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EXECUTIVE COMMITTEE TUESDAY, 31 JANUARY 2017

A MEETING of the EXECUTIVE COMMITTEE will be held in the COUNCIL CHAMBER, COUNCIL HEADQUARTERS, NEWTOWN ST BOSWELLS, TD6 0SA on TUESDAY, 31 JANUARY 2017 at 10.00 am

J. J. WILKINSON,
Clerk to the Council,

24 January 2017

BUSINESS		
1.	Apologies for Absence	
2.	Order of Business	
3.	Declarations of Interest	
ECONOMIC DEVELOPMENT BUSINESS		
4.	Economic Development Update (Pages 1 - 4) Presentation on recent Economic Development progress by Chief Officer Economic Development (briefing note attached).	15 mins
5.	Scottish Borders Economic Strategy 2023 - Update (Pages 5 - 42) Consider report by Corporate Transformation and Services Director seeking approval of the Progress Report for the Scottish Borders Economic Strategy 2023 – Action Plan (copy attached).	20 mins
6.	Brexit Response Team (Pages 43 - 48) Consider report by Corporate Transformation and Services Director proposing the establishment of a Brexit Response Team (copy attached).	10 mins
7.	Trade Waste Fees and Charges (Pages 49 - 60) Consider report by Depute Chief Executive – Place proposing that the Council increases its Trade Waste Fees and Charges (copy attached).	15 mins
8.	Any Other Economic Development Items Previously Circulated	
9.	Any Other Economic Development Items which the Chairman Decides are Urgent	

	Economic Development theme additional membership of Committee:- Mr J Clark, Mr G Henderson	
	OTHER BUSINESS	
10.	Minute (Pages 61 - 66) Minute of Meeting of Executive Committee of 17 January 2017 to be approved and signed by the Chairman (copy attached).	2 mins
11.	Options for the Future Provision of Public Conveniences across the Scottish Borders (Pages 67 - 96) Consider report by Service Director Neighbourhood Services proposing a strategy for the future provision of Public Conveniences in the Scottish Borders (copies attached of report and appendices).	15 mins
12.	Any Other Items Previously Circulated	
13.	Any Other Items which the Chairman Decides are Urgent	

NOTES

1. Timings given above are only indicative and not intended to inhibit Members' discussions.
2. Members are reminded that, if they have a pecuniary or non-pecuniary interest in any item of business coming before the meeting, that interest should be declared prior to commencement of discussion on that item. Such declaration will be recorded in the Minute of the meeting.

Membership of Committee:- Councillors D. Parker (Chairman), S. Aitchison, S. Bell, C. Bhatia, J. Brown, M. J. Cook, V. M. Davidson, G. Edgar, J. G. Mitchell, D. Moffat, D. Paterson, F. Renton and R. Smith

Please direct any enquiries to Fiona Walling Tel:- 01835 826504
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EXECUTIVE COMMITTEE – 31 JANUARY 2017

Economic Development Update

1. Business:

- During the quarter October to December 2016 the Business Gateway team assisted **46 business start-ups**, of which 5 have the potential to be high growth. The Advisers have delivered 18 start-up workshops and 16 Growth workshops with 241 attendees.
- Business Gateway has worked across the Borders meeting with a number of intermediaries and spreading the promotion. In total 30 Intermediary visits have been held during the period.
- For the period from 1 November 2016 to 31 December 2016, the **Scottish Borders Business Fund** received 10 applications and approved 8 grants valued at £26,099 supporting projects with a value of £67,475. These projects are forecast **to create 12 jobs** with an estimated forecast **economic impact of £333,837 GVA**.

The **Scottish Borders Business Loan Fund** offers loans of between £1,000 and £20,000 over terms of up to three years. For the period from 1 November 2016 to 31 December 2016, the Loan Fund received 2 applications and approved 2 loans, valued at £40,000. These loans are forecast **to create 1 job** with an estimated forecast **economic impact of £14,706 GVA**.

- **Business Loans Scotland** – work is nearly complete on this new programme and a launch date in February 2017 is expected for the new £100,000 loan scheme.
- **Property** - Since the previous update report, there have been 4 leases approved, including a store at Meeks Yard, Eyemouth; premises at the Knowes, Kelso; a workshop at Towerdykeside, and one at Mansfield in Hawick; and an assignation of lease of a shop at Marmion road in Galashiels. In addition a potential development plot at Darnley's Close and a property in Exchange Street, Jedburgh have been declared surplus and should generate capital receipts in due course.

2. Regeneration:

- **Galashiels Town Centre Coordinator Project**
The Galashiels Town Centre Coordinator project started in December 2014, with the appointment of a town centre coordinator and the formation of a Steering Group to guide activity over the 2 year period. The project sought to capitalise on the re-opening of the Borders Railway in 2015 as well as other infrastructure improvements over previous years. The project was developed as a pilot and

was shaped to address concerns over this loss of retail footprint, the resultant increases in retail vacancies in the town and the reduced footfall. The project has successfully delivered a number of key small scale infrastructure projects, which have significantly improved the visual attractiveness of the town centre. The project was implemented timeously to support business and community activity to align with the reopening of the Borders Railway. The capacity building activity has helped to facilitate Energise Galashiels, the Chamber of Trade, local businesses and community groups to work together and move forward. This provides a stronger platform for more business development and community activity in future. The anticipated exit strategy for further business development activity via a BIDS opportunity has been established and has the potential to progress.

- **Scottish Government Regeneration Capital Grant Fund** –The Fund is aimed at providing new and/ or improved infrastructure for capital expenditure supporting community projects in 2017/18 – 2019/20. The focus for Round 4 is for projects that are capable of starting in the financial year 2017/18 and to fully utilise the grant allocated for that financial year. The Fund is assessed in two stages. The Council submitted three applications for the first stage:
 1. Great Tapestry of Scotland (GToS) Museum and Town Centre Regeneration Project, Galashiels (Scottish Borders Council)
 2. Newcastleton Hub & Community Fuel Pumps (Newcastleton & District Community Trust)
 3. Jim Clark Museum, Duns (Scottish Borders Council)
- Only the Newcastleton Hub & Community Fuel Pumps project was invited to submit a Stage 2 application by Scottish Government and this was submitted by the Stage 2 deadline of 28 November 2016. Notification will be given to all applicants of funding recommendations by the end of February 2017.

3. Tourism & Events

- Tourism support: The Midlothian and Borders Tourism Action Group (MBTAG) has appointed a project manager and the project officially started on 9 January 2017. This project has secured over £400k from Scottish Enterprise and Railway Blueprint to deliver tourism business-to-business activity over a two year period. The launch of the project was on 17 January at Thirlestane Castle.

4. Funding:

- **European funding** continues to be available to projects through the Scottish Borders LEADER and European Maritime Fisheries Fund 2014 – 2020 programmes. The UK and Scottish Governments have confirmed that applicants whose grant funding is agreed and contracted before the point of 'Brexit' will be able to complete their projects, even if the work is scheduled to take place after leaving the EU.
- The **LEADER Local Action Group** approved grant funding of £242k in 2016, including 4 community projects, 1 farm diversification and 2 rural business

development projects. 11 applications have been made to the Local Action Group for consideration in January 2017. The next application deadline for LEADER funding is 28 February 2017.

- The **Forth Fisheries Local Action Group** met in October 2016, and the next application deadline is 31 January 2017.
- The Council has been successful in applying to the Scottish Government for a financial allocation from the **European Social Fund**. Up to £591k grant is available for an **Employability Programme** valued at £1.4m. The Programme will be managed across Council departments and will run up to December 2018.

5. Low Carbon Economic Strategy

- A new approach to managing resource efficiency support for Scottish Borders businesses has been running at Business Gateway since September 2016. Business Advisers have been able to link 12 businesses to Resource Efficient Scotland (RES) who can provide free advice on a range of resource efficiency issues and help to access financial support for projects. RES work closely with the Carbon Trust, who can offer specialist advice on a range of energy issues, including renewables. Liaison with RES is ongoing and regular updates are provided to Business Gateway on progress with referrals.
- In addition, a breakfast seminar for accountants and financial advisers will be delivered by RES and Business Gateway in early March 2017.

Bryan McGrath, Chief Officer Economic Development, tel 01835 826525.

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SCOTTISH BORDERS ECONOMIC STRATEGY 2023 – UPDATE

Report by Corporate Transformation & Services Director

EXECUTIVE COMMITTEE

31 January 2017

1 PURPOSE AND SUMMARY

- 1.1 This report seeks approval of the Progress Report for the Scottish Borders Economic Strategy 2023 - Action Plan.**
- 1.2 The Scottish Borders Economic Strategy 2023 sets out the vision, strategic aims and objectives that will provide the focus for the Council and its partners' efforts to ensure sustainable economic growth for the Scottish Borders. The associated Action Plan sets out in detail how the Community Planning Partnership will deliver the outcomes identified in the Economic Strategy.
- 1.3 An Action Plan progress report is set out in Appendix 1. Working together through the Community Planning Partnership's Economy and Low Carbon Group, partners have focused on the Action Plan and delivered well, especially considering the limited resources available for some of the actions.
- 1.4 Overall, good progress has been made in relation to the actions. However, the report also notes that there are some areas of concern in relation to the actions. It is anticipated that the Scottish Borders Economic Strategy will be reviewed and refreshed during the summer of 2017.

2 RECOMMENDATIONS

- 2.1 **I recommend that the Executive Committee:**
- (a) Notes the positive progress made in relation to the actions in the Scottish Borders Economic Strategy - Action Plan Progress report, set out in Appendix 1; and**
 - (b) Agrees that the Action Plan Progress report is presented to the Community Planning Partnership Strategic Board at its next meeting.**

3 ECONOMIC STRATEGY 2023

3.1 The Scottish Borders Economic Strategy 2023 was prepared in order to set direction for the activity of the Community Planning Partners. It was agreed by Community Planning Partners at the Strategic Board in June 2013. The Strategy consists of three documents, an Economic Profile, an Economic Strategy document and an Action Plan.

3.2 The Strategy sets out the vision, strategic aims and objectives that will provide the focus for our efforts to ensure sustainable economic growth for the Scottish Borders. The agreed vision is:

“By 2023 the Scottish Borders will be amongst the best performing and most productive rural economies in Scotland. By supporting existing businesses and encouraging higher value economic activity, our quality of life will increase. The Borders will become a location of choice for growing businesses and for people to live and work.”

3.3 The four strategic aims are derived from the analysis in the Economic Profile and reflect the particular opportunities and challenges that the economy of the Scottish Borders faces. The four strategic aims are: 1. Creating the conditions for businesses to compete; 2. Building on our assets; 3. Developing the workforce of the future; 4. Providing leadership.

4 IMPLEMENTING THE ACTION PLAN

4.1 The Economic Strategy Action Plan acknowledges the need to demonstrate ambition and aspiration whilst at the same time recognising the resource constraints in the public sector. The original Action Plan set out those actions which had resources and were part of planned activity by Community Planning partners and those actions which were part of a 'Project Pipeline' where resources had still to be identified. Since the Strategy was published in June 2013, the Action Plan has been updated and progress against these updated actions is set out in Appendix 1. Good progress has been made on the 'resourced' actions and all of the 'Project Pipeline' actions have also been positively progressed.

4.2 Officers have used a simple Red/Amber/Green marking on the attached Action Plan Progress Report (Appendix 1) to highlight the status of the action. The categorisation is subjective, but Green equates to 'on track', or completed; Amber equates to some progress, but not as anticipated; and Red indicates where there is no progress, or where an action has been reprioritised. It is helpful to note that there are no 'red' actions in this progress report.

4.3 Working together through the Community Planning Partnership's Economy and Low Carbon Group, partners have focused on the Action Plan and delivered well, especially considering the limited resources available for some of the actions. For example, the work that the Council undertook to bring forward new employment land at Gunsgreenhill, Eyemouth was originally in the 'Project Pipeline', but prioritisation by the Council and the availability of EU funding through the Eyemouth and East Berwickshire FLAG allowed this project to be delivered.

- 4.4 Overall, good progress has been made in relation to the actions. For instance, the major progress made in installing fibre cabinets for the Digital Scotland Superfast Broadband project which is now coming into its final year of delivery, is good news for many businesses and communities across the Borders. The support that the Council has provided through its Scottish Borders Business Fund has also proven successful. The Council has made 205 grants to small businesses in the Borders since 2012/13. Over £602,000 in grants has been awarded, helping to create an estimated 310 jobs and with an estimated GVA impact of £7.3M.
- 4.5 A new Rural Enterprise Fund has also been established as part of the Scottish Borders LEADER Programme and this will provide a further £800,000 of funding for rural businesses and farm diversification. In relation to people and skills the fall in the 18-24 unemployment rate is also positive for the area. The number of unemployed young people in the Scottish Borders aged 18-24, as measured by the claimant count, has decreased from 450 in December 2013 to 270 in December 2016.
- 4.6 Significant progress is also being made on the Borders Railway Blueprint projects, where a range of actions continue to be delivered following the opening of the Borders Railway in September 2015. Significant additional financial resources have been identified, particularly for tourism related initiatives and new business property.
- 4.7 The work that the Council and Scottish Enterprise undertook during 2014/15 to develop a programme of strategic economic development interventions for the South of Scotland has also been successful in drawing additional resources into the area. This will support some key projects that will provide new business land and space at the Central Borders Business Park, and support Mountain Biking opportunities in the Tweed Valley. The progress made with the 'Borders Guarantee' has been further enhanced by the 'Developing the Young Workforce' Programme that the Learning and Skills Partnership developed to ensure that schools, businesses and the College respond positively to the challenges set by Scottish Government.
- 4.8 There are some areas of concern in relation to the actions. Although positive progress has been made in taking forward the masterplanning exercise at Tweedbank, there is an imperative to push forward with the provision of plots for employment uses and for new business space. Without this physical infrastructure it will be harder to attract further inward investment interest and it could delay the expansion of local businesses as well. In terms of 'pipeline' projects there are also projects, such as the Innerleithen to Galashiels off-road cycle route, that will require further feasibility work before a funding package and delivery plan can be secured.
- 4.9 A broader focus is required on the employability agenda, to ensure that the needs of all age-groups are considered and to ensure a continuing priority focus on localities like Burnfoot and Langlee. Finally, although the Superfast Broadband programme will connect 93.8% of premises in the Borders, much more work is required to address connectivity for the remaining premises, often in the more rural and remote areas. Linked to this, mobile phone connectivity remains an issue in many parts of the Scottish Borders and the positive progress being made with UK and Scottish Governments has only addressed relatively small areas so far.

