



**SCOTTISH BORDERS COUNCIL
TO BE HELD ON THURSDAY, 28
MARCH, 2024**

Please find attached the Report and Appendices in respect of Item No. 12 on the agenda for the above meeting.

12.	SBC/Live Borders Transformational Change Programme (Pages 3 - 46) Consider report by Director Resilient Communities. (Copy attached.)	10 mins
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LIVE BORDERS – JOINT TRANSFORMATIONAL CHANGE PROGRAMME PROGRESS UPDATE

Report by Director – Resilient Communities

Scottish Borders Council

28 March 2024

1. PURPOSE AND SUMMARY

- 1.1. This report sets out progress made in delivering the Joint Transformational Change Programme, adopted by Council on 23 November 2023, to deliver high quality sport, leisure and cultural services, now and into the future, through a high performing and financially sustainable partnership with Live Borders. It recommends that the Council provides a further £600k of funding for 2024/25 to enable Live Borders to become a real Living Wage employer from 1 April 2024 in alignment with the Council.**
- 1.2. This is the first progress report since the Joint Transformational Change Programme was approved in November 2023, and commenced in January 2024.
- 1.3. The current areas of work within the programme are set out in Appendix 2 and Appendix 3. Appendix 2 includes a brief description of the objective of each project (as approved at November Council); whilst Appendix 3 gives a snapshot of progress and the indicative timeline of the programme. Each project has a start and end date with a Red, Amber or Green status. Section 4 of this report sets out key highlights since the programme commenced in January 2024, with nine projects expected to largely complete by the end of March 2024.
- 1.4. A monthly financial checkpoint has been incorporated into the programme to review its financial health, monitor alignment to delivering its vision and facilitate early intervention from the Executive Board as appropriate.
- 1.5. As the transformation work progresses, Live Borders continues to face significant financial pressures. The Council, in setting its budget for 2024/25, has provided an additional one-off £1m financial support,

increasing the management fee to take account of the continuing high energy costs. A further request for support in 2024/25 has now been received and the report proposes that a further £600k is provided to enable Live Borders to pay its employees both the real Living Wage (£12 per hour) from 1 April 2024 as well as an assumed 3% pay increase for all other staff groups. As well as being important to help retain employees, this is seen as a critical mandatory requirement of the Scottish Governments Fair Work First Policy, which is aimed at driving high quality and fair work across the labour market in Scotland. The Scottish Government have confirmed that all of its grant programmes will require to comply with the Fair Work First conditions from April 2024.

- 1.6. Given the continuing significant financial challenges, it is imperative that areas of the programme which are most likely to deliver financial benefits are taken forward at pace. Due to resource constraints, including around the necessary expertise and knowledge, this may mean some projects which are only aiming to deliver low or no financial savings are de-prioritised. Recognising the level of work required continues to be significant, this report acknowledges that appropriate resource and additional financial support will be required to support the transformational change programme. In particular, the project to conduct a detailed options appraisal and develop future sustainable service delivery options in collaboration with our communities and key stakeholders (P7) is being prioritised. This links to other areas of the programme and parallel pieces of work, including the Estates Optimisation and Rationalisation Strategy also being presented to Council on 28 March 2024.
- 1.7. Council will be updated on progress being made with the transformational change programme on a regular basis via reporting at key points during the programme with the next update expected by the end of June 2024.

2 RECOMMENDATIONS

2.1 I recommend that the Committee:-

- a) Notes the Joint Transformational Change Programme Progress Report and the progress made;**
- b) Notes the work of the Joint Transformational Change Programme Executive Board and Joint Officer Group;**
- c) Approves the allocation of £600k from any underspends at year end in the first instance, and that any residual funding requirement to provide the balance of £600k will be met from Council Reserves to provide Live Borders the funding to enable them to pay its employees the real**

Living Wage from 1 April 2024 and an assumption of a 3% pay award for all other staff groups;

- d) Delegates authority to the Director of Finance & Procurement to provide a further letter of comfort to Live Borders' external auditors, confirming the Council's ongoing financial support for Live Borders to ensure they remain solvent and a going concern; and**
- e) Agrees that Council continues to be updated on the joint transformational change programme at key points, with the next update expected by the end of June 2024.**

3 BACKGROUND

- 3.1 In partnership, Scottish Borders Council and Live Borders are responsible for delivering a broad range of valued culture, sport and leisure and community services in towns and communities across the Scottish Borders, found in Appendix 1.
- 3.2 The Live Borders Trust arrangements were originally established in 2003 (with the formation of Borders Sports and Leisure Trust). The services delivered have been expanded over the years, including the addition of cultural and community services in 2016, community sports provision at a number of schools and the addition of the Great Tapestry of Scotland Visitor Centre in 2020.
- 3.3 In March 2023, in response to challenges and continuing financial pressures faced by Live Borders, Council
- provided Live Borders with additional financial support of £550k for the financial year 2022/23
 - removed the planned reduction in management fee for the financial year 2023/24, thus providing further support to the trust of £246k
 - agreed a Joint Strategic Review be commissioned with the aim of strengthening and improving both the partnership and service delivery arrangements to ensure that they are sustainable in the long term and meet the needs of Borders service users.
- 3.4 In November 2023, on conclusion of the Joint Strategic Review, Council agreed a Joint Transformational Change Programme; and agreed
- the consolidated set of recommendations, detailed in Column D "Recommendation to Council" in Appendix 2
 - to strengthen its strategic partnership with Live Borders, through revised governance arrangements, Service Provision Agreement and Performance Monitoring Framework
 - the existing Executive/Board Liaison Group be expanded with additional representatives from both organisations to oversee delivery of the joint transformational change programme, supported by the Joint Officers Group
 - that Council was further updated on the Joint Transformational Change Programme at key points, with the first update expected around the end of March 2024.
- 3.5 In December 2023, based on the financial pressures being forecast by Live Borders for 2023/24, Council approved an allocation of £1.5m from Council Reserves and a letter of comfort to Live Borders' external auditors, confirming the Council's ongoing financial support for Live Borders to ensure they remain solvent and a going concern. To date, £1m of this commitment has been provided to Live Borders during 2023/24. The remaining £0.5m will

be transferred to Live Borders to support its 2024/25 financial position.

- 3.6 In February 2024, Council agreed additional scoping works be undertaken on some of the Live Borders operated sporting facilities that were temporarily closed to complete planned electrical inspections.
- 3.7 On 29 February 2024, in setting its budget, Council agreed to increase the management fee provided to Live Borders for 2024/25 by £1m on a one-off basis to reflect the ongoing sustained pressures relating to energy costs.

4 PROGRESS

- 4.1 This report forms the first Joint Transformational Change Programme progress report setting out progress made across all thirty-four actions approved at November Council and detailed in the programme board, found in Appendix 3.
- 4.2 Reinforcing both organisations' commitment to its successful delivery and aim to reach a financially sustainable position, a financial checkpoint has been incorporated into the programme. Monthly meetings have commenced between SBC and Live Borders finance teams to review the financial health of the programme, identify whether progress is on target to realise the programme vision of financial sustainability and facilitate early intervention from the Executive Board when appropriate.
- 4.3 As evidenced within the programme board (Appendix 3), twenty-seven projects have commenced and are currently on track; two are on-hold; and five have not yet started.
- 4.4 Of the twenty-seven projects that have commenced, nine are scheduled to deliver their objectives largely by the end of March, when they will be presented to the Executive Board for approval.
- FW5 – SBC to deliver a community engagement support plan to further support communities who wish to consider community asset transfers
 - IG2 – Jointly deliver a review of pricing to better align SBC and Live Borders prices where appropriate
 - IG5 – Jointly deliver a proposal considering admission charges (visitors) for museums
 - IG6 – Live Borders to deliver fund raising targets and strategy
 - IG8 – Live Borders to deliver a review of their One Club scheme
 - OP1 – Live Borders to deliver a business plan and business continuity plan for 24/25
 - OP4 – Jointly deliver proposals for SBC Elected Members on Live Borders Board

- OP5 – Live Borders to deliver a skills audit of Live Borders Trustees and Senior Managers
- P1 - Jointly deliver proposals for maintenance and repairs models

4.5 Two projects are currently on-hold:

4.5.1 IG1 – Explore options around phasing of the Management Fee payments. Through joint discussions, both organisations have agreed to keep the current phasing in place and this project be kept under review.

4.5.2 IG7 - Deliver a proactive social prescribing programme through payment of a grant from the Healthier, Happier, Stronger fund. This fund has now closed, and a strategic cross-sector services forum has been setup to consider Wellbeing Activities across the Scottish Borders with Live Borders identified as a key stakeholder. The status of this project will be kept under review and should not prevent Live Borders pursuing other funding opportunities.

