

Development and Economic Growth (2020-2023)

The principal purpose of the Service is to:

Support our communities to realise their full potential by enhancing access to housing, supporting businesses, protecting the public and improving the economic, social and environmental wellbeing of the area. This is done by ensuring that new development and the monitoring of business activities takes place in a sustainable manner where economic opportunities are harnessed for all communities throughout Argyll and Bute.

The Service focus is on delivering critical economic infrastructure to connect to national and international markets, sustaining existing businesses, attracting new residents, visitors and investment, creating places where people want to live and improving people's skills for work.

The Service is leading on the delivery of the £50 million Rural Growth Deal. The aim of which is that the council and its partners will deliver success across Argyll and Bute, based on three key economic drivers:

- Attracting: additional skills, training and learning opportunities; new residents, visitors and businesses
- Growing: doing more of what works; making more of our natural and built resources
- Connecting: our high value business sectors with national and international business markets; our local economic successes with national strategic priorities

The Service employs 174 FTE

The Service faces the following significant challenges:

The need to attract sufficient external funding to Argyll and Bute to enable a regulatory system and fund economic based initiatives to help achieve sustainable economic growth and address our population challenges

Delivering a transformational Heads of Terms agreement for our £50m Rural Growth Deal that recognises key strategic priorities and the scale of external investment required.

Leaving the EU will bring an end to European structural funding programmes such as LEADER, ERDF and EMF. This will have an impact on what our staff do and have a negative impact on our communities if this is not replaced with UK Structural funds.

Ensuring we can improve our local skills and education offer to help train, retain and attract a skilled workforce to take advantage of our key economic opportunities and challenges.

There is a continuing difficulty with attracting external capital investment into Argyll and Bute for economic infrastructure and area regeneration as a result of a reduction of the Councils capital budget.

To work with local communities to help deliver their own economic future through the delivery of individual projects.

Attracting sufficient funding from the Scottish Government to deliver the Strategic Housing Investment Plan (SHIP) targets for affordable housing.

Across Planning and Regulatory Services, to ensure that service priorities for environmental health, animal health and welfare, and licensing standards are aligned with available resources and meet statutory duties.

Ensuring medium to longer term financial planning supports Council priorities in a sustainable manner – addressing potential shortfalls in planning fee income.

To meet the increased demands on the food export market in light of EU Exit.

To deliver our workforce planning strategy to ensure that we are able to meet our current and emerging statutory duties across Planning, Building Standards and Regulatory Services.

The difference the Service makes:

The Service contributes to the following Business Outcomes:

BO102	DEG102	We provide support, prevention and opportunities to help people make better lifestyle choices
BO103	DEG103	We enable a choice of suitable housing options
BO104	DEG104	Our communities are protected and supported
BO105	DEG105	Our natural and built environment is protected and respected
BO110	DEG110	We support businesses, employment and development opportunities
BO111	DEG111	We influence and engage with businesses and policy makers
BO112	DEG112	Argyll and Bute is promoted to everyone
BO113	DEG113	Our infrastructure is safe and fit for the future
BO116	DEG116	We engage and work with our customers, staff and partners

Development and Economic Growth (2020-2023): Success Measures

	SM Code	Success measures	Target	Timescale	Benchmark
BO102		We provide support, prevention and opportunities to help people make better lifestyle choices			
	DEG102_01	Protecting health of our people through the delivery of the formally approved Joint Health Protection Plan. (18-20 plan)	90%	FQ4 2020/21	No benchmark
	To monitor progress against the plan, to target our own and, multiagency work with partners, and to take corrective actions where appropriate.				

	SM Code	Success measures	Target	Timescale	Benchmark
BO103	We enable a choice of suitable housing options				
	DEG103_01	Number of new affordable homes completed per annum.	75	FQ4 Annually	Strategic Housing Investment Plan: 75 per annum
	We aim to have a good supply of affordable housing across the area. This will help keep people in the area and attract inward migration. This is a core requirement of the Local Housing Strategy and Strategic Housing Investment Plan (SHIP).				
	DEG103_02	The percentage of positive homeless prevention interventions (prevent 1).	50%	Quarterly	Local Housing Strategy: 50%
	We personalise preventative measures to help people access a housing option that meets their needs. This statutory measure recognises the importance to prevent homelessness.				
	DEG103_03	The number of empty properties brought back in to use per annum.	25 per annum	FQ4 Annually	Local Housing Strategy: 25 per annum
	We want to reduce homelessness, improve affordability and help prevent dereliction. We aim to do this by improving the housing supply.				