- 4.1 It is anticipated that the Scottish Borders Economic Strategy will be reviewed and refreshed during the summer of 2017. An updated Strategy and Action Plan will provide useful direction to the new South of Scotland Vehicle that has been identified in the current Scottish Government Enterprise & Skills Review. It will also provide the opportunity for the refreshed strategy to properly reflect the themes and priorities of the new Council Administration.

5 IMPLICATIONS

Financial

- 5.1 (a) The Council's revenue and capital financial plans include resources that will contribute to achievement of some of the objectives of the Scottish Borders Economic Strategy 2023, for example, transition to a Low Carbon Economy and Central Borders Business Park. The Action Plan has been laid out to highlight which projects are currently resourced (those highlighted by a tint) and which are currently in the 'Project Pipeline' (no tint) and are not currently funded.
- (b) It is only possible to provide broad cost estimates for some of the projects that are in the Project Pipeline. The Council, and its Community Planning Partners, will need to decide which of the actions identified in the Project Pipeline will be of a high enough priority to justify targeting resources towards them. The financial implications of the Action Plan are considered alongside other priorities and are reflected in future capital and revenue plans in line with available resources. It should be noted that limitations on future public spending may place significant constraints on the delivery of the Action Plan. In view of this the Action Plan is reviewed and updated regularly to allow it to reflect shifting priorities and resources.

Risk and Mitigations

- 5.2 There is a risk to the Council of not ensuring there is an up to date Economic Strategy Action Plan in place for the Scottish Borders because it helps to guide the economic activity of the Council and its Community Planning Partners. It also provides a strong basis for future lobbying and funding bids to various external sources. This risk is mitigated by approving, and regularly reviewing the Action Plan and Strategy.

Equalities

- 5.3 It is anticipated that an Equalities Impact Assessment will be required in relation to the individual projects as they are developed in order to ensure that there are no adverse impacts due to race, disability, gender, age, sexual orientation or religious/belief arising.

Acting Sustainably

- 5.4 The Scottish Borders Economic Strategy 2023 has sustainable economic growth at its core. As a key strategy for the Scottish Borders the document was considered in relation to the Strategic Environmental Assessment regulations. If it helps to secure additional economic activity and growth it will have contributed to the sustainability of the local economy and communities.

Carbon Management

- 5.5 There are no direct implications for the Council's carbon emissions from this proposal. The Strategy does highlight the transition to a Low Carbon Economy as one of its objectives, and the Council will have a role, along with other local organisations and businesses in contributing to that objective.

Rural Proofing

- 5.6 Rural Proofing is not required as the proposals do not relate to an amended Council policy or strategy. The Scottish Borders Economic Strategy 2023 will not have an adverse impact on the rural area.

Changes to Scheme of Administration or Scheme of Delegation

- 5.7 There are no changes to be made to the Scheme of Administration or Scheme of Delegation arising from this report.

6 CONSULTATION

- 6.1 The Chief Financial Officer, the Monitoring Officer, the Chief Legal Officer, the Chief Officer Audit and Risk, the Chief Officer HR and the Clerk to the Council are being consulted and comments will be reported at the Committee meeting.

Approved by

Rob Dickson
Corporate Transformation
and Services Director

Signature

Author(s)

Name	Designation and Contact Number
Bryan McGrath	Chief Officer Economic Development, Chief Executives – Tel 01835 826525

Background Papers: None
Previous Minute Reference:

Note – You can get this document on tape, in Braille, large print and various computer formats by contacting the address below. Bryan McGrath can also give information on other language translations as well as providing additional copies.

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Scottish Borders Economic Strategy - Action Plan Progress – January 2017

A. Creating the conditions for business to compete

Action	Resource	Responsibility	3-year Target/ Measure	Timeframe	Progress Update
1. DESIRED OUTCOME – Business Start-Up and Growth is encouraged & supported					
Business Gateway Start Up Service	£141,000 (annual average) 2 FTE advisers (Revenue)	Business Gateway	660 start up businesses are trading 3 year survival rate 65% of these businesses	2015/16 to 2017/18	<p>2015/16 saw the majority of national targets being achieved by the Business Gateway team with a particularly good performance for business starts with 219 being supported. Over 1500 business people attended Business Gateway events, an increase of 150% on the figure for 2014/15. In addition Business Gateway advisers were heavily involved in other local actions, most notably the launch of the Borders Railway and the major flood events.</p> <p>In 2016/17 good progress is being made towards the start-up targets. The higher Growth starts are proving more difficult with the majority of the start-up businesses being income replacement businesses with lower growth ambition. This is being addressed with work on Incubator projects, detailed below.</p>
Business Gateway / Scottish Enterprise Growth Advisory Services	£141,000 (annual average) 7 FTE advisers Additional ERDF investment (Revenue)	Business Gateway Scottish Enterprise	100 businesses assisted Innovation Exporting Key sectors	2015/16 to 2017/18	<p>Three 'Growth' targets were not achieved in 2015/16. This was attributed to the delay in European Regional Development Fund (ERDF) funding coming on stream; but it was also considered an indication that the number of local businesses which meet the national criteria for growth is fewer than anticipated. The revised structure in place for 2016/17 will help</p>

Action	Resource	Responsibility	3-year Target/ Measure	Timeframe	Progress Update
					to investigate this further and should lead to greater success in future years. Good progress is being made towards the 2016/17 Growth targets. This is down to a geographic focus rather than sector focus being deployed.
Scottish Enterprise Account Management Services	Account Managers	Scottish Enterprise	Turnover growth of the current portfolio Increase in Account Managed portfolio	2015/16 to 2017/18	68 Companies in the Scottish Borders are currently account managed by Scottish Enterprise. Ongoing work with individual companies to support growth, including support for innovation, investment, internationalisation and workforce development.
Business Support & Business Gateway Local Services	£300,000 pilot loan fund £100,000 business grant fund (annual) Additional ERDF investment (Revenue)	Business Gateway SBC Economic Development	35 target loans and grants per annum – number and leverage 100 ‘expert help’ assists	2015/16 to 2017/18	<p>Since 2012/13 the Council has made 205 grants to small businesses through its Scottish Borders Business Fund. Over £602,000 in grants has been awarded, helping to create an estimated 310 jobs and with an estimated GVA impact of £7.3M.</p> <p>Since 2012/13 the Council has made 24 loans to small businesses through its Scottish Borders Business Fund. Over £320,000 in loans has been awarded, helping to create an estimated 62 jobs and with an estimated GVA impact of £1.7M.</p> <p>In 2016/17 the grant fund started to be used as match funding for ERDF. This has meant the grant fund is now split £25k for start-up businesses and £75k for growth, this will remain for 3 years.</p>

Action	Resource	Responsibility	3-year Target/ Measure	Timeframe	Progress Update
Scottish Enterprise – Enterprise and Innovation / SDI support interventions	SE Topic Specialists	Scottish Enterprise Scottish Development International (SDI)	Deployment of SE support products & services to: Acc. Man. Businesses Wider business base	2015/16 to 2017/18	SE / SDI suite of product interventions is available to businesses with potential for growth. Various products are made available by SE relating to Innovation, including a new Workplace Innovation product that will be piloted in the Scottish Borders. SDI advisers have a monthly surgery available in Selkirk for Business Gateway clients to attend.
Deliver the South of Scotland Business Competitiveness Project	£600,000 (3 years) including ERDF investment (Revenue)	SBC Economic Development Business Gateway	200 businesses assisted 63 FTE jobs created in assisted businesses	2013/14 to September 2015	The project focused on tourism, food & drink, rural businesses and renewables. It supported over 300 businesses and helped to create 90 jobs in the supported businesses.
Supplier Development Programme – improve SME capacity to compete for any public sector contracts	£5,000 (annual) (Revenue)	SBC Economic Development SBC Procurement	5 'meet the buyer' events per annum Increase in number of small businesses tendering for public sector contracts	2015/16 to 2017/18	The Council is a partner in the nationally operated Supplier Development Programme (SDP). There were 144 businesses from the Borders that were registered with the SDP in 2014-15. This figure was 182 in 2015-16, an increase of 26.4%. In 2015-16, two SDP events were run in the Scottish Borders. These were attended by 48 businesses.
Deliver Business Gateway ERDF intervention to add scale to local BG Services	£1.05 million from ERDF over 5 years	Business Gateway	Number of 'growth' businesses assisted Targets include 375 businesses assisted; 125 new jobs created; 45 businesses helped to	October 2015 – December 2020	A successful bid for EU funding has been made. This will provide £564k of grant funding over the next 3 years. The project focusses on Growth Businesses across the sectors. The funding has enabled two extra full time advisers to be put in place.

Action	Resource	Responsibility	3-year Target/ Measure	Timeframe	Progress Update
			export and 540 business people attending events		This allows for a greater spread in the geography covered by Business Gateway. Greater support will also be given to businesses in the area of Innovation and Internationalisation.
Increase Internationalisation and Exporting Support for growth companies.	Existing BG Advisers and SDI Adviser	Scottish Enterprise Business Gateway	Increase the number of proactive exporters in the Scottish Borders by 25%	2015/16 to 2017/18	Business Gateway are working in partnership with Scottish Development International and the Borders Exporters Association to tailor support for businesses in the area. This will include a new range of Exporting Workshops delivered through Business Gateway and funded with EU money.
Join the new National Local Authority Loan Fund and launch it to local businesses (including 'Borders Railway Investment Fund').	Match Funding (from SE South of Scotland Loan Fund) + ERDF	SBC Economic Development Scottish Enterprise Business Gateway	Number of loans to businesses Leverage achieved – 1:3	2015/16 to 2017/18	The formation of a national Local Authority Loan Fund enables a strategic intervention from EU ERDF that increases the amount of loan funding available. Businesses will be able to borrow up to £100k. Launch should be by March 2017.
Establish a new Rural Enterprise and Small Business Scheme, as part of the LEADER Programme, to support farm business diversification and small rural business innovation projects.	EU + Scottish Government Funding Part of LEADER Programme 2014 - 2020	LEADER Local Action Group SBC Economic Development	No. of businesses assisted Innovation	2015 to 2020	A new Rural Enterprise Fund has been established as part of the Scottish Borders LEADER Programme. It provides support to farm business diversification and small rural business innovation projects. £800k has been ring-fenced in the LEADER Programme to support this activity, with 3 projects already supported and four projects currently being assessed.