4.6 Particular areas to highlight from the Joint Transformational Change Programme within this reporting period include:

4.6.1 The early stages of development of a Borders-wide sports and physical activity strategy (FW2) initiated in collaboration with strategic partners with agreement to follow Public Health Scotland’s systems-based approach to physical activity - A framework for action at a national and local level to craft the strategy.

4.6.2 Initial discussions have commenced with some key strategic stakeholders to aid the development of a Borders-wide culture and arts strategy (FW3).

4.6.3 Live Borders colleagues based at their HQ in Melrose Road, Galashiels will relocate to the Council’s Newtown St Boswells offices (OP8) from 25 March 2024. This is a positive step as we move forward together with our Joint Transformational Change Programme and will increase usage of our office space and also enable Live Borders to lease their offices and generate income which will help support their financial position.

4.6.4 Conducting condition surveys (P2) across SBC owned and Live Borders operated estate has commenced following the same approach taken across the whole SBC estate, and applying lessons learned.

4.6.4.1 Condition surveys are being resourced in-house with structural surveys commissioned by exception

only (from information gathered through the condition survey) using external contractors.

4.6.4.2 Data has been incorporated from the facility suitability assessments completed by external consultants Alan Jones during the joint strategic review undertaken last summer.

4.6.4.3 To date this project has completed physical surveys for approximately 18% of the Live Borders operated estate with an ambitious deadline estimated to largely complete by the end May 2024 (brought forward from the original completion date of end December 2024, and subject to the receipt of operational data from Live Borders). Priority has been given to the sporting estate.

4.6.5 Successfully delivering a detailed options appraisal (P7) to develop future sustainable service delivery options in collaboration with our communities and key stakeholders is critical to achieving the Joint Transformational Change Programme vision. This project has been prioritised and data gathering has commenced. Other areas of the programme (including (P2) condition surveys) will support this work as it progresses, and this project will remain aligned to the Estates Optimisation and Rationalisation Strategy also being presented to Council on 28 March 2024.

4.7 Work is continuing, via the Joint Officers Group and the Executive Board relating to the Great Tapestry of Scotland and any further recommendations will be incorporated into the transformational change programme and the revised Service Provision Agreement.

5 FURTHER REQUEST FOR FINANCIAL SUPPORT

5.1 Following Council setting its budget, Live Borders Board Finance Committee met on 11 March 2024 to consider its budget for 2024/25. A further request for financial assistance, under the terms of the Service Provision Agreement, has now been received. This is in addition to the £1m one-off increase in the management fee that Council has agreed for 2024/25.

5.2 The request is for £600k and is directly related to the increased costs of the national real Living Wage which from April 2024 is £12 per hour and an assumption of a 3% pay award for all other staff groups. Live Borders currently employ 265 full time equivalent members of staff and although they are not currently an accredited Living Wage employer they have paid their staff the national Living Wage since 2019, which is currently £10.42 per hour. From 1 April 2024 Live Borders is looking to move to the real Living Wage in line with the Scottish Government's policy Fair Work First. This would

also ensure alignment with the Council and Live Borders has confirmed in its request for further financial support from the Council that it is committed to becoming accredited and meeting all the requirements of the Fair Work First Policy.

5.3 Fair Work First is aimed at driving high quality and fair work across the labour market in Scotland and the Scottish Government has confirmed that all of its grant programmes will require grant recipients to comply with the Fair Work First conditions from April 2024. This includes the agencies of Scottish Government such as Sports Scotland. The mandatory elements are:

- payment of the real Living Wage to all employees, including all apprenticeships (this includes trainee psychologists within local authorities)
- providing appropriate channels for effective voice, such as trade union recognition.

Other elements (not yet mandatory but to be encouraged) are:

- investment in workforce development
- no inappropriate use of zero hours contracts
- action to tackle the gender pay gap and create a more diverse and inclusive workplace
- offer flexible and family friendly working practices for all workers from day one of employment
- oppose the use of fire and rehire practice.

5.4 The real Living Wage in addition to a fair pay increase for their employees is an important principle for Live Borders and is essential to attracting and retaining good people to deliver high quality services. There is currently a high turnover of staff, a high number of vacancies and the recruitment environment is highly competitive which is having an impact on service delivery. In paying the real Living Wage and providing a pay increase of 3% to the other staff groups, it is hoped that retention rates improve as well as morale. It is also critical that Live Borders continue to be able to access, and significantly increase, grant income.

5.5 It is proposed going forward that as part of our partnership agreement, and the setting of the management fee, that in terms of budgeting for pay increases that there is a consistent position for both Live Borders and the Council.

5.6 Across Scotland, a significant number of leisure trusts operated as arms length organisations, with the support of the appropriate local authority, are paying, or planning to pay, the real Living Wage and Edinburgh Leisure, with the support of City of Edinburgh Council will be paying the real Living Wage from 1 April 2024.

- 5.7 Council officers have met with both the Chair and Interim Chief Executive of Live Borders to discuss their request and review the budget projections for 2024/25. Whilst there is confidence, based now on robust financial reporting, with the proposed budget there remains significant financial challenges and as expected a minimum level of reserves in place going into the new financial year. As a result, there has been a further request for a letter of comfort from the Council to be provided to Live Borders' external auditors.
- 5.8 Live Borders have a cost reduction and savings plan in place which aims to mitigate ongoing cost pressures wherever possible. This includes vacancy management including a move from their Melrose Road Headquarters in Galashiels to the Council's HQ building (due to complete by 25th March). Live Borders is driving increased levels of income. However, due to the depletion of reserves throughout 2023/24 there is less resilience to meet any unplanned financial pressures which may occur and given the agreed condition survey work across the property estate this is a particular risk.
- 5.9 The Joint Officer Group will closely monitor the financial position on a monthly basis and agree any further action as required.
- 5.10 The following table provides a summary of the management fee that has been provided to Live Borders over the last five years.

	2019/20	2021/22	2022/23	2023/24	2024/25	Comments
	£'000	£'000	£'000	£'000	£'000	
Live Borders Management Fee	5,378	5,033	4,300	4,803	4,803	
Additional Financial Support			1,516	1,000	1,000	24/25 agreed as part of budget
Final draw down of £1.5m					500	£1.5m split between 23/24 & 24/25
Funding for LB pay award					600	Allows payment of Real Living Wage
	5,378	5,033	5,816	5,803	6,903	

Notes:

- the management fee was reduced as approved as part of the Council budget over 2019/20 to 2022/23.
- the management fee has been maintained in 2023/24 and 2024/25
- additional one-off financial support has been provided to Live Borders in 2022/23, 2023/24 and 2024/25

6 NEXT STEPS

- 6.1 Acknowledging that the status quo in terms of service, facilities and funding remains unsustainable, the Joint Transformational Change Programme continues to be progressed at pace to ensure that our sport, leisure and cultural services and facilities can be improved. This in turn ensures the health and wellbeing of our residents is supported and services are delivered on a sustainable footing for the next decade and beyond.
- 6.2 Whilst the level of work identified within the programme continues to be significant, priority will be given to those projects within the

programme that are likely to deliver the most significant financial benefits and/or impact for Live Borders.

- 6.3 For this reason, supported by the good progress being made by the SBC Estates team conducting condition surveys across the Live Borders operated facilities, project P7 to conduct a detailed options appraisal and develop future sustainable services in collaboration with our communities and key stakeholders remains our priority deliverable across the programme.
- 6.4 Appropriate financial support will continue to be required from Council during the transition period to move from the current Service Provision Agreement to a new sustainable position. It is essential that officers from both organisations continue to work closely together through the Joint Officers Group to ensure that all possible actions continue to be taken to mitigate financial pressures and that appropriate transition plans are in place running in parallel to the programme of work currently being delivered.
- 6.5 Recognising that many of the challenges and opportunities are not unique, with scope to learn from other trusts, local authorities and best practice; and given the importance of these services to our communities, and the need to sustain their future, research is continuing to incorporate learning from elsewhere into each of the projects within the programme.
- 6.6 Throughout the Joint Transformational Change Programme every opportunity will continue to be taken to align with the Scottish Borders Council's Digital Strategy (approved in February 2021) that set out a vision for the Council to become the UK's first smart connected rural region, supporting better outcomes for everyone who lives and works in the Borders.
- 6.7 The Executive Board will continue to meet monthly with representatives from both organisations and continue to oversee the delivery of the Joint Transformational Change Programme, supported by the Joint Officers Group.
- 6.8 Further updates on progress of the Joint Transformational Change Programme will be brought back to Council at key points during the programme, with the next update expected by the end of June 2024.

