) and Heritage Lottery Fund for a second Townscape Heritage(TH)/CARS project in Rothesay and a CARS project in Dunoon. The CARS/TH provides grant funding to the council and private owners of heritage properties within town centres to secure investment into the built fabric of the buildings to ensure that our towns are attractive places for our communities to live, work and visit. While it is recognised that the majority of the buildings included within the TH/CARS schemes are not Council assets the projects helps to mitigate the risk of the buildings being classed as dangerous and the Council having to step in and undertake significant works eg Rothesay Hotel. Consequently external funding drawn in for these projects helps mitigate the risk to the Council and its budget. That said a number of Council buildings have been included within the TH/CARS schemes and this has enabled the council to attract external funding to repair their fabric eg the Townhouse in Inverarary.and the two main Arches in Inveraray which in turn assists in reducing the impact on our capital budget in regard to the maintenance of these structures/buildings.

3.9.3 Any capital funding committed to Council projects can potentially be used as match funding to lever in external grant funding. This is particularly in relation to active travel / footway projects where external funders such as Sustrans will potentially fund up to 50% of total project costs. Recently such grant funding has been used to construct footways on the A815, sections of the Helensburgh and Lomond Cycleway and in 2016-17 a new footway was constructed at Letter Daill, Cairnbaan which was 100% funded by external grants. With regard to Hermitage Park, mentioned in section 3.9.2, £300k has also been secured from Sustrans in 2016/17 to upgrade the path network and lighting within the park using the Heritage Lottery Fund money as match funding.

3.9.4 The Argyll Sea Kayak Trail was created with Circa £230k of external funding and developed sites at Ganavan, Arduiane, Ellenabiech, Crinan Canal, Tarbert, Bute Forest, Toward, West Bay, Helensburgh (www/paddleargyll.org.uk), through a variety of investments such as slipway improvements, kayak racks/trailers and signage. This was designed with minimal maintenance however there will be a minimal budget requirement to replace/repair signage and other infrastructure during the 10 year life span of the project and potentially beyond which will impact on the capital budgets. These projects including the Active Travel Routes (community Links/Safe Routes to Schools), created through external Sustrans funding, have created assets with no identified budgets for maintnenance. There needs to be clear understanding of responsibility and the development of adotopion of assets by volunteers or third parties. A good example to this would be the remote link in Lochgilphead between MacIntyre Terrace which links to the Mid Argyll Hospital and is maintained by the Community Council. The issue with a number of these community links is where there is shrub overgrowth along the route rather than deterioration of the surfacing which is put into a high specification with a minimum lifespan of 25 years.

Sustrans have indicated where there is catastrophic failure of any active travel path they will consider it for additional funding rather than it remain unusable. An example of this was the 1 in 200 year tide that undermined the path put in for the Jubilee bridge at Appin which was rectified with additional funding sought from Sustrans.

Previous agreement with the Roads Network Manager and Transport Scotland was that where traffic was using the National Cycle Network from a local road then the Roads Department would maintain the section of route and where traffic from the trunk road was using the National Cycle Network the section of route would be maintained by Transport Scotland. As well as contributing to health benefits Sustrans reported that the NCN 78 supports tourism in Argyll with over 7,000 cyclist using the Oban to Fort William route annually with an average daily spend per head of £30.

3.9.5 The Argyll and Bute Council 2016-17 Budget included an announcement of a £3 million Tarbert and Lochgilphead Area Regeneration Fund. The main objective of the Lochgilphead and Tarbert Regeneration Fund will be to promote the regeneration and/or economic development of the Mid Argyll area. The final list of projects to be supported have been formally identified using criteria such as their ability to create jobs, grow the population and/or stimulate private sector activity; supporting the delivery of the Argyll and Bute Outcome Improvement Plan; whether the proposal is included within the Council's MAKI Economic Development Action Plan; available match funding; demonstration of SMART economic and social outcomes for each community; and/or contribution to overcoming barriers to economic growth and sustaining prosperous communities. Six projects have now been identified and will now be taken to Full Business case stage A number of the finalised projects will focus on improving Council assets such as Lochgilphead front green and public realm in Tarbert and Ardrishaig.

3.9.6 Argyll and Bute Council have had a long standing aspiration to develop a park and ride facility serving Helensburgh Town Centre to cater for commuter parking and free up town centre parking spaces. The Council was awarded £80k from SPT's 2016/17 Capital Programme to purchase the former gasometer site adjacent to Grant Street to deliver a park and ride car park. A further £300k has been secured from SPT to cover construction costs.

3.9.7 The Council is also progressing rationisation of its depots. For historical reasons there are separate roads depots and amenity depots in all the main towns as well as other sites for storage, eg salt. A suitable single site in each town is required to co-locate Roads, Fleet and Amenity services and provide adequate vehicle and materials storage for efficient operations. The council has reduced the number of depots by seven in recent years to reduce running costs and provide opportunities for income generation through the sale or lease of available land. Some of these can potentially offer small user sites which supports Economic Development outcomes. Depot rationalisation is managed by the Transformation Board.

Currently, there are 31 depots throughout Argyll and Bute and this can be reduced to 17 depots providing a combined Roads and Amenity service.

Depot Rationalisation Project Objectives

1. Financial saving by reducing number of depots in each town to one; potential income from land sale or lease
2. Working efficiencies and fuel savings from reduced travel between local depots leading to carbon saving
3. Improved working conditions for staff leading to improved productivity
4. Improved access to fuel pumps for non-RAS staff to improve health and safety
5. Reduced energy use and reducing maintenance costs from reducing upkeep of old buildings

3.10 Investment for Income

3.10.1 There are opportunities to invest in our assets to generate income and allow us to manage our assets pro actively. One successful example which is in operation is the installation of a wind turbine on council owned land at Glengorm landfill site on the Isle of Mull. It is generating an income for the Council and should continue to do so for over 25 years. with the income net of maintenance costs. It will also help to reduce our carbon footprint. This links directly back to the Council's Renewable Sourcing Strategy and Carbon Management plan. This installation has largely been funded on a spend-to-save basis with supportive income generated from the governments Feed-in-Tariff (FIT). Opportunity to access Feed-in-Tariff income is subject to change and income support for renewable project deployment on council land/buildings in future is subject to considerable uncertainty. This may impact on the Council's ability to deliver future renewables projects such as Glengorm on a value for money basis.

3.10.2 Another area of opportunity of investment for income is the small user sites that sit within the Economic Development account. These sites are located within our main towns of Campbeltown, Oban, Rothesay and Dunoon. They were originally created to provide a valuable asset for small businesses to establish and grow. Business needs are changing and this is reflected in the demand for some of these sites. There is a need for a comprehensive review of the existing sites to quantify the demand in each town, how they are currently used and managed and how they should be used in the future. This should include any consideration relating to repairs/upgrades that need to be factored in to ensure that the maximium income can be generated. Working with colleagues in Estates a review is to be undertaken of all of the sites to determine if best value is being secured. The review (including a review of rents starting with Oban) will inform the Council's future strategy in regard to these small user sites and will examine the potential for increased income. The issue of sourcing a budget for any necessary repairs/upgrading is beng considered as there is no formal budget currently identified. Consideration of using the income to serve prudential borrowing should be taken forward,noting that the income does not currently cover the full cost of maintenance of the sites and associated infrastructure.

3.10.3 There is an opportunity to increase parking income in areas where fees have remained low or where there is currently no charge through the development of longstay car parking facilities in Oban, possibly including provision for campervans and other similar vehicle types. It is intended to develop a business case during 2018.

3.11 Grants to Third Parties

3.11.1 The Council has supported a number of grant applications over the years to third parties which has the potential to bring in significant numbers of tourists with associated economic benefit for the wider area. Examples include assisting the development of Kilmartin Museum, NVA at St Peters, Cardross and the Campbeltown Cinema. There may be further opportunities for this assistance to third parties in the future helping to make our area an attractive place to live and helping to grow our economy through attracting more visitors. A major example of this is the UK Spaceport bid at Machrihanish. The Council also provides financial assistance to advice agencies to support communities and the vulnerable in our communities. It also provides grants to improve the quality of drinking water in private water supplies which is principally a health protection measure, but supports communities and sustainable business.

3.11.2 The council currently provides in-kind support to the GRAB Trust (Group for Recycling in Argyll and Bute). This takes the form of office accommodation and storage at depots in each council area. This accommodation is being reviewed as part of depot rationalisation.

3.12 **Housing services**

3.12.1 The council manages the strategic housing land bank; the Women's Aid refuge and 8 properties retained by the Council after stock transfer. In addition they lease around 120 properties for temporary homeless accommodation from a combination of private landlords and RSL's. Accommodation is also provided through serviced and supported accommodation contracts with private landlords and Blue Triangle Housing Association. The service ensures that the Council meets it statutory obligations to secure temporary accommodation for people who are homeless and fulfils Council obligations in private housing in terms of the Housing (Scotland) Act 2006. The Housing Service also has a key strategic role in terms of housing development and works in partnership with housing associations and Scottish Government to deliver 110 affordable homes every year. Grants and loans from the Strategic Housing Fund support this programme.

4 FUTURE PLANNING

4.1 Asset Register/Systems Software: brief description of the systems and processes in use to record asset, acquisition and disposal and performance.

4.1.1 Systems are in place across many parts of the service that record inventory information, condition surveys and allow for prioritisation and planning of works to be carried out.

4.1.2 During 2010 Tranman was introduced as the new fleet management and rental system and further development to improve the performance data received is currently being introduced. A new vehicle tracking system was implemented in 2013, and all Council and hired vehicles and plant are fitted with the tracking system. Current systems are being upgraded timeously.

4.1.3 The WDM/ELM project currently being piloted in the Helensburgh and Lomond area will provide the capability to implement a strategic asset management approach for the way in which Argyll & Bute Council manages its open space and green network assets. The new web-based cloud hosted system meets with the Council's Digital Strategy and enables robust inventory data to be captured and stored for the diverse range of open space and green network assets. The project will be rolled out across Argyll & Bute following a successful completion of the pilot and will inform future service provision to meet with community and customer expectation.

4.1.5 Housing Information Management System – All Housing Services activity is supported by a case management and information system hosted by the ABRITAS. This is administered on behalf of the HOMEArgyll partners to provide the Common Housing Register and Housing Options advice module.

4.1.6 Depots are recorded on Concerto along with associated maintenance programmes.

4.2 Anticipated developments within next five years: Key features likely to affect

assets and their use in the period e.g. environmental or obsolescence issues etc.

4.2.1 The projects below encompass both projects that are at concept stage at present as well as general asset replacement/enhancement initiatives.

- Depot Rationalisation will be progressed to reduce operating costs
- Cemetery Extensions and woodland burial sites
- Road Reconstruction and associated structural maintenance works (resurfacing, structural patching etc.)
- Roads reporting through the Annual Status and Options Report (ASOR)
- Infrastructure improvements for roads, coastal, flooding, bridges and retaining walls
- Heavy Vehicle and Plant replacement
- Ongoing work to facilitate implementation of the Flood Risk Management Act
- Investment to address the needs of island landfill sites and waste management infrastructure
- Business Case development for future waste management

- The Marine asset inspection regime to be dealt with on an asset management basis similar to that in place for roads assets
- Vessel inspections will remain subject to annual refit and certification by the MCA
- Street Lighting energy efficiency programme The LED street lighting project which the Council is working on with Scottish Futures Trust, has completed its design phase and implementation is around 50% completed. This replaces standard luminaires with LED equivalents to reduce the amount of energy used and hence the annual revenue cost. A proportion of the savings in energy costs will be reinvested back into the network to replace older columns.
- Waste Management Strategy/Construction of waste transfer sheds on Mull and Islay/capping of Mull, Islay and Tiree sites if these are to stop operating as landfill sites.
- Lorn Arc projects
- Investment for growth similar to Glengorm wind turbine
- Create hangarage and fuelling infrastructure at Oban Airport, consider replacement/withdrawal of the rescue buoy system at Oban plus replacement fire appliances at the island airports
- Investment in the built heritage of our towns through potential bids to future CARS/TH funding rounds.

4.2.2 The Health and Safety Executive Approved Code of Practice (ACOP) L8 ‘Legionnaires’ disease – The control of legionella bacteria in water systems’ was revised in 2013. Water quality/Legionnaires is a key consideration in terms of asset management and Argyll and Bute Council has subsequently conducted a robust re-assessment of risks in water systems throughout its entire estate (circa 400no. premises with water systems). Funding has been secured and Development and Infrastructure Services is therefore looking to continue with the necessary risk remediations in their property assets in the short term (2-3 years).

4.2.3 Housing

The local authority on behalf of the Health and Social Care Partnership has an overall duty to assess and meet eligible need for adaptations. Duties relevant to adaptations provision exist under legislation relating specifically to disabled people, notably the Chronically Sick and Disabled Persons Act 1970. It is in terms of this legislation that Occupational Therapists will carry out an assessment of disabled persons' needs. Section 73(2) of the Housing (Scotland) Act 2006 requires local authorities to provide assistance in the form of grant for works to provide, or provide access to, standard amenities which in the opinion of the local authority meet the needs of the disabled person. In addition to the mandatory grants the Council's current policy is to also provide assistance to owners in very limited circumstances.

1) To assist owners in sub-standard tenement buildings to appoint professional advisers and to pay for common repairs.
2) Repair grants are also provided to owners of houses in very limited circumstances.
3) Currently there is also budget to carry out tenement condition surveys and for Environmental grants.

There is also a residual housing land bank remaining following the transfer of the Council owned housing stock in 2006.

4.2.5 Amenity Services are currently in the process of developing a policy that will enable them to prioritise any physical works to extend existing and create new cemeteries and maintain other amenity areas.

4.2.6 Further development of burial space is a statutory function that must be provided and a prioritisation matrix is currently being developed in order to meet the forecast depletion of existing lair capacity within available financial resources.

4.2.7 Following approval of the policy that will be submitted to committee on the proposed priority process for cemetery extensions, a programme of future projects will be prepared and a bid will be made to secure a proportion of the additional capital resources from the remaining block allocation.

4.2.8 It is planned to complete the priority ranking of vehicle containment for bridges and also review safety barrier provision elsewhere on the road network by the end of 2019.

4.3 Action Plan: brief summary planned replacement and improvement programmes based on existing block allocation together with a note of other areas requiring consideration.

4.3.1 It is proposed that the capital resources be used to progress the necessary bridge strengthening and road reconstruction programmes designed to extend the useful life of our existing infrastructure assets. With regard to marine assets, a medium term need will be to replace the piles along the inner quay face of the Old Quay at Campbeltown. Addressing the issue of settlement at Rothesay Harbour is considered to be a priority and the services of the external consultant, AECOM, who have an in depth knowledge of this problem, have been procured. Gigha, Tayinloan, Craignure, Iona and Fionnphort marine facilities remain priorities for the council; works will be funded in full from an increase in berthing charges which will be applied to the ferry operator; as agreed between Transport Scotland, Argyll & Bute and CMAL in 2012. It is envisaged that capital borrowing will be required to deliver the marine works with any borrowing being serviced from income collected from fees and charges.

4.3.2 If suitable funding is allocated, the Council will be taking forward the actions contained within the Local Flood Risk Management Plans with its partners in Highland & Argyll and Clyde & Loch Lomond Local Plan Districts. Please also see section 3.4. Other more local projects such as flood studies at Clachan will be taken forward if budget allows.