Action	Resource	Responsibility	3-year Target/ Measure	Timeframe	Progress Update
2. DESIRED OUTCOME – There is a supply of immediately available land and premises for business expansion and inward investment					
Ensure Local Development Plan has adequate supply of employment land	No direct cost	SBC Plans & Research	Ha. of available employment land	2015/16 to 2017/18	The Scottish Borders Local Development Plan (LDP) was adopted in May 2016. It allocates and protects employment land sites at key locations across the Scottish Borders.
Deliver the Borders Strategic Employment Land Project (Coldstream, Lauder, Duns & Hawick)	£2.9m including ERDF investment (Capital)	SBC Economic Development	Ha of serviced sites	Due for completion June 2015.	The EU funded Strategic Employment Land project created 3.25ha of business development land across four settlements: Hawick, Lauder, Duns and Coldstream. Each site has at least 6 plots (with Lauder having 7, and Duns having 8), available for SMEs to develop business units on. The project was completed in September 2015.
Marketing of Scottish Borders Employment Land sites - existing property portfolio and serviced land sites.	£5,000 (Revenue)	SBC Economic Development	No. of Enquiries % Occupancy Rate	2015/16 to 2016/17	The new employment land sites have been marketed in commercial property publications and new promotional sign boards have also been erected at each site. More than 20 businesses have expressed interest in plots, with 5 interests in process at present.
Develop 'Central Borders Business Park' (land acquisition and phased development / phased refurbishment).	Market dependent (Capital)	Private sector SBC Economic Development Scottish Enterprise	Ha serviced sites	2015/16 to 2022/23	A masterplan exercise, funded by the Council and the Borders Railway Blueprint is now being developed for the Central Borders Business Park and a wider area of land in the Tweedbank area. SE commissioned Rydens to carry out a qualitative study into supply and demand for land/property in the locality. The study broadly

Action	Resource	Responsibility	3-year Target/ Measure	Timeframe	Progress Update
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 16</p>					<p>supports the project outputs to deliver an access roadway with serviced plots with an initial provision of approx. 900m² net of business space on one plot. The remaining plots would be marketed for private sector/business development.</p> <p>Additionally SE has approved internal funding to progress the project to RIBA stage 3, which will give a detailed design and cost, based on current market evidence. This can then be used as the basis of a substantially de-risked approval process.</p> <p>This action is linked to maximising Borders Railway benefits - Borders Railway Blueprint project.</p>
	<p>Facilitate development of Eyemouth 'Seafood Technology Park'</p>	<p>Market dependent (Capital)</p>	<p>Private sector SBC Economic Development SBC Estates</p>	<p>Ha serviced sites</p>	<p>2013/14 to June 2015</p>

Action	Resource	Responsibility	3-year Target/ Measure	Timeframe	Progress Update
Project Pipeline – Resources Required					
Strategic Employment Land Phase II – Initiate a programme to identify and develop key sites for future servicing / development.	Staff time Funding for feasibility studies	SBC Economic Development SBC Plans & Research Scottish Enterprise	Number of potential sites Area of potential sites	2016-2018	As part of the work for the next LDP, the Council will identify settlements that require new or additional employment land allocations. Galashiels, Peebles and Selkirk are likely to be a particular focus. It is also likely that the employment land policy will be reviewed to ensure it is fit-for-purpose. It intended that a Main Issues Report (MIR) is published in the Autumn of 2017.
Identify opportunities in Town Centres for new business premises / Business Incubators. Scope out extent of demand, options, costs – consider conversion versus new build costs, look at potential of co-location with other CPP services.	Staff time Funding for feasibility studies	SBC Economic Development SBC Plans & Research	Number of potential sites Floorspace of potential sites	2016 + 2017	The Council has been considering the opportunity for new business premises and business incubator space, in Hawick and Galashiels town centres in the first instance. This work is linked to the Hawick Action Plan and the Borders Railway Blueprint. A pilot project has also been initiated to provide small office incubator space in the Council Offices at Rosetta Road, Peebles. The lessons learned from this pilot will help to inform similar initiatives in other towns.
3. DESIRED OUTCOME - Businesses have cost effective access to key infrastructure					
Rollout of Digital Scotland Superfast Broadband in Scottish Borders.	£8.4m additional SBC investment (Capital)	Scottish Government South of Scotland Alliance SBC Economic	93%+ premises passed 100% basic access	2014/15 to December 2017	The rollout of the Digital Scotland Superfast Broadband is due to complete at the end of 2017. The target is to serve 93.8% of premises in the area. At the end of 2016, 74.9% of premises had been connected, although it is important to note that not all premises

Action	Resource	Responsibility	3-year Target/ Measure	Timeframe	Progress Update
		Development Community Broadband Scotland			connected to the new fibre broadband network will see a significant improvement in their service.
Lobby for improvement of Mobile telecoms coverage – 3G and 4G access. Link to tourism as well as emergency/safety.	Feasibility/ demand stimulation required (Revenue)	SBC MPs/MSPs Private sector	100% 3G coverage Significant 4G coverage	2013/14 to 2015/16	The South of Scotland Alliance has been lobbying both UK Government and Scottish Government on this issue. This has successfully achieved some minor improvements through the UK Mobile Infrastructure Programme. SoSA has also met with the Mobile Network Operators to understand their development plans and lobby for improved geographic coverage and better 4G coverage.
Support the re-opening of Reston Station to enhance development of Eastern Berwickshire.	Scottish Government (Scottish Stations Fund) 2014/15 (Capital)	Network Rail SBC East Lothian Council	New station open to passengers	2015/16 to 2017/18	Scottish Borders and East Lothian Councils are currently in discussions with Scottish Government and Transport Scotland regarding potential delivery options for Reston and East Linton Stations. If discussions progress successfully, we believe there is the potential for the stations to be delivered between 2019 and 2024.
Building on the National Digital Engagement Programme, deliver demand stimulation and digital inclusion programmes to maximise the adoption of the new broadband infrastructure.	Utilise the national programme resources in the Scottish Borders	SBC Economic Development Digital Scotland Team CREATE Team Business Gateway	Number of businesses using Superfast Number of ‘new user’ households connected	2015 - 2017	Through the Digital Boost Programme the Council has delivered 37 workshops with 232 attendees. There have also been 23 businesses given individual consultancy support through the programme.

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Action	Resource	Responsibility	3-year Target/ Measure	Timeframe	Progress Update
Work with partners to identify solutions that will provide Superfast Broadband access for the final 6% of premises - the most rural areas.	Staff time	South of Scotland Alliance Community Broadband Scotland	Increase in coverage beyond 93.6%	2016 - 2018	The Council, through the South of Scotland Alliance, has been pressing Scottish Government to identify solutions for those areas that will not be covered by the Digital Scotland Superfast Broadband programme. The Reaching 100% Programme has been initiated by Scottish Government in response to this challenge.
Project Pipeline – Resources Required					
Lobby for improvement of key Roads Infrastructure – A1 / A68 / A7	Options appraisal required (Capital)	Scottish Government SBC E&I	Km of road upgraded	2013/14 to 2015/16	Following the successful opening of the Borders Railway to Tweedbank, the Scottish Government is examining the case for an extension of the railway along with improvements to the A1, A7, and A68 with a study to identify Borders transport requirements. This is due to report by the end of 2017.
4. DESIRED OUTCOME – Activity is increased in key local sectors including textiles, tourism, food & drink					
Promote and market 7stanes and 'Cycle Scottish Borders' product	£80k (Revenue)	7stanes CIC Recreational Cycling Group	No. of marketing campaigns No. of additional visitors % increase in average stay % increase in revenue	2013/14 to 2015/16, then self-sustaining	The private sector-led 7stanes Community Interest Company was wound up and Forest Enterprise Scotland has taken on the promotion and marketing of the 7stanes sites. 'Cycle Scottish Borders' website and social media is being regularly updated to promote cycling events.
Creative Sector Support Programme	£75k per annum (Revenue)	SBC Arts Development Business	Programme delivered No. of businesses assisted	2013/14 to 2015/16	The Creative Arts Business Network (CABN) project provides a diverse programme of support to the creative sector in the Scottish Borders and seeks to strengthen the sector by

Action	Resource	Responsibility	3-year Target/ Measure	Timeframe	Progress Update
		Gateway (Business Advisors) Creative Scotland			working towards longer term strategic goals. CABN currently supports 863 businesses, and 59 organisations through a bespoke programme of support. It is delivering against key aims of the Cultural Strategy including supporting the development of a Cultural Forum and a Capacity Building Programme. It is currently funded by Live Borders and Creative Scotland (Place Partnership funding).
Project Pipeline – Resources Required					
Work with partners and local business representatives to develop Local Sector Action Plans; including textiles, tourism, food & drink, and renewables.	Existing Resources in Business Gateway, SBC Economic Development	SBC Economic Development Scottish Enterprise Skills Development Scotland	Number of sectors with plans – order of priority: <ul style="list-style-type: none"> • Renewables; • Construction • Textiles 	2015/16 – 2016/17	Business Gateway reviewed the sector approach in the area and concluded that this was not the most effective way to support businesses locally. The Growth Advisers were instead split according to geography (using SBC Area Forum boundaries). This has ensured that each part of the area is given a new focus allowing for businesses not previously worked with to be introduced to Business Gateway. Advisers still maintain their previous sector knowledge and this is shared amongst the team as individual cases arise.
Investigate whether there is demand and need for a Borders Construction Industry Forum.	Staff time	Scottish Enterprise SBC Economic Development SBC Housing Strategy	Revived Industry Forum in place Number of private sector members	2015/16 – 2016/17	Officers from the Council, Scottish Enterprise and RSLs are meeting to discuss whether a Construction Industry Forum is still the most appropriate vehicle to support the sector. The needs of local businesses in the sector and the needs of their customers require consideration in relation to the potential for economic growth.

Action	Resource	Responsibility	3-year Target/ Measure	Timeframe	Progress Update
5. DESIRED OUTCOME - Recreational, retail and cultural opportunities are maximised					
Events Support Programme including supporting events under the national Year of Food & Drink 2015	£100,000 per annum (Revenue)	SBC Economic Development SBC SAG EventScotland	No. of National & International events No. of Event Attendances	2013/14 to 2015/16	<p>The combined economic impact of events funded by the Council in 2015/16 is estimated to be £8 million based on the national EventIMPACTS model. Existing events which have been supported include:</p> <ul style="list-style-type: none"> • Border Counties Rally - developing crowd spectator areas and EventScotland funding. • Melrose Rugby 7s - for marketing activities promoting train travel to capture the Edinburgh market. • Riverside Rock Festival, Jedburgh - to increase crowd numbers and support a bid to EventScotland for marketing funding. • Hillside Outside - support for Tweedlove and Tour 'o the Borders cycling events. • Borders Book Festival – support for new elements in the event. • The Flying Scotsman Train visit and associated events taking place in Galashiels on the day. <p>The Safety Advisory Group (SAG) is currently supporting 49 individual events in the Scottish Borders.</p>
Tourism marketing & promotion and information	£115,000 (Revenue) Additional ERDF	VisitScotland Area Tourism Partnership SBC Economic Development	ROI of Campaigns Purchased Through VisitScotland ROI for Visitor Information Centres	2015/6	<p>In December 2016, the Council received the first interim report of the STEAM data for the Scottish Borders covering January-June 2016. Comparing Jan-June 2015 with Jan-June 2016, visitor days in the Scottish Borders have increased by almost 11%, visitor spend is up by 16%, and employment related to tourism has increased by 8%. The rise in tourism activity in the Scottish Borders, both in terms of numbers</p>

Action	Resource	Responsibility	3-year Target/ Measure	Timeframe	Progress Update
					<p>and economic impact, is substantial, not only when compared to the previous year, but also when compared to other local authority areas in Scotland.</p>
<p>Borders Railway Marketing Programme (with links to Walter Scott and Abbotsford House)</p>	<p>(Revenue)</p>	<p>Area Tourism Partnership VisitScotland SBC Economic Development Scottish Government</p>	<p>Marketing campaigns Additional visitors per annum to key attractions</p>	<p>2015/16 to 2017/18</p>	<p>The Borders Railway Autumn 2015-Spring '16 campaign with VisitScotland generated £8,285,097 gross economic activity for the Scottish Borders.</p> <p>A Matador promotional video was created specifically for US and European marketing, showcasing the Scottish Borders and distributed on travel channels worldwide. https://www.youtube.com/watch?v=xilpbPv6Dtk It has had over 115,000 views in the UK and 1.2 million views worldwide since November 2016.</p> <p>Borders Weaver, Midlothian Explorer, Borders Railway and other locations that weren't in the film are featured here - 14 Facts about South East Scotland that will Surprise You.</p> <p>A '39 steps' marketing campaign is due to be released early in 2017. https://youtu.be/WapYNGHnbfw</p> <p>A 9-page folding direct mail pack focusing on trip planning, adventure and "taking the scenic route" is due to be sent out to those on Scottish Borders and Midlothian databases in March 2017.</p>

Action	Resource	Responsibility	3-year Target/ Measure	Timeframe	Progress Update
Project Pipeline – Resources Required					
Initiate the development of a Scottish Borders cycling strategy in order to make the Scottish Borders a ‘Cycling Hub’.	Staff time	Area Tourism Partnership VisitScotland SBC Economic Development Cycling organisations	Strategy agreed Actions implemented	2015/16 to 2017/18	A Cycle Tourism Strategy has been developed in order to take advantage of the opportunities that cycling provides to attract more visitors to the area. It aligns infrastructure, events and tourism development. The Strategy was consulted on during the summer of 2016 and agreed by Council in November 2016.
Work with key partners to develop the Scottish Borders Walking Product. Build on themes in the new Access and Transport Strategy.	Staff time Revenue Capital	Area Tourism Partnership VisitScotland SBC Economic Development Walking organisations	Strategy agreed Actions implemented	2016/17 to 2017/18	The new walking site www.walkscottishborders.com is now live. This is the sister site to www.cyclescottishborders.com which has been running since 2012. Both sites are now ‘mobile friendly’ and are available for use by businesses wishing to link to the cycle and walk network or by visitors requiring access to route information and visitor information on tablets and mobile phones.
6. DESIRED OUCTOME – New business and enterprise is attracted to the Borders					
Project Pipeline – Resources Required					
Inward Investment Programme - building on “Our Scottish Borders” and “Best move of your life” campaigns	£75,000 (Revenue)	SBC Economic Development Scottish Enterprise/ SDI	Website traffic Enquiries Jobs supported by Inward Investment Projects	2014/15 to 2016/17	In collaboration with Midlothian and Edinburgh City, a dedicated project manager is now acting as the key contact for investors. He has begun the process of assessing the inward investment ‘offer’ with a view to identifying and then promoting the opportunities. This assessment is also identifying gaps in provision that will then

Action	Resource	Responsibility	3-year Target/ Measure	Timeframe	Progress Update
					<p>require to be addressed.</p> <p>A new 'Prospectus' to promote the Borders Railway corridor was developed with support from the Improvement Service, working with Midlothian and City of Edinburgh Councils.</p> <p>A Property "Gap Analysis" into the retail, leisure and commercial property in Hawick and Galashiels was undertaken and is informing future marketing and inward investment activity for those towns.</p> <p>Recently, the partner's inward investment activity has helped to secure business investment in Hawick and the location of CGI's Scottish service centre.</p>