7 IMPLICATIONS

7.1 Financial

The Council approved further financial support of up to £1.5m to Live Borders in 2023/24. £1m of this allocation has been transferred to Live Borders in the current financial year with the remaining £0.5m being transferred to Live Borders to support their

financial position during 2024/25. The Council, in setting its budget, for 2024/25 has provided an additional one-off £1m financial support, increasing the management fee to take account of the continuing high energy costs. A further request for support in 2024/25 has now been received and this report proposes that a further £600k is provided to enable Live Borders to pay its employees the real Living Wage (£12 per hour) and pay 3% pay award to all other staff groups from 1 April 2024. The totality of the additional one-off financial support from the Council in 2024/25 will therefore be £2.1m. The outcome of the Joint Transformational Change Programme will inform future permanent management fee levels along with actions required to contain Live Borders costs within an affordable level from 2025/26.

It is proposed that the £600k is allocated from any underspends at year end in the first instance before applying any remaining balance from Council reserves.

7.2 Risk and Mitigations

- 7.2.1 Without continuing to deliver the Joint Transformational Change Programme there is a risk that the current provision of services will need to be immediately reduced, and Live Borders will require a much higher degree of financial support.
- 7.2.2 Live Borders' current service delivery model is not sustainable, if we do not continue to progress the Joint Transformational Change Programme, it will not be able to continue to operate in its current form.
- 7.2.3 The Council makes significant investments in properties across all localities in the Borders, either through the creation of new assets such as the Learning Estate or through the Property Maintenance Fund which ensure that our assets are maintained in a safe and functioning condition. However, the sheer size of our estate means that this investment is spread too thinly and is not currently enough to sustain the estate and ensure that it remains fit for purpose. There is a risk that with the financial constraints and a growing maintenance backlog that, if we do not continue to progress the Joint Transformational Change Programme, we will be unable to continue to maintain our properties and that buildings will close by default or there will be an impact upon other services due to budget constraints.
- 7.2.4 Risk Management is an iterative process and therefore risks (threats and opportunities) associated with those services provided by Live Borders on behalf of the Council will continue to be considered in line with the Council's risk management framework. This will evolve in line with the

Joint Transformational Change Programme and any changes arising from the update of the Service Provision Agreement.

7.3 Integrated Impact Assessment

7.3.1 An Integrated Impact Assessment (IIA) has been initiated and will continue to be updated throughout the development of the Joint Transformational Change Programme.

7.3.2 The IIA will be revisited and further expanded throughout the development and implementation of the programme.

7.4 Sustainable Development Goals

7.4.1 The Joint Transformational Change Programme includes measures to enable the Trust to improve its carbon footprint supporting UN SD Goal 7 (Ensure access to affordable, reliable, sustainable and modern energy for all). This includes work to undertake energy efficiency surveys of facilities to identify actions to reduce consumption and costs as well as opportunities to reduce the overall property footprint of the joint estate.

7.4.2 The development of our Sport and Physical Education Strategy; Cultural and Arts Strategy and progressing a proactive social prescribing programme of activities support UN SD Goal 3 (Ensure healthy lives and promote wellbeing for all ages).

7.5 Climate Change

The Joint Transformational Change Programme will help minimise energy use across the joint estate and assist the Borders to reduce its carbon footprint. Further work with the two other leisure trusts to de-carbonise their operations through reduced energy usage will provide further benefits.

7.6 Rural Proofing

These recommendations will have a positive effect on Borders communities and ensure high quality culture, leisure and recreation services for the future.

7.7 Data Protection Impact Statement

There are no personal data implications arising from the proposals contained in this report.

7.8 **Changes to Scheme of Administration or Scheme of Delegation**

No changes are required to either the Scheme of Administration or Scheme of Delegation as a result of the proposals in this report.

8 **Consultation**

- 8.1 The Director of Finance and Procurement, the Director of Corporate Governance, the Chief Officer Audit and Risk, the Director (People Performance & Change), the Clerk to the Council and Corporate Communications are being consulted and Council will be updated on any further comments received at the meeting.

Approved by

Jenni Craig

Director Resilient Communities

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Background Papers:

21 February 2024, Live Borders – Planned Temporary Closures of Facilities
14 December 2023, Live Borders Financial Support
23 November 2023, Live Borders – Joint Strategic Review of Sport, Leisure and Cultural Services and Facilities Report
30 March 2023, Live Borders – Financial Support and Joint Strategic Review Proposal
17 June 2021, Proposed Service Redesign Opportunities for Engagement

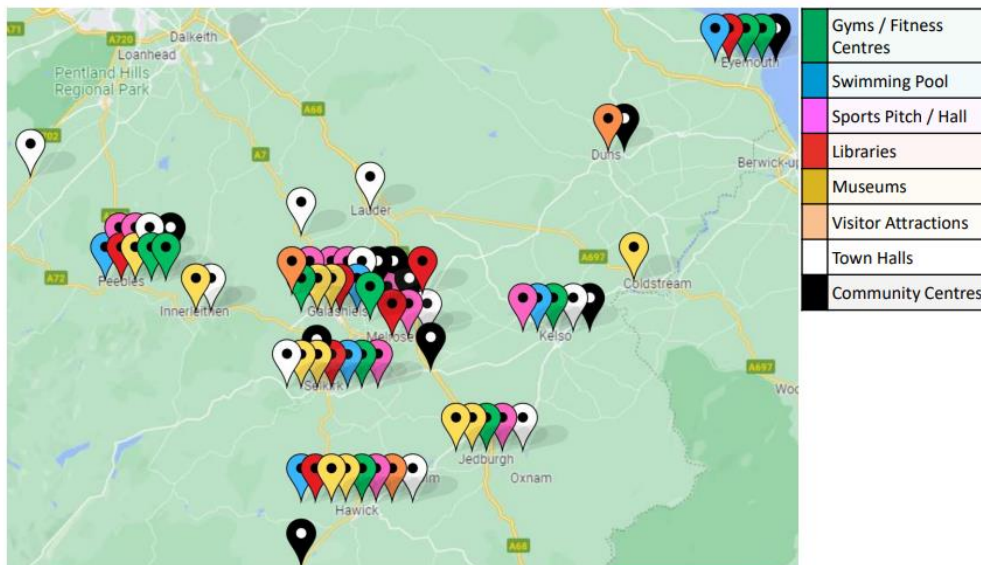
Previous Minute Reference: Nil

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Appendix 1: Live Borders Service Areas & Locations



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Appendix 2: Response to Consultants Recommendations

Identifier	AJA Recommendation	Response to AJA Recommendation	Recommendation to Council	Priority	Resourcing	Links to	23/24 Q4	2024 Q1	2024 Q2	2024 Q3	24/25 Q4	2025
IG1-INCOME GENERATION 1	The Council transfers to Live Borders the full management fee at the start of each financial year.	Do not agree Propose to reject this recommendation due to the fact that the Council receives its funding on a monthly basis meaning this approach would have an impact on the Council's cash flow position. Officers propose instead to explore other options around the phasing of management fee payments over the financial year which may be beneficial to Live Borders.	Agree to explore other options around the phasing of management fee payments over the financial year which may be beneficial to Live Borders.	HIGH	SBC							
IG2-INCOME GENERATION 2	The price for sports and leisure activities is reviewed, with a view to increasing the average income per visit by 10%.	Amend Propose to amend this recommendation by widening the scope. This recommendation is narrow and prescriptive; instead it would be helpful to see a widening of the scope to a Pricing Review across all services. Being mindful that our communities are at the heart of what we do and we play a unique role in promoting wellbeing, active, healthy communities. Progress work already commenced to align SBC and Live Borders pricing strategies.	Agree to conduct a review of pricing across all services delivered by Live Borders and associated SBC pricing to align pricing and increase external income opportunities for the Trust to support future financial sustainability.	CRITICAL	SBC & Live Borders	Operational 1 - Business Plan						
IG3-INCOME GENERATION 3	The café facilities currently operated in-house at Teviotdale Leisure Centre are considered for a franchise arrangement with a third party in return for an annual rental fee.	Amend Propose to amend this recommendation by widening the scope. This recommendation is narrow and specific; instead we propose widening the scope to a review of ancillary offerings across all facilities run by Live Borders which will help to inform the Business plan identified in Operational 1.	Agree Live Borders review all ancillary offerings, including retail, catering/hospitality etc across all relevant facilities with a view to increasing external income opportunities which support future financial sustainability.	HIGH	Live Borders	Operational 1 - Business Plan						