4.3.3 Condition, suitability and risk have been assessed for a number of low value properties as a desk top exercise. This information will be collated through inspection regimes and a process developed to hold the information in either WDM or Concerto, whichever system proves the more appropriate, in future years. Process Development is currently planned to take place in 2015-18.

5 Service Provision Risks

5.1 The capital investment in the last 4 years in roads reconstruction has helped to negate negative impact through reduced revenue expenditure. However, if budgets are reduced, there is a high risk of road condition deterioration, restrictions being in place for weight and vehicle size for sections of road and some bridges and increased third party claims.

Some roads on Islay and Kerrera are currently surfaced in sub base rather than bitumen macadam. Current budget levels do not allow resurfacing of these remote and lightly trafficked roads in traditional blacktop. This increases the frequency of maintenance works at these locations, and possibly customer complaints. Overall, however, this is a more cost effective method of maintaining some of the remoter and less used roads on islands.

5.2 For the roads condition profile indicator, a modelling tool has been created to demonstrate how asset condition is affected not only by the level of investment but also by how it is invested. The model shows the predicted asset condition over 12 years based on the same level of investment towards either Green, Amber or Red condition roads or the difference between where investment is targeted in relation to the asset deterioration curve. It demonstrates that treating on a worst first basis is not necessarily the best long term investment option however this can change depending on level of funding.

5.3 The Street Lighting stock in Argyll and Bute is in a generally poor condition partly through age and partly through environmental conditions experienced in our coastal location. The LED street lighting project is around 50% complete. This is reducing energy use and hence costs. The LED street lighting project is a luminaire replacement project, and as such does not address the poor condition of the cabling network. The project identifies columns in need of upgrade, and energy savings from the project will contribute to a programme of column upgrades. However much of the lighting stock remains beyond its design life and continues to deteriorate.

5.4 There are a number of assets that are listed against Economic Development. These relate to

1. small users sites within our key settlements of Rothesay, Dunoon, Campbeltown, Oban, Tarbert, Tobermory
2. Kilmory home farm, (High risk)
3. Kilmory industrial estate
4. Buildings/land at MacBrayne Lane, Lochgilphead
5. Buildings/land at Dalintart farm which are leased out as part of an agricultural

holding.
6. Land at Russell Street, Rothesay
7. Buildings at Broadcroft Lane, Rothesay (High risk)
8. Buildings/land at Lochside Street, Oban

As previously highlighted at para 3.10.2 there is a need to review the small user sites and this review should be extended to include the additional sites and parcels of land listed above. This review will inform the proposed course of action for each of these sites, the potential use and valuation, the identification of a budget to adequately cover repairs/site clearance and how best value is secured from these sites.

Some of the larger sites such as Kilmory Home Farm have potentially bigger risks (due to poor physical condition) to the council and funding needs to be identified for appropriate maintenance works and consideration given to the longer term options as part of the overall review being undertaken with colleagues in estates. The risk centres on funding to maintain the current asset and reduce the risk of any danger to the public gaining access to the dilapidated structure. In addition funding to secure the demolition/clearing of the site for re development if a business case can be made.

Through the Capital Regeneration Programme, being delivered by Economic Development, there are a number of assets which are either being refurbished (Queens Hall, Dunoon) or constructed (new Leisure Centre, Helensburgh). Whilst these buildings will remain in Council ownership, within the Community Services Directorate, they will be operated by an arms-length Trust, Live Argyll, which means that whilst the responsibility and cost of maintaining the buildings remains with the Council (including a Service Level Agreement between the Council and Live Argyll), the operational revenues will flow to the Trust, thereby placing even greater pressures on the relevant Council asset maintenance budget.

5.5 There are assets owned or operated by the Council that require large investment such as harbours, ferries, airports, roads, bridges, waste disposal sites, lighting, the cremator, playing facilities etc.

The risks centre on funding to maintain, operate and improve the assets as well as condition risks. In particular the risks with the marine infrastructure are increased as they are linked to CalMac and Transport Scotland's future ferry service provision aspirations.

With regard to bridges, the effect of a weight restriction on the (potentially only) road to a community can be quite devastating – as seen in early 2017 at Knock bridge on Mull. It can also be particularly expensive and take many years to develop projects for the replacement of a large structure like Kilninver, Claonaig, Knock or Pennyghael bridge. There is an increasing risk of additional weight restrictions becoming necessary to protect road users if sufficient funding is not available for bridge replacement or strengthening. Structures as those mentioned above would have lengthy scheme development time and pose a severe constraint on traffic flows if they had to be restricted. Claonaig Bridge on the B842 Claonaig to Campbeltown road may require a 13t mgw restriction within the next 5 years to protect the bridge and reduce the risk of its condition worsening should additional capital funding not be

identified. The estimated cost of strengthening work to this bridge is estimated at £600,000.

Kilninver Bridge, on the B844 Kilninver to Easdale road (part of the road network which serves as the only access to Seil, Luing & Easdale) could require and estimated £2.2 million to replace the bridge. A local estate has offered to contribute up to £1 million to part fund the deal on condition that a road realignment is included as part of the scheme. This would reduce the capital required for the scheme to £1.2 million.

Knock Bridge on B8035, Mull (Salen to Uluvalt road) was restricted to 7.5t mgw in early 2017. The bridge subsequently had strengthening works carried out to bring it back up to the 33 tonnes capacity of the road, but it should be noted that this is a medium term solution only and that the bridge will require a replacement to provide a suitable long term solution. This would be estimated to cost in the region of £1m+.

Pennyghael Bridge, Mull on A849 Craignure to Fionnphort road and Oude Bridge on A816 Lochgilphead to Oban road both previously had design work completed but were withdrawn from the capital programme due to funding being required for other projects. To replace each of these bridges is expected to require around £1.2m.each. An ongoing risk is the vehicle restraint systems on roads and bridges. Following completion of the parapet risk ranking project and separate safety barrier review referred to in 4.2.8, the extent of the risk and any measures proposed to reduce the risk will be better known.

There has been a significant increase in the amount of unplanned bridge works in the last two years – both with maintenance and strengthening and this is likely to be an indicator of the reduced budgets coupled with the increasing age of the (particularly) masonry structures.

With regard to taking forward the Local Flood Risk Management Plan, there is clearly a financial risk until the Council confirms that it has set out sufficient capital and revenue investment. There is a future high risk for any works in the second cycle of the Local Flood Risk Management Plan (2022 – 2028) if the necessary flood studies are not completed by 2019. The studies for Oban, Lochgilphead, Helensburgh, Tarbert and Kilcreggan could yield 80% funding from the Scottish Government for these projects. If these lengthy studies are not started and completed by 2019, then the opportunity of this significant funding will be lost. Although not specifically named in cycle 1 the Clachan community in Kintyre is in the same position as the areas listed above.

Under Waste Scotland regulations, biodegradable waste will be banned from landfill at the end of 2020. This has risks both wih the Shanks PPP contract and disposal provision on the islands of Islay, Mull and Tiree. There is also the possibility that more organics collections may be required in future which may require additional budget provision. Although outwith the five year horizon, in 2026 the Shanks contract ends and it may be the case that all their sites would revert to the council. This will require early consideration and it is intended to appoint a waste strategy officer to undertake this task.

5.6 Following the fire in Oban's Millpark depot, the Council has an agreement in place for the short term to service vehicles and is considering what options are available for the long term such as rebuilding or finding another suitable site.

5.7 Many of the public conveniences that are responsibility of Amenity Services are in

need of major refurbishment and are not DDA compliant. Grass sports fields continue to deteriorate in condition resulting in fewer bookings and more cancelled games. A strategic decision is therefore required on the long-term viability of these assets, prior to any detailed survey/report being undertaken to establish the works and associated costs in upgrading these facilities.

Following approval of the policy that will be submitted to committee on the proposed priority process for cemetery extensions, a programme of future projects will be prepared and a bid will be made to secure a proportion of the additional capital resources from the remaining block allocation.

Executive Director of Development and Infrastructure Pippa Milne
Policy Lead: Cllr Aileen Morton
Policy Lead : Cllr Gary Mulvaney
Policy Lead, Cllr Robin Currie
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November 2017

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Appendices

Appendix 1 – Asset types and investment
Appendix 2-– Marine Services' Asset investment plan

Appendix 1 - Areas for Investment – Development and Infrastructure

Asset Group	Background to investment need	Asset Quantity	Units	Estimated Gross Replacement Cost	Service
				£m	
Economic Development & Strategic Transportation					
Airports	Ongoing upkeep of infrastructure and necessary support vehicles. Provide additional hangarage at Oban.	3	no.	20	Strategic Transportation
Kayak Trail Locations		9	no.	0.2	Transformation Manager and Regeneration Projects
Small User Sites		51	No.	5	Transformation Manager and Regeneration Projects
Building & land assets		5	no.	5	Transformation Manager and Regeneration Projects
	Total estimated gross replacement cost			£30	million
Planning & Regulatory Services					
Housing Assets - Women's Aid Refuge		1	no.	tbc	Development Policy Manager
Housing Land Bank		tbc		tbc	Development Policy Manager
	Total estimated gross replacement cost			tbc	million
Roads & Amenity					
Sports and recreational Facilities	Maintenance and capital investment for suitability and future sustainability of	18 inc Stadia/seating/buildi	no.	18	Amenity

Asset Group	Background to investment need	Asset Quantity	Units	Estimated Gross Replacement Cost	Service
	community infrastructure by Amenity Services e.g. Parks and open spaces, formal equipped recreational spaces, cemeteries, public conveniences, depots and ongoing upkeep of associated infrastructure ,ensuring sustainable development ongoing upkeep of infrastructure in a safe and condition. Ensure updated investment plan to drive works to reduce reactive work and keep the assets safe and available.	ngs			
Equipped Play Areas and Multi Use Games Areas (MUGA's)		28	no.	2.8	Amenity
Public Conveniences		39	no.	11.7	Amenity
Cemeteries		131	no.	15	Amenity
Crematorium		1	no.	10	Amenity
Parks and open space including Infrastructure		787873	sq.m.	28	Amenity
War memorials		73	no.	73	Amenity
Woodlands ,trees and informal open space		40	Hectare	30	Amenity
Trees - street/formal		4000	no.	0.04	Amenity
Informal Open space/shorelines/picnic sites		25715	sq.m.	tbc	Amenity
Allotments		1	no.	tbc	Amenity
Beaches		tbc	Hectare	tbc	Amenity
Waste Disposal Facilities	Construction works and land restoration works associated with the Council's landfill sites and other waste facilities. Landfill bans commence in 2020. The Shanks contract ends in 2026. At the end of the contract waste assets under the contract will return to the Council. There will be liabilities for the Council in terms of compliance with environmental legislation and waste disposal.	11	no.	100	Fleet & Waste

Asset Group	Background to investment need	Asset Quantity	Units	Estimated Gross Replacement Cost	Service
Vehicles and Plant	Capital investment associated with vehicles and plan required to deliver services	500	no.	tbc	Fleet & Waste
Bridges	Bridge strengthening and ongoing maintenance works to maintain the stock in a fit for purpose condition. An increase will be required to prevent unacceptable network restrictions having to be imposed.	900	no.	300	Infrastructure Design
Retaining Walls	Retaining wall strengthening, replacement and ongoing maintenance works to maintain the stock in a fit for purpose condition. An increase will be required to prevent unacceptable network restrictions having to be imposed.	2000	no.	200	Infrastructure Design
Coastal Protection	These assets are usually maintained through revenue expenditure with occasional capital from the Bridge Strengthening and Replacement Programme.	200	km	400	Infrastructure Design
Flooding infrastructure	As part of the Local Flood Risk Management Plan, the Council should enjoy significant funding from the Scottish Government for flooding; however the Council will have to commit some of its own funding to realise this.	tbc	locations	20	Infrastructure Design
Piers & Harbours	Piers and Harbours are financially sustainable with expenditure being met from dues and income.	39	no.	500	Marine Services

Asset Group	Background to investment need	Asset Quantity	Units	Estimated Gross Replacement Cost	Service
Roads	Maintaining the road infrastructure in a proportionate condition. Planned investment and works will help to reduce reactive work and keep the network safe and available.	2284	km	2034	Network & Standards
Car Parks	Generally maintained through income.	118	no.	50	Network & Standards
Road restraint systems	These are being assessed to allow a prioritisation programme of upgrades/renewals to be prepared.	287	km	30	Network & Standards
Lighting	Investment agreed via the LED street lighting project where reduced energy will fund new luminaires.	14422	Columns	3	Network & Standards
Depots (operational)	Depot rationalisation will reduce the overall number of depots and will require investment in new/refurbished single site depots.	20	no.	9	Roads & Amenity
	Total estimated gross replacement cost			£3,835	million
Development and Infrastructure Services Total estimated gross replacement cost				**£3,865**	**million**
Other investment areas - not directly D&IS assets - managed by Economic Development & Strategic Transportation:-					
Topic	Comment				

Asset Group	Background to investment need	Asset Quantity	Units	Estimated Gross Replacement Cost	Service
Economic growth	Investment to pump prime economic growth. An element of the Council's Inward Investment Fund (£1m) could be invested in capital i.e. provision of small business units.				
CHORD	North Pier Maritime Quarter,				
Inveraray, Dunoon, Rothesay and Campbeltown CARS	Upgrade of town centre buildings				
Helensburgh Waterfront	Main infrastructure is new leisure facility for Live Argyll, along with carpark and retail opportunity				
Grants	The key projects that have a Council capital commitment and if all other funding is secured will be delivered 2016-2020 are Kilmartin Museum, Campbeltown Cinema, NVA St Peter's Seminary, Hermitage Park, Parks for People project and the Submarine Museum at Helensburgh.				
Scottish Canals	Joint working with Scottish Canals as supported by Memorandum of Understanding and potential future projects , sum to be determined				