B. Building on our assets

Action	Resource	Responsibility	3-year Target Measure	Timeframe	Progress Update
1. DESIRED OUTCOME – The economic development potential of the Borders Railway is maximised					
Implement Borders Railway Blueprint and Local Workplan to maximise the Economic opportunities of the Borders Railway. Key projects include: - Borders Business Park - Tourism Destination Audit - Great Tapestry of Scotland - Steam Train Experience - Borders Railway Tourism Development Programme - Borders Railway Prospectus and Inward Investment Delivery - Borders Railway Opening Celebrations - Hop on/ Hop off bus services & tour operators services - Train Wrap	Use existing staff resource to support this priority area. Scottish Government £10M commitment for Railway Corridor. SBC Capital Programme	SBC Economic Development Business Gateway SE (Commercial property) Borders College, BCIF (Training) Scottish Borders Tourism Partnership	From Action Plan	2013/14-2015/16	The Borders Railway reached its one year anniversary in September 2016. Significant progress is being made across the Blueprint programme. Over 1 million passengers used the service in the first year of operation. Partners continue to deliver projects in the Borders Railway Blueprint Action Plan, across three themes – Great Destinations to Visit, Great Locations for Working and Investment, and Great Communities for Living and Learning <ul style="list-style-type: none"> • Final approval of Great Tapestry of Scotland Visitor Centre Project • Approval of funding for ScotRail Retail Hub at Tweedbank Station • Development of Borders Railway Town Centre Masterplanning Programme • Delivery of Tourism Business Development Programme via Business Gateway, providing direct assistance to 48 local businesses and supporting 3 events and 5 collaboration projects over the last year • Approval of funding for 2-year Borders and Midlothian Tourism Destination Development project • Delivery of 'Runaway Seat' marketing

Action	Resource	Responsibility	3-year Target Measure	Timeframe	Progress Update
					campaign in August 2016 with local visitor attractions, and 'Borders Turns One' partnership campaign to celebrate the one year anniversary
Deliver Transport Interchange and Galashiels Inner- Relief Road projects	£3.7m+ Including ERDF investment (Capital)	SBC E&I	Sq m of business space Number of businesses assisted	2015	The Transport Interchange in Galashiels was successfully completed in time for the opening of the Borders Railway in September 2015. The landmark building includes modern office space and meeting venues as well as providing its interchange function. Linked to maximising Borders Railway benefits.
2. DESIRED OUTCOME – FE/HE links with business are developed at the Scottish Borders Campus					
Build new business Relationships with Heriot-Watt University locally and at main Riccarton Campus.	No additional resource	SBC Economic Development	Regular communication between HWU and CPP	2015/16	Opportunities around the campus and the potential of the new student accommodation have been flagged as part of the Railway Blueprint work. Heriot Watt is also seeking to develop a new textiles innovation centre as part of the potential City Region Deal programme.
Establish a new industry led 'Invest in Young People' Regional Body to meet the requirements of 'Developing the Young Workforce'	Staff time Potential Scottish Government funding for 3 years	SBC Economic Development Borders Business Forum Borders College	New industry-led body in place Number of businesses represented	2015/16	A new Developing the Young Workforce industry-led Group has been established. It has successfully applied for funding from Scottish Government and now has a three-year period to develop stronger links between businesses and schools/colleges.
Investigate the feasibility of a Business Conference facility at the Borders Campus,	Staff time	HWU Borders College	Number of new events Number of additional	2015/16 – 2016/17	Heriot Watt is interested in how it could use the assets in Galashiels, with potential for conference business using the new student

Action	Resource	Responsibility	3-year Target Measure	Timeframe	Progress Update
Galashiels	Revenue	VisitScotland	visitors		<p>accommodation out of term time. Firm proposals have not yet been developed.</p> <p>A new Business Development Centre has been opened on the Hawick Campus and management of Borders College are working closely with Business Gateway to promote this.</p>
3. DESIRD OUTCOME – Vibrant Town Centres					
<p>Deliver Selkirk CARS town centre regeneration project</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 27</p>	<p>£1.2million including Historic Scotland investment (Capital)</p>	<p>SBC Built & Natural Heritage</p> <p>SBC Economic Development</p> <p>Selkirk Regeneration Company</p>	<p>No. property grants issued</p> <p>Public realm improvement project</p> <p>No of local business/ Heritage learning & participation initiatives/ Private sector leverage</p>	2017	<p>The five year programme of town centre regeneration activity is progressing well.</p> <ul style="list-style-type: none"> ▪ 40 grant offers have been issued for repairs to traditional buildings, totalling £242,500, supporting 25 properties. ▪ 8 priority buildings will be supported with grant offers for repairs in Year 4 totalling £195,000. ▪ Over 80 educational & training events have been organised by Selkirk CARS with over 2,800 people attending. ▪ A range of educational activities has been implemented including the Cabinet of Curiosity (joint project with Selkirk High School, Abbotsford and Live Borders). ▪ A contribution will be provided to the Selkirk Town Centre Streetscape project <p>An additional £70,000 of funding has been secured from Historic Environment Scotland to support traditional building repairs projects.</p>
<p>Deliver regeneration actions in Galashiels Town Centre through a 2 year pilot project – Galashiels Town Centre</p>	<p>Town Centre Coordinator</p>	<p>SBC Economic Development</p> <p>Private sector</p>	<p>No. property grants issued</p> <p>No of new/ added value events</p>	2014/15 – 2016/17	<p>The Galashiels Town Centre Coordinator Project has supported business and community activity to align with the reopening of the Borders Railway. The project has successfully delivered a number of key small projects, which</p>

Action	Resource	Responsibility	3-year Target Measure	Timeframe	Progress Update
Coordinator			No of local business / marketing initiatives delivered Private sector leverage Capacity building : No of new volunteers/ C of Trade reps		have significantly improved the visual attractiveness of the town centre. It supported capacity building activity that has helped to facilitate Energise Galashiels, the Chamber of Trade, local businesses and community groups to work together. This provides a stronger platform for more business development and community activity in future.
Support Future Hawick and other community-led groups to deliver actions in Hawick Town Centre.	Staff time £30,000	SBC Economic Development Future Hawick	Number of new projects delivered Number of businesses assisted	2015/16	The Council has provided £30,000 to Future Hawick to enable the group to deliver a range of initiatives to support the town centre. This included a shop front grant scheme to help improve the facades of a number of shops in the town centre and refreshed visitor signage at the town boundaries. The Council has also successfully engaged with Scottish Government to draw additional resources into the town, with a capital funding allocation of £3.625M made as part of the Programme For Government.
Explore options for a cost effective solution to provide Town Centre Wi-Fi in the main towns in the Borders.	Staff time £7,000	SBC Economic Development SBC IT	New solution identified	2015/16	Pilot Wi-Fi initiatives in Hawick and Jedburgh finished in 2015/16. So far, it has not been possible to identify a cost-effective solution for town centre Wi-Fi, with significant capital costs and ongoing revenue costs involved in any Wi-Fi solution. Changing technologies or innovative new business models from the private sector may help to achieve this in future.

Action	Resource	Responsibility	3-year Target Measure	Timeframe	Progress Update
Investigate opportunities to develop a business advice initiative for independent traders/small shopkeepers.	Staff time	SBC Economic Development	No. of businesses assisted	2016/17	A draft retail workshop has been created in association with Marks and Spencer and Boots. This would provide seminar support for businesses. Suitable dates, venues and time of delivery are being considered.
Deliver Selkirk Town Centre – Streetscape Works to improve the attractiveness of the town centre.	£450,000 Allocation in Capital Programme	SBC Economic Development	Area of improved public realm	2016 - 2018	Council Engineers' have been working with the Selkirk Stakeholder Group on the early design stages for a programme of town centre streetscape works. The town centre works aim to provide safer and improved areas for bus passengers, improve pedestrian crossings, develop flexible events space and provide better seating, as well as enhance Selkirk's historic conservation area. The £450,000 proposed works will contribute to the regeneration of the town centre and is part-funded by the Selkirk Conservation Regeneration Scheme (CARS).
Deliver Phase 1 repair works and develop a funding package to deliver Selkirk Courthouse Project, Phase 2.	Phase 1 allocation of £95K Phase 2 allocation of £450,000	SBC Economic Development	Phase 1 repairs completed Phase 2 funding package achieved	Phase 1 – 2015-17 Phase 2 – 2015-17	Phase 1 repairs to the Sir Walter Scott's Courthouse, will be supported as one of the priority buildings in the Selkirk CARS Programme. Works are expected in the summer/autumn of 2017.
4. DESIRED OUTCOME – Rural land-use is integrated					
Undertake Scottish Government pilot Regional Land Use Strategy.	£215,000 Scottish Govt grant (Revenue)	SBC Built and Natural Heritage Tweed Forum	Plan in place	2013/14 – 2015/16	The pilot project was completed by the Council, supported by Tweed Forum, in 2015 with a Scottish Borders pilot Regional Framework

Action	Resource	Responsibility	3-year Target Measure	Timeframe	Progress Update
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 30</p>		A Working Countryside			<p>document setting out the integrated, ecosystems approach and a set of potential actions based around key policy drivers for : food production, timber and woodland, renewable energy, natural flood management, diffuse pollution control, recreation, development and biodiversity.</p> <p>A set of GIS mapping layers was produced showing stock of natural capital, opportunities to expand ecosystem services, areas where multiple benefits could arise and areas of potential conflict between existing land uses and delivery of some ecosystems services.</p> <p>The outputs were submitted to Scottish Government and helped inform their revision of the national Land Use Strategy (2016-2021) published in March 2016.</p>
					<p>Project Pipeline – Resources Required</p>
Deliver Innerleithen Aim Up Bike Park Project	£5.5m (Capital)	AIM Up (Management) FCS SBC Economic Development Scottish Enterprise VisitScotland Potential Lottery and SRDP	Bike Park development Marketing actions Visitor Numbers	2015/16	<p>The MTB Stakeholder Group has agreed a position with regards to the mechanical uplift project. In view of the uncertainty around the level of demand and financial viability this is a high risk project for the public sector. Therefore public sector investment in the uplift project proposal is unlikely to be secured from the current position.</p> <p>A Tweed Valley MTB Action Plan that focuses on the other opportunities around mountain biking was approved by the MTB Stakeholder Group at their meeting on the 1 June 2016.</p>

Action	Resource	Responsibility	3-year Target Measure	Timeframe	Progress Update
		investment SportScotland			Scottish Cycling is seeking LEADER funding for a dedicated Action Plan Co-ordinator post over the next 3 years as part of a joined up approach to project delivery in the Tweed Valley.
Encourage continued trail development in forests and linking routes in the Tweed Valley to support continued growth of mountain biking in the area.		Scottish Government Forestry Commission Scotland Scottish Enterprise SBC Economic Development	Number of additional trails Additional maintenance undertaken Increase in number of visitors	2015/16 – 2017/18	The Council met with Scottish Government to discuss the potential for additional support for FCS to invest in trail development. Trail development (and maintenance) has been identified as one of the key elements in growing the MTB market. A review of the future role of the Mountain Bike Centre of Scotland at Glentress (which is run as a partnership with Edinburgh Napier University, the Scottish Funding Council, Scottish Enterprise and Scottish Cycling) is currently under way.
Support the development of a Tweed Valley Resort including Glentress Master Plan.	Staff time	Forestry Commission Scotland Scottish Enterprise SBC Economic Development	Number of bedspaces in new accommodation Increase in number of visitors	2015/16 – 2017/18	FCS is seeking to progress the provision of new visitor accommodation in Glentress. In the first instance, FCS is required to explore the opportunities with Forest Holidays. There is real potential for a significant inward investment at this location and discussions between FCS, SE and Forest Holidays are ongoing in relation to the types of development outlined in the Glentress Masterplan.
Design and deliver an Innerleithen to Galashiels off-road cycle route (using former railway line).	Staff time Revenue	SBC Network Team SUSTRANS	Km. of new cycle track Increase in number of	2016/17 – 2017/18	The intention is to build on the success of the Peebles to Innerleithen cycle track (multi-use) to link to the Borders Railway and enhance the cycling offer.

Action	Resource	Responsibility	3-year Target Measure	Timeframe	Progress Update
	Capital	Cycling organisations	users		Efforts are currently focused on the Innerleithen – Walkerburn Shared Access Route. Detailed design work on the first section of the path at Walkerburn has been undertaken and it is anticipated that some work will start on this section later in 2017.
5. DESIRED OUTCOME – A framework is provided for communities to contribute to economic growth					
Deliver Fisheries Local Action Group (EFF Axis 4 funding) Programme	£800,000 Including EFF investment (Revenue)	Fisheries Local Action Group (FLAG) Private sector	No of projects supported in Berwickshire Coast	2013/14 to 2015	European Fisheries Fund Axis 4 Fisheries Local Action Group (FLAG) 2007-2013 local development funding programme was successfully closed at the end of June 2015. The final commitment was £632k to 13 projects against a total budget availability of £720k. In addition, support was provided to applicants to EFF Axes 1 and 2 resulting in £23k EU support to fishing vessels and an offer of £216k EU grant funding to a local shellfish processor (both sums co-financed by Scottish Government).
Localities Approach to be piloted for 1 year	Revenue budget to support a coordinator role	CPP partners Localities/ town regeneration organisations	Delivery of Action Plans for each key centre – following Eyemouth pilot Retail footfall Town Centre vacancy rate	2013/14 – 2013/14	Pilot completed for the Cheviot area in 2015/16. New direction received from the Community Empowerment (Scotland) Act which will lead to five Locality Plans being published in October 2017. Business Gateway Growth Advisers are split according to the localities. Each adviser is available to attend community meetings as appropriate.