	SM Code	Success measures	Target	Timescale	Benchmark
BO104	Our communities are protected and supported				
	DEG104_01	Maintain the percentage of broadly compliant food businesses as a result of our enforcement interventions.	85%	Quarterly	National benchmark: 87%
	To protect the public we assess how compliant a food business is with recognised hygiene standards. 'Broadly' compliant is the middle compliant level.				
	DEG104_02	The percentage of public health service requests that are resolved within 20 working days.	80%	Quarterly	Previous year performance: 86%
	We work quickly to protect public health or nuisance conditions that impact on health and wellbeing. Any justified corrective action is taken quickly. This measure is also reported to the national performance network.				
	DEG104_03	Undertake an enforcement intervention programme to high risk premises in respect of environmental health, animal health and welfare and licensing standards.	95%	Quarterly	Internal benchmark: 95%
	High risk premises and activities with the area are proportionally targeted. If any issues are identified, then corrective action takes place.				

	SM Code	Success measures	Target	Timescale	Benchmark
BO105	Our natural and built environment is protected and respected				
	DEG105_01	Respond to Building warrant applications within 20 days.	80%	Quarterly	Previous quarter performance: FQ1 2019/20: 99.0%
	Providing a prompt service helps support the local economy. This national target allows us to benchmark our performance.				
	DEG105_02	Respond to Completion Certificate applications within 10 days.	80%	Quarterly	Previous quarter performance: FQ1 2019/20: 2.1 days
	Providing a prompt service helps support the local economy. This national target allows us to benchmark our performance.				
	DEG105_03	Retain our customer service excellence award status for Building Standards and Planning and Regulatory Services.	Awarded	Annually	No benchmark
	This demonstrates our customer-focused service delivery and is in line with the Council's objective.				

	SM Code	Success measures	Target	Timescale	Benchmark
BO110	We support businesses, employment and development opportunities				
	DEG110_01	Increase visitor numbers by working in partnership with the tourism industry.	1.5% on previous calendar year	FQ2 2020/21 FQ4 2020/21	STEAM (Science, Technology, Engineering and Mathematics): 2.799m visitors
	Tourism is a key sector for Argyll & Bute both in terms of securing and retaining a skilled workforce and with Argyll & Bute being a world-class destination. The Economic Strategy aims to increase visitor numbers by 15% by 2030.				
	DEG110_02	The 12 month survival rate of new small and medium sized businesses.	77%	Quarterly	2018/19: 85%
	We support new small and medium sized business start-ups during the difficult first 12 months by offering free, impartial and confidential advice. This is a key driver to growing our economy.				
	DEG110_03	The number of new business start-ups supported.	100 per annum	FQ4 2020/21	2018/19: 116
	Topical or legislative workshops and/or advisory support is offered to new business start-ups. The advice given is free, impartial and confidential. This is a key driver to growing our economy.				
	DEG110_04	Complete the LEADER programme and produce an evaluation report.	Complete	Quarterly FQ3 2020/21	No benchmark
	Once the LEADER programme is completed an evaluation report highlighting the benefits of the programme will be produced.				
	DEG110_05	The above national average level of planning application approval rates is maintained.	Above 95%	Quarterly	2018/19 Scottish National Average: 93.7%
	We commit resource at an early stage in the planning process to improve/negotiate any substandard submissions. The high approval rate indicates the Council's commitment to delivery positive outcomes.				
	DEG110_06	The time it takes to determine 'local' planning applications is no longer than 10% above the National Average.	10 weeks	Quarterly	2018/19 Scottish National Average: 9 weeks
	This indicates the efficiency of the Council's planning process. Prompt planning application decisions is a driver to support and help grow the local economy.				

SM Code	Success measures	Target	Timescale	Benchmark
DEG110_07	Increase the proportion of planning applications that are right first time.	2020/21: 40% 2021/22: 50% 2022/23: 60%	Annually	Large Rural Authorities (PPF publications): TBC

The number of planning applications that are submitted right first time will reduce both applicant and Council costs. This in turn will support and help grow the local economy.

DEG110_08	Maintain a Local Development Plan that is less than 5 years old.	On track	Quarterly	No benchmark
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An up to date LDP is essential to ensure that the appropriate supply of land for homes and economic development is in the right areas. Correct future development is crucial for underpinning investment and funding activity. It is also a key indicator of planning performance.