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Appendix 2

Marine Services' Asset Investment Plan

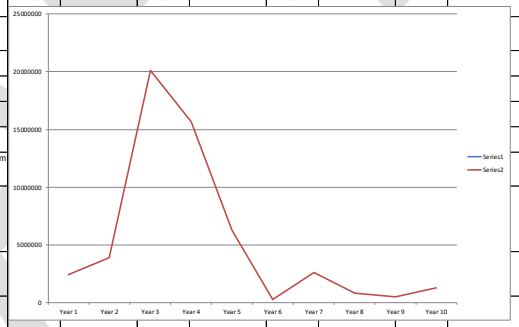
2.1 Piers and Harbours

2.2 Vessel Replacement Programme

Piers and Harbours - 10 + Year Programme of Works
Revision A - September 2017

LEGEND :	High
	Medium
	Low

Structure				Year 1	Works Required	Year 2	Works Required	Year 3	Works Required	Year 4	Works Required	Year 5	Works Required	Year 6	Works Required	Year 7	Works Required	Year 8	Works Required	Year 9	Works Required	Year 10	Works Required	Total	Risk	Comments
No.	Name	Location	Area	(2017/18)		(2018/19)		(2019/20)		(2020/21)		(2021/22)		(2022/23)		(2023/24)		(2024/25)		(2025/26)		(2026/27				
1	Achnacroish Pier	Lismore	OL&I	£0		£0		£0		£0		£0		£0		£0		£0		£0		£0		£0		Not maintained
2	Achnacroish Ferry Slip	Lismore	MAKI	£0		£0		£0		£0		£0		£0		£0		£0		£0		£0		£0		Maintenance Only
3	Arinagour Old Pier	Coll	OL&I	£50,000	Fendering	£0		£0		£0		£0		£0		£0		£0		£0		£0		£50,000		
4	Bruichladdich Pier	Islay	MAKI	£0		£0		£0		£0		£550,000	Upgrade Approachway	£0		£0		£0		£0		£0		£550,000		
5	Bunessan	Mull (South West)	OL&I	£0		£0		£0		£0		£0		£0		£0		£0		£0		£0		£0		
6	Campbeltown Old Quay	Kintyre (South)	MAKI	£250,000	Walls C,D,E,F	£2,000,000	Replace wall A	£0		£0		£0		£0		£0		£0		£0		£0		£2,250,000		
7	Campbeltown New Quay	Kintyre (South)	MAKI	£0		£0		£80,000	Coat piles	£0		£400,000	Refurb linkspan	£0		£0		£0		£0		£0		£480,000		
8	Carradale Harbour	Kintyre (East Coast)	MAKI	£0		£0		£0		£0		£0		£0		£200,000	Replace wave wall	£0		£0		£0		£200,000		
9	Craighouse Pier	Jura (East Coast)	MAKI	£0		£0		£0		£200,000	Concrete repairs	£0		£0		£0		£0		£0		£0		£200,000		
10	Craignure Pier	Mull (East End)	OL&I	£1,000,000 £40,000	Refurb Linkspan, feasibility South berth feasibility study	£100,000	Design / S.I.	£10,000,000	Construction	£10,000,000	Construction	£5,000,000	Construction											£26,100,000		
11	Crinan Ferry Slips	Crinan	MAKI	£0		£0		£0		£0		£0		£0		£0		£0		£0		£0		£0		Maintenance Only
12	Crinan Harbour Quay	Crinan	MAKI	£0		£0		£0		£0		£0		£0		£0		£0		£0		£0		£0		Maintenance Only
13	Cuan Ferry Slip	Luing	OL&I	£0		£0		£0		£0		£0		£75,000	design fees	£1,200,000	New slips	£0		£0		£0		£1,275,000		
14	Cuan Ferry Slip	Seil	OL&I	£0		£0		£0		£0		£0		£75,000	design fees	£1,200,000	new slips	£0		£0		£0		£1,275,000		
15	Dalintober Jetty	Campbeltown	MAKI	£0		£0		£0		£0		£0		£0		£0		£0		£0		£0		£0		Not maintained
16	Dunoon Harbour Jetty	Dunoon	B&C	£0		£0		£0		£0		£0		£0		£0		£0		£0		£0		£0		Not maintained
17	Dunoon Pier	Dunoon	B&C	£0		£0		£0		£0		£0												£250,000	Remove linkspan and north dolphin	£250,000	
18	Dunoon Breakwater	Dunoon	B&C	£0		£800,000	Waiting room/HM	£0		£0		£0												£0		£800,000	
19	Easdale Pier	Easdale	OL&I	£0		£0		£0		£0		£0												£0		£0	Maintenance only
20	Easdale Low Water Landing	Easdale	OL&I	£0		£0		£0		£0		£200,000	Replace											£0		£200,000	
21	Ellenabeich Pier	Seil	OL&I	£0		£0		£0		£0		£0												£0		£0	Maintenance only
22	Feolin Ferry Slip	Jura (Sound of Islay)	MAKI	£0		£0		£0		£0		£150,000	New Fender system											£0		£150,000	
23	Fionnphort Ferry Slip	Mull (South West)	OL&I	£10,000 £25,000	Concrete Repairs B/water design	£250,000	Design	£3,000,000	Construction of breakwater /aligning structure/concrete repairs to slip	£0		£0										£0		£3,260,000		
24	Gigha Ferry Slip	Gigha	MAKI	£75,000 £150,000	Consultancy fees Boreholes	£175,000	Consultancy fees	£2,500,000	Construction of breakwater /aligning structure	£0		£0										£0		£2,750,000		
25	Gigha South Pier	Gigha	MAKI	£0		£0		£0		£200,000	Concrete Repairs	£0										£0		£200,000		
26	Helensburgh Pier	Helensburgh	H&L	£0		£0		£0		£0		£0		£0		£0		£0		£0		£0		£0		Not included in this plan
27	Iona Ferry Slip	Iona	OL&I	£25,000 £200,000	Feasibility Ground investigation	£150,000	Design	£1,500,000	Breakwater	£0		£0		£0		£0		£0		£0		£0		£1,675,000		
28	Keills	Mainland Sound of Jura	MAKI			£0		£0		£0		£0		£0		£0		£0		£0		£0		£0		Maintenance only
29	Kilcreggan Pier	Kilcreggan	H&L	£0		£0		£0		£0		£0		£0		£0		£0		£0		£250,000	DDA compliance	£250,000		
30	Lagg	Jura (Sound of Jura)	MAKI	£0		£0		£0		£0		£0		£0		£0		£0		£0		£0		£0		Maintenance only
31	Lismore Point	Lismore (North)	OL&I	£100,000	Concrete repairs	£0		£0		£0		£0		£0		£0		£0		£25,000	Design	£500,000	Construct b/water	£0		£625,000	
32	Oban North Pier	Oban	OL&I	£0		£0		£0		£0		£0		£0		£0		£0		£0		£0		£0		
33	Oban Times Slip	Oban	OL&I	£0		£0		£0		£0		£0		£150,000	Sheet piling	£0		£0		£0		£0		£150,000		
34	Port Appin	Port Appin	OL&I	£40,000	structural repairs	£0		£0		£0		£0		£0		£0		£0		£800,000	DDA compliant	£0		£0		£840,000	
35	Port Askaig Pier	Islay	MAKI	£45,000	feasibility study	£100,000 £100,000	Design fees Cathodic protection	£300,000	Design fees	£5,250,000	Extend berth & 1no l/span dolphin	£0		£0		£0		£0		£0		£800,000	Jura ferry slip1in8	£6,495,000		
36	Port Beag Slip	Oban	OL&I	£0		£0		£0		£0		£0		£0		£0		£0		£0		£0		£0		Maintenance only
37	Port Charlotte	Islay (Loch Indaal)	MAKI	£0		£0		£0		£0		£0		£0		£0		£0		£0		£0		£0		Maintenance only
38	Rothesay Harbour	Bute	B&C	£60,000 £30,000 £250,000 £50,000	Design Site Investigation Wave screen Lifts	£60,000	Design	£950,000	Construction	£0		£0		£0		£0		£0		£0		£0		£1,070,000		
39	St. Catherine's Slip	Upper Loch Fyne	MAKI	£0		£0		£0		£0		£0		£0		£0		£0		£0		£0		£0		Not maintained
40	Tayinloan Ferry Slip	Kintyre (West Coast)	MAKI	£50,000	Design	£150,000	Design/tender	£1,800,000	Construction	£0		£0		£0		£0		£0		£0		£0		£2,000,000		
41	Tighnabruaich Pier	Kyles of Bute	B&C	£0		£0		£0		£0		£0		£0		£0		£0		£0		£0		£0		Maintenance only
42	West Loch Tarbert	Kintyre (North)	MAKI	£0		£0		£0		£0		£0		£0		£0		£0		£0		£0		£0		
				£2,450,000		**£3,885,000**		**£20,130,000**		**£15,650,000**		**£6,300,000**		**£300,000**		**£2,600,000**		**£825,000**		**£500,000**		**£1,300,000**		**£53,940,000**		



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2.2 Vessel Replacement Programme

Proposal (subject to future funding)	Estimated Timing	Estimated Costs
Short-term • Replace ML Easdale (main Easdale Ferry)	2018-2019	£60,000
Medium-term • Replace ML Fladda (back-up Easdale Ferry) • Replace ML Torsa (Luing Passenger Ferry) • Replace ML Lismore (Lismore Passenger Ferry) • Replace MV Belnahua (Luing Car Ferry) •	2019-2021 2019-2021 2019-2021 2019-2021	£60,000 £60,000 £200,000 £1,200,000
Long-term • Replace MV Eilean Dhiura (Jura Car Ferry)	2022-2023	£2,000,000

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ARGYLL AND BUTE COUNCIL **COUNCIL**

ARGYLL AND BUTE HSCP 22nd February 2018

ARGYLL AND BUTE HSCP ASSET MANAGEMENT PLAN 2018/19 – 2022/23

1.0 EXECUTIVE SUMMARY

1.1 The Argyll and Bute Health and Social Care Partnership (HSCP) is responsible for the delivery of both adult and children's social care services and criminal justice services in Argyll and Bute. There is no transfer of ownership of assets to the IJB and the Council will continue to support with capital expenditure and manage and deliver any such projects on behalf of the HSCP.

1.2 In line with other services areas the HSCP has a requirement to ensure the Council is making the best logistical and economic use of its assets. The asset management plan for 2018 – 23 supports the delivery of the Argyll and Bute Outcome Improvement Plan (ABOIP), Corporate and Service Objectives and specifically for the HSCP is aligned to the delivery of the HSCP's Strategic Plan.

1.3 The Health and Social Care Partnership Asset Management Plan (SAMP) adheres to the process laid out in the Council's Corporate Asset Management Strategy. The SAMP has been compiled in November 2017 using current data and follows regular assessments of the suitability and condition of the council's assets.

1.4 The SAMP for 2018 - 2023 lays out the requirements for the delivery of improvements to each of the council's capital assets and the delivery of safe, efficient fit for purpose public buildings which enhance service delivery in respect of the services the HSCP has delegated to the Council to deliver.

1.5 The 2018 to 2023 capital programme will continue to include works to address the condition issues of the council's assets informed by the surveys carried out by Facility Services. It will also take into account opportunities to drive out best value and make cost efficiencies via co-location in the areas identified enhancing service suitability. There are currently no service development projects proposed in the programme for 2018/19 and 2019/20 however it is anticipated that as business plans are developed and opportunities identified this position may change. There is likely to be significant capital investment required in the medium to longer term to address suitability issues of current assets and the transformation of services to accommodate increases in demand and changes in the delivery of social care services.

1.6 The plan will be further to subject development as new projects are identified following the ongoing work to establish the capacity and demand of services. The ongoing work with housing and other partners will inform capital projects and proposals for investment in HSCP care provision assets.

1.7 Work is ongoing to identify opportunities for co-location of health and social care partners and several specific projects have been included in the asset management plan, these will be beneficial to the Council and Health Board in terms of reducing the overall asset base for the delivery of health and social care services.

1.8 The HSCP is working to an indicative block allocation of £305k to be directed to address asset sustainability and condition issues, this funding is a reduction from previous year's funding and there are concerns that this may not be adequate to address all property issues and there may be a resulting impact on service delivery. In addition there is a significant concern that there is assumed to be no capital funding allocation for the HSCP in 2019/20, this assumption is likely to be unrealistic as there will be asset sustainability issues that will require to be addressed and the Council has a responsibly to ensure the IJB has access to sources of funding for capital expenditure.

1.9 Based on the estimated asset sustainability requirements of HSCP operated assets for the next two years, i.e. 2018-19 to 2019-20 the asset requirements exceed the funding available to maintain the properties to the required standard. The capital projects include those which the service and property services assess as being essential to maintain the assets to a standard which will ensure core service delivery standards and compliance with regulatory requirements. Capital expenditure requirements are estimated to total £715k for the next two years against an allocation of £305k. The service will require to keep the property standards and priorities under review if funding is not made available to address the property requirements in full.

1.10 There is an expectation that in the medium to longer term there will be a requirement for significant capital investment in HSCP delivered services to achieve the joint aspirations and outcomes of Health and Social Care Integration, to meet the demands of a growing ageing population and to transform the provision of services to meet modern day service delivery requirements and the requirements of regulatory bodies. The level of this investment and the mechanism for funding have not yet been finalised, proposals will be developed in due course.

ARGYLL AND BUTE COUNCIL **COUNCIL**

ARGYLL AND BUTE HSCP 22nd February 2018

ARGYLL AND BUTE HSCP ASSET MANAGEMENT PLAN 2018/19 – 2022/23

2.0 INTRODUCTION

2.1 The Argyll and Bute HSCP Asset Management Plan identifies the capital requirement for the delivery of and improvements to the Council's assets. Elected Members approved the capital allocation for 2018/19 at the Council meeting in February 2017. This report provides members with an update of the 2018/19 capital budget requirements and outlines existing Capital requirements for 2019/20 to 2022/23. For the latter years of the plan, detailed projects have yet to be identified.

2.2 The Argyll and Bute HSCP Asset Management Plan ensures the Council is making best logistical and economic use of its assets to achieve the outcomes in the Council's corporate plan and to support the delivery of the HSCP's Strategic Plan. As outlined in the Integration Scheme, the legal HSCP partnership agreement, there is no transfer of ownership of assets to the IJB and the Council will continue to support with funding for capital expenditure and manage and deliver any such projects on behalf of the IJB. From a Council perspective the asset management plan 2018 - 2023 supports the delivery of the Argyll and Bute Outcome Improvement Plan (ABOIP), Corporate and Service Objectives and for the HSCP supports the delivery of the HSCP's Strategic Plan. Investment in the HSCP managed assets will enable the HSCP to contribute to the Council's long term outcomes of:

Outcome 3 – Education, skills and training maximises opportunities for all

Long term objective:

- All children and young people are supported to realise their potential
- Adults are supported to realise their potential

Outcome 4 – Children and young people have the best possible start

Long term objective:

- We wholly embrace our Corporate Parenting responsibilities
- The support needs of children and their families are met
- Improved lifestyle choices are enabled

Outcome 5 – People live active, healthier and independent lives

Long term objective:

- The health of our people is protected through effective partnership working
- Information and support are available for everyone

Outcome 6 – People live in safer and stronger communities

Long term objective:

- The third sector has increased capacity to support sustainable communities
- Our assets are safe, efficient and fit for purpose

- Quality of life is improved by managing risk
- High standards of public health and health protection are promoted

2.3 In addition investment in the HSCP managed assets will support the HSCP in the delivery of the shared partnership objectives, outcomes and vision as outlined in the Strategic Plan. The HSCP vision is to ensure people lead long, healthy and independent lives supported by health and social care services when they need them. The HSCP work within the six principles of integration which are that health and social care:

1. Is integrated from the point of view of recipients
2. Takes account of the particular needs of different recipients
3. Takes accounts of the particular needs of recipients in different parts of the area in which the services is being provided
4. Is planned and led locally in a way which is engaged with the community and local professionals
5. Best anticipates needs and prevents them arising
6. Makes the best use of the available facilities, people and other resources.

2.4 The HSCP Asset Management Plan (SAMP) adheres to the process laid out in the Council's Corporate Asset Management Strategy. The SAMP has been compiled in November 2017 using current data and follows regular assessments of the suitability and condition of the HSCP managed assets.

2.5 The SAMP for 2018/19 to 2022/23 lays out the requirements for the delivery of improvements to capital assets and the delivery of safe, efficient fit-for purpose public buildings which enhance service delivery and allow us to provide a quality services to our customers. The capital plan focuses on projects of 3 particular types, namely:

'Asset sustainability' – with a focus on maintaining or investing in the physical fabric of the building. These projects ensure existing assets are fit for purpose/continue to be fit for purpose based on existing use.