Action	Resource	Responsibility	3-year Target Measure	Timeframe	Progress Update
Project Pipeline – Resources Required					
Deliver the new Scottish Borders LEADER Programme 2014 -2020	EAFRD investment Project match funding required (Revenue)	LEADER Local Action Group SBC Economic Development	New Programme approved by Scottish Government Number of rural development projects supported Leverage	2015 – 2020	The LEADER Local Action Group met a number of times in 2016 and has approved grant funding to 7 projects, with grants total £241,788 against projects valued at £715,786. The next application deadline for LEADER funding is 28 February 2017 and there is a good pipeline of projects coming forward.
Deliver the new Scottish Borders and East Lothian EMFF FLAG Programme 2014 -2020	EMFF investment Project match funding required	Fisheries Local Action Group SBC Economic Development	New programme approved by Scottish Government Number of coastal development projects supported Leverage	2015 – 2020	The new Scottish Borders, East Lothian and Fife Fisheries Local Action Group, known as the Forth FLAG, has received a funding allocation of just over £1M for the period 2014 – 2020. The new Action Group will make recommendations on European Maritime Fisheries Fund (EMFF) local development applications. Scottish Borders Council is the lead partner for the three areas and has employed an EMFF Programme Coordinator, based in Eyemouth, to support the development of projects, and applications to the fund, from groups and businesses across the whole FLAG area.

C. Developing the workforce of the future

Action	Resource	Responsibility	3-year Target Measure	Timeframe	Progress Update
1. DESIRED OUTCOME – Increase young people and other job seekers are supported into employment					
Develop a Scottish Borders Programme of action to deliver the ‘Developing the Young Workforce’ (DYW) agenda.	Scottish Government funding available	Learning & Skills Partnership SBC Borders College Skills Development Scotland Businesses	Improved work experience activity for young people Young people better prepared for work Businesses more satisfied with young workforce	2015/16 – 2017/18	<p>A ‘Developing the Young Workforce’ (DYW) programme covering a wide range of actions was agreed by the Learning & Skills Partnership in 2015.</p> <p>Since Mid-2015 significant progress has been made in developing the infrastructure and delivering the milestones laid out in the national DYW strategy, under the governance of the Learning & Skills Partnership.</p> <p>DYW project managers are now operational within Scottish Borders Council and Borders College. In addition, a project team to work on behalf of the recently formed regional DYW Industry Group has been put in place using Scottish Government funding.</p> <p>All secondary schools in the Borders also have a dedicated DYW representative, with protected time to enable them to attend monthly meetings and deliver agreed actions.</p> <p>All of these officers work collaboratively to deliver the DYW objectives.</p>

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Action	Resource	Responsibility	3-year Target Measure	Timeframe	Progress Update
Support a range of employability projects utilising the European Social Fund (ESF) funding that is available for the Scottish Borders.	ESF funding Revenue Potential 3 rd Sector Match Funding	SBC Employment Support Service SBC Economic Development 3 rd Sector Partners	Unemployed people participating in Employability & Skills Programmes Unemployed People Assisted into Employment Social exclusion issues addressed	2015 to 2020	A £591k European Social Fund grant has been approved for a £1.4M employability pipeline project that will be delivered in 2017 and 2018.
Develop Employability Support Pipeline	No additional cost (Supported by national Employability Fund)	Skills Development Scotland Job Centre Plus FE/HE Institutions SBC ELL	Unemployed People Participating in Employability & Skills Programmes Unemployed People Assisted into Employment	2014/15	The number of unemployed young people in the Scottish Borders aged 18-24, as measured by the claimant count, has decreased from 450 in December 2013 to 270 in December 2016. In December 2014, the number was 295, and in December 2015, the number was 265. Although the rate in the Scottish Borders for December 2016 (3.5%) was 0.2 percentage points above that for Scotland (3.3%), the gap has narrowed from 0.6 percentage points in December 2013 (5.8% compared to 5.2%).
Prepare school leavers for world of work, linked to Curriculum for Excellence	Additional costs (Revenue)	SBC ELL Skills Development Scotland	Increased levels of youth employment Increased proportion of 'positive' leaver destinations (current target 90%)	2014/15-2015/16	All schools are using the SDS website – 'My World of Work'. This includes a partner zone on the site for teachers to use as a careers related resource. https://www.myworldofwork.co.uk/ New Government standards on work placement, career guidance and employer engagement have been distributed to the secondary schools and professional development opportunities have been created

Action	Resource	Responsibility	3-year Target Measure	Timeframe	Progress Update
Page 36 'Scottish Borders Guarantee' – apprenticeships, internships and graduate placements for young people	£100,000 (Revenue)	CPP partners Job Centre Plus Skills Development Scotland FE/HE Institutions	Unemployed People Participating in Employability & Skills Programmes Unemployed People Assisted into Employment	2014/15-2015/16	<p>to support teachers responsible for the direct delivery of the DYW agenda.</p> <p>Communication has begun with parent representatives, to explain the ambition to further develop flexible learning pathways and school timetables are now aligned with Borders College to facilitate this.</p> <p>To deliver the key objective of closer school and employer involvement, six of the nine secondary schools now have an active local employer partnership.</p> <p>In addition, agreement has been secured to include DYW participation as a specific requirement of bids for Local Authority contracts, through Community Benefits.</p>
					<p>A key element of the Developing the Young Workforce initiative is to increase the number of young people entering apprenticeships, particularly those with social or educational barriers. Modern Apprenticeship (MA) opportunities are reviewed within a specific work stream of DYW, involving all interested parties. Figures for the period April 2015 to March 2016, show that 148 young people between the ages of 16 - 19 years undertook MAs.</p> <p>Borders College obtained agreement to offer two of the new Foundation Apprenticeships in</p>

Action	Resource	Responsibility	3-year Target Measure	Timeframe	Progress Update
					2016/17. However, a delay in the approval process resulted in a poor response to their offering, despite significant promotional activity around these. The College will review early adopter information and consider offering two additional FAs in 2017/18, potentially in STEM subjects.
Deliver 'Youth Employment Scotland' funded local employment recruitment incentive	£250,000 including ESF/ Scottish Government funding	SBC Economic Development Business Gateway	Unemployed People Assisted into Employment (150 work placements target)	2014/15 – 2015/16	Employer Recruitment Incentive - Youth Employment Scotland Scheme – The Youth Employment Scotland Scheme funded by the Scottish Government and EU funding supported 156 placements up to March 2015. Scotland's Employer Recruitment Incentive - SERI Scheme – The SERI Scheme funded by the Scottish Government via Skills Development Scotland offered 19 placements in the Scottish Borders until January 2017.
Project Pipeline – Resources Required					
Use the Regional Skills Assessment to inform partnership decisions about skills and learning provision.	Staff time	Skills Development Scotland SBC Economic Development Borders College Invest in Youth Group	Clearer understanding of gaps and potential future demand	2015/16	Skills Development Scotland has developed a new Regional Skills Assessment to identify gaps and opportunities linked to College Outcome Agreements. This work has recently been updated and will provide a valuable resource for the Learning & Skills Partnership and local partners, including the new DYW Industry-led Group.

Action	Resource	Responsibility	3-year Target Measure	Timeframe	Progress Update
Improve access to learning and skills opportunities for young people in the Eyemouth/East Berwickshire area	Additional costs (Revenue)	Borders Learning and Skills Partnership Skills Development Scotland FE Institutions	Increased access to appropriate vocational skills	2013/14- 2015/16	Employability Fund provision to support skills development is made available in the East Berwickshire area and is taken up. The Eyemouth Vision process has highlighted the opportunity to create a Centre of Excellence for Marine Economy in Eyemouth. This would include the potential for more learning and training activities (Fisheries, Boat Building, Marine Engineering). Further work is being taken forward by Eyemouth & District Community Trust and partners to consider how this might be delivered.
Community Planning Partners to use 'Community Benefit' clauses in their procurement to help secure training and employability benefits, particularly for young people.	Potential additional costs (Revenue)	Community Planning Partnership	Increased access to appropriate vocational skills	2015/6 – 2017/18	The Council and some partners are now successfully using community benefit clauses in their procurement processes in order to deliver employability related outcomes. For instance the Council created 24 new jobs and secured three Modern Apprenticeships places for young people through the Selkirk Flood Protection Scheme project.
2. DESIRED OUTCOME – Employers are supported to address skills deficiencies in response to current and future need					
Engage with employers to identify workforce development training needs in key sectors – land based industries, textiles, tourism, food and drink, and engineering and manufacturing sectors	£250,000 (Revenue)	SDS Sector Skills Councils Borders College Bus Gateway Job Centre Plus	Sectoral programmes developed (new and existing) - Scottish Qualifications Framework-accredited Informed by Textiles Pilot Modern Apprenticeship (MA) evaluation	2014/15- 2015/16	The establishment of the DYW Industry-led Group provides a new, more structured channel to engage with local businesses. Discussions will include how key sectors can recruit, retain and develop employees, as well as aiming to match between FE/ HE supply and employer and learner demand more effectively.

D. Providing leadership

Action	Resource	Responsibility	3-year Target Measure	Timeframe	Progress Update
1. DESIRED OUTCOME – Transition to a low carbon economy is encouraged and supported					
COMPLETE - Develop a Low Carbon Economic Strategy for the Scottish Borders	No additional cost	SBC Economic Development CPP Partners	Approved Low Carbon Economic Strategy	2013/14	Completed. Approved by Strategic Board in October 2013.
Deliver the actions set out in the Low Carbon Economic Strategy.		SBC Economic Development CPP Partners Businesses Households Communities	Performance targets set out in the LCES Performance Framework	2015/16 – 2017/18	<p>Business Gateway Referrals to Resource Efficient Scotland - Business Advisers have linked 12 businesses to Resource Efficient Scotland who can provide free advice on a range of resource efficiency issues and help to access financial support for projects.</p> <p>Domestic Heat Pump Training – The Council worked closely with Borders College and Skills Development Scotland to deliver a 4 day BPEC training course covering the installation and maintenance of both air and ground source heat pump systems in November 2015. 5 individuals successfully completed the course.</p> <p>SHARC Heat from Sewage Installation at Borders College - This system uses a heat pump to amplify the natural warmth of waste water and the heat produced is being sold to Borders College under a 20-year purchase agreement, producing savings in energy, costs and carbon emissions. The system now provides around 95% of the heat needed by the</p>

Action	Resource	Responsibility	3-year Target Measure	Timeframe	Progress Update
					<p>Galashiels campus and does not impact on the normal operation of the local waste water network. The Borders College system is the first of its kind in the UK.</p> <p>Climate Resilient Communities – this joint project between the Council and Dundee University was funded by the Joseph Rowntree Foundation. The project engaged communities in discussions around climate change vulnerability and to develop methods of increasing the resilience of climate disadvantaged groups. The project worked in Peebles, Hawick and Newcastleton and has focussed on flood vulnerability, especially relevant following the flood events in late 2015.</p>
<p>2. DESIRED OUTCOME – The case for the Scottish Borders is promoted at Scottish, UK and EU levels</p>					
<p>Lobby to ensure representation of the area in Scotland and Europe</p>	<p>No additional cost</p>	<p>MPs, MSPs South of Scotland Alliance SBC Scottish Enterprise</p>	<p>External funding leverage for economic development</p>	<p>2014/15-2015/16</p>	<p>Officers and Members continue to be involved in national discussions around EU Programmes – Structural Funds, Common Agricultural Policy and Scotland’s Rural Development Programme, LEADER, European Maritime and Fisheries Fund. The forthcoming Brexit process will have important implications for the area.</p>
<p>Make effective use of the new Assisted Area Status designation.</p>	<p>Staff time Regional Selective Assistance programme run by Scottish Enterprise</p>	<p>Scottish Enterprise SBC Economic Development</p>	<p>Number of RSA grants made to businesses Value of RSA grants made to businesses</p>	<p>2015/16 – 2017/18</p>	<p>The Council has been working with Scottish Enterprise to support more businesses take advantage of Regional Selective Assistance (RSA). In 2013-14 there were no RSA awards.</p>

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Action	Resource	Responsibility	3-year Target Measure	Timeframe	Progress Update
					However, in 2014-15 three local businesses secured £375,000. In 2015-16 two awards worth £161,300 were made; and in the first half of 2016-17 one award worth £155,000 was granted.
Lobby for a realignment of NUTS2 boundaries with the South of Scotland Alliance.	Staff time	South of Scotland Alliance Scottish Government	Change in designation after 2016	2015/16	South of Scotland Alliance developed a new Southern Scotland NUTS2 area and has successfully lobbied Scottish and UK Governments to ensure a change to the NUTS2 boundaries affecting the South of Scotland.
Engage with City-Region partners to investigate the potential for a 'City Deal' for the region.	Staff time Capital Budget allocations	SBC Economic Development City Region Partners	City Deal secured for Edinburgh and South East Scotland Region Number of major projects funded in Scottish Borders	2015/16	The Council is working closely with its partner local authorities from Edinburgh, the Lothians and Fife to secure a potential 'City Region Deal' for the Edinburgh and South East Scotland region. Detailed discussions with UK and Scottish Government civil servants are under way.
Work with partners in the 'Borderlands' Anglo/Scottish cross border initiative to lobby for major projects and identify opportunities for joint working.	Staff time Potential project funding - capital / revenue	SBC Strategy & Policy SBC Economic Development	Level of additional resources secured Number of major projects funded in Scottish Borders	2015/16	The Council has been working with Cumbria, Carlisle City and Northumberland, as well as Dumfries & Galloway Councils, to develop new cross-borders relationships and investigate the potential for a Borderlands investment programme.
Establish the scope for a feasibility study of the potential extension of the Borders Railway to Carlisle.	Staff time Potential project funding - capital / revenue	SBC Plans & Research	Scope established	2015/16 – 2016/17	Partnership agreement and funding package is in place to progress scoping of the feasibility study for the extension of the Borders Railway from Tweedbank to Carlisle. Feasibility Scoping Study to be progressed and complete by 2018.