Appendix 2: Response to Consultants Recommendations

Identifier	AJA Recommendation	Response to AJA Recommendation	Recommendation to Council	Priority	Resourcing	Links to	23/24 Q4	2024 Q1	2024 Q2	2024 Q3	24/25 Q4	2025
IG4-INCOME GENERATION 4	Where space allows, third party services such as sports clinics, physiotherapy and other treatment providers are offered rental agreements to provide income and enhance the breadth of services offered within Live Borders sports, leisure, and community facilities.	Agree Propose to proceed with this recommendation. This is a key recommendation for Live Borders to progress and support future financial sustainability. A systematic review of the services which are currently offered is expected with consideration of the optimum mix going forward. This recommendation has strong links to the Business Plan in Operational 1 and in creating an organisation-wide focus on commercial revenue growth opportunities and future income generation detailed in Operational 9.	Agree third party services such as sports clinics, physiotherapy and other treatment providers are offered rental agreements to provide income and enhance the breadth of services offered within Live Borders sports, leisure, and community facilities, where space allows.	MEDIUM	Live Borders	Operational 1 - Business Plan Operational 9 -						
IG5-INCOME GENERATION 5	That Live Borders and the Council consider the introduction of an admission charge for all museums for visitors who do not live in the Scottish Borders Council catchment area.	Agree Propose to proceed with this recommendation. Although this recommendation has strong links to both Further Work 4 - strategic review of museums and Further Work 3 - Cultural & Arts Strategy, it is recommended to proceed with this recommendation as a separate workstream and in a timely manner by end of Q4 2023/24. Could consider seeking external input.	Agree to consider the introduction of an admission charge for all museums for visitors who do not live in the Scottish Borders Council area.	HIGH	SBC & Live Borders	Further Work 3 - Cultural and Arts Strategy Further Work 4 - Strategic review of museums						
IG6-INCOME GENERATION 6	Live Borders set a target figure for bringing in external grant aid and consider appointing a fund raiser on a commission only basis as part of an overall strategy for accessing grant aid funding.	Amend Propose to amend this recommendation and implement as a priority. One of the main drivers for the creation of an arms-length organisation with charitable status was to have greater flexibility and access to external funding and investment opportunities not available to SBC. It is imperative that a target figure is set with some urgency. The development of a fund raising strategy is pivotal and should be developed to provide a professional focus. This should be resourced accordingly.	Agree to set a target figure for bringing in external grant aid and consider appointing a professional fundraiser on a commission only basis (or resourced accordingly) as part of an overall strategy for accessing grant aid funding. A fund raising strategy should also be evidenced.	CRITICAL	Live Borders	Operational 1 - Business Plan						

Appendix 2: Response to Consultants Recommendations

Identifier	AJA Recommendation	Response to AJA Recommendation	Recommendation to Council	Priority	Resourcing	Links to	23/24	2024	2024	2024	24/25	2025
							Q4	Q1	Q2	Q3	Q4	2025
IG7-INCOME GENERATION 7	Scottish Borders Council contracts with Live Borders to deliver a proactive social prescribing programme of activities across their facilities network through payment of a grant from the Scottish Government's Healthier, Happier, Stronger Fund.	Agree Propose to proceed with this recommendation by revisiting the original business case submission by Live Borders and progress the recommendation to further support our communities. There are very significant opportunities to integrate sport and leisure services with health and place based outcomes.	Agree that Scottish Borders Council contracts with Live Borders to deliver a proactive social prescribing programme of activities across their facilities network through payment of a grant from the Healthier, Happier, Stronger Fund which has been funded by Scottish Government.	MEDIUM	SBC & Live Borders							
IG8-INCOME GENERATION 8	A full review of the One Club scheme is undertaken, including a review of the quality of facilities, with a view to develop a more appropriate and attractive sports, leisure, and culture package.	Agree Propose to proceed with this recommendation and also propose Live Borders perhaps incorporate a review of Gyms and the impact of their commercial competition.	Agree that a full review of the One Club scheme is undertaken, including a review of the quality of facilities, with a view to develop a more appropriate and attractive sports, leisure, and culture package.	HIGH	Live Borders	Income Generation 9						
IG9-INCOME GENERATION 9	A Salary Sacrifice Scheme is considered providing employees of key businesses low cost or subsidised access to sports and leisure, and to any newly developed membership scheme such as that in recommendation 8.	Agree Propose to proceed with this recommendation. Income generation is essential to future financial sustainability and increasing membership is important for the health and well being of our communities. A Salary Sacrifice Scheme and other opportunities to deliver on these two outcomes are actions which should be prioritised in the Business Plan. Consideration needs to be given to existing schemes that are already in place within SBC.	Agree that a Salary Sacrifice Scheme is considered, providing employees of key businesses low cost or subsidised access to sports and leisure, and to any newly developed membership scheme such as that in recommendation (Income Generation) 8.	MEDIUM	Live Borders	Income Generation 8 - One Club Review						

Appendix 2: Response to Consultants Recommendations

Identifier	AJA Recommendation	Response to AJA Recommendation	Recommendation to Council	Priority	Resourcing	Links to	23/24	2024	2024	2024	24/25	2025
							Q4	Q1	Q2	Q3	Q4	2025
OP1-OPERATIONAL 1	Live Borders create a 10-year Business Plan and a Business Continuity Management Plan.	Amend It is proposed that Live Borders develop a 12 month business plan based on existing environmental conditions whilst progress through the 12 month transformational change programme is made. This can allow development of both Sport and Culture strategies to help inform a longer term business plan. It is proposed to align the Business Plan with the Council Plan. Development of the Business Plan should consider short, medium and long term outcomes, with a process in place to refresh annually.	Agree that Live Borders create a 12 month Business Plan and Business Continuity Plan whilst the transformational change programme is implemented and support the development of a longer term Business Plan and Business Continuity Plan in alignment with the Council Plan to ensure financial sustainability going forward.	CRITICAL	Live Borders		12 month Business Plan					
OP2-OPERATIONAL 2	Live Borders create and implement a robust Marketing and Communications Strategy and Implementation Plan to support the Business Plan.	Amend It is proposed that Live Borders develop a 12 month Marketing and Communications Strategy and Implementation Plan to support the Business Plan based on existing environmental conditions whilst progress through the 12 month transformational change programme is made. This will allow development of both Sport and Culture strategies to help inform longer term strategy and plans. Development of the Marketing and Communications strategy and implementation plan should consider short, medium and long term outcomes, with a process in place to refresh annually.	Agree that Live Borders create a 12 month Marketing and Communication Strategy and implementation Plan to support the Business Plan whilst the transformational change programme is implemented and support the development of a longer term strategy/plans in alignment with the Council Plan.	CRITICAL	Live Borders	Operational 1 - Business Plan	12 month Marketing & Comms Plan					
OP3-OPERATIONAL 3	That the current booking systems are reviewed and a single booking system is created that is easy to use and links to a revised and updated website and App.	Agree Propose to proceed with this recommendation. Live Borders has already secured expert help through SOSE and is currently progressing a review. Knowledge sharing opportunities with SBC can also be exploited. This recommendation links into a wider consideration of digital opportunities which could be considered and developed across the whole service offering.	Agree that the current booking systems are reviewed and a single booking system is created that is easy to use and links to a revised and updated website and App.	CRITICAL	SBC & Live Borders							

Appendix 2: Response to Consultants Recommendations

Identifier	AJA Recommendation	Response to AJA Recommendation	Recommendation to Council	Priority	Resourcing	Links to	23/24 Q4	2024 Q1	2024 Q2	2024 Q3	24/25 Q4	2025
OP4-OPERATIONAL 4	That the Council and Live Borders jointly consider whether Elected Members should continue to sit on the Live Borders Board.	Amend Propose to further strengthen this recommendation. It is recognised that there is work to be done to strengthen the current Board arrangements (in line with revised Governance arrangements).	Agree to review other Trust models/best practise with a view to strengthening the current Live Borders Board arrangements.	CRITICAL	SBC & Live Borders							
OP5-OPERATIONAL 5	That a skills audit of Live Borders trustees and Senior Managers is carried out to assess if there are any skill gaps in the Board and Management Team. Where skills gaps are identified, the appropriate recruitment and or training should be undertaken.	Agree Propose to proceed with this recommendation. It is important that this recommendation is progressed and should be further reflected within the new partnership agreement. Beyond this piece of work, some thought should also be given to wider consideration of skills and capacity across both organisations, linked to the development of both Sports and Culture strategies and associated action plans, and the review of governance arrangements.	Agree that a skills audit of Live Borders trustees and Senior Managers is carried out to assess if there are any skill gaps in the Board and Management Team. Where skills gaps are identified, the appropriate recruitment and or training should be undertaken.	CRITICAL	Live Borders							
OP6-OPERATIONAL 6	A process is set up by which staff are actively encouraged to bring forward ideas and innovations, and as a result feel an increased sense appreciation, and valued for their work. Underpinning this, a staff incentive scheme should be considered.	Agree Propose to proceed with this recommendation. This is an important area for Live Borders to explore and develop across the organisation and one which should be reflected within the new partnership agreement.	Agree a process is set up by which staff are actively encouraged to bring forward ideas and innovations, and as a result feel an increased sense of appreciation, and are valued for their work. Underpinning this, a staff incentive scheme should be considered.	HIGH	Live Borders							
OP7-OPERATIONAL 7	Live Borders continue to develop and implement a robust staff performance appraisal system in order support staff training opportunities, and effective succession planning.	Agree Propose to agree this recommendation. Both organisations agree this is fundamental to any high-performing organisation and is something that Live Borders will continue prioritising, developing and embedding.	Agree that Live Borders continues to develop and implement a robust staff performance appraisal system in order support staff training opportunities, and effective succession planning.	MEDIUM	Live Borders							