'Service development' – with a focus on enhancing the current asset to improve its fitness for purpose or its efficiency and effectiveness. Service development covers construction/acquisition of new assets to replace existing assets on a like for like basis or investment in assets to enhance service delivery based on existing use. The requirement for this investment would be driven by service, area and corporate priorities. Projects in this category are typically under £1,000,000 in capital costs.

'Strategic change' – with a focus on a significant investment across the service asset portfolio to support fundamental service development. Projects classified as Strategic Change would be where the new asset replaces a number of different existing assets including bringing a range of different services in to the same asset or a structurally significant investment in terms of the corporate plan. The requirement for this investment would be driven by corporate priorities. Projects in this category would typically be at least £1,000,000 in capital costs.

3.0 DETAIL

3.1 The Council's building assets which are managed by the Argyll and Bute HSCP provide the base from which adult and children's social work services and criminal justice services are delivered. The detailed overview of these service areas are appended to this report.

3.2 The integration of health and social care saw the transfer of both adult and children's social work services to the Health and Social Care Partnership from 1 April 2016. The adoption of the Body Corporate model of integration by the Council and NHS board means that the assets of both organisations remain in the ownership of the parent body who manage and deliver any capital expenditure on behalf of the IJB, therefore social work services are included in this asset management plan. The Chief Officer for the Health and Social Care Partnership will oversee and develop plans for future capital investment by the HSCP.

3.3 The HSCP are responsible for operating the Council's social work offices, children's homes, school hostels, day and residential care services for older people and resource centres. To support the provision of all of these services, the objective is to provide attractive, safe and secure buildings which are in good order in terms of condition and are fit for purpose in terms of suitability. The properties are required to meet the various statutory regulatory authorities' requirements, including those of the Care Inspectorate for registered care services.

3.4 The HSCP operate and commission services from a complex asset base with a mixed economy of service provision. Not all social work services are provided in-house directly by the HSCP and a number of services are provided from the third and independent sectors which operate from their own buildings. The HSCP take assurance from the various regulatory authorities, including the Care Inspectorate, that these facilities are also maintained to the required standard. Due to this mixed economy of service provision there is not the assumption that the Council hosted HSCP asset base for social work services will be static in the future.

3.5 Within the HSCP there are a number of historical arrangements where staff and services are either shared of hosted in either NHS Highland or Council facilities, for example the Learning Disability Service, Addictions Team, Mental Health, Occupational Therapy and the Integrated Equipment Store. There are historic arrangements in place between the NHS and Council in relation to shared premises, with the integration of health and social care services the number of these arrangements is likely to increase in the future.

3.6 Currently, as a result of limited capital and revenue budgets, expenditure is targeted at property condition issues with a view to ensuring compliance with all regulatory and legislative requirements. Projects will then be prioritised to align with the Strategic Plan and integration objectives. The SAMP is currently focused on projects for asset sustainability in the short term, recognising that longer term strategic change projects will be required. However short term investment will continue to be required for all assets to ensure the appropriate property and care standards can continue to be met.

3.7 There should be an awareness of the impact of poor suitability ratings, particularly if they result in any non-compliance with regulatory authority requirements. This is particularly challenging as many of the social care properties were inherited at the time

of local government re-organisation and were not designed with current and emerging approaches to service delivery in mind nor do they have the flexibility in terms of their construction to be easily modified to suit current service provision requirements. Work to address suitability issues can only be properly addressed with due regard to the strategic plan objectives of the HSCP and any legislative requirements for the provision of social care services, for example the Children and Young Person's Act.

3.8 In addition to property assets, the HSCP manage a number of assets in relation to Aids and Adaptations and Technology Enabled Care, ongoing maintenance and investment in this equipment will be key to achieving the objective of shifting the balance of care and keeping people in their own homes for longer.

3.9 Facility services provide a support service to the HSCP by managing the Council property assets including energy and carbon management and provide an estates service in relation to acquisition, disposal and leasing of property. The overall aim is to make the most efficient and effective use of the available assets, and to minimise the requirement to use leased assets. In addition where properties become surplus they are quickly identified for possible transfer to partner agencies, or alternatively marketed for disposal. Facility services also support opportunities to work with NHS Highland to reduce the overall HSCP asset base.

4.0 STATUTORY REQUIREMENTS

4.1 The following acts and regulations provide the legislative framework for the delivery of the services:

- Children and Young Persons (Scotland) Act 2014
- Public Bodies (Joint Working) (Scotland) Act 2014
- Social Work (Scotland) Act 1968
- Adult Support and Protection (Scotland) Act 2007
- Social Care (self-directed Support)(Scotland) Act 2013
- Protection of Children (Scotland) Act 2003
- Regulation of Care (Scotland) Act 2001
- Care Inspectorate Requirements
- National Assistance Act 1948
- Disabled Persons (Employment) Act 1958
- Local Government and Planning (Scotland) Act 1982
- Disabled Persons (Services, Consultation and Representation) Act 1986
- Adults with Incapacity (Scotland) Act 2000
- Housing (Scotland) Act 2006
- Community Care and Health (Scotland) Act 2002
- Mental Health (Care and Treatment)(Scotland) Act 2003
- Criminal Procedure (Scotland) Act 1995
- Fire Scotland Act 2012
- Health and Safety At Work Act 1974
- Electricity at Work Regulations
- Legionella - Approved Code of Practice
- Control of Substances Hazardous to Health Regulations
- Equalities Act 2010
- Asbestos Management Regulations
- Land Reform Act 2003.

4.2 The functions that the IJB direct Argyll and Bute Council and NHS Highland to perform also require to be performed with regard to:

a) The Integration Delivery Principles;
b) The National Health and Wellbeing Outcomes;
c) The Integration Scheme; and
d) The Argyll and Bute HSCP Strategic Plan 2016/17 to 2018/19.

5.0 ANTICIPATED DEVELOPMENTS WITHIN THE NEXT FIVE YEARS

5.1 The HSCP are responsible for managing an integrated asset base between the Council and NHS Highland. Development opportunities are being identified and the HSCP will pro-actively seek to support asset management activity by levering in additional funding. The HSCP will develop Business Cases in collaboration with the Council and NHS Highland to ensure a collaborative and co-ordinated approach to enhancing, maintaining and transforming our services.

5.2 The HSCP has a strategic direction set by the Scottish Government integration principles and performance expectations and the HSCP Strategic Plan. There are a number of these which influence the future asset requirements of the HSCP. Including the below:

- Scottish Government Integration Principle - making the best use of the available facilities and resources;
- HSCP Strategic Plan area of focus – Operate as a single service and single health and care team at locality level by integrating services;
- HSCP Strategic Plan area of focus – Efficiently and effectively manage all resources to deliver Best Value;
- Scottish Government MSG target – the balance of spend across institutional and community services by 2021 will have the majority of the health budget being spent in the community.

5.3 These performance and service delivery expectations will require the following from the HSCP:

- Overall reduction in asset footprint across HSCP operated buildings, i.e. Council and Health to ensure maximisation of usage and facilitating integration of teams and co-location;
- Disinvestment from institutional services delivered from buildings being transferred into the community, supported with the further development of integrated teams and investment in aids and adaptations and technology enabled care;
- Developing alternative care models in the community, working with partners such as Housing to develop core and cluster models and shared tenancies;
- Developing the mixed economy of service provision with no assumption that the current HSCP asset base for social work services will be static in the future and an expectation that different partnership models of funding and service provision will be explored.

5.4 Locality Plans are being developed to inform the future development and investment in HSCP assets. For care services the most dominant challenge is the changing demographics, it is estimated that between 2010 and 2035 the population of Argyll and Bute will reduce by 7% overall but the number of people aged 75+ will increase by 75%. Work is underway to model the future demographic profiles in localities, linking this with the capacity and future demand requirements against current service provision to identify the need for service development and strategic change investment in the future.

5.5 During 2017/18 the HSCP have been developing a new model of care in Kintyre at Lorn Campbell Court, this is being developed in response to the closure of the Auchinlee Care Home and the desire to work with the third sector to ensure residents are not moved out of their local area. This provision is being developed in partnership with Cairn Housing and will see housing units being developed to build resilience and capacity in Kintyre for supported accommodation. The fragility and challenges in the care sector together with the ambitions of integration will see the HSCP developing new models of care across localities.

5.6 There is no assumption that the HSCP will require to own, develop and invest in assets in isolation, future investment will very much be joint with our partners, including the Council, Health Board, Housing and Third and Independent Sector providers. We will look to new models of care and new ways of funding these together with our partners. There is also the Council's shared objective with NHS Highland to make the Health and Social Care Partnership a success and the HSCP has to consider the totality of the asset base when planning for future service delivery.

5.7 The HSCP are developing a housing needs assessment which links public health and housing information, the outcome of this assessment in 2018 will identify the care in the community housing stock availability and requirements. In addition a care home modelling tool is being developed with support from NHS National Services Scotland Information Services Division (ISD) to support the ongoing work to review care home provision and requirements, the first iteration of this tool is expected to be available for trial soon. This ongoing work will together inform capital projects and proposals for investment in HSCP social care services.

5.8 The HSCP had previously identified the need to progress business case development for specific larger capital projects over the course of the next 3 years, these included:

- New health and care campus on Bute.
- New GP practice premises in Dunoon.
- Tiree options to be developed to support the future progressive health/care model to deliver a package of service improvements.
- Relocation of Salen Surgery to Craignure.
- Review of adult residential care home provision in the West of Argyll.
- Review of council provided residential care home provision in Dunoon at Struan Lodge.

5.9 Work is ongoing to develop these and the wider review of asset requirements across the HSCP. It is unlikely that these will require capital investment in 2018/19 with larger projects expected to incur fees in 2019/20 and more significant investment required from 2020/21 onwards. The level of this investment and the funding mechanisms are not known as this stage.

5.10 In addition to property assets, the HSCP manage a number of assets in relation to Aids and Adaptations and Technology Enabled Care, ongoing maintenance and investment in this equipment will be key to achieving the objective of shifting the balance of care and keeping people in their own homes for longer. The requirement for investment in capital equipment is also being established as part of a review of the Integrated Equipment Store and the ongoing provision of Technology Enabled Care given the imminent ending of Scottish Government funding for this project.

5.11 The 3 year strategic plan provides a road map describing the future shape of service provision for Health and Social Care which in essence is a single health and care team and workforce. Co-location and mobile and agile working is a key priority of the HSCP. This directly supports person centred care, reducing the burden of work on staff, enhancing best value, asset utilisation and efficiency thereby delivering financial savings, improving working practice and integration.

5.12 Work started in 2017/18 to develop plans to disinvest in some HSCP buildings, not only to reduce the overall asset base but also to facilitate the integration of teams. Opportunities have been identified in localities for co-location to maximise the benefits of a single health and social care service and accelerate the transformation of service required. There are HSCP savings identified which are required to be delivered through co-location and the HSCP set aside some funding to accommodate the one-off costs of relocation.

5.13 Opportunities for co-location were identified to be taken forward during 2017-18 but mainly due to capacity and funding issues these have not progressed as planned. There will require to be a focus and momentum behind the moves to ensure they are managed during 2018-19. The areas identified for co-location are detailed in the table below:

Site	**Relocation**
Ellis Lodge (Council)	Cowal Community Hospital
Old Quay Head and Hazel Burn (Council)	Campbeltown Hospital
Union Street (Social Work team)	Rothesay Annexe
Argyll and Bute Hospital	Mid Argyll Hospital and Integrated Care Centre
Aros (NHS)	Kilmory, Whitegates and other sites in Lochgilphead

5.14 The relocations are at different stages of development as plans are progressed locally and the local arrangements require to be agreed and progressed, however there are HSCP savings targets which are reliant on the co-location of staff and the HSCP also set aside funding to facilitate the one-off costs of relocation. There are clearly benefits to the Council and Health Board of reducing the overall asset base for the delivery of health and social care services.

5.15 In addition the HSCP intends to develop mobile and agile working for health services replicating the success that the council has achieved and together with co-location is exploring opportunities for investment in technology, including Skype for Business.

5.16 Overall the condition of the social care asset base is adequate with short term asset sustainability investment required to main standards and ensure these are compliant with regulations. In light of reducing available capital funding there are concerns that in the short term there will not be sufficient funding to maintain and improve the property standards. In the medium to longer term the suitability, condition and capacity issues will require to be addressed to transform service provision to support the new models of care required, this may require significant capital investment to support this future transformation.

6.0 FINANCIAL PLANNING FOR CAPITAL NEEDS

6.1 The HSCP are aware that for 2018/19 and 2019/20 that there is limited capital funding available for investment. Within this context of restricted capital funding availability the HSCP is looking to progress capital projects in response to asset sustainability issues, legislative requirements and planning for future service demands.

6.2 The HSCP are working on the basis of an indicative block allocation of approximately £305k per annum, as this is the previously agreed level of funding available for 2018/19. Based on historic capital allocations allocated on the Council total asset base a total of £670k would have been the level of historic allocation for the HSCP and was the level of asset sustainability funding available in 2017/18. In the current financial climate concerns exist over the continued availability of capital budgets at a level which has been available in previous years. Any reduction in funding will result in the requirement to prioritise asset sustainability projects and will result in an increased risk of building failure and the likelihood of impact on service delivery. There is a significant concern that there is assumed to be no capital funding allocation for the HSCP in 2019/20, this assumption is likely to be unrealistic as there will be asset sustainability issues that will require to be addressed and the Council has a responsibly to ensure the IJB has access to sources of funding for capital expenditure.

6.3 The current capital programme is based on the allocations for the period 2017/18 and 2018/19 agreed by Council in February 2017. Circa 13 individual projects are forecast to be either underway or completed by 31 March 2018. With the exception of the service development for the new Dunclutha Children's Home the remainder of the projects are asset sustainability projects addressing condition issues.

6.4 For 2018/19 projects being put forward in the asset sustainability category reflect the work necessary to prevent further deterioration to the fabric of the buildings and priority is given to ensuring that the service are compliant with regulatory body requirements. Particular emphasis is being placed on keeping facilities safe, wind and water tight. The absence of adequate funding means buildings are deteriorating at a rate which may not be able to be addressed by the current level of capital and revenue (maintenance) funding and this is beginning to impact on the our inspection grades for registered care services. The deterioration will continue unless the number of properties is rationalised or further investment is made available.

6.5 Projects will be proposed to address suitability issues in HSCP buildings to ensure we have an environment which supports the future care delivery requirements, these suitability issues may not be addressed by further investment in existing assets and may require the service to explore re-provision of assets. However, investment will

continue to be required in these assets in the short term to ensure property and care standards can be maintained while alternatives are developed.

6.6 The HSCP has considered the proposed funding allocation of £305k alongside the asset condition assessment provided by the council's property team with the emphasis on wind and water tight. In addition there may be a requirement to direct any available capital funding to push forward the co-location opportunities to realise the service advantages and cost efficiency gains, this may require some investment from the Council and NHS and some new funding arrangements and operational agreements put in place.

6.7 Based on the estimated asset sustainability requirements of HSCP operated assets for the next two years, i.e. 2018-19 to 2019-20 the asset requirements exceed the funding available to maintain the properties to the required standard. The capital projects include those which the service and property services assess as being essential to maintain the assets to a standard which will ensure core service delivery standards and compliance with regulatory requirements. Capital expenditure requirements are estimated to total £715k for the next two years against an allocation of £305k. The service will require to keep the property standards and priorities under review if funding is not made available to address the property requirements in full.