Action	Resource	Responsibility	3-year Target Measure	Timeframe	Progress Update
3. DESIRED OUTCOME – Budgets and activities are coordinated with collaboration across CPP					
Project Pipeline – Resources Required					
The Scottish Borders develops a case internally and externally for match funding for priority projects to be funded under new 2014-2020 EU Programmes	£5m match fund (Revenue & Capital)	CPP – agencies Private sector	£ Leverage	2014/15 – 2015/16	Match funding for key projects and programmes has been identified to support Business Gateway through European Regional Development Fund and to support employability activity under the European Social Fund.
Provide regular communication on developments in the Scottish Borders for a range of key stakeholder groups	No additional cost	SBC Economic Development SBC Communications team	Participation and buy in to Economic Strategy from all relevant stakeholders	Ongoing	Federation of Small Businesses and Scottish Borders Chamber of Commerce are represented on Council's Economic Development Group. Economic Development Update circulated to FSB and SBCC members. Regular Economic Bulletin sent out to extensive range of stakeholders. This provides updates on unemployment and other recently published data at different points in the year.
4. DESIRED OUTCOME – Spending by Community Planning Partners has a positive impact on the economy					
Public sector procurement reform	No additional cost	CPP SBC NHS Borders College	% contracts delivered by local companies	2014/15- 2015/16	The Council is in the process of developing a new Procurement Strategy. One of its key aims will be to support the local economy.

BREXIT RESPONSE TEAM**Report by Corporate Transformation & Services Director**

EXECUTIVE COMMITTEE**31 January 2017**

1 PURPOSE AND SUMMARY

- 1.1 **This report proposes the establishment of a Brexit Response Team in order to ensure that the Council effectively monitors and responds to the wide range of changes likely to flow from the UK's exit from the European Union.**
- 1.2 On 23 June 2016 the UK voted in a national referendum to leave the EU. The main implications of the UK vote to leave the EU relate to agriculture; access to major funding for economic development; access to the Single European Market for trade purposes; uncertainty of the status of the EU nationals living in the Scottish Borders.
- 1.3 Both Scottish Government and UK Government have now published reports on their positions with regard to Brexit. Given the importance of the implications of Brexit for the Scottish Borders, it is proposed that a Brexit Response Team is established in order effectively monitor and respond to the wide range of changes likely to flow from the UK's exit from the European Union.

2 RECOMMENDATIONS**2.1 I recommend that the Executive Committee:**

- (a) **Notes the recent meeting held with the Scottish Government's Minister for UK Negotiations on Scotland's Place in Europe and local business representatives;**
- (b) **Agrees that the Council establishes a Brexit Response Team to ensure that it can effectively monitor and respond most effectively to the wide range of changes likely to flow from the UK's exit from the European Union; and**
- (c) **Agrees that the Community Planning Partnership's Economy & Low Carbon Project Delivery Team acts as a coordinating group for sharing Brexit issues and responses across the Scottish Borders.**

3 BACKGROUND

- 3.1 On 23 June 2016 the UK voted in a national referendum to leave the EU. The main implications for the Scottish Borders of the UK vote to leave the EU relate to:
- Financial issues for the agricultural sector and for rural, regional and local economic development arising as a result of losing access to EU funding streams in the longer term;
 - Significant number of export orientated businesses in the Scottish Borders needing continued access to the Single European Market for trade purposes; and the requirement to secure satisfactory trade agreements with countries outside the EU to make up for any loss of access to markets within the EU;
 - Uncertainty of the long term status of the approximately 3,500 EU nationals living in the Scottish Borders;
 - Lack of access to major funding for economic development that may have arisen through the Southern Scotland NUTS 2 proposal.
- 3.2 In the absence of EU Funding Programmes, there will be a need for a much stronger regional policy in both the UK and Scotland. This should not just focus on cities and the Highlands and Islands but should also address other areas of need, such as the South of Scotland. The Council Leader wrote to the Prime Minister outlining the concerns of Scottish Borders Council and local businesses, and requesting that these be addressed.

4 IMPLICATIONS

- 4.1 Since the vote, the UK Government has taken actions which have sought to mitigate some of these issues. It has announced continued support for the farming sector on the same basis as the EU Common Agricultural Policy (CAP) up to the end of 2020. Funding commitments have also been given for EU funded structural and investment projects which continue after the UK has left the EU.
- 4.2 A meeting with Mr Michael Russell, MSP, the Scottish Government Minister for UK Negotiations on Scotland's Place in Europe, was held on 14 December 2016. The meeting involved local business representatives as well as senior Councillors. It provided a useful opportunity for the Minister to hear the concerns of the Council, as well as the specific concerns of local businesses in the manufacturing, food & drink and agriculture sectors. Currency exchange and workforce challenges were the key issues flagged up by the business representatives.
- 4.3 On the 20 December 2016, the Scottish Government published its proposals on Brexit - 'Scotland's Place in Europe'. On the 17 January 2017 the Prime Minister, Theresa May, set out her 'Plan for Britain'. This included the priorities that the UK government will use to negotiate Brexit with the EU.

5 BREXIT RESPONSE TEAM

- 5.1 Given the importance of the implications of Brexit for the Scottish Borders, it is proposed that an internal Brexit Response Team is established in order to ensure that the Council effectively monitors and responds to the wide range of changes likely to flow from the UK's exit from the European Union. This team would have a representative from each of the main service areas likely to be affected by Brexit. Initially this would include Economic Development, Finance, Regulatory Services, Procurement, Human Resources and Legal. Over time, other relevant services would also be added as more details of the Brexit changes emerge.
- 5.2 In order to ensure that data and intelligence on Brexit issues is being shared between Community Planning Partners, it is proposed that the Community Planning Partnership's Economy & Low Carbon Group acts as a coordinating group. They will ensure that Brexit issues, responses and emerging good practice are shared appropriately between partners.
- 5.3 It is also important that the Council continues to capture the issues and risks that local businesses are concerned about in relation to the Brexit process. There is the potential for many businesses in the Scottish Borders to be affected by Brexit, not just those that are exporting to the EU or those which rely on EU nationals in their workforces. The Council will continue to lobby at the highest level to ensure that the needs of local businesses, and their employees, are understood and inform the Brexit process. The Scottish Government's Enterprise & Skills review is a positive opportunity to establish an early position on Brexit issues for the Scottish Borders and South of Scotland.
- 5.4 There are two immediate actions that are proposed to help support local businesses in the Brexit period. The first is that Business Gateway will promote the Council's interest in this issue and support businesses as they seek to respond to Brexit. The second is that the Council, working with Scottish Enterprise, will hold sectoral discussions to better understand the different issues arising for key sectors. This will ensure that the Council is as well informed as possible about the risks facing local businesses and able to lobby and influence most appropriately.

6 IMPLICATIONS

6.1 Financial

The announcement by the Chancellor of the Exchequer in relation to EU funding is likely to minimise possible financial implications to the Council of the various European projects not being able to be fully completed by the time UK leaves the EU. However, the future implications of the loss of this European funding are significant for the Scottish Borders and the Council and its partners need to continue to lobby Scottish and UK Governments to ensure that an appropriate national regional policy framework is put in place to support areas of need, such as the Scottish Borders. Agriculture is a good example, where the most recent Common Agriculture Policy (CAP) figures indicate that the area's farming community receives agriculture payments of over £61.5 million annually, representing about 3.2% of Scottish Borders Gross Domestic Product (GDP).

6.2 Risk and Mitigations

- (a) There could be significant risks to the economy of the Scottish Borders if the concerns arising from referendum vote are not dealt effectively during the Brexit negotiations. This risk is mitigated by

continuing to monitor the situation and to lobby Scottish and UK governments as appropriate.

- (b) There could be risks to Council operations depending on the outcome of the Brexit negotiations. The establishment of the Council's Brexit Response Team and also the coordinating role taken on by the Economy & Low Carbon Project Delivery Team will mitigate these risks.

6.3 Equalities

The vote to leave the EU has led to insecurity for part of the population of the Scottish Borders i.e. EU nationals, and this needs to be monitored. There is the potential for a wider range of equalities impacts to arise during the Brexit process and this will be assessed as further information becomes available.

6.4 Acting Sustainably

There could be significant impacts on the economy, community or environment arising from changes in legislation resulting from the decision by the UK to leave the EU. These impacts will only become clearer once negotiations commence.

6.5 Carbon Management

There are no direct effects on carbon emissions arising from the proposals contained in this report.

6.6 Rural Proofing

The decision to leave the EU could have significant implications on agriculture and development support for rural areas in the Scottish Borders.

6.7 Changes to Scheme of Administration or Scheme of Delegation

There are no changes to be made to either the Scheme of Administration or the Scheme of Delegation as a result of the proposals contained in this report.

7 CONSULTATION

- 7.1 The Chief Financial Officer, the Monitoring Officer, the Chief Legal Officer, the Chief Officer Audit and Risk, the Chief Officer HR and the Clerk to the Council have been consulted and their comments incorporated into the report.

Approved by

**Rob Dickson
Corporate Transformation
and Services Director**

Signature

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Background Papers: None
Previous Minute Reference: None

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TRADE WASTE FEES & CHARGES

Report by Depute Chief Executive - Place

EXECUTIVE COMMITTEE

31 January 2017

1 PURPOSE AND SUMMARY

- 1.1 This report proposes that the Council increases its Trade Waste Fees and Charges.**
- 1.2 A review of the Council's current trade waste collection service has been undertaken by Waste Consulting Limited.
- 1.3 The review makes a number of recommendations including that the current pricing structure requires immediate review as the rates charged for some services are considerably below those charged by other Scottish Local Authorities.
- 1.4 Further to the review it is recommended that trade waste fee and charges are increased to ensure the Council is making a reasonable charge and recovering its costs in line with the Environmental Protection Act (1990).
- 1.5 It is proposed that a new post is created to support the implementation and ongoing delivery of the trade waste service. Part of the role will involve supporting traders in identifying the most appropriate waste services for their business to maximise recycling and diversion as we move towards the Scottish Government's vision of a Zero Waste Society.

2 RECOMMENDATIONS

- 2.1 **I recommend that the Executive Committee agrees to:**
- (a) Implement the recommendations of the Trade Waste Review as outlined in section 3.**
 - (b) Increase the fees and charges over a two year period as outlined in sections 4 and 6.**

3 BACKGROUND

- 3.1 A review of the Council's current trade waste collection service has been undertaken by Waste Consulting Limited. This included a review of the fees and charges set by other Scottish Local Authorities (a summary of the results of which are shown in Appendix 1).

The lead consultant undertaking the review has significant experience of operating trade waste collection services for one of the UK's major trade waste providers.

The main purpose of the review was to identify potential savings available with a reorganisation of the trade service; encompassing the operational and financial aspects such as pricing.

- 3.2 The review makes a number of recommendations, some of which are detailed below:

- a) The current pricing structure requires immediate review as the rates charged for some services are considerably below those charged by other Scottish Local Authorities.
- b) The recycling sacks price should be significantly increased in line with the general waste sack increase.
- c) The current General Waste Sacks should be reduced in size to 70 litres from 120 litres in line with standard industry practice. This will enable customers to make direct cost comparisons between the Council's Recycling Waste Sacks, which are also 70 litres.
- d) The colour of General Waste Sacks should be changed each year to ensure robust control for what is effectively a currency. Again this is standard industry practice.
- e) The number of bin sizes should be reduced to 4: 1,100 litres, 660 litres, 360 litres and 240 litres. This will minimise the number of bins required in stock and maximise the potential to achieve discounts when purchasing bins.
- f) A dedicated Trade Waste Officer should be employed working as part of the Operations team to liaise with customers, Business Support and the Operations team regarding the service provision. Their role should include, customer visits, contract monitoring, quotation provision and promotion of the service.
- g) The implementation of an In-Cab monitoring / routing systems would provide a major advantage to the service so that changes can be made rapidly to the service provision maximising efficiency, reducing cost and freeing up back office resources.

- 3.3 Although Waste Consulting Limited has undertaken a review of Scottish Local Authority pricing it has not been able to determine the costs of similar services provided by the local market. This is due to the fact that the private sector does not make its prices publicly available and will only provide quotes following a site visit and discussion with the customer. Consequently there is a risk that the proposed price increases may exceed the local market. If this is the case the Council may expect to see a drop

in the number of contracts and its income. However, the income generated per customer will have increased and the efficiency of the service will have improved. Depending on the market reaction to the price increase it is possible the Council will need to revisit the pricing structure during the course of 2017/18.

- 3.4 The Council's only domestic charge, for Bulky uplifts, has been increased by 3% in line with other Scottish Borders Council Charges.
- 3.5 Under the Environmental Protection Act 1990, Part II, Section 45 the Council should make a reasonable charge for the the collection and disposal of the waste and it shall be the duty of that Authority to recover the charge.