	SM Code	Success measures	Target	Timescale	Benchmark
BO111	We influence and engage with businesses and policy makers				
	DEG111_01	An enforcement intervention is performed in a consistent and fair manner with businesses fully supported throughout.	80% measured by customer survey responses	FQ2 2020/21 FQ4 2020/21	Previous year survey results: TBC
This is a requirement of the Scottish Governments Regulators Strategic Code. We seek feedback from our customers on a range of issues including fairness and officer behaviours. This is also essential evidence for the Customer Services Excellence award.					

	SM Code	Success measures	Target	Timescale	Benchmark
BO112	Argyll and Bute is promoted to everyone				
	DEG112_01	Deliver the Dunoon CARS (Conservation Area Regeneration Scheme) project.	60% delivery complete £s TBC	Quarterly	No benchmark
		Percentage of project delivery to date Total spend to date			
	This strategic development project is delivery Stronger Places. It focuses on delivering physical improvements and creating an outstanding built environment and a sense of place.				
	DEG112_02	Deliver the Rothesay TH (Townscape Heritage) project.	60% delivery complete £s TBC	Quarterly	No benchmark
		Percentage of project delivery to date Total spend to date			
	This strategic development project is delivery Stronger Places. It focuses on delivering physical improvements and creating an outstanding built environment and a sense of place.				
	DEG112_03	Deliver the Tarbert and Lochgilphead Regeneration Fund project.	70% delivery complete £s TBC	Quarterly	No benchmark
		Percentage of project delivery to date Total spend to date			
	This strategic development project is delivery Stronger Places. It focuses on delivering physical improvements and creating an outstanding built environment and a sense of place.				
	DEG112_04	Deliver the Lochgilphead CARS (Conservation Area Regeneration Scheme) project.	10% delivery complete £s TBC	Quarterly	No benchmark
		Percentage of project delivery to date Spend to date			
	This strategic development project is delivery Stronger Places. It focuses on delivering physical improvements and creating an outstanding built environment and a sense of place.				

	SM Code	Success measures	Target	Timescale	Benchmark
BO113	Our infrastructure is safe and fit for the future				
	DEG113_01	Maintain the total number of landings at Oban airport per annum.	1,817	Quarterly	Previous year performance: 1,817
A viable airport is vital for services to our islands as well as supporting our economic and tourist sectors and providing employment opportunities.					

	SM Code	Success measures	Target	Timescale	Benchmark
BO116	We engage and work with our customers, staff and partners				
	DEG116_01	Market the Building Standards service commercially to become self-funding and to assist with budget reconciliation.	£100k annually profiled quarterly	Quarterly	No benchmark
	Additional income stream assisting BS to become self funding. Also assists with junior staff development.				

Development and Economic Growth (2020-2023): Service Improvements

SI Code	Improvement Action	Completion date	Source of improvement	Source detail
BO104	Our communities are protected and supported			
DEG104_01i	To complete the Food Control Improvement Plan and the Action Plan developed following the external audit by Food Standards Scotland (FSS).	FQ1 2020/21	Audit or inspection key recommendation	Food Control Improvement Plan agreed by Committee in September 2016 and FSS audit report.

SI Code	Improvement Action	Completion date	Source of improvement	Source detail
BO105	Our natural and built environment is protected and respected			
DEG105_01i	Replace CIVICA with the Idox document management system.	FQ4 2020/21	Employee suggestion	This improvement seeks to ensure a faster and more customer focused on site service delivery.

SI Code	Improvement Action	Completion date	Source of improvement	Source detail
BO115	We are efficient and cost effective			
DEG115_01i	Develop a project evaluation procedure to capture our lessons learned and use the knowledge to help inform future projects and service delivery and investment opportunities.	FQ4 2020/21	Other	Economic profiles and committee papers.
DEG115_02i	Fully digitalise all document and evidence exchanges for LDP2 Examination in Public.	FQ4 2020/21	Employee suggestion	Previous successful partial digital transfer at the previous Examination and encouragement by the Scottish Government.
DEG115_03i	Review current performance measures and identify appropriate outcomes with targets across Regulatory Services.	FQ4 2020/21	Self-evaluation	Association of Public Services and Excellence Performance Network.