6.8 Wherever possible consideration is being given to ensuring that any work undertaken has a positive impact on future revenue streams. Examples include upgrading roof insulation whenever roofing works are being undertaken and the move to more energy efficient light fittings as part of rewiring contracts, this work will improve our carbon management.

6.9 The Climate Change (Scotland) Act 2009 places duties on public bodies with respect to climate change and in particular to contribute to carbon emissions reduction targets; contribute to climate change adaptation; and to act sustainably. The Act includes a national emissions target, set for the year 2050, for a reduction of at least 80% from the baseline year (1990). A Statutory Order under section 46 of the Act requires public bodies to annually report on compliance with the climate change duties. The Integration Joint Board, as a public body, also has the requirement to report separately on compliance, this is enabled with support from the council's property team.

6.10 Argyll and Bute Council's Renewable Sourcing Strategy included an evaluation of the most appropriate renewable technologies to implement and a strategic overview of all property assets to determine where these preferred renewable technologies might be best installed. The most viable projects have now either been implemented or are planned for installation. These projects have largely been funded on a spend-to-save basis with supportive income from the governments Feed-in-Tariff (FIT) and Renewable Heat Incentive schemes (RHI). Opportunity to access FIT and RHI income is now much reduced given a significant uptake in the scheme and resulting depression of the available income rates. Income support for renewable project deployment in future therefore is subject to considerable uncertainty and this may impact on the Council's ability to deliver renewables projects on a value for money basis. The HSCP has a responsibility to ensure efficient use of energy resources and will continue to explore and support opportunities for efficiencies.

6.11 Renewables are however only one way of reducing carbon emissions and csots. The next 2-3 years will see resource allocated to a range of lower cost, best practice

programmes to improve carbon management and reduce costs. Key considerations for the next delivery period include:

- Water Management/Efficiency
- Waste Water Asset Reviews
- Refreshed Programme of Energy Audits
- Energy Efficiency Training
- Behavioural Change Initiatives
- Energy Efficiency Projects (Small Scale)
- Building Management System (BMS) Improvements
- Further integration of energy/water/carbon best practice into capital projects
- Utility Meter Read Programme
- Improved Reporting of Energy/Water Use.
- Review of District Heating Opportunities
- Exploration of Community Partnering Opportunity

6.12 In summary, the 2018 to 2023 capital programme will continue to include works to address the condition issues of the HSCPs assets informed by the surveys carried out by Facility Services. It will also take into account opportunities to drive out best value and make cost efficiencies via co-location in the areas identified enhancing service suitability. There are currently no service development projects proposed in the programme for 2018/19 and 2019/20 however it is anticipated that as business plans are developed and opportunities identified this position will change. There is likely to be significant capital investment required in the medium to longer term to address suitability issues of current assets, the transformation of services to accommodate increases in demand and new service delivery models and ultimately to meet the aspirations and outcomes from the integration of Health and Social Care services.

7.0 RISKS

7.1 The 2018 to 2023 capital plan has been developed to minimise the risk of disruption to service delivery, and concentrates on the need to keep the fabric of Argyll and Bute HSCP properties in a wind and weather-tight condition, with mechanical and electrical services being upgraded as required in order that they are fit for purpose when assessed by modern day standards. In addition, the requirements of the Regulatory Authorities will be met. Projects are being taken forward to address the emerging suitability requirements to ensure social work services can meet legislative requirements and service improvements are progressed to support the integration of health and social care.

7.2 In the current financial climate concerns exist over the continued availability of capital budgets at a level which has been available in previous years. Any reduction will result in increased risk of building and building component failure and hence the likelihood of interruption to service delivery will increase. All available options will be pursued to identify alternate funding options including prudential borrowing and the speedy disposal of surplus assets. Additionally all necessary steps require to be taken to reduce revenue costs and to ensure that the cost of leasing properties is reduced.

7.3 Infrastructure and assets has been identified as a Strategic Risk for the HSCP. The risk being that assets remain under the ownership of the Council and Health Board and

there is a risk that these do not meet the current and future service requirements. The Integration Joint Board does not have full control and flexibility over the assets which may result in them not being aligned to supporting the HSCP strategic outcomes. This risk is partly mitigated by the following:

- Engagement with asset management and capital planning processes and arrangements of the Council and Health Board.
- Ensure changes to service delivery are communicated to partners to allow informed decisions around asset investment/disinvestment.
- Explore different ways of accessing assets for the IJB to have a joined up approach to service delivery.

7.4 The biggest risk to service delivery and to the effective management of building assets is the uncertainty over the amount of future capital budgets and the direct impact this will have on the affected properties. The current level of capital investment allied to inadequate revenue funding when applied to the existing asset base is insufficient to allow for all of the necessary improvements to asset condition and suitability. The reduction to funding without a reduction in the number of assets or more efficient use of assets may lead to a more rapid decline in condition and suitability hence an increase in the risk of disruption to service delivery. There is particular concern that there is assumed to be no capital funding allocation for the HSCP in 2019/20 and that the overall estimated capital investment requirement exceeds the current capital allocation.

7.5 The condition and suitability of HSCP assets is being reflected in the inspection grades provided by the Care Inspectorate, this not only is demoralising for staff and service users but also has a reputational risk for the Council and HSCP.

7.6 It is recognised that the Council does not have an infinite level of capital funding and any available funding is subject to competing priorities. There is therefore a risk that the Council will be unable to financially support the future capital investment required to facilitate the transformation of social care services. The HSCP will continue to keep assets under review to ensure as far as possible that these are maintained and serviceable and will also continue to pursue opportunities for efficiencies through reducing the overall HSCP asset base, together these actions will allow shared objectives to be met.

9.0 IMPLICATIONS

9.1 Policy: Prepared in line with the Council's Corporate Asset Management Strategy and Policies

9.2 Financial: Outlines the proposed capital budget for the HSCP for 2018/19 to 2022/23

9.3 Legal: None.

9.4 HR: None.

9.5 Equalities: None.

9.6 Risk: Failure to invest in the HSCP assets will lead to a rapid decline in condition and suitability and hence increase the risk of disruption to efficient service delivery and a failure to meet the statutory requirements.

9.7 Customer Services: Improving the condition and suitability of our assets will lead to increased customer satisfaction.

Christina West
Chief Officer
January 2018

Kieron Green – Policy Lead

For further information contact:
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01564-604161

Appendices – Detailed Service Information

Appendix 1 – HSCP Asset Overview
Appendix 2 – HSCP Asset Performance Data (will be made available on request)
Appendix 3 – HSCP Proposed Capital Projects

APPENDIX 1 – HEALTH AND SOCIAL CARE PARTNERSHIP (HSCP)

Chief Officer – Christina West

The HSCP is responsible for the delivery of both adult and children's social care services and criminal justice services in Argyll and Bute. The HSCP are responsible for operating the Council's social work offices, children's homes, school hostels, day and residential care services for older people and resource centres.

CHILDREN AND FAMILIES

Head of Service: Alex Taylor

Service Functions

The Children and Families Social Work Service provides the following services:

- Children and Families MAKI
- Children and Families Oban
- Children and Families Helensburgh
- Children and Families Cowal and Bute
- Criminal Justice

The Children and Families Service shares 10 office bases with Adult Care, and operate 3 children's care homes and 2 school hostels. The service also manages through service level agreements a respite provision for children with a disability and has a response centre in Kintyre.

Children and Families Localities

This service provides assessment and case management to children in need of support, care and protection (including children with a disability). The service is locality based and operates from four area based service centres which correspond to the Council's four administrative areas. Services are also delivered from Rothesay, Lochgilphead (Mid Argyll Community Hospital) and Islay.

Children and Families Looked After Children

This service directly provides, arranges and commissions residential services, care and support to children and young people who are looked after or who are leaving care. The service is responsible for the provision of an adoption and fostering service, through and after care services and residential care which is delivered through 3 children's care homes (Oban, Dunoon and Helensburgh). It also commissions external residential and community based Support Services for children and young people both from within and out with the Argyll and Bute area.

The new Dunclutha children's home opened during 2017. The old building was deemed unfit for purpose by the Care Inspectorate and the investment of £1.2m has seen the provision of a new purpose built facility which will allow the service to appropriately meet the needs of looked after children.

The service is also responsible for school accommodation which is provided through two school hostels (Oban and Dunoon).

Criminal Justice

Criminal justice services are provided through small teams in Oban, Campbeltown, Ardrishaig, Helensburgh, Rothesay and Dunoon, usually sited within the local social work teams, and overseen by a service manager and two team leaders in an East/West split. The local criminal justice team is part of the broader Children and Families service and provides all adult offender related interventions from within the Health and Social Care Partnership. This includes advice to Courts and Parole Board in respect of risk assessment, sentencing and custodial release; supervision of offenders on orders or release licenses in the community; providing Throughcare support during a custodial sentence and planning release; and providing an Unpaid Work scheme in the community.

The Management of Offenders (Scotland) Act 2005 established Community Justice Authorities (CJA) with the intention of co-ordinating and improving the delivery of services to offenders across eight CJA areas. The Act requires Local Authorities, the Scottish Prison Service (SPS) and other key partners (Police, Health, COPFS and major voluntary organisations) to co-operate and co-ordinate their efforts to reduce reoffending. The CJA have now been replaced via the Community Justice (Scotland) Act 2016 by Community Justice Scotland and work has progressed to establish joint working arrangements under the framework of the Community Planning Partnerships.

The 2005 Act also placed a statutory obligation on Local Authorities, the Scottish Prison Service, Police and Health Service to co-operate in respect of certain categories off offender. These Multi-Agency Public Protection Arrangements (MAPPA) are supported by national guidance and relate to Registered Sex Offenders, Serious Violent Offenders and Restricted Patients. The principle of predicating the nature and level of intervention on risk, supported by formal arrangements for the sharing of relevant information extends beyond MAPPA to the supervision of offenders in general.

Statutory implications affecting service assets include:-

- Social Work (Scotland) Act 1968
- Children (Scotland) Act 1995
- Regulation of Care (Scotland) Act 2001
- Protection of Children (Scotland) Act 2003
- Management of Offenders (Scotland) Act 2005
- Public Reform (Scotland) Act 2010
- Equality Act 2010
- Children's Hearings (Scotland) Act 2011
- Public Bodies (Joint Working) (Scotland) Act 2014
- Care Inspectorate Requirements
- Children and Young Person (Scotland) Act 2014
- Community Justice (Scotland) Act 2016

- Carers (Scotland) Act 2016

The implications of the Children and Young People's (Scotland) Act 2014 for Children and Families are the enshrining of the Getting it Right for Every Child (GIRFEC) approach in law, the introduction of new children's rights and children's service planning, increasing the provision of support to those in care and care leavers. There are no estimated capital costs in respect of the Act for the Children and Families Service. However continuing care will place a statutory responsibility on the local authority to deliver support to care leavers including appropriate accommodation to support them day to day before 26th birthday.

Future Planning – Anticipated developments within next five years

The Children and Families service operate from a relatively small exclusive asset base, however staff are also based in a number of shared social work offices. There continue to be improvements required to Social Work offices targeting properties in the worst condition, and building elements which are currently rated as Bad or Poor. There are emerging opportunities within the Health and Social Care Partnership for the co-location of staff with Health colleagues and the potential to reduce the overall asset footprint.

ADULT CARE

Head of Service: Lorraine Paterson

Service Functions

The Adult Care Social Work service covers professional Social Work and Care Management to a range of people with a disability or vulnerability, the service is for older people, learning disability, mental health, substance misuse, physical disability and sensory impairment across Argyll and Bute. Professional Social Work and Care Management service includes the functions of Assessment, Care Management, and also Adult Support and Protection. This means that Social Worker teams (and the management and support services) provide community interventions from local office bases to give support for adults and their carers across the aforementioned vulnerability and care groups.

Adult Care Social Work is furthermore a direct provider of homecare, day and residential services and also commission suitable services from the independent and third sector. The service also has a number of shared responsibilities with the NHS met through partnership arrangements where staff and other resources are either shared or hosted in either organisation to deliver joint services and targets, for example; Learning Disability Service, Addictions Team, Mental Health, Occupational Therapy and Equipment Store.

The commencement of the IJB in April 2016 has resulted in a range of service model reviews and changes which will have an impact on the buildings used by the single health and care teams, This includes co-location, change of use and rationalisation and future planning for integrated health campuses.

Service Asset Overview

Accommodation for adult services and Social Work staff (including; professional Social Workers and assistants, administrative support, leadership, management, workforce and service development) is provided from a number of sites in council based offices and buildings throughout Argyll and Bute, including from;

- Social Work Offices
- Management and administrative offices, including space for Social Work Service Development Team and Adult Support and Protection
- Homecare, led and managed from the Social Work main offices
- OT and equipment stores are now a single service provided in an NHS owned building.
- Day Care for Older people
- Day Care specialist support for people with Dementia
- Day Care for people with a Learning Disability
- Residential Care Homes for Older people
- Supported living home for people with a Learning Disability

Social Workers, Care Management and Operations are provided from Social Work office centres in the main towns and some islands, offices are shared with the children and families service. Where there is no local Social Work office then visiting Social Workers and assisting staff access local council offices or utilise NHS office bases where necessary. There are 7 council residential units for older people, 3 day centres for older people, 5 resource centres for service users with a learning disability and a supported living site (Greenwood, Campbeltown - previously known as a learning disability hostel) where residents with a learning disability have tenancies. Most Mental health social work teams are now co-located with their NHS colleagues on NHS sites.

The HSCP has identified co-location as a priority in each locality to maximise the benefits of a single health and care service and accelerate the transformation of service required and crucially drive out efficiencies to meet its cost savings target. In addition the HSCP expects to develop mobile and agile working in a form the council has successfully implemented and is looking at accelerating co-location opportunities with the council and other partners for other corporate support services in Lochgilphead.

Social work service provision can include transport particularly in day and residential care. This requires an accessible fleet of varying sizes of vehicle from cars to specially adapted minibuses to be maintained. This supports people to access the service as well as their local community and planned day activities from their day service or residential setting. Community based social work and support staff rely on covering many miles in the carrying out of their duties and require to access pool cars and other transport options. The scale and use of this transport resource is also being examined by the HSCP following the flexibility for staff to use without restriction the NHS and Council fleet.

Statutory implications affecting service assets include:-

- Adult Support and Protection (Scotland) Act 2007
- Social Work (Scotland) Act 1968
- Regulation of Care (Scotland) Act 2001
- Care Inspectorate Requirements
- Social Care (Self-directed Support) (Scotland) Act 2013
- Public Bodies (Joint Working) (Scotland) Act 2014

New legislative duties will impact on the potential use of Council assets e.g. Self-Directed Support (SDS) and also in following the principles and outcomes required from Health and Social Care Integration.

The Social Care (Self-directed Support) (Scotland) Act 2013 offers more choice, control and flexibility to service users and may result in more people choosing non-traditional options for their social work care and support. If major changes transpire there may be a reduced use of current council buildings where the service delivery is buildings based particularly in Older People and Learning Disability services eg. building based Day Care. The Act came into effect from April 2014 but has not had an immediate effect on activity however it is expected changes and the HSCP strategic direction will accelerate these changes.