4 FEES & CHARGES INCREASES

- 4.1 Further to the review, it is recommended that General Waste contracts fees and charges are increased by between 22% and 29%, to ensure the Council are making a reasonable charge and recovering its costs in line with the Environmental Protection Act (1990).

It is proposed that this increase is phased in over 2 years as outlined below (Appendix 2):

- Year 1 – 11 - 15%
- Year 2 – a further 10 - 13%

- 4.2 In addition, it is recommended that adhoc General Waste sack costs (includes collection, tipping etc) are increase by 39% from £1.80 to £2.50, based on other Local Authority charges and the cost of providing the service.

It is proposed that this increase is phased in over 2 years as outlined below (Appendix 2):

- Year 1 – 20%
- Year 2 – 16%

It is recommended that the bag size is decreased from 120l to 70l to follow industry standard and reduce Health & Safety risk around manual handling. This will take effect from April 2017.

- 4.3 Finally, it is recommended that all Trade Recycling services costs are significantly increased, to reflect the increased tipping costs following a significant price increase in the Council's Dry mixed Recyclate Treatment Contract price. Additional adjustments have been recommended by the Consultants and to ensure we are making a reasonable charge and recover our costs in line with the Environmental Protection Act (1990).

It is proposed that these increases are phased in over 2 years (Appendix 2).

5 COMMUNICATIONS AND SUPPORT

- 5.1 In order to support businesses as we move towards the Scottish Government's vision of a Zero Waste Society it is proposed that a new post is created from April 2017.
- 5.2 It is envisaged that the new post will have two key roles:
1. The promotion of the Council's trade waste services to maximise the efficiency of the operations. This will include assessing customer need, providing quotes and contract monitoring.
 2. Providing advice and guidance to traders in relation to:
 - Minimising waste, maximising recycling and diversion from landfill.
 - Waste management best practice and regulatory compliance.
- 5.3 In addition, the Council's Business Gateway will provide initial sign posting and support to ensure businesses get the support that they need.
- 5.4 A draft communication plan has been developed to ensure that businesses are aware of the increases in fees and charges. This will be communicated via the Council's website, Twitter, Facebook, SBConnect and the press.

6 IMPLICATIONS

6.1 Financial

Phased Introduction

If the fees and charges are phased in over a 2 year period from April 2017* it is estimated the Council will generate the following additional income:

- Year 1 (2017/18) - £121k
- Year 2 (2018/19) – an additional £105k

If this option is approved the contribution to the 2017/18 financial plan gap will be £45k rather than £121k (as outlined above) due to increases already accounted for in the indicative financial plan and implementation costs, the 2018/19 contribution will be £105k.

* Please note this only impacts those fees and charges increasing above 3%.

6.2 Risk and Mitigations

(a)

Risk	Mitigation
<p>If the Council chooses not to increase its fees and charges as proposed, it runs the risk of operating a trade waste service that is:</p> <ol style="list-style-type: none"> 1. Charging considerably below that of other Scottish Local Authorities. 2. Not recovering the costs of providing the service in accordance with the Environmental Protection Act 1990. 	<p>Increase the trade waste fees as proposed in section 4 and 6.</p>
<p>Based on current market conditions there is a high risk that the cost of treating the Council's recyclate will increase.</p>	<p>Revisit the pricing structure for kerbside recyclables during the course of 2017/18.</p>
<p>There is a risk that the proposed price increases may exceed the local market. If this is the case the Council may expect to see a drop in the number of contracts and its income.</p>	<p>Depending on the market reaction to the price increase revisit the pricing structure during the course of 2017/18.</p>
<p>There is a risk of increased fly tipping.</p>	<p>Monitor fly tipping following the implementation of the price increase with Neighbourhood Operations using 'fly capture' data.</p> <p>Implement a communications plan and provide support to traders to outline the services available.</p>
<p>There is a risk of negative publicity if the Council introduces a price increase.</p>	<p>Implement a communications plan and provide support to traders to outline the services available.</p>

6.3 Equalities

A 'Stage 1 Equality Impact Assessment' has been carried out on this proposal. It is anticipated there may be a negative impact for the Poverty Equality Characteristic for the following reasons:

- Traders may pass the additional cost of their waste services on to consumers, which has the potential to impact those groups on low incomes.
- Increasing the cost of bulky uplift collections may impact the affordability for groups on low incomes.

A new post will be created that will provide advice and guidance to traders to ensure they have the correct waste services, that they are minimising waste generation, maximising recycling and diversion of waste. This will help traders to minimise their waste management costs and consequently the cost that may be passed onto the consumer.

6.4 **Acting Sustainably**

The continued promotion of recycling and diversion from landfill through the proposed fees and charges will help ensure waste generated by traders in the Borders is managed in a sustainable manner.

For further information please see Appendix 3.

6.5 **Carbon Management**

- The proposed fees and charges continue to promote recycling over landfill in terms of cost over that of landfill. This will help to minimise waste to landfill and the carbon emissions associated with landfilling waste.
- The new post will provide advice and guidance to traders around waste minimisation, maximising recycling and diversion from landfill.

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

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

7 CONSULTATION

- The Chief Financial Officer, the Monitoring Officer, the Chief Legal Officer, the Chief Officer Audit and Risk, the Chief Officer HR, the Depute Chief Executive Place, Communications and Marketing, Head of Economic Development and Function Manager (Place) and the Clerk to the Council have been consulted and any comments received have been incorporated into the final report.

Approved by

Philip Barr
Depute Chief Executive – Place

Signature

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Background Paper :

Previous Minute Reference:

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Appendix 1 – Comparison to Other Authorities

Trade General Waste Contract

Bin Size (Litres)	Cost per annum including bin rental			
	Scottish Borders Council 2016/17	Scottish Borders Council 2017/18	2015/16 Scottish Local Authority Average	2016/17 Scottish Local Authority Average
240	£247.00	£247.00	Not Available	£257
360	£262.00	£300.00	£328	£361
660	£526.00	£583.00	£613	£664
1,100	£815.00	£914.00	£997	£1,047

Trade Recycling Contracts

Bin Size (Litres)	Cost per annum including bin rental			
	Scottish Borders Council 2016/17	Scottish Borders Council 2017/18	2015/16 Scottish Local Authority Average	2016/17 Scottish Local Authority Average
240	£126.26	£155.00	£148	£173
360	£126.26	£194.00	Not available	£263
660	£353.94	£450.00	£338	£539
1,100	£600.42	£679.00	£538	£740

Note: Scottish Local Authority Prices excluded bin rental so have added SBC bin rental costs on so can compare figures

Trade Waste Sacks (minimum purchase 52)

Item	Scottish Borders Council 2017/18	2016/17 Scottish Local Authority Average
52 sacks	£112.00	£131.97

Trade Recycling Sacks (Minimum contract 52 bags)

Item	Scottish Borders Council 2017/18	2016/17 Scottish Local Authority Average
52 sacks	£63.00	£95.52

Food Waste

Bin Size (Litres)	Cost per annum including bin rental			
	Scottish Borders Council 2016/17	Scottish Borders Council 2017/18	2015/16 Scottish Local Authority Average	2016/17 Scottish Local Authority Average
140	£307.32	£317.00	£287	£223
23	£70.20	£72.00	Not Available	£72

Appendix 2 – Trade Waste Fees and Charges

SCOTTISH BORDERS COUNCIL							
FEES & CHARGES	2015/16 Charge (excl.vat)	2016/17 Charge (excl.vat)	Estimated Usage	2017/18 Charge (excl.vat)	Increase %	2018/19 Charge (excl.vat)	Increase %
Place - Neighbourhood Services - WASTE							
Waste Services							
Tipping Charges							
Charge per tonne (pro-rata)	£27.00	£29.00	3915	£30.00	3%	£30.00	0%
Soils/Green Waste/Paper & Cardboard	contact 01835-825111 for price						
Green Waste from Mansfield & Eshiels (minimum 1 tonne charge per month).	£34.75	£36.00	119	£37.00	3%	£37.00	0%
Mixed dry re-cyclate from Mansfield & Eshiels - includes similar materials as those collected at kerbside via Council re-cycling scheme (pro rata)	£16.00	£16.50	15	£22.50	36%	£28.00	24%
General Waste to Mansfield and Eshiels (pro rata)	£32.25	£35.00	558	£36.00	3%	£36.00	0%
Administration Charge - charged per invoice. Invoices are collated on a monthly basis.	£0.00	£0.00	314	£25.00	0%	£25.00	0%
Landfill Tax (Added to tipping charge)¹							
Charged by weight at site (per tonne, pro-rata)							
Active waste	£82.60	£84.40	8,000	£84.40	0%	£84.40	0%
Non active waste	£2.60	£2.65	2,500	£2.65	0%	£2.65	0%
Trade General Waste Contract (Bin)³⁴							
1100 ltr	£791.02	£815.00	323	£914.00	12%	£1,014.00	11%
660 ltr	£509.79	£526.00	202	£583.00	11%	£640.00	10%
360 ltr	£253.85	£262.00	310	£300.00	15%	£338.00	13%
240 ltr		£247.00	101	£247.00	0%	£247.00	0%
Trade General Waste Sacks							
Industrial and Commercial - per 52 sacks min purchase	£85.28	£93.60	713	£112.00	20%	£130.00	16%
Trade Recycling Contracts (Bin)³⁴							
1100 ltr bin rental		£600.42	14	£679.00	13%	£758.00	12%
660 ltr bin rental		£353.94	67	£450.00	27%	£547.00	22%
360 ltr bin rental		£126.26	34	£194.00	54%	£263.00	36%
240 ltr bin rental		£126.26	71	£155.00	23%	£183.00	18%

Appendix 2 Continued – Trade Waste Fees and Charges

SCOTTISH BORDERS COUNCIL							
FEES & CHARGES	2015/16 Charge (excl.vat)	2016/17 Charge (excl.vat)	Estimated Usage	2017/18 Charge (excl.vat)	Increase %	2018/19 Charge (excl.vat)	Increase %
Place - Neighbourhood Services - WASTE							
Trade Recycling Contracts (Bag) ^{3 4}							
Minimum (1 bag/week)	£41.00	£43.00	367	£63.00	47%	£83.00	32%
Small (3 bags/week)	£100.00	£104.00	398	£122.00	17%	£140.00	15%
Medium (7 bags/week)	£261.00	£269.00	170	£296.00	10%	£323.00	9%
Large (13 bags/week)	£500.00	£516.00	50	£531.00	3%	£531.00	0%
Large quantities from commercial producers will be priced on an individual basis, based on quantity & method of collection.							
Trade Recyclate Bags							
Minimum purchase 26 bags - additional to contract only	£19.50	£20.80	522	£31.60	52%	£41.60	32%
Food Contracts							
140 ltr bin		£307.32	76	£317.00	3%	£317.00	0%
23 ltr bin		£70.20	69	£72.00	3%	£72.00	0%
1 roll of 35 ltr compostable liners (25 liners/roll)		£3.15	622	£3.25	3%	£3.25	0%
Replacement key for 140 ltr bin		£5.00	6	£5.15	3%	£5.15	0%
Special Collections - Business							
Per hour - pro-rata ²	£104.50	£108.00	35	£111.00	3%	£111.00	0%
Minimum charge (20 minutes) ²	£36.00	£37.50		£39.00	4%	£39.00	0%
Special Collections - Domestic							
Up to 5 articles (including fridges and freezers)	£26.25	£30.00	2150	£31.00	3%	£31.00	0%
Recycling Permit		£340.00	5	£350.00	3%	£350.00	0%
Green, Construction and Recycling Permit		£875.00	5	£901.00	3%	£901.00	0%
¹ Fees set by national agency							
² Additional labour, plant and machinery charged at dayworks rates							
³ Annual charge based on one collection per week							
⁴ Includes Bin rental, disposal, service and landfill							

Appendix 3 – Sustainable Development Checklist

Report Title: Trade Waste Fees & Charges			
Author/Responsible Officer: Ross Sharp-Dent – Waste Manager			
Does the project or activity:			
		Yes	No
1	Economy and Work		
	Create new jobs or safeguard existing employment		x
	Benefit small and/or locally-based business		x
	Increase employment/vocational training opportunities		x
	Link local production with local consumption	x	
	Improve local business environmental awareness	x	
2	Community and Participation		
	Involve the community in developing and implementing the project		x
	Take into account under-represented or excluded groups		x
	Take into account equal opportunities		x
	Encourage volunteering		x
	Improve community facilities		x
	Improve community quality of life		x
	Improve community capacity		x
	Encourage local action and decision making		x
3	Transport		
	Encourage walking or cycling		x
	Encourage use of public/community transport		x
	Improve access to facilities for those without a car		x
	Reduce travel requirements or encourage mode shift to more sustainable forms of transport		x
4	Pollution		
	Reduce/ prevent pollution, e.g. noise, air, water, land	x	
	Reverse negative impacts of pollution, e.g. restore polluted environments		x
5	Energy		
	Maximise energy efficiency		x
	Generate energy from waste or renewable resources		x
	Contribution to carbon reduction targets		x
		Yes	No
6	Waste and Resources		
	Reduce waste and/or maximise resource use	x	
	Encourage re-use and/or repair	x	
	Encourage recycling and/or use of recycled materials	x	
	Does a 'whole life costing' assessment support the favoured option		x
7	Buildings and Land Use		

	Provide or improve local amenities		x	
	Re-use/conserve buildings		x	
	Improve disabled access		x	
8 Wildlife and Green/ Open Spaces				
	Encourage use of green/open spaces for community benefit		x	
	Increase public access to green/open space		x	
	Improve access to green space where it is currently most limited		x	
	Encourage environmentally sensitive / sustainable land use and/ or land management		x	
	Increase or enhance semi-natural habitats		x	
	Increase biodiversity		x	
	Is a Strategic Environmental Assessment required under the EU SEA Directive		x	
9 Integration				
	Seek to combine social, economic and environmental issues into integrated solutions	x		
	Seek to use and nurture local talent and resources where possible		x	

**SCOTTISH BORDERS COUNCIL
EXECUTIVE COMMITTEE**

MINUTE of Meeting of the EXECUTIVE COMMITTEE held in the Council Chamber, Council Headquarters, Newtown St Boswells on Tuesday 17 January 2017 at 10.00 a.m.