Roads and Infrastructure Services (2020-2023)

The principal purpose of the Service is to:

To manage and maintain Argyll and Bute's roads, bridges and marine infrastructure to enable the safe and convenient movement of people and goods across a geographically diverse area. This is supported by the efficient use of vehicles and plant equipment. The service also maintains the physical appearance of Argyll and Bute by managing open spaces, cemeteries, street cleaning, flood prevention, refuse collection and waste management in line with a changing landscape of legislation and local authority requirements. The service also provides home to school transport, ferry services and also support a number of public transport routes.

The Service employs 548 FTE

The Service faces the following significant challenges:

Manage the increasing number of Traffic Regulation Orders (TROs) whilst developing an engagement strategy. TROs are vital to help keep our roads safe and open.

Argyll and Bute has 131 cemeteries and one crematorium. However, only 63 cemeteries can facilitate new burials, with 8 having less than 2 years of lair space for new burials before they are full. An informed decision will need to be taken on our duty to provide and manage the reducing available lair space.

Managing the large volume of correspondence received for the Roads and Infrastructure Service until the Operational Support HUB improvement is fully developed and implemented. Currently over 75% of all Council correspondence relates to the Roads and Infrastructure Service.

The Biodegradable Municipal Waste (BMW) Landfill Ban comes into force on 1 January 2021. Overlapping this is the current waste contract for part of the Council which expires in 2026. Due to our unique geography there will be additional pressures on our roads and ferries as well as additional cost pressures for waste disposal due to the introduction of the BMW Ban.

The existing ferry fleet which serves 4 routes may not be financially viable come the annual refit. This affects the Lismore directly. This service provision is not a statutory obligation for the Council, therefore discussions are ongoing to transfer the services to the Scottish Government.

During unplanned road closures, journey times can be significantly increased due to limited and lengthy diversion routes which impact on both the economic viability and attractiveness for tourism in Argyll and Bute.

Designing timetables for public transport services that provide connectivity across other modes of transport to enable convenient through travel for passengers.

The difference the Service makes:

The Service contributes to the following Business Outcomes:

BO101	RIS101	We ensure information and support is available for everyone
BO113	RIS113	Our infrastructure is safe and fit for the future
BO114	RIS114	Our communities are cleaner and greener
BO115	RIS115	We are efficient and cost effective

Roads and Infrastructure Services (2020-2023): Success Measures

	SM Code	Success measures	Target	Timescale	Benchmark
BO101	We ensure information and support is available for everyone				
	RIS101_01	Information regarding dates, delays and changes to road and bridge works is posted on our website.	100%	Quarterly	No benchmark
	This will improve the information available to our communities and Elected Members while resource is focused on providing a more effective front line service.				

	SM Code	Success measures	Target	Timescale	Benchmark
BO113	Our infrastructure is safe and fit for the future				
	RIS113_01	There are no 'avoidable' weight restrictions in place on our roads and bridges.	100%	Quarterly	No benchmark
	Weight restrictions can have a negative effect on the communities, businesses and tourism therefore no weight restrictions will be placed on roads if there is no alternative routes or if there is a local need for unrestricted vehicular access.				
	RIS113_02	The percentage of roads in need of maintenance as defined by the annual survey.	54.4%	Annually	RCI Red: 16.34% Amber: 38.08% Green: 45.58%
	A safe and reliable road network is a key requirement to ensure our communities, businesses and the tourist sector can thrive. The Road Condition Index (RCI) is a set of indicators used across the whole of Scotland for the local road network.				
	RIS113_03	The percentage of the top priority routes that receive winter weather treatment that are completed on time (Winter Maintenance operations).	99.87%	Quarterly	APSE Family Group Average: 99%
	To keep our road network safe and connected we strive to ensure that all top priority routes receive appropriate and timely winter weather treatment.				
	RIS113_04	The percentage of reported pot holes are repaired according to their severity.	75%	Quarterly	Previous year performance: TBC
	Robust pot hole repairs help keep our communities and roads safe. Insurance claims against the council are also kept to a minimum whereby reducing avoidable spend.				
	RIS113_05	The percentage of street lighting fault repairs are completed within 10 working days.	75%	Quarterly	2018/19 average: 52.75% 2019/20: TBC
	Robust street lighting repairs help keep our communities and roads safe.				
	RIS113_06	Complete the Local Flood Risk Management Plan.	On track	FQ4 2023-24	No benchmark
	We need to proactively protect our communities from the risk of flooding and the effects of climate change - leave climate change in?				

SM Code	Success measures	Target	Timescale	Benchmark
RIS113_07	Monitor, update and deliver the 10 Year Marine Asset Management Plan.	On track	FQ4 2023-24	No benchmark
To ensure that marine infrastructure is maintained and is safe and fit for the future. The plan is monitored a, updated and reported on to the Harbour Board twice yearly.				