Appendix 2: Response to Consultants Recommendations

Identifier	AJA Recommendation	Response to AJA Recommendation	Recommendation to Council	Priority	Resourcing	Links to	23/24	2024	2024	2024	24/25	2025
							Q4	Q1	Q2	Q3	Q4	
OP8-OPERATIONAL 8	That an independent review of support service operations (payroll, IT, Human Resources etc) be carried out to assess if there are economies of scale for the Council and Live Borders.	Amend After positive discussions across both organisations, it is proposed to amend this recommendation by initially progressing together jointly, before considering an independent review. Due to the potential staff impacts this requires careful consideration and a fully scoped out proposal and appropriate engagement with staff groups at both organisations. In the meantime there is an opportunity to provide accommodation for office-based Live Borders staff at the Council offices at Newtown St Boswells. The detail of this requires further discussion between both parties.	Agree to conduct a joint comprehensive review of support service operations (such as payroll, IT, Human Resources, Finance) to investigate efficiencies. Also agree to progress discussions with a view to Live Borders staff moving into SBC accommodation as soon as is reasonably possible.	HIGH	SBC & Live Borders	Property 1- Maintenance & Repairs						
OP9-OPERATIONAL 9	A new post of Business Development Director is created for Live Borders to focus on commercial revenue growth opportunities and future income generation.	Amend After positive discussions across both organisations it is proposed to amend this recommendation and support further investigation with any gaps identified during the skills audit (Operational 5). If required, it will be supported by a robust business case. In the interim are supportive of an organisation-wide focus on commercial revenue growth opportunities (links with Operational 6 innovative ideas)	Agree Live Borders increases its focus on commercial revenue growth opportunities and future income generation and resources accordingly.	CRITICAL	Live Borders	Operational 5 - Skills audit Operational 6 - innovative ideas						
P1-PROPERTY 1	All repairs and maintenance responsibilities relating to council owned buildings, currently leased to Live Borders, reverts to Scottish Borders Council. This should be reflected in all future leases, and in the Service Provision Agreement.	Amend Propose to amend this recommendation. This is a critical component to get right and therefore requires in depth consideration, pulling in research from other councils and best practise. Should also link into Operational 8 - looking at shared services. Must also be clearly defined within the updated leases and Service Provision Agreement.	Agree to conduct a review of other Trust models/best practise and work with Live Borders to identify the optimum model which should be reflected in all future leases, and in the new Service Provision Agreement. Agree a joint temporary working arrangement is put in place.	CRITICAL	SBC & Live Borders	Property 4 - Leases Operational 8 - shared services						

Appendix 2: Response to Consultants Recommendations

Identifier	AJA Recommendation	Response to AJA Recommendation	Recommendation to Council	Priority	Resourcing	Links to	23/24 Q4	2024 Q1	2024 Q2	2024 Q3	24/25 Q4	2025
P2-PROPERTY 2	Full buildings condition and structural surveys are carried out on all buildings leased to Live Borders.	Agree This recommendation is crucial to progress as a priority to inform progress on many subsequent recommendations. Any health and safety matters identified through this piece of work or separately should be managed as priority through the temporary working arrangement as set out in the recommendation above.	Agree to commission independent Building Surveyors to conduct full buildings condition and structural surveys.	CRITICAL	External contractors	Property 1 - Repairs & Maintenance Property 7 - Options appraisal						
P3-PROPERTY 3	A full energy audit is carried out on all buildings leased to Live Borders and from this, a programme for investing in more effective and efficient green energy solutions can be developed.	Agree This recommendation is crucial to progress as a priority to inform progress on many subsequent recommendations. Buildings will be prioritised to optimise the work programme. It will also be important to manage expectations on what can be achieved across an ageing estate.	Agree to commission energy consultants to conduct full energy audits.	CRITICAL	External contractors	Property 1 - Repairs & Maintenance Property 7 - Options appraisal						
P4-PROPERTY 4	All existing leases should be reviewed in line with the recommendations above, and these should be for a period of 25 years, commencing 1st April 2024.	Agree Propose to progress this recommendation. It is important to understand existing leases as soon as is possible, with a view to updating once we have agreed the repairs and maintenance model.	Agree all existing leases should be reviewed in line with the recommendations above, and these should be for a period of 25 years, commencing 1st April 2024.	HIGH	SBC	Property 1 - Repairs & Maintenance						
P5-PROPERTY 5	When the current energy provider contracts expire in March 2024, that the responsibility for all future utilities and energy costs transfers to the Council. It is recognised that this will result in this cost being removed from the annual management fee.	Do not agree Propose to reject this recommendation. Both SBC and Live Borders use the Scottish Government's Frameworks for utilities and benefit from the same energy contracts. And propose an amended recommendation to closer align both organisations through their respective financial planning processes to ensure the use of the same budget assumptions for energy costs.	Agree to closer align Scottish Borders Council and Live Borders financial planning processes and use the same budget assumptions for energy costs.	HIGH	SBC	Property 3 - Energy Audits						

Appendix 2: Response to Consultants Recommendations

Identifier	AJA Recommendation	Response to AJA Recommendation	Recommendation to Council	Priority	Resourcing	Links to	23/24	2024	2024	2024	24/25	2025
							Q4	Q1	Q2	Q3	Q4	2025
P6-PROPERTY 6	The future responsibility for all Community Centres reverts to the Council pending further work to support community ownership options.	Amend Propose to amend this recommendation. Community Centres equate to approximately £150,000 Non Domestic Rates per annum. A financially sound decision is for Community Centres to remain with Live Borders whilst the organisations work collaboratively with communities to understand and support what they would like to achieve, including supporting community ownership options through the Placemaking framework where appropriate.	Agree Live Borders retain responsibility for Community Centres whilst both SBC and Live Borders engage positively and work collaboratively with communities and management committees, including as part of the Placemaking programme and Local Place Plans, to consider options which supports the community in the long term. This may include community ownership.	HIGH	SBC & Live Borders	Property 7 - Options appraisal						
P7-PROPERTY 7	A further detailed options appraisal and associated consultation is undertaken on the future of buildings identified as meeting the following criteria: a. High repair and maintenance cost b. Decreasing user numbers c. Increasing running costs d. Potential to relocate or co-locate services locally (e.g., school estate, consolidation etc.)	Agree This recommendation will further progress the joint report on options for future service delivery that was presented to Council in June 2021 and now needs to be revisited, aligned with strategic vision and progressed. The delivery of services as they are currently configured can no longer be sustained – particularly from an ageing property estate – and SBC and Live Borders need to work collaboratively with service users, communities and other stakeholders to redesign sustainable services that best align with community needs.	Agree to progress a further detailed options appraisal and associated consultation is undertaken on the future of buildings identified as meeting the following criteria: a. High repair and maintenance cost b. Decreasing user numbers c. Increasing running costs d. Potential to relocate or co-locate services locally (e.g., school estate, consolidation etc.)	HIGH	SBC & Live Borders	Property 4 - Leases Property 2 - Condition Surveys Property 3 - Energy Audits						

Appendix 2: Response to Consultants Recommendations

Identifier	AJA Recommendation	Response to AJA Recommendation	Recommendation to Council	Priority	Resourcing	Links to	23/24	2024	2024	2024	24/25	2025
							Q4	Q1	Q2	Q3	Q4	
P8-PROPERTY 8	A strategic approach for future shared school/community use of campus-based sports and cultural activities should be continued and expanded by the Council, based on existing successful models.	Agree Propose to proceed with this recommendation and build on the strategic approach already taken by the Council. This will be further informed by the development of our Sports and Culture strategies (Further Work 2 and 3).	Agree to continue and expand on the Council's strategic approach for future shared school/community use of campus-based sports and cultural activities, based on existing successful models.	HIGH	SBC & Live Borders	Further Work - 2 Sports & Physical Education Strategy Further Work 3 - Culture & Arts Strategy						
FW1-FURTHER WORK 1	A Property Rationalisation and Disposal Strategy	Agree Propose to proceed with this recommendation, and develop an SBC Property Rationalisation and Disposal Strategy. The building condition and structural surveys, and energy audits identified in recommendations Property 2 and 3 will help inform this work. Recommendation Property 7 can continue to be progressed ahead of this work being completed.	Agree to develop an SBC Property Rationalisation and Disposal Strategy.	MEDIUM	SBC	Property 2 - Condition surveys Property 3 - Energy audits						
FW2-FURTHER WORK 2	A Sports Facilities and Health and Wellbeing Strategy	Agree Propose to proceed with this recommendation, and develop a Borders wide Sport and Physical Education Strategy through a co-production model involving extensive consultation with the Sport sector, local communities and with Live Borders also taking a pivotal role in helping to shape the strategy. It is expected that one of the outcomes of the strategy development will be an associated action plan. In the first instance, a Borders Sports Forum will be created, chaired by the Leader, to drive policy and the development of the strategy. It is expected that one of the outcomes of the strategy development will be an associated action plan.	Agree to develop a Borders wide Sports Facilities and Health and Wellbeing Strategy.	HIGH	SBC & Live Borders	Operational 1 - Business Plan						