Future Planning – Anticipated developments within next five years

The Council continues to be the direct provider of residential care for the older people's service. Currently this includes:

- Eadar Glinn
- Tigh A Rhuda
- Thomson Court
- Struan Lodge
- Gortanvogie
- Ardfenaig

The condition of the buildings is satisfactory with ongoing asset sustainability programmes in place to ensure this continues, however issues remain with suitability ratings. These are being reflected in inspection grades, suitability issues may not be addressed by further investment in existing assets and may require the service to explore the re-provision of assets.

The HSCP operate and commission services from a complex asset based with a mixed economy of service provision, not all adult social work services are provided in-house directly by the HSCP and a number of services are provided by the Third and Independent Sectors which operate from their own buildings.

The challenges of continuing to be a direct provider of residential care are significant. As well as the considerable and well established cost variation between internal provision and external purchasing of the same, there is also:

- The age of the buildings
- The lack of a well-established market of provision in certain areas
- Our contradiction of expectation in what we provide as opposed to purchase for instance in relation to en-suite facilities and room size
- The considerable annual draw on revenue resources to invest in ongoing maintenance/ health and safety/ adaptation and upgrade
- The future direction of residential provision in the context of the IJB strategic plan and the future service models for older people, with nursing and care home beds being used for those who need a higher level of care.
- The changing preferences of older people to be supported for as long as possible in their own homes
- The lack of capital investment opportunities to realise a replacement programme for our own stock
- An increasing emphasis on locality planning developing and support local community for local solutions
- The increasing trend and likelihood that the Care Inspectorate will look for clarity on future proposals in respect of our own provision allied to our mixed performance on inspections in relation to the care environment

The strategic plan of the IJB has enabled a review of care across all areas with ongoing engagement and dialogue with local elected members on provision in their area. A care home modelling tool is being developed to support the ongoing work to review care home provision and requirements, the first iteration of this tool is expected to be available for trial soon. In addition the HSCP are developing a housing needs assessment linking public health and housing information, the outcome of this assessment in 2018 will identify the care in the community housing stock availability and requirements. It is likely that in the medium to longer term significant investment may be required to facilitate the transformation of adult social care services.

The Learning Disability review is focusing on developing community based services and moving away from the resource centre model, but some clients will continue to require a building based service. This will create capacity in some buildings and review and collocation options will be progressed to shrink the footprint. A priority for the integrated Learning Disability service is to co-locate all health and social care staff on single locality sites where possible so that service become more accessible to the vulnerable client group.

Improvements continue to Social Work offices targeting properties in the worst condition, and building elements which are currently rated as Bad or Poor.

The implementation of work to address suitability issues has been identified by the HSCP with regard to planning single service provision and is seen as a priority at strategic and locality level. The focus is therefore on co-location of health and social care teams within NHS and council properties. Work started in 2017/18 to develop plans to disinvest in some HSCP buildings, not only to reduce the overall asset base but also to facilitate the integration of teams. Opportunities have been identified in localities for co-location to maximise the benefits of a single health and social care service and accelerate the transformation of service required. There are HSCP savings identified which are required to be delivered through co-location and the HSCP set aside some funding to accommodate the one-off costs of relocation.

ASSET SUSTAINABILITY PROJECTS 2018/19 , 2019/20 & Future Years **APPENDIX 3**

INTEGRATION JOINT BOARD

Proj. No.	Project Description	Year 1 18/19 New Work Total	Year 2 19/20 New Work Total	Unallocated Future Years New Work Total	Overall Capital cost	Property Services Notes
	Ardfenaig Home for the Elderly	**£0**	**£30,000**	**£0**	**£30,000**	
	Ramp needed to exit back door safely in event of a fire.		£30,000			Allowance only. Full survey required to establish full scope of works required.
	Eader Glinn Home for the Elerly	**£105,000**	**£60,000**	**£160,000**	**£325,000**	
	Individual bathrooms / section of sitting area to be divided to create dining area			£TBC		Suitability Needs - will not be addressed in short term.
	Suitability	£50,000				Allowance for forming 2nr accessible shower rooms. Full design options required.
	Window Upgrade - Phased	£55,000		£160,000		Phase 1 - Bedroom areas. / Phase 2 - remainder of windows to villa and modern building. Full survey required.
	Boiler/Heating Works		£60,000			
	East King Street Children's Home	**£30,000**	**£0**	**£0**	**£30,000**	
	Sprinkler Installation	£30,000				Awaiting feedback from Corporate H & S to establish if essential or desirable works.
	Glencruitten Hostel	**£0**	**£0**	**£40,000**	**£40,000**	
	Fire Alarm wireless to modern wireless			£40,000		
	Greenwood/Woodlands	**£100,000**	**£0**	**£10,000**	**£110,000**	
	Sprinkler Installation	£100,000				Awaiting feedback from Corporate H & S to establish if essential or desirable works.
	Minor Heating Improvements			£10,000		
	Lochgilphead Resource Centre	**£0**	**£0**	**£0**	**£0**	
	Thomson Court Home for the Elderly	**£115,000**	**£30,000**	**£0**	**£145,000**	
	Rewire - Additional Funding to complete rewiring	£100,000				
	Fire Alarm - visual fire alarm required for building.	£15,000				Allowance only to replace detectors. Full survey required to establish full scope of works required.
	DDA Compliance - Fire Exits - ramps required at all fire exits, survey require to extablish the full scope of the works.		£30,000			Allowance only. Full survey required to establish full scope of works required.
	Shellachview	**£30,000**	**£0**	**£0**	**£30,000**	
	Sprinkler Installation	£30,000				Awaiting feedback from Corporate H & S to establish if essential or desirable works.
	Struan Lodge	**£0**	**£0**	**£290,000**	**£290,000**	
	Rewire - phased			£200,000		
	Boilers/Boilerhouse Upgrade including switch from oil to gas			£90,000		
	Tigh An Rudha Home for the Elderly	**£75,000**	**£40,000**	**£0**	**£115,000**	
	Sprinkler Installation	£75,000				Awaiting feedback from Corporate H & S to establish if essential or desirable works.

Proj. No.	Project Description	Year 1 18/19 New Work Total	Year 2 19/20 New Work Total	Unallocated Future Years New Work Total	Overall Capital cost	Property Services Notes
	DDA Compliance		£40,000			Allowance only. Full survey required to establish full scope of works required.
	Church Street Office	**£0**	**£40,000**	**£0**	**£40,000**	
	Suitability					Church St Office to be considered as park of the overall Dunoon Office Rationalisation. IJB will not address suitability needs in the short term.
	DDA Compliance		£40,000			Church St Office to be considered as park of the overall Dunoon Office Rationalisation. Allowance for accessible Toilet / new entrance door. Full survey required.
		£0	**£0**	**£0**	**£0**	
	General	**£30,000**	**£30,000**	**£30,000**	**£90,000**	
	Contingency Fund	£30,000	£30,000	£30,000		
		£0	**£0**	**£0**	**£0**	

Year 1 18/19 New Work Total	Year 2 19/20 New Work Total	Unallocated Future Years New Work Total	Total
£ 485,000	**£ 230,000**	**£ 530,000**	**£ 1,245,000**

LiveArgyll **COUNCIL**

Argyll and Bute Council **22 FEBRUARY 2018**

LiveArgyll STRATEGIC ASSET MANAGEMENT PLAN 2018/19 - 2022/23

1.0 EXECUTIVE SUMMARY

1.1 LiveArgyll is responsible for the delivery of Leisure and Library services in Argyll and Bute. The Company is licenced to utilise Council facilities to deliver these services however overall ownership remains with the Council.

1.2 In line with other service areas, there is a requirement to ensure the Council is making best logistical and economic use of its assets. The asset management plan for 2018 - 23 supports the delivery of the Local Outcome Improvement Plan and the overarching aim that Argyll and Bute's economic success is built on a growing population.

1.3 The LiveArgyll Strategic Asset Management Plan (SAMP) adheres to the process laid out in the Council's Corporate Asset Management Strategy. The SAMP has been compiled using current data and follows regular assessments of the suitability and condition of the council's assets.

1.4 The SAMP for 2018 - 2023 lays out the requirements for the delivery of improvements to each of the council's capital assets and the delivery of safe, efficient fit-for purpose public buildings which enhance service delivery and in respect of LiveArgyll support the company's business priorities and charitable objectives.

1.5 The 2018-2023 capital programme will continue to include works to address the condition issues of the council's assets informed by the surveys carried out by Facility Services. Currently there are no new service development projects included in the the programme for period 2018/19 to 2022/23, however as LiveArgyll Business plans develop and opportunities are identified further submission for partial, match or full funding may be submitted.

1.6 The plan as appended to this document, Appendix 1, is a work in progress. For 17/18 the detail shown is as per discussion/agreement with the former Community and Culture Service. For 18/19 projects have been identified from a review of current condition status. Ongoing liaison is taking place between respective Property representatives.

1.7 Strategic change programmes underway or planned include the refurbishment of Queens Hall and new Helensburgh Swimming Pool.

1.8 The recommendations in this report are that Asset Management Board (AMB) notes the current draft SAMP.)

a) the LiveArgyll Asset Management Plan for 2018/19 – 2022/23

LIVE ARGYLL

Argyll and Bute Council **NOVEMBER 2017**

LIVE ARGYLL STRATEGIC ASSET MANAGEMENT PLAN 2018/19 – 2022/23

2.0 INTRODUCTION

2.1 The LiveArgyll Strategic Asset Management Plan (SAMP) identifies the capital requirement for the delivery of and improvements to the Council's assets. Elected Members approved the capital allocation for 2018/19 at the Council meeting in February 2017. This report provides members with an update of the 2018/19 capital budget requirements and outlines existing Capital requirements for 2019/20 to 2022/23. For the latter years of the plan, detailed projects have yet to be identified, although currently there is no financial provision made for years after 18/19.

2.2 The LiveArgyll SAMP ensures that the Trust and the Council are making best logistical and economic use of its assets to achieve the outcomes in their respective Business plan and corporate plan. The preparation of a SAMP is as per the Service Level Agreement between the Council and LiveArgyll. From a Council perspective the asset management plan for 2018 - 2023 supports the delivery of the Single Outcome Agreement 2016 – 2023 and the overarching aim that Argyll and Bute's economic success is built on a growing population.

2.3 The Trust will promote, advance and contribute to the personal development, wellbeing and health of the residents of Argyll and Bute (and beyond) including, but not limited to, educational, cultural, sporting, and heritage based community activities. In delivering its services, the Trust seeks to:-

2.3.1 • support people to be more creative and nurture potential for personal success and wellbeing through the provision of cultural facilities including libraries, museums and resources;

2.3.2 • help individuals and community groups to benefit from social engagement, community interaction and volunteering;

2.3.3 • promote and make available lifelong learning opportunities, including the promotion of literacy and digital inclusion, and stemming from these opportunities make a social and economic contribution to society;

2.3.4 • encourage the population of Argyll and Bute to be more active by promoting and supporting the development of sport and health and fitness opportunities that are accessible and affordable for everyone.

2.4 In addition the Trust will work with partners to promote the *Sport and Leisure Framework Priorities:*

2.4.1 • Support sport clubs to enable accessible and sustainable sport provision in communities.

2.4.2 • Maximise access to and promotion of sport and physical activity opportunities to engage people in their local communities.

2.4.3 • Helping people live active, healthy lives.

2.4.4 • Our buildings, facilities and equipment are safe, sustainable, well maintained and well managed.

2.4.5 • Community engagementand communication is embedded in all service activities.

2.5 The LiveArgyll SAMP adheres to the process laid out in the Council's Corporate Asset Management Strategy. The SAMP has been compiled in September 2017 using current data and is based on regular assessments of the suitability and condition of the Trust managed assets.

2.6 The draft SAMP is for the period for 2018/19 - 2022/23 lays out the requirements for the delivery of improvements capital assets and the delivery of safe, efficient fit-for purpose public buildings which enhance service delivery and allow us to provide a quality service to our customers. Projects are of 3 particular types, namely:

2.6.1 *'Asset sustainability'* – with a focus on maintaining or investing in the physical fabric of the building. These projects ensure existing assets are fit for purpose/continue to be fit for purpose based on existing use.

2.6.2 *'Service development'* – with a focus on enhancing the current asset to improve its fitness for purpose or its efficiency and effectiveness. Service development covers construction/acquisition of new assets to replace existing assets on a like for like basis or investment in assets to enhance service delivery based on existing use. The requirement for this investment would be driven by service, area and corporate priorities. Projects in this category are typically under £1,000,000 in capital costs.

2.6.3 *'Strategic change'* – with a focus on a significant investment across the service asset portfolio to support fundamental service development. Projects classified as Strategic Change would be where the new asset replaces a number of different existing assets including bringing a range of different services in to the same asset or a structurally significant investment in terms of the corporate plan. The requirement for this investment would be driven by corporate priorities. Projects in this category would typically be at least £1,000,000 in capital costs.

3.0 DETAIL

3.1 The integration of LiveArgyll and the relevant services transferred on the 2nd Oct 2017. The adoption of the Leisure Trust Model of integration by the Council means that the capital assets associated with the Trust remain in the ownership of the Council. The agreed financial model ensures all property type costs including repairs and utilities remain the responsibility of the Council.

3.2 LiveArgyll will be responsible for operating the Council's leisure facilities, libraries, halls and community centres. To support the provision of all of these services, the objective is to provide attractive, safe and secure premises, in good order, with

adequate heating and ventilation and which are fit for purpose and meet both the various statutory and regulatory authorities' requirements.

3.3 Currently, as a result of limited capital and revenue budgets, expenditure is targeted at property condition issues with a primary view to ensuring compliance with all regulatory and legislative requirements. Projects will then be prioritised to align with planned business activity.

3.4 Departments within Argyll & Bute Council provide a support service to LiveArgyll by managing the Trust property assets including energy and carbon management and provide an estates service in relation to acquisition, disposal and leasing of property. The overall aim is to make the most efficient and effective use of the available assets, and to minimise the requirement to use leased assets. In addition where properties become surplus they are quickly identified for possible transfer to partner agencies, or alternatively marketed for disposal. One such property is Dunoon library which subject to the new Queens Hall facility being deemed fit for purpose, will become vacant in the summer of 2018.