	SM Code	Success measures	Target	Timescale	Benchmark
BO114	Our communities are cleaner and greener				
	RIS114_01	The percentage of waste that is recycled, composted or recovered.	45%	Quarterly	2017/18 actual 49.8% 2018/19 actual of 48.9%
	We aim to reduce the amount of material going to landfill. Managing the percentage of waste that is recycled, composted or recovered helps to better understand landfill trends and, where possible, apply interventions to increase diversions from landfill.				
	RIS114_02	The number of tonnes of waste sent to landfill.	21,500 tonnes	Quarterly	Previous year outturn: 21,382 tonnes
	The quarterly Biodegradable Municipal Waste (BMW) to landfill figure is measured by Scottish Environmental Protection Agency (SEPA) and is also a useful indicator of the volume of material going to landfill versus the volume of recycled material. The treatment of this material will need to change as part of the Council's Waste Strategy and Scottish Government's Biodegradable Municipal Waste (BMW) Landfill Ban.				
	RIS114_03	Percentage of street cleanliness.	73%	Quarterly	LEAMS (Keep Scotland Beautiful): 67%
	Measured by Keep Scotland Beautiful to ensure that our local environment in kept clean and tidy.				
	RIS114_04	Implement the required changes to comply with the new Biodegradable Municipal Waste (BMW) landfill ban in 2025.	On track	FQ4 2025-26	No benchmark
	This is new legislation aimed at reducing the volume of waste that goes into landfill. It comes into force on 1st January 2021 and has a 4-year transition period.				
	RIS114_05	Implementing the required changes to comply with the Deposit Return Scheme (DRS).	On track	FQ4 2021-22	No benchmark
	This is new legislation aimed at tackling climate change and reducing litter.				

	SM Code	Success measures	Target	Timescale	Benchmark
BO115	We are efficient and cost effective				
	RIS115_01	Percentage of bins collected on time.	96%	Quarterly	2019/20 (to date): 99%
<p>The percentage of bins collected on time is something which our communities tell us is important therefore this is a measure that is made to ensure that we have a high compliance rate.</p>					

Roads and Infrastructure Services (2020-2023): Service Improvements

SI Code	Improvement Action	Completion date	Source of improvement	Source detail
BO113	Our infrastructure is safe and fit for the future			
RIS113_01i	Develop a sustainable Cemeteries Programme to ensure there is sufficient numbers of lairs to meet demand.	FQ3 2020/21	Other	Urgent action is required to secure funding and increase lair availability to manage demand of available burial lairs.

SI Code	Improvement Action	Completion date	Source of improvement	Source detail
BO114	Our communities are cleaner and greener			
RIS114_01i	Implement the required changes to comply with the Biodegradable Municipal Waste(BMW) ban in 2025.	FQ4 2024/25	Other	Scottish Government guidance on Biodegradable Municipal Waste (BMW) Ban and Deposit Return Scheme.
RIS114_02i	Implement the required changes to adopt the government policy on the Deposit Return Scheme in 2021.	FQ4 2020/21	Other	

SI Code	Improvement Action	Completion date	Source of improvement	Source detail
BO115	We are efficient and cost effective			
RIS115_01i	Develop a fully costed programme to replace all fleet vehicles and plant equipment, reducing expenditure on repairs and maintenance costs and leading the council towards changes in legislation for electric vehicles in 2032.	FQ4 2032/33	Self-evaluation	There is a need to increase the number of electric vehicles as a percentage of our vehicle fleet.

SI Code	Improvement Action	Completion date	Source of improvement	Source detail
BO116	We engage and work with our customers, staff and partners			
RIS116_01i	Provide proactive communication to our internal and external customers regarding matters which affect their communities.	FQ4 2020/21	Other	Delivery of predetermined plan of proactive communication.
RIS116_02i	Ongoing development of the RIS Hub to continually improve the information that is available to internal and external customers. By March 2021, the majority of works programmes together with information and performance data which will be available to assist operational teams and inform our stakeholders and communities.	FQ4 2020/21	Self-evaluation	Improved working and efficiency across the Operational Teams who will become reliant on the Hub for programming and planning information.
RIS116_03i	Review of Traffic Regulation Order (TRO) process and associated community engagement.	FQ4 2021/22	Self-evaluation	Review of current Traffic Regulation Order process