Appendix 2: Response to Consultants Recommendations

Identifier	AJA Recommendation	Response to AJA Recommendation	Recommendation to Council	Priority	Resourcing	Links to	23/24 Q4	2024 Q1	2024 Q2	2024 Q3	24/25 Q4	2025
FW3-FURTHER WORK 3	A Cultural and Arts Strategy	Agree Propose to proceed with this recommendation, and develop a Borders wide Cultural and Arts Strategy through a co-production model involving extensive consultation with the Cultural sector, local communities and with Live Borders taking a pivotal role in helping to shape the strategy. In the first instance, a Borders Cultural Forum will be created chaired by the Executive Member for Communities & Culture to drive policy and the development of the strategy. It is expected that one of the outcomes of the strategy development will be an associated action plan.	Agree to develop a Borders wide Cultural and Arts Strategy.	HIGH	SBC & Live Borders	Operational 1 - Business Plan Further Work 4 - Strategic Review of Museums						
FW4-FURTHER WORK 4	A strategic review of museum provision	Agree Propose to proceed with this recommendation. Although it is strongly linked to the development of the Cultural and Arts Strategy identified in Further Work 3, it should be progressed as a separate workstream that complements the strategy development.	Agree to develop a strategic review of museum provision.	HIGH	SBC & Live Borders	Further Work 3 - Cultural and Arts Strategy Income Generation 5 - consider Museum Admission charges						
FW5-FURTHER WORK 5	A community engagement support plan to enable capacity and capability challenges to be addressed.	Agree Propose to proceed with this recommendation. SBC is committed to empowering our communities. Officers will continue to build on work already commenced through Placemaking (capacity building and signposting to organisations who can help); our Community Engagement Strategy and our Community Planning Partners work plan which are both currently being refreshed.	Agree SBC develop a community engagement support plan to enable capacity and capability challenges to be addressed.	HIGH	SBC							

APPENDIX 3: JOINT TRANSFORMATIONAL CHANGE PROGRAMME BOARD

Programme vision: Aim to create a financially sustainable high performing partnership providing excellent service

Include links to Council Plan, Capital Plan, checkpoints to confirm alignment with SBC Operating Model

Overall

G	Schedule	Scope	Risk	Issues
	G	G	A	G




SBC/Live Borders Transformational Change Programme

ID	Project	Grouping	Priority	RAG	Progress	Lead Org	Start Date	Finish Date	Duration (days)	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24
FW5	Develop a Community Engagement Support Plan	Property	HIGH		↑	SBC	01/01/2024	31/03/2024	90												
IG1	Explore options around phasing of Management Fee payments	Financial	HIGH	ON HOLD	→	SBC	01/01/2024	31/03/2024	90												
IG2	Review of Pricing	Financial	CRITICAL		↑	Joint	01/01/2024	31/03/2024	90												
IG5	Consider admission charges for museums	Financial	HIGH		↑	Joint	01/01/2024	31/03/2024	90												
IG6	Develop a Fund Raising Strategy (and targets)	Financial	CRITICAL		↑	Live Borders	01/01/2024	31/03/2024	90												
IG8	Review of One Club Scheme	Financial	HIGH		↑	Live Borders	01/01/2024	31/03/2024	90												
P1	Review of Maintenance & Repairs Models	Financial	CRITICAL		↑	Joint	01/01/2024	31/03/2024	90												
OP4	Review Live Borders Board arrangements (Elected Members)	Governance	CRITICAL		↑	Joint	01/01/2024	31/03/2024	90												
OP5	Skills Audit of LB Trustees & Senior Managers	Operational	CRITICAL		↑	Live Borders	01/01/2024	31/03/2024	90												
P2	Commission Building Condition & Structural Surveys	Property	CRITICAL		↑	SBC	01/02/2024	31/05/2024	120												
IG3	Live Borders review ancillary offerings	Financial	HIGH		↑	Live Borders	01/01/2024	29/06/2024	180												
OP3	Review Booking Systems	Operational	CRITICAL		↑	Joint	01/01/2024	29/06/2024	180												
OP8	Joint review of support services	Financial	HIGH		↑	Joint	01/01/2024	29/06/2024	180												
P5	Align SBC & Live Borders financial planning processes for energy costs	Financial	HIGH		↑	SBC	01/01/2024	30/06/2024	90												
P4	Review leases with Live Borders	Property	HIGH		↑	SBC	01/04/2024	30/06/2024	90												
FW2	Develop a Borders wide Sports Facilities and Health and Wellbeing Strategy	Strategic	HIGH		↑	Joint	01/01/2024	27/09/2024	270												
IG7	Deliver proactive Social Prescribing programme through payment of a grant from the He	Financial	MEDIUM	ON HOLD	→	Joint	01/01/2024	27/09/2024	270												
New1	Review Governance	Governance	HIGH		→	Joint	01/01/2024	27/09/2024	270												
New2	Review Service Provision Agreement (& schedules)	Governance	HIGH		→	Joint	01/01/2024	27/09/2024	270												
New3	Review Performance Management Framework	Governance	HIGH		↑	Joint	01/01/2024	27/09/2024	270												
OP9	Live Borders increase focus on commercial revenue growth	Financial	CRITICAL		→	Live Borders	01/01/2024	27/09/2024	270												
P6	Review Community Centres with Live Borders	Property	HIGH		→	Joint	01/01/2024	27/09/2024	270												
FW4	Strategic Review of Museum Provision	Property	HIGH		↑	Joint	01/04/2024	28/09/2024	180												
IG4	Offer rental agreements to third party service providers	Financial	MEDIUM		↑	Live Borders	01/04/2024	28/09/2024	180												
IG9	Consider Corporate Partnering including salary sacrifice options	Financial	MEDIUM		↑	Live Borders	01/04/2024	28/09/2024	180												
OP6	Create a process for staff innovation	Operational	HIGH		↑	Live Borders	01/04/2024	28/09/2024	180												
OP7	Develop & Implement robust staff performance appraisal system	Operational	MEDIUM		↑	Live Borders	01/04/2024	28/09/2024	180												
CHK	FINANCIAL CHECKPOINT - alignment to vision	Financial	CRITICAL		↑	Joint	22/02/2024	31/12/2024	365												
FW3	Develop a Borders wide Cultural and Arts Strategy	Strategic	HIGH		↑	Joint	01/01/2024	31/12/2024	365												

SBC/Live Borders Transformational Change Programme

ID	Project	Grouping	Priority	RAG	Progress	Lead Org	Start Date	Finish Date	Duration (days)	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	
GTOS	GTOS Actions	Financial	HIGH		→	Live Borders	14/03/2024	31/12/2024	292													
OP1	Develop a Business Plan & Business Continuity Plan	Strategic	CRITICAL		↑	Live Borders	01/01/2024	31/12/2024	365													
OP2	Develop a Marketing & Communications Strategy & Implementation Plan	Strategic	CRITICAL		→	Live Borders	01/01/2024	31/12/2024	365													
P3	Commission Energy Audits	Property	CRITICAL		→	SBC	01/01/2024	31/12/2024	365													
P7	Conduct a detailed options appraisal - Property & Services	Financial	HIGH		↑	Joint	01/01/2024	31/12/2024	365													
P8	Expand strategic approach for shared school/community use	Strategic	HIGH		→	Joint	01/01/2024	31/12/2024	365													
FW1	Develop an SBC Property Rationalisation and Disposal Strategy	Strategic	MEDIUM		→	SBC	01/01/2025	30/06/2025	180													

RAG Indicator Criteria

Indicator	Definition	Action
	<ul style="list-style-type: none"> The project is performing to plan 	No action required
	<ul style="list-style-type: none"> Time, Cost or Scope are at risk Deviation is within agreed tolerances Situation can be dealt with by Project Manager or Project Delivery team 	Project Sponsor and Steering Group need to be notified
	<ul style="list-style-type: none"> Time, Cost or Scope exceed tolerances set by the Project Board Situation cannot be solely dealt with by Project Manager or Project Team and Senior Management involvement is required 	Immediate escalation to Project Sponsor and consult whether an emergency Steering Group is required.