3.5 In addition to building assets, the council hold works of art with an aggregate value of £1,26m. This total is made up of 3 collections of paintings. Of these collections one is stored by Live Argyll, the Library and Museum collection and is valued at £433k. (Valuation 2015)

4.0 STATUTORY REQUIREMENTS

4.1 The following acts and regulations provide the legislative framework for the delivery of the services within the department:

- Fire Scotland Act 2012
- Health and Safety At Work Act 1974
- Electricity at Work Regulations
- Legionella - Approved Code of Practice
- Control of Substances Hazardous to Health Regulations
- Equalities Act 2010
- Land Reform Act 2003
- Management of Health & Safety at Work Regulations 1999 (key regulation covering risk assessment requirements, contractors, shared premises plus more)
- Confined Spaces Regulations 1997 (pool undercrofts etc.)
- The Employment Rights Act 1996 (new/expectant mothers)
- The Sex Discrimination Act 1975 (new/expectant mothers)
- Workplace (Health, Safety & Welfare) Regulations 1992
- Health & Safety (Training for Employment) Regulations 1990 (work experience)
- Health & Safety (Young Persons) Regulations 1997 (employing U18's)
- Pool Water Treatment Advisory Group (PWTAG) 'Swimming Pool Water Treatment & Quality Standards' 1999
- Health & Safety Executive (HSE) 'Managing Health & Safety in Swimming Pools' 2003 HS (G)179

- Construction (Design & Management) Regulations 2015 (demolition/construction)
- Occupiers Liability Act 1984
- Lifting Operations & Lifting Equipment Regulations 1998 (LOLER)
- Lift Regulations 1997
- The Control of Vibration at Work 2005
- Working at Height Regulations 2005
- Health & Safety (First Aid) Regulations 1981 - First Aid at Work (Approved COP)
- Manual Handling Operations Regulations 1992
- Health & Safety (Safety Signs and Signals) Regulations 1996
- Provision and Use of Work Equipment Regulations 1998
- Health & Safety (First Aid) Regulations 1981 - First Aid at Work (Approved COP)
- Pressure Systems Safety Regulations 2000
- Dangerous Substances and Explosive Atmospheres Regulations 2002 (fuel/gases)
- Control of Asbestos Regulations 2012
- Personal Protective Equipment at Work (PPE) Regulations 1992
- Display Screen Equipment Regulations 1992

5.0 ANTICIPATED DEVELOPMENTS WITHIN THE NEXT FIVE YEARS

5.1 During the early part of the life of the Trust, development opportunities will be identified. The Trust board will / may develop Business cases in consultation with the Council to ensure a collaborative and co-ordinated approach enhancing and maintaining our facilities.

5.2 The Queens Hall is currently closed for extensive refurbishment works and is expected to reopen in May 2018.
Oban library will be scheduled for a 5 week closure in order to remove asbestos, undergo a complete re-wire which will include a new fire alarm system. During this closure additional roof works and improvement to the existing heating system will be conducted.

5.3 There are ongoing problems with the roofs at Rothesay and Helensburgh Leisure Centres (Swimming Pools) resulting in significant water ingress. A budget was approved for the Rothesay Business case, but further investigatory work has now revealed significant dry rot to support beams, which will require additional funding. Additional work within this facility will include the refurbishment of the pool surround, a re-design of the poolhall lighting and improvements within the poolplant equipment.

5.4 Ongoing remedial work is still continuing on Helensburgh Leisure Centre's roof, whilst it is acknowledged that the facility is scheduled for replacement, a more robust approach may be required to ensure the facilitiy is fit for purpose and remains fully operational. The Project Board for the Helensburgh Waterfront Development have now employed the services of design consultants and the new pool is now scheduled to open in 2021.

5.5 The Health and Safety Executive Approved Code of Practice (ACOP) L8 'Legionnaires' disease – The control of legionella bacteria in water systems' was

revised in 2013. Water quality/Legionnaires is a key consideration in terms of asset management and Argyll and Bute Council has subsequently conducted a robust re-assessment of risks in water systems throughout its entire estate (circa 400no. premises with water systems). Funding has been secured and the Council is therefore looking to continue with the necessary risk remediations in the short term (2-3 years) for property assets occupied by LiveArgyll

6.0 FINANCIAL PLANNING FOR CAPITAL AND REVENUE NEEDS

6.1 LiveArgyll are working on the basis of an indicative block allocation of approximately £672k per annum, but this figure has now greatly reduced and is confirmed at only £98k for 18/19 and nothing for future years. In the current financial climate concerns exist over the continued availability of capital budgets at a level which has been available in previous years. This reduction will result in an increased risk of building and building component failure, hence the increase in likelihood of interruption to service delivery.

6.2 The current capital programme is based on the allocations for the period 2017-2018 and 2018–2019 agreed by Council in February 2017. Circa 11 individual projects are forecast to be either underway or completed by 31 March 2018. The majority of these projects are asset sustainability projects addressing condition issues.

6.3 For 2018/19 projects being put forward in the asset sustainability category reflect the work necessary to prevent further deterioration to the fabric of the buildings. Projects are or will be proposed which will address suitability issues in Trust facilities to ensure we have an environment which supports the delivery of a quality service to our local communities.

6.4 It should be noted that work is currently taking place in respect of identifying requirements within the new Queens Halls which are not currently included in the contract and which are essential to the business purposes of the building. In the absence of identified funding there is a risk that the facilities may not be able to fulfil its full operating potential.

6.5 Wherever possible consideration is being given to ensuring that any work undertaken has a positive impact on future revenue streams. Examples include upgrading roof insulation whenever roofing works are being undertaken and the move to more energy efficient light fittings as part of rewiring contracts, this work will improve our carbon management.

6.6 The Climate Change (Scotland) Act 2009 places duties on public bodies with respect to climate change and in particular to contribute to carbon emissions reduction targets; contribute to climate change adaptation; and to act sustainably. The Act includes a national emissions target, set for the year 2050, for a reduction of at least 80% from the baseline year (1990). A Statutory Order under section 46 of the Act requires public bodies to annually report on compliance with the climate change duties.

6.7 In support of the Act, the key areas to contribute to carbon emissions reduction within the Trust estate are implementation of energy/water efficiency measures and installation of renewable technologies. These are to be delivered through a

combination of prudential borrowing (spend to save), traditional capital and revenue funded programmes/projects. Works required will need to be programmed to ensure minimal downtime inline with operating and transfer agreements.

6.8 Argyll and Bute Council's Renewable Sourcing Strategy included an evaluation of the most appropriate renewable technologies to implement and a strategic overview of all property assets to determine where these preferred renewable technologies might be best installed. As a result, there will be a new Heat from Sewer technology installed at Aqualibrium Leisure Centre with a view to employ similar technology at the new Helensburgh project. These installations have largely been funded on a spend-to-save basis with supportive income from the governments Feed-in-Tariff (FIT) and Renewable Heat Incentive schemes (RHI). Opportunity to access Feed-in-Tariff income is now much reduced given a significant uptake in the scheme. Renewable Heat Incentive is also subject to similar tariff degression. Income support for renewable project deployment in future therefore is subject to considerable uncertainty and this may impact on the Council's ability to deliver renewables projects on a value for money basis.
LiveArgyll has a responsibility to ensure efficient use of energy resources and will develop procedures accordingly. Utility type costs remain the responsility of the Council.

6.9 Renewables are however only one way of reducing carbon emissions and costs. The next 2-3 years will see resource allocated to a range of lower cost, best practice programmes to improve carbon management and reduce costs. Key considerations for the next delivery period include:

- Water Management/Efficiency
- Waste Water Asset Reviews
- Refreshed Programme of Energy Audits
- Energy Efficiency Training
- Behavioural Change Initiatives
- Energy Efficiency Projects (Small Scale)
- Building Management System (BMS) Improvements
- Further integration of energy/water/carbon best practice into capital projects
- Utility Meter Read Programme
- Improved Reporting of Energy/Water Use.
- Review of District Heating Opportunities
- Exploration of Community Partnering Opportunity

6.10 In summary, the 2018 - 2023 capital programme will continue to include works to address the condition issues of the Trust assets informed by the surveys carried out by Facility Services. There are currently no new service development projects proposed in the programme for 2017/18 and 2018/19 however it is anticipated that as business plans are developed and opportunities identified that this position will change. Strategic change programmes underway or planned, include the new Queens Hall Dunoon and Helensburgh Swimming Pool project.

7.0 RISKS

7.1 The 2018 to 2023 capital plan has been developed to minimise the risk of disruption to service delivery, and concentrates on the need to keep the fabric of LiveArgyll properties in a wind and weather-tight condition, with mechanical and electrical

services being upgraded as required in order that they are fit for purpose when assessed by modern day standards. In addition, the requirements of the Regulatory Authorities will be met. Projects are being taken forward to address the suitability of assets to ensure they meet the aspirations of both the Trust and their service users.

7.2 Infrastructure and suitability of the asset base has been identified by the Trust as a Strategic risk theme. The specific risk is that the Asset base is not fit for purpose and does not support the Trust's service objectives and development ambitions. This risk is partly mitigated by the following:

- Repairs and Maintenance Protocols are in place.
- Legislative requirements outlined in Transfer agreements.
- Trust representation on Asset Management Board
- Preparation and on-going review of Service Asset Management Plans (SAMP)
- CHORD Investment Programme Deliverables, e.g. Queens Hall Dunoon, Helensburgh Pool
- External Funding opportunities.

7.3 It is recognised that the Council does not have an infinite level of capital funding and any available funding is subject to competing priorities. The Trust management will continue to keep the facilities under review and as far as possible ensure that these are maintained and serviceable to allow shared objectives to be met.

8.0 IMPLICATIONS

8.1 Policy: prepared in line with the Council's Corporate Asset Management Strategy and Policies

8.2 Financial: outlines the proposed capital budget for Live Argyll for 2017/18 and 2018/19

8.3 Legal: Failing to maintain council facilities that are operated by Live Argyll, may lead to non-compliance of the contractual obligation the council has towards the Leisure Trust.

8.4 HR: none

8.5 Equalities: none

8.6 Risk: failure to invest in the assets used by the Trust will lead to a rapid decline in condition and suitability and hence increase the risk of disruption to efficient service delivery and a failure to meet the statutory requirements.

8.7 Customer Services: improving the condition and suitability of our assets will lead to increased customer satisfaction.

Kevin Anderson
General Manager

November 2017

For further information contact:
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Tel 01586 555921

Appendices – Detailed Service Information

Appendix 1 – Live Argyll Asset Management Portfolio
Appendix 2 – Live Argyll Proposed Budget 2017-23

APPENDIX 1 - LIVE ARGYLL Asset Management Portfolio

General Manager: Kevin Anderson

Live Argyll covers the operational management of

- 11 Libraries
- Archives
- 1 Museum
- 1 Mobile Library
- 4 Leisure Facilities
- 5 Halls
- 4 Community Centres
- Sport Centre
- Active Schools
- Sport Development
- Community Lets
- 3G Pitch

Service Functions

Live Argyll provides the following services:

Culture and Libraries:
The service covers libraries, archives and Campbeltown Museum. It aims to provide a comprehensive public library service including free access to a wide range of lending materials, ICT facilities and lifelong learning support. In addition it manages and promotes some of the Council's artwork, currently valued at £433K (2015 valuation). The Archives acts as the custodian of Argyll and Bute's written heritage. While its main purpose is to hold and preserve the archives of Argyll and Bute Council and its predecessor authorities, it also provides accommodation for a wide range of archives originating from private individuals, estates, solicitors, businesses, clubs and organisations within the geographical area of Argyll and Bute. Campbeltown Museum aims to curate, interpret and display the archaeology, social and industrial history, decorative and fine art and natural science material in the Council's collections and to collect appropriate material for the enjoyment and education of the local community and visitors alike.

Leisure, Active Schools and Sport Services:
The service manages 4 Leisure Centres (including swimming pools), Mid Argyll Sports Centre, 5 Halls ranging from large venues such as the Queen's Hall, Dunoon to small local halls such as the Ramsay Hall, Port Ellen, Islay and a 3G synthetic pitch in Campbeltown. In addition to the physical resources of these sites, the sport, leisure and Active Schools teams operate out of schools and community facilities to improve health and well being and help our young people reach their potential.

Community Centres:
The service is responsible for 4 community centres in Campbeltown, Lochgilphead, Dunoon and Rothesay.

Future Planning – Recent developments and future planning.

The Queens Hall in Dunoon is programmed for extensive refurbishment and upgrade as part of the CHORD initiative for Dunoon which currently focuses on that facility. Current estimated cost sits at £8.8M.

Helensburgh Pool is scheduled for replacement with an anticipated opening date of late 2021. The Council has allocated a capital budget of £7.5M for this project and external grant funding will be pursued. The total cost is estimated to be around £18M.

From 2018 – 2023 Live Argyll's current estimated capital spend, either committed or identified, is in excess of £1.4M.

Museum

It has recently become apparent that a dedicated entrance for Campbeltown Museum would improve access for the museum throughout its opening hours to avoid restrictions arising through bookings of the marriage room. The cost and feasibility of this option is being explored.

Pools

Helensburgh Pool is scheduled for replacement in 2021 and design work is ongoing. Until the proposed new pool in Helensburgh is delivered the current pool will require essential general repairs, especially with emphasis on roof repairs. The refurbishment of the current pool was carried out in 2010 and the building condition will have to be reviewed in 2017.

Rothesay Pool had undergone an upgrade in 2012, but based on ongoing issues with water ingress will require a roof replacement. A budget of £222K was approved for 17/18 but further investigatory work has revealed structural and condensation issues and the budget no need to be extended to £434k an increase of £212k. Additional capital money will now be required or money from other capital projects will need to be vired to this project. Further work will be required within the pool hall which will include the refurbishment of the pool surround and a lighting upgrade. At the same time the pool plant will also undergo further improvements.

Aqualibrium in Campbeltown has experienced problems with various aspects of the building and plant essentially since opening in 2006. Remedial work was undertaken by the main contractor but problems continue and new issues are arising. Property Services undertook a comprehensive survey of the building in February 2014 and estimate that essential works are required in the region of £420K over the next 3 years. Currently Aqualibrium will undergo further intrusive investigatory work to try and establish the source of water leaks stemming from the first floor. The facility will further require work to an external retaining wall and the replacement of external fire doors. In addition to this the facility has been chosen as one of the three Scottish pilot projects to receive heat from sewer technology which will replace the now unserviceable Biomass system. After the decommissioning of the redundant bistro, Aqualibrium opened its newly refurbished gym and fitness

studio in September 2016. Both customers and staff have received this development with great enthusiasm and it has greatly benefitted the uptake of fitness activities.

CRA expenditure costs for this building over the past 5 years has been £387K , so the expectation is that similar costs will be incurred over the next 5 years – an additional £400k is estimated.

No budget has been identified for the essential repair, maintenance and replacement costs although Property Services are exploring, with Legal Services if there is any recourse for recovery in terms of the wet ducts design, which has been confirmed as defective.

Riverside in Dunoon underwent an extensive refurbishment this year which concentrated on upgrading the filtration system, i.e. filters, pumps and associated pipework. The opportunity was taken while the pools were empty to replace damaged tiles, re-grout the pool tank tiles, refurbish the poolside drainage channels, replace cracked wall tiles and upgrade the pool hall lighting. Extensive structural repairs and associated asbestos removal was also carried out to the steel columns in the pool hall. The Gym floor was extended to infill the void over the café and new gym equipment was introduced. New toilets and showers were introduced in the Gym and also a new air conditioning system. Essential concrete repairs were carried out to the concrete floors and new fire detection was installed throughout the building. The café and reception counters were remodelled and the decoration and lighting was renewed in the customer toilets and office. Minor upgrade and decoration works were carried out in the Health Suite, Changing Village, Staff Room and access stairs. The project was completed in March 2017 at a cost of £1.25m

Halls

Queens Hall, Dunoon is a part of the CHORD project in Dunoon, and is now approximately half way through its construction phase. The building is expected to re-open in May 2018.

Victoria Halls, Helensburgh has undergone programmed rewiring in 2014/15, but will require work to its roof and potential dry-rot issues within the main office area. It is further proposed that the building will undergo treatment and decoration of external timberwork to prevent further deterioration and ensure the building remains watertight. A further £250k will be required to enable essential fire safety and storage works to restore the facility to full operational capacity.

Corran Halls, Oban underwent rewiring to the main hall and studio areas during 2015/16 within a capital budget of £150K. A new reception area was created this year and it has vastly improved the ability to serve the hall's customers.