Present:- Councillors S. Aitchison (Chairman – Education Business), C. Bhatia, J. Brown, M. Cook, G. Edgar, J. G. Mitchell, D. Moffat, D. Parker (Chairman), D. Paterson, F. Renton, R. Smith.
Also Present:- Councillors I. Gillespie, J. Fullarton.
Apologies:- Councillors S. Bell, V. Davidson; Mr G. Jarvie, Mr D. Moore, Mrs J. Aitchison.
In Attendance:- Chief Executive, Depute Chief Executive (People), Service Director Children and Young People, Chief Financial Services Officer, Corporate Transformation and Services Director, Clerk to the Council, Democratic Services Officer (F. Henderson).

EDUCATION BUSINESS

Present:- Ms A. Ferahi, Mr G. Donald, Miss E. Page.

CHAIRMAN

Councillor Aitchison chaired the meeting for that part which considered Education business.

1. **SCOTTISH BORDERS EQUESTRIAN SUCCESS**

There were present at the meeting 6 of the 12 riders representing Selkirk High School, Kelso High School, Jedburgh Grammar School, Peebles High School, and Morebattle and Sprouston Primary Schools, who had been selected for the NSEA Championships at the Addington Manor Equestrian Centre, Buckingham. The girls explained that they had a 700 mile round trip with 18 ponies over 4 days, which had been carefully planned. The total cost of the trip had been £20,000 (£800 per horse) which had been funded through fund raising and support from Local Businesses. Although not winning any first prizes, all the riders had all achieved fantastic results - especially on the first day when the "Linton Team" won 2 championships and were also part of a winning Scottish Nations Cup team. There were 980 ponies and about 40 teams or individuals in each competition, with many more teams who would have liked to have attended but did not qualify, so qualifying was a massive achievement in itself. The girls highlighted the benefits gained from competing in such a competition and thanked their respective schools, Local Businesses and their families for supporting them. Mrs Gillian McFadyen, Team Manager, further explained that as a result of the riders doing well they would be entered for a higher age group class in 2017 and would compete against under 19 yr olds. Mrs McFadyen highlighted that it was funding at grass roots level which was required along with work towards hosting a National Qualifier Event within the Borders. Councillor Bhatia made a request that Equestrianism be included as a sport along with rugby, football and hockey when allocating funding, as the Borders had a strong history of riding and had two Olympic Medal Winners. In response, the Service Director Children and Young People explained that there was an ambition to hold a National Qualifier event within the Borders and investigations were underway to identify funding for such an event. The Chairman thanked the girls for their excellent presentation and wished them well for the future.

**DECISION
NOTED.**

2. QUALITY IMPROVEMENT FRAMEWORK – EDUCATION

- 2.1 There had been circulated copies of a report by the Service Director Children and Young People which presented the Quality Improvement Framework (QIF) for Education, as detailed in Appendix 1 to the report, setting out a quality improvement infrastructure which embedded national policy and guidance developments into practice in all education provisions; an approach to quality improvement focused on raising standards in all education provisions; and the collaboration taking place with regard to quality improvement at all levels within education provisions in the Scottish Borders and with a range of partners locally and nationally. The report highlighted the impact of the QIF to date. Scottish Borders Council was ambitious to have an Education Service that was excellent, with an unrelenting focus on quality improvement as the key driver in achieving this ambition. THE QIF had been devised to focus all staff at all levels in raising standards. The 3 strands within the QIF were: interpretation, analysis and cascading of national and international policy and guidance into daily practice in education settings; improving performance across the range of quality practice standards and indicators through a range of self-evaluation activities and processes; identifying and sharing of best practice through local and national collaborative professional learning activities within and across education provisions and local authorities.
- 2.2 The implementation of the QIF set out in Appendix 1 to the report had resulted in the following progress being achieved: significant improvement in performance of the quality indicators in all Early Learning and Childcare settings in the Scottish Borders; early intervention and targeted support in a range of schools raising the performance of quality indicators to satisfactory level and above; good practice in schools and early years settings being identified and shared with local and national practitioners; a focus on 'closing the gap' and raising attainment for key groups of learners; a strong and robust focus on quality improvement across all education settings; a key commitment to 'looking inwards', 'looking outwards' and 'looking forwards' in all education provisions; a significant number of schools participating in national improvement activities; greater collaboration locally and nationally by lead officers and Headteachers; improvement in the quality of moderation and attainment levels in the National Improvement Framework; and improved quality of leadership across all education provisions. The Service Director Children and Young People gave further explanation of some aspects of the QIF document and invited feedback. Members of the Committee discussed the Framework, specifically referring to the resources needed; scope within the Framework for innovation along with associated risks; achievement vs. attainment; the provision of examples of successful closing of the attainment gap and greater equity; and the holistic approach to 'children's services' within the Children and Young People Service incorporating education and social work support.

DECISION

AGREED to acknowledge the place of the Quality Improvement Framework in securing continuous improvement in Scottish Borders Council Education provisions.

3. NAMING OF ADDITIONAL SUPPORT NEEDS PROVISION IN EARLSTON

With reference to paragraph 1 of the Minute of the Meeting held on 16 August 2016, there had been circulated copies of a report by the Service Director Children and Young People which requested approval to formally name the new Additional Support Needs Building in Earlston, following the statutory consultation undertaken in terms of the Schools (Consultation) (Scotland) Act 2010 on the proposals and the non-statutory consultation undertaken on the naming of the School. The report detailed the background, the consultation undertaken and suggested names for the New Additional Support Needs Provision. The Service Director Children and Young People advised that there would be a

Headteacher appointed to the new facility who would have responsibility for all Special Needs Children across the Scottish Borders. It was also reported that to acknowledge that children attending the facility would be from all over the Borders the rooms within the new facility would be named after previous facilities – Caddon, Tweed, Eildon, Minto and Teviot. The formal opening of the school was likely to take place in March 2017, and Members would receive an email inviting them to visit the school on 25 January 2017.

DECISION

- (a) **AGREED that the new Additional Support Needs Building in Earlston be formally named as ‘Leader Valley School’.**

- (b) **NOTED that a Member visit to the Leader Valley School would be held on Wednesday, 25 January 2017.**

URGENT BUSINESS

Under Section 50B(4)(b) of the Local Government (Scotland) Act 1973, the Chairman was of the opinion that the item dealt with in the following paragraph should be considered at the meeting as a matter of urgency, in view of the need to keep Members informed.

4. MEMBERSHIP

The Chairman advised that Mr Jo Walsh, the Catholic Church Representative, had recently resigned from the Executive Committee. The Chairman acknowledged the contribution Mr Walsh had made to Education in the Borders firstly as a Teacher, then Adviser and latterly as the Religious representative on the Education Executive, Education Committee and the Executive Committee.

DECISION

AGREED to acknowledge Mr Walsh’s contribution to Education in the Borders.

ADJOURNMENT

The meeting adjourned at 11 a.m. and reconvened at 11.15 a.m.

MEMBER

Councillor Edgar left the meeting at the conclusion of the Education Business.

OTHER BUSINESS

CHAIRMAN

When the meeting reconvened, Councillor Parker took the Chair for the remaining business.

1. MINUTE

The Minute of meeting of the Executive Committee of 29 November 2016 had been circulated.

DECISION

APPROVED for signature by the Chairman.

1. EARMARKING OF REVENUE BUDGET FROM 2016/17 INTO 2017/18

There had been circulated copies of a report by the Chief Financial Officer which sought approval from the Executive to earmark £1.215m available budget from 2016/17 into 2017/18 to support the 2017/18 – 2021/22 Financial Plans as detailed in Appendix I to the report. The report explained that the Council was preparing proposals to present the Financial Plan for 2017/18 – 2021/22 and an opportunity had arisen within 2016/17 to assist

bridging the funding gap within the Financial Plan by identifying surplus budget in 2016/17. This would allow appropriate adjustments to be made to the Financial Plan being presented to Council on 9th February 2017.

DECISION

APPROVED the earmarking of budget from 2016/17 into 2017/18 to support the 2017/18 – 2021/22 Financial Plan as detailed in Appendix 1 to the report.

2. BORDERS RAILWAY – SCOTTISH BORDERS COUNCIL CONTRIBUTION

There had been circulated copies of an update report by the Chief Financial Officer on the current position of the Borders Railway contribution and to consider a revised approach to the payment profile of the remaining balance. The report explained that the development of the Borders Railway resulted in an undertaking between Scottish Borders Council and Transport Scotland for the Council to contribute a share of £30m towards the costs. The total Scottish Borders Council share was agreed at £15.3m at 2012 prices. The agreement also allowed £6.8m of costs previously incurred being offset against the £15.3m, leaving a balance of £8.4m to be paid over 30 years from the day the first train ran. The remaining balance was subject to RPI inflation and had an agreed payment profile which could be flexed if required. Due to the low interest rates and the risk from inflation it was proposed the outstanding balance of £7.7m was fully paid now, utilising the Council's borrowing powers and that the funds subsequently be recouped from developer contributions as they were received in future years. For cashflow purposes this would require borrowing to be undertaken, which would be within approved limits and prudential indicators. A range of sensitivity options had been modelled against future inflation projections. Payment of the outstanding balance of funds as at 31/3/2016 would mitigate future inflation risk and was estimated to save £4.3m based on assumption of future RPI increasing at 2.5% per annum.

DECISION

(a) APPROVED the payment of the remaining liability in a single instalment.

(b) NOTED the required borrowing for cashflow purposes.

(c) AGREED to authorise the Chief Financial Officer to repay the contributions due to Transport Scotland under the terms of the Borders Railway funding agreement under delegated authority in consultation with the Council Leader and Depute Leader (Finance).

4. SCOTTISH LANDFILL COMMUNITIES FUND

There had been circulated copies of a report by the Service Director Neighbourhood Services which provided an overview of the performance of the Scottish Landfill Communities Fund (SLCF) in 2016/17 and sought agreement for the Council's involvement in the Scheme in 2017/18. The report explained that the SLCF was a tax credit scheme, linked to Scottish Landfill Tax, which encouraged Landfill Operators to voluntarily participate in providing funding to facilitate community and environmental projects in areas affected by landfill activity. SEPA was the Regulator of the Scottish Scheme and responsible to Revenue Scotland. BCCF Environmental was the Approved Body registered to receive funding generated by the scheme. The report went on to explain that 90% of the SLCF budget would be funded from the Council's Scottish Landfill Tax liability with the additional 10% funded by the Waste Services budget as had been the case previously. The Council would continue to bear the 10% cost provisionally for 2017/18 and would forego the need for projects to identify a Contributing Third Party payment. During 2016/17, a total of 9 projects were funded - totalling £195,601 - which supported overall total project costs of £1,241,000. The Communities and Partnership Manager together with the newly appointed Funding Officer, Claire Penny, were present to answer Members' questions.

**DECISION
AGREED to:-**

- (a) continue to participate in the SLCF through its Landfill Tax Liability credits for 2017/18 (90% of fund);**
- (b) continue to provide the additional 10% of the fund from its Waste Services budget for 2017/18; and**
- (c) note the progress of SLCF in 2016/17.**

The meeting concluded at 11.25 a.m.

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OPTIONS FOR THE FUTURE PROVISION OF PUBLIC CONVENIENCES ACROSS THE SCOTTISH BORDERS

Report by Service Director Neighbourhood Services

EXECUTIVE COMMITTEE

31 January 2017

1 PURPOSE AND SUMMARY

- 1.1 **This report proposes a strategy for the future provision of Public Conveniences in the Scottish Borders in order that improvements can be made to facilities and the savings approved by Scottish Borders Council (SBC) in February 2016 can be achieved. The report evaluates a number of options and recommends the best way forward. The option recommended, option 5, will introduce a charge of 30p at most facilities, keep all existing facilities open while further review and consultation is undertaken and ensure investment in a number of key facilities.**
- 1.2 In January 2014 the Council approved a review of Neighbourhood Operations Services, including Public Conveniences. In February 2016, savings totalling £211k were specified and approved for Public Conveniences to be delivered during the current and next financial year. These were defined as part of a large range of savings to ensure that SBC meets the current financial challenges it faces.
- 1.3 Officers have collected a range of data and information, both from within the Borders and from other Local Authorities, which is being presented within this report and used to inform the options being presented.
- 1.4 There are interesting service models emerging throughout the UK which involve both the private and community sector in the provision of public conveniences and assist with the financial sustainability of future provision. There is an option to explore these models with local communities with a view to creating an improved and enhanced network of provision in both urban and rural areas of the Scottish Borders, with social, economic and environmental benefits.
- 1.5 The recommended option