Overall	Green if all RAG indicators are Green or 1 is Amber
	Amber if 2 or more RAG indicators are Amber and no Red indicator
	Red if any indicators are Red

Cost	<ul style="list-style-type: none"> Green if variance % is equal to 0%. Amber if variance % is between 0% and 5%. Red if variance % is greater than 5%.
Schedule	<ul style="list-style-type: none"> Green if all key / major milestones are on target. Amber if one or more key / major milestones is delayed between 0 and 10% of the overall schedule duration. Red if one or more key / major milestones are delayed by more than 10%.
Scope	<ul style="list-style-type: none"> Green if Scope is baselined and variations in Scope have 0% impact on Schedule and/or Cost. Amber if Scope is baselined and variations in Scope have between 0% and 5% impact on Schedule and/or Cost. Red if Scope is not baselined or variations in Scope has greater than 5% impact on Schedule and/or Cost.
Issues	<ul style="list-style-type: none"> Green if all open Issues have effective treatment plans which result in residual impacts being within accepted tolerances for Cost, Schedule and Scope. Amber if all open Issues have effective treatment plans which result in residual Impacts that will cause Cost, Schedule or Scope to be Amber. Red if all open Issues have effective treatment plans which result in residual impacts that will cause Cost, Schedule or Scope to be Red.
Risks	<ul style="list-style-type: none"> Green if all open Risks have effective mitigation plans which result in residual Risks being within accepted tolerances for Cost, Schedule and Scope. Amber if all open Risks have effective mitigation plans which result in residual Risks that could cause Cost, Schedule and Scope to be Amber. Red if all open Risks have effective mitigation plans which result in residual Risks that could cause Cost, Schedule and Scope to be Red.

BRAG – Black is added to denote a showstopping/catastrophic event, e.g. a supplier going out of business

PRAG – Purple indicates a situation that is worse than red, but only applies for a short period, e.g. a disaster recovery situation but things will return to normal

RAGB – Blue is included for activities that have been successfully completed

RAGG – Grey is added to indicate not yet started

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Integrated Impact Assessment (IIA)

Stage 1 Scoping and Assessing for Relevance

Section 1 Details of the Proposal

<p>A. Title of Proposal:</p>	<p>SBC / Live Borders Transformational Change Programme</p>
<p>B. What is it?</p>	<p>A new Policy/Strategy/Practice/Project <input type="checkbox"/> A revised Policy/Strategy/Practice X</p>
<p>C. Description of the proposal: (Set out a clear understanding of the purpose of the proposal being developed or reviewed (what are the aims, objectives and intended outcomes, including the context within which it will operate)</p>	<p>A joint Council/Live Borders Transformational Change Programme was approved at November Council to strengthen and improve partnership arrangements and ensure that, through engagement with communities and service users, services are re-established on a sustainable footing and aligned with the needs of customers and communities, subject to financial constraints.</p> <p>The transformational change programme recognises that the current Service Provision Agreement (2016) needs renewal, and that the operational arrangements and social and economic landscape has changed significantly over the last few years – particularly in</p>

	<p>terms of the pandemic, cost of living crisis, striving for net zero and surging fuel costs.</p> <p>Programme outcomes:</p> <p>The Transformational Change Programme is made up of thirty-four individual projects scheduled to complete over an anticipated 12-month period (as detailed in Appendix 2 and Appendix 3). Each project is unique in its deliverables, and as such separate IIAs will be developed for each project. This overarching IIA will continue to be updated throughout the lifetime of this transformational change programme.</p>
<p>D. Service Area: Department:</p>	<p>SBC Resilient Communities/Live Borders</p>
<p>E. Lead Officer: (Name and job title)</p>	<p>Jenni Craig, Director of Resilient Communities</p>
<p>F. Other Officers/Partners involved: (List names, job titles and organisations)</p>	<p>Executive Board</p> <p>Euan Jardine (Chair) - Leader Julie Pirone - Cllr Executive Member for Community & Culture Mark Rowley - Cllr Executive Member for Service Delivery & Transformation Elaine Thornton -Nicol – Cllr and Leader of the Opposition Alison Moore - Live Borders Board of Trustees Chair Bill White - Live Borders Finance Committee Chair Sarah Mathieson – Live Borders Board of Trustees</p>

	<p>David Robertson - SBC Chief Executive Officer Jenni Craig - SBC Director – Resilient Communities Suzanne Douglas - SBC Director – Finance and Procurement Jim Hutchison - Live Borders interim Chief Executive Officer Jill Franks – Live Borders interim Director of Planning & Performance</p> <p>Joint Officer Group</p> <p>Jenni Craig (Chair) - SBC Director – Resilient Communities Suzanne Douglas - SBC Director – Finance and Procurement Nuala McKinlay – SBC Director – Legal and Governance Lesley Munro – Director – Education and Lifelong Learning Ray Cherry – SBC Chief Officer Estates Iain Davidson – SBC Employee Relations Manager Jim Hutchison - Live Borders interim Chief Executive Officer Jill Franks – Live Borders interim Director of Planning & Performance Avril Marriott - SBC Programme Manager Graeme McMurdo - Live Borders Strategic Programme Manager Lynne Waters - SBC Programme Support Adam Drummond - SBC Senior Communications & Marketing Officer</p>
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	Rob Claridge - Live Borders Communications
G. Date(s) IIA completed:	Initiated 1 March 2024 First version: completed 19 March 2024 (to support the first progress update to March Council and will be kept under review throughout life of programme)

Section 2 Will there be any impacts as a result of the relationship between this proposal and other policies?

Yes
If yes, - please state here: Scottish Borders Council Plan

Section 3 Legislative Requirements

3.1 Relevance to the Equality Duty:
Do you believe your proposal has any relevance under the Equality Act 2010? <i>(If you believe that your proposal may have some relevance – however small please indicate yes. If there is no effect, please enter “No” and go to Section 3.2.)</i>
Yes

Equality Duty	Reasoning:
A. Elimination of discrimination (both direct & indirect), victimisation and harassment. <i>(Will the proposal discriminate? Or help eliminate discrimination?)</i>	The outcomes of this programme of work are designed to be inclusive and have a positive influence on all aspects of society regardless of any protected characteristics. Any proposals will take into account the requirement to eliminate discrimination and will be subject to an individual assessment.
B. Promotion of equality of opportunity? <i>(Will your proposal help or hinder the Council with this)</i>	The outcomes of this programme of work are designed to be inclusive and have a positive influence on all aspects of society regardless of any protected characteristics. Any proposals will take into account the requirement to eliminate discrimination and will be subject to an individual assessment.
C. Foster good relations? <i>(Will your proposal help to foster or encourage good relations between those who have different equality characteristics?)</i>	The outcomes of this programme of work are designed to be inclusive and have a positive influence on all aspects of society regardless of any protected characteristics. Any proposals will take into account the requirement to eliminate discrimination and will be subject to an individual assessment.

3.2 Which groups of people do you think will be or potentially could be, impacted by the implementation of this proposal? (You should consider employees, clients, customers / service users, and any other relevant groups)				
Please tick below as appropriate, outlining any potential impacts on the undernoted equality groups this proposal may have and how you know this.				
	Impact			Please explain the potential impacts and how you know this
	No Impact	Positive Impact	Negative Impact	

<p>Age Older or younger people or a specific age grouping</p>		X	X	<p>This programme of work is embedded in the foundations of SBC's Council Plan to follow a citizen-centric approach, placing the needs, aspirations and well-being of the community at the forefront of decision making and service delivery. The outcomes of this transformational change programme are designed to be inclusive and have a positive influence on all aspects of society regardless of any protected characteristics. This programme of work will support ongoing active engagement with citizens incorporating their input into policy making, service design and evaluation processes. Specific requirements of this characteristic will be addressed in detail through separate IIAs which will be developed for each of the individual projects within the programme.</p>
<p>Disability A physical or mental impairment that has a substantial and long term adverse effect on a person's ability to carry out normal day to day activities. This may be visible or invisible, progressive or recurring.</p>		X	X	<p>This programme of work is embedded in the foundations of SBC's Council Plan to follow a citizen-centric approach, placing the needs, aspirations and well-being of the community at the forefront of decision making and service delivery. The outcomes of this transformational change programme are designed to be inclusive and have a positive influence on all aspects of society regardless of any protected characteristics. This programme of work will support ongoing active engagement with citizens incorporating their input into policy making, service design and evaluation processes. Specific requirements of this characteristic will be addressed in detail through separate IIAs which will be developed for each of the individual projects within the programme.</p>