Victoria Hall, Campbeltown – The hall underwent a significant re-wire and refurbishment which included an upgrade of the stage lighting and sound provision. A dedicated 'spinning' space was also created within the balcony area and this has greatly added to the exercise programme available to the Kintyre community.

Further work will be done to the hall's flat roof section and the tender process for this will commence after the festive season.

Ramsay Hall, Islay – This past year the hall underwent a complete electrical upgrade, including:

- Strip out and removal of existing redundant installations
- New general lighting and lighting controls
- New small power and ancillary services installations
- Provision of new power supplies to existing disabled alarm system, ventilation and water heating, utilising existing equipment
- External lighting installation
- Lightning Protection installation
- New Electric Heating System

Leisure Management Information System

The current Leisure Management information system is supplied by Syx Automations. This is a high quality system which will support and deliver an efficient service going forward and ensure a greatly improved customer experience for Live Argyll.

Community Centres

On 1st April 2016, the management of the four Community Centres (Campbeltown, Dunoon, Lochgilphead and Rothesay), was transferred from local Management Committees, which had been elected by user groups, to Community and Culture service of Argyll and Bute Council.

Subsequently, the janitorial and cleaning staff in the centres were transferred from Facility Services to Community and Culture on a phased basis, this task being completed in July 2017, ahead of the go-live date of Live Argyll on 2nd October 2017.

The operation of the centres will, therefore, be fully integrated with the Live Argyll Operational Management structure going forward.

Over the past year, apart from routine and reactive maintenance, the only substantial building work undertaken within the centres was the refurbishment of the main public toilets at the Moat Centre, Rothesay. This project was funded by the former Management Committee which granted the required funds (approximately £36k) to Argyll and Bute Council which procured and delivered the project.

Appendix 2 - Live Argyll - DRAFT CAPITAL PROGRAMME 2016 TO 2023																
		Original - last update JK/WL/BG October 2017										Risks				
Approved	HoS	Project Name	Project Description	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	Total	Future Years	Statutory/Regulatory	Health and Safety Etc	Service Delivery	Reputational	Future Financial Impact
Y/N				£000's	£000's	£000's	£000's	£000's	£000's	£000's						
Y 2015	LEISURE TRUST	VICTORIA HALL (CAMPBELTOWN)	Flat roof replacement	51						51			YES - Roof failure could result in building closure	YES - Roof failure could result in building closure	Yes - failure to address detrimental to the Council's reputation	Yes - high risk of failure therefore increased cost to repair if roof fails
Y 2014	LEISURE TRUST	VICTORIA HALLS (HELENSBURGH)	Internal upgrade	57	250					307				YES failure to address reflects on the leisure environment	Yes - failure to address detrimental to the Council's reputation	Yes - cost would increase due to trade index inflation
N	LEISURE TRUST	VICTORIA HALLS (HELENSBURGH)	External refurbishment				50			50			YES Roof failure could result in facility closure	YES Roof failure could result in facility closure	Yes - failure to address detrimental to the Council's reputation	Yes - high risk of failure therefore increased cost to repair if roof fails
N	LEISURE TRUST	VICTORIA HALLS (HELENSBURGH)	Internal refurbishment			25				25		YES - to ensure compliance with building and operating standards	Yes - failure to address would result in fire evacuation risk	Yes - failure to address would result in reduced occupancy numbers	Yes - failure to address detrimental to the Council's reputation	None as no delay proposed
N	LEISURE TRUST	HELENSBURGH LIBRARY	Roof upgrade			100				100			YES Roof failure could result in facility closure	YES Roof failure could result in facility closure	Yes - failure to address detrimental to the Council's reputation	Yes - high risk of failure therefore increased cost to repair if roof fails
N	LEISURE TRUST	HELENSBURGH SWIMMING POOL	Roof works		10	10	10			30			YES Roof failure could result in facility closure	YES Roof failure could result in facility closure	Yes - failure to address detrimental to the Council's reputation	Yes - high risk of failure therefore increased cost to repair if roof fails
N	LEISURE TRUST	HELENSBURGH SWIMMING POOL	Replace sand filter media		15					15			Yes - failure to address would result in plant failure and pool closure	Yes - failure to address would result in plant failure and pool closure	Yes - failure to address detrimental to the Council's reputation	None as no delay proposed
N	LEISURE TRUST	ROSNEATH LIBRARY	Internal upgrade			50				50				YES failure to address reflects on the community support environment	Yes - failure to address detrimental to the Council's reputation	None as no delay proposed
N	LEISURE TRUST	LOCHGILPHEAD COM ED	Heating/controls Boilerhouse upgrade			75				75		YES - to ensure compliance with building and operating standards	Yes - failure to address could result in damage to the fabric of the building due to dampness	Yes - failure to address would result in customer complaints	Yes - failure to address detrimental to the Council's reputation	Yes - failure to undertake this work will lead to increased energy costs
Y 2015	LEISURE TRUST	LOCHGILPHEAD COM ED	Re-roofing	200						200			Yes - failure to address could result in damage to the fabric of the building through water ingress	YES failure to address reflects on the community education environment	Yes - failure to address detrimental to the Council's reputation	Yes - failure to undertake this work will lead to increased energy costs
N	LEISURE TRUST	LOCHGILPHEAD COM ED	Re-roofing and windows		88	112				200			Yes - failure to address could result in damage to the fabric of the building through water ingress	YES failure to address reflects on the community education environment	Yes - failure to address detrimental to the Council's reputation	Yes - failure to undertake this work will lead to increased energy costs

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Y/N				£000's	£000's	£000's	£000's	£000's	£000's	£000's						
N	LEISURE TRUST	AQUALIBRIUM	Poolplant upgrade -Hyprolysers		30					30			Yes - failure to address would result in plant failure and pool closure	Yes - failure to address would result in plant failure and pool closure	Yes - failure to address detrimental to the Council's reputation	None as no delay proposed
Y 2015	LEISURE TRUST	AQUALIBRIUM	Other external works	202						202			Yes - failure to address external fabric of the building will lead to water ingress	Yes - failure to address external fabric of the building will lead to water ingress	Yes - failure to address detrimental to the Council's reputation	None as no delay proposed
N	LEISURE TRUST	CAMPBELTOWN PAVILLION	Car Park upgrade		30					30				YES failure to address reflects on the community support environment	Yes - failure to address detrimental to the Council's reputation	None as no delay proposed
N	LEISURE TRUST	CAMPBELTOWN COMM CENTRE	Internal upgrade			103				103				YES failure to address reflects on the community support environment	Yes - failure to address detrimental to the Council's reputation	Yes - cost would increase due to trade index inflation
N	LEISURE TRUST	CAMPBELTOWN COMM CENTRE	Roofing upgrade		150					150		YES - to ensure compliance with building and operating standards	Yes - failure to address could result in damage to the fabric of the building through increased dampness in this environment	Yes - failure to address could result in damage to the fabric of the building through increased dampness in this environment	Yes - failure to address detrimental to the Council's reputation	Yes - Elevated service cost to the Trust if expected to operate antiquated heating equipment.
N	LEISURE TRUST	CAMPBELTOWN COMM CENTRE	Carpark surface upgrade		15					15		YES - to ensure compliance with building and operating standards	Yes - failure to address could result in damage to council and public vehicles	Yes - failure to address could result in access issues to the building	Yes - failure to address detrimental to the Council's reputation	Yes - Elevated service cost to the Trust if expected to operate antiquated heating equipment.
N	LEISURE TRUST	CAMPBELTOWN COMM CENTRE	Fire Alarm upgrade		35					35		YES - to ensure compliance with building and operating standards	Yes - failure to address could result in fire safety risk	Yes - failure to address could result in fire safety risk	Yes - failure to address detrimental to the Council's reputation	None as no delay proposed
Y 2015	LEISURE TRUST	CAMPBELTOWN MUSEUM	Create dedicated entrance to museum	27						27					Yes - failure to address detrimental to the Council's reputation	Yes - cost would increase due to trade index inflation
N	LEISURE TRUST	DUNOON COMMUNITY EDUCATION CENTRE	Toilet extention upgrade		40					40				Yes - faliure to address will result in building closure	Yes - failure to address detrimental to the Council's reputation	Yes - cost would increase due to trade index inflation
N	LEISURE TRUST	DUNOON COMMUNITY EDUCATION CENTRE	Window upgrade		50					50			Yes - failure to address could result in damage to the fabric of the building through water ingress	YES failure to address reflects on the community education environment	Yes - failure to address detrimental to the Council's reputation	Yes - failure to undertake this work will lead to increased energy costs
N	LEISURE TRUST	DUNOON COMMUNITY EDUCATION CENTRE	Heating controls upgrade			25	0			25				Yes - faliure to address will result in building closure	Yes - failure to address detrimental to the Council's reputation	Yes - cost would increase due to trade index inflation
N	LEISURE TRUST	RIVERSIDE	External refurb (Render and fence)		8					8				YES failure to address reflects on the community support environment	Yes - failure to address detrimental to the Council's reputation	Yes - cost would increase due to trade index inflation

Appendix 2 - Live Argyll - DRAFT CAPITAL PROGRAMME 2016 TO 2023																
		Original - last update JK/WL/BG October 2017										Risks				
Approved	HoS	Project Name	Project Description	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	Total	Future Years	Statutory/Regulatory	Health and Safety Etc	Service Delivery	Reputational	Future Financial Impact
Y/N				£000's	£000's	£000's	£000's	£000's	£000's	£000's						
N	LEISURE TRUST	CORRAN HALLS	Toilet upgrade		50					50				YES failure to address reflects on the leisure environment	Yes - failure to address detrimental to the Council's reputation	Yes - cost would increase due to trade index inflation
N	LEISURE TRUST	CORRAN HALLS	External upgrade			40				40				YES failure to address reflects on the leisure environment	Yes - failure to address detrimental to the Council's reputation	Yes - cost would increase due to trade index inflation
Y 2015	LEISURE TRUST	OBAN LIBRARY	Roof overhaul (gutters)	30						30			Yes - failure to address could result in damage to the fabric of the building through water ingress	Yes - failure to address external fabric of the building will lead to water ingress	Yes - failure to address detrimental to the Council's reputation	Yes - cost would increase due to trade index inflation
Y 2015	LEISURE TRUST	OBAN LIBRARY	Replacement boiler(s) & heating improvements	30						30				Yes - faliure to address will result in building closure	Yes - failure to address detrimental to the Council's reputation	Yes - cost would increase due to trade index inflation
N	LEISURE TRUST	OBAN LIBRARY	Asbestos removal		52					52		YES - to ensure compliance with building and operating standards	Yes - failure to address would result in H&S risk to all occupants and users.	Yes - failure to address would result potential closure of the building	Yes - failure to address detrimental to the Council's reputation	None as no delay proposed
N	LEISURE TRUST	OBAN LIBRARY	Internal refurb to kitchen and disabled toilet		18					18		YES - to ensure compliance with building and operating standards	Yes - failure to address would result in fabric failure	Yes - failure to address would result in showing the necessary due diligence	Yes - failure to address detrimental to the Council's reputation	None as no delay proposed
Y 2015	LEISURE TRUST	MOAT CENTRE, ROTHESAY	Re-wire Comm Educ areas (fire alarm ok; library re-wiring ok)	150						150		YES - Rewire to ensure compliance with current standards and fire regs	YES - Rewire to ensure compliance with current standards and fire regs	YES - Rewire to ensure compliance with current standards and fire regs	Yes - failure to address detrimental to the Council's reputation	None as no delay proposed
Y 2015	LEISURE TRUST	MOAT CENTRE, ROTHESAY	Re-roofing	100						100		Accelerate from Easter 2018/19 to Easter 2017/18 Budget to be confirmed.	YES Roof failure could result in school closure	YES Roof failure could result in school closure	Yes - failure to address detrimental to the Council's reputation	Yes - high risk of failure therefore increased cost to repair if roof fails
N	LEISURE TRUST	MOAT CENTRE, ROTHESAY	Internal upgrade			50				50				YES failure to address reflects on the community support environment	Yes - failure to address detrimental to the Council's reputation	Yes - cost would increase due to trade index inflation
N	LEISURE TRUST	MOAT CENTRE, ROTHESAY	External upgrade (Windows, plaster and fire doors)			62				62			YES - Fabric failure could result in facility closure	YES - Fabric failure could result in facility closure	Yes - failure to address detrimental to the Council's reputation	Yes - risk of failure therefore increased cost to repair if wind and water tightness is not addressed
Y	LEISURE TRUST	ROTHESAY LEISURE POOL	Re-roofing Phase 1	227						227		**Option 2 is the selected choice, however, the pool side channel works has still to be costed and added to the project figure. Further investigatory work has shown a shortfall of circa 212k**	YES - Roof failure could result in leisure pool closure	YES Roof failure could result in leisure pool closure	Yes - failure to address detrimental to the Council's reputation	Yes - high risk of failure therefore increased cost to repair if roof fails

Appendix 2 - Live Argyll - DRAFT CAPITAL PROGRAMME 2016 TO 2023																
		Original - last update JK/WL/BG October 2017										Risks				
Approved	HoS	Project Name	Project Description	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	Total	Future Years	Statutory/Regulatory	Health and Safety Etc	Service Delivery	Reputational	Future Financial Impact
Y/N				£000's	£000's	£000's	£000's	£000's	£000's	£000's						
N	LEISURE TRUST	ROTHESAY LEISURE POOL	Part window replacement			20				20			Yes - failure to address could result in damage to the fabric of the building through water ingress	YES failure to address reflects on the community education environment	Yes - failure to address detrimental to the Council's reputation	Yes - failure to undertake this work will lead to increased energy costs
N	LEISURE TRUST	ROTHESAY LEISURE POOL	Poolhall Lighting upgrade		15					15		YES - Pool hall needs to comply with lux guidance levels	YES - failure to address lighting issues could result in pool closure	YES - failure to address lighting issues could result in pool closure	Yes - failure to address detrimental to the Council's reputation	None as no delay proposed
N	LEISURE TRUST	ROTHESAY LEISURE POOL	Plantroom Upgrade		56					56		YES - to ensure compliance with building and operating standards	Yes - failure to address would result in plant failure and pool closure	Yes - failure to address would result in plant failure and pool closure	Yes - failure to address detrimental to the Council's reputation	None as no delay proposed
N	LEISURE TRUST	RAMSAY MEMORIAL HALL	Internal Upgrade		10					10				YES failure to address reflects on the community support environment	Yes - failure to address detrimental to the Council's reputation	Yes - cost would increase due to trade index inflation
N	LEISURE TRUST	HELENSBURGH LEISURE CENTRE	Install floating floor				250			250				Yes - failure to address will affect the Trust's ability to deliver a flexible service that can provide for a varying demographic	Yes - failure to address detrimental to the Council's reputation	Yes - cost would increase due to trade index inflation
N	LEISURE TRUST	LIVE ARGYLL	Equipment replacement				100	100	100	300				Yes - failure to address will affect the Trust's ability to deliver a quality service	Yes - failure to address detrimental to the Council's reputation	Yes - cost would increase due to trade index inflation and increased maintenance cost
Y (2017-18) N (2018-19)	LEISURE TRUST	Contingency	Contingency budgets							0						
				1,074	**922**	**672**	**410**	**100**	**100**	3,278	0					

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