<p>Gender Reassignment anybody who is proposing to undergo, is undergoing, or has undergone a process (or part of a process) for the purpose of reassigning the person's sex by changing physiological or other attributes of sex.</p>		X	X	<p>This programme of work is embedded in the foundations of SBC's Council Plan to follow a citizen-centric approach, placing the needs, aspirations and well-being of the community at the forefront of decision making and service delivery. The outcomes of this transformational change programme are designed to be inclusive and have a positive influence on all aspects of society regardless of any protected characteristics. This programme of work will support ongoing active engagement with citizens incorporating their input into policy making, service design and evaluation processes. Specific requirements of this characteristic will be addressed in detail through separate IIAs which will be developed for each of the individual projects within the programme.</p>
<p>Marriage or Civil Partnership people who are married or in a civil partnership</p>		X	X	<p>This programme of work is embedded in the foundations of SBC's Council Plan to follow a citizen-centric approach, placing the needs, aspirations and well-being of the community at the forefront of decision making and service delivery. The outcomes of this transformational change programme are designed to be inclusive and have a positive influence on all aspects of society regardless of any protected characteristics. This programme of work will support ongoing active engagement with citizens incorporating their input into policy making, service design and evaluation processes. Specific requirements of this characteristic will be addressed in detail through separate IIAs which will be developed for each of the individual projects within the programme.</p>

<p>Pregnancy and Maternity (refers to the period after the birth and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth),</p>		X	X	<p>This programme of work is embedded in the foundations of SBC's Council Plan to follow a citizen-centric approach, placing the needs, aspirations and well-being of the community at the forefront of decision making and service delivery. The outcomes of this transformational change programme are designed to be inclusive and have a positive influence on all aspects of society regardless of any protected characteristics. This programme of work will support ongoing active engagement with citizens incorporating their input into policy making, service design and evaluation processes. Specific requirements of this characteristic will be addressed in detail through separate IIAs which will be developed for each of the individual projects within the programme.</p>
<p>Race: including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)</p>		X	X	<p>This programme of work is embedded in the foundations of SBC's Council Plan to follow a citizen-centric approach, placing the needs, aspirations and well-being of the community at the forefront of decision making and service delivery. The outcomes of this transformational change programme are designed to be inclusive and have a positive influence on all aspects of society regardless of any protected characteristics. This programme of work will support ongoing active engagement with citizens incorporating their input into policy making, service design and evaluation processes. Specific requirements of this characteristic will be addressed in detail through separate IIAs which will be developed for each of the individual projects within the programme.</p>
<p>Religion or Belief: different religious or philosophical beliefs, customs (including atheists)</p>		X	X	<p>This programme of work is embedded in the foundations of SBC's Council Plan to follow a citizen-centric approach, placing the needs, aspirations and well-being of the</p>

and those with no aligned belief) e.g. Christianity, Islam, Hindu, pacifism, vegetarianism, gender critical.				community at the forefront of decision making and service delivery. The outcomes of this transformational change programme are designed to be inclusive and have a positive influence on all aspects of society regardless of any protected characteristics. This programme of work will support ongoing active engagement with citizens incorporating their input into policy making, service design and evaluation processes. Specific requirements of this characteristic will be addressed in detail through separate IIAs which will be developed for each of the individual projects within the programme.
Sex women and men (girls and boys)		X	X	This programme of work is embedded in the foundations of SBC's Council Plan to follow a citizen-centric approach, placing the needs, aspirations and well-being of the community at the forefront of decision making and service delivery. The outcomes of this transformational change programme are designed to be inclusive and have a positive influence on all aspects of society regardless of any protected characteristics. This programme of work will support ongoing active engagement with citizens incorporating their input into policy making, service design and evaluation processes. Specific requirements of this characteristic will be addressed in detail through separate IIAs which will be developed for each of the individual projects within the programme.
Sexual Orientation , e.g. Lesbian, Gay, Bisexual, Heterosexual		X	X	This programme of work is embedded in the foundations of SBC's Council Plan to follow a citizen-centric approach, placing the needs, aspirations and well-being of the community at the forefront of decision making and service delivery. The outcomes of this transformational change programme are designed to be inclusive and have a

				positive influence on all aspects of society regardless of any protected characteristics. This programme of work will support ongoing active engagement with citizens incorporating their input into policy making, service design and evaluation processes. Specific requirements of this characteristic will be addressed in detail through separate IIAs which will be developed for each of the individual projects within the programme.
<p>3.3 Fairer Scotland Duty</p> <p>This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to how we can reduce inequalities of outcome caused by socioeconomic disadvantage when making <u>strategic</u> decisions.</p> <p>The duty is set at a strategic level - these are the key, high level decisions that SBC will take. This would normally include strategy documents, decisions about setting priorities, allocating resources and commissioning services.</p>				
<p>Is the proposal strategic?</p> <p>Yes – The IIA will continue to be updated as the programme progresses with individual IIAs created for specific projects within the programme</p> <p>If No go to Section 4</p>				
<p>If yes, please indicate any potential impact on the undernoted groups this proposal may have and how you know this:</p>				
	Impact			State here how you know this
	No Impact	Positive Impact	Negative Impact	
Low and/or No Wealth – enough money to meet basic living costs and pay bills but have no		X	X	Some of the projects within the transformational change programme may have implications for pricing/charging arrangements currently in place. Any effect on those

savings to deal with any unexpected spends and no provision for the future.				affected by Low and/or No Wealth will be taken into consideration. This links to project IG2 – Review of Pricing in Appendix 2 and Appendix 3 and will have a separate IIA created to support any proposed changes.
Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies	X			Individual projects within the programme will assess and report any anticipated impact on each characteristic within dedicated IIAs for each project where change is proposed.
Area Deprivation – where you live (e.g. rural areas), where you work (e.g. accessibility of transport), see rural proofing guidance		X	X	One of the projects will look at the Live Borders estate and where services will be provided from. This may affect areas in different ways. A further options appraisal is also included in P7 within Appendix 2 and Appendix 3; where a separate IIA will be created to support any changes.
Socio-economic Background – social class i.e. parents' education, employment and income		X	X	Some of the projects within the transformational change programme may have implications for pricing/charging arrangements currently in place. Inclusivity will be considered across the programme. Individual projects within the programme will assess and report any anticipated impact on each characteristic within dedicated IIAs for each project where change is proposed.
Care experienced people	X			Individual projects within the programme will assess and report any anticipated impact on each characteristic within dedicated IIAs for each project where change is proposed.
Carers paid and unpaid including family members	X			Individual projects within the programme will assess and report any anticipated impact on each characteristic within dedicated IIAs for each project where change is proposed.

Homelessness	X			Individual projects within the programme will assess and report any anticipated impact on each characteristic within dedicated IIAs for each project where change is proposed.
Addictions and substance use	X			Individual projects within the programme will assess and report any anticipated impact on each characteristic within dedicated IIAs for each project where change is proposed.
Those involved within the criminal justice system	X			Individual projects within the programme will assess and report any anticipated impact on each characteristic within dedicated IIAs for each project where change is proposed.

3.4 Armed Forces Covenant Duty (*Education and Housing/ Homelessness proposals only*)

This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to the three matters listed below in Education and Housing/ Homelessness matters.
This relates to current and former armed forces personnel (regular or reserve) and their families.

Is the Armed Forces Covenant Duty applicable?

No

If "Yes", please complete below

Covenant Duty	How this has been considered and any specific provision made:
<p>The unique obligations of, and sacrifices made by, the armed forces;</p> <p>The <u>MOD Statutory Guidance</u> gives the following examples:</p> <ul style="list-style-type: none"> • Danger • Geographical Mobility • Separation from Family • Service Law • Unfamiliarity with Civilian Life • Hours of Work • Stress 	
<p>The principle that it is desirable to remove disadvantages arising for Service people from membership, or former membership, of the armed forces;</p>	
<p>The principle that special provision for Service people may be justified by the effects on such people of membership, or former membership, of the armed forces.</p>	

Section 4 Full Integrated Impact Assessment Required

Select No if you have answered “No” to all of Sections 3.1 – 3.3.

Yes (transformational change programme includes a suite of projects to implement change)

If yes, please proceed to Stage 2 and complete a full Integrated Impact Assessment

If a full impact assessment is not required briefly explain why there are no effects and provide justification for the decision.

The Transformational Change Programme, approved at November Council, incorporates a suite of thirty-four independent projects that will be delivered by SBC, Live Borders or jointly to achieve the programme vision to create a financially sustainable high performing partnership providing excellent service.

The first update to Council is expected in March 2024, and all projects are currently progressing with nine scheduled to largely complete by end March 2024.

This IIA will continue to be updated throughout the life of the 12-month Joint Transformational Change Programme.

Separate Stage 1 and Stage 2 Integrated Impact Assessments will be initiated for each project within the programme where change is proposed.

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Signed by Lead Officer:	Jenni Craig
Designation:	Director of Resilient Communities
Date:	20 March 2024
Counter Signature Director:	Jenni Craig – Director of Resilient Communities
Date:	20 March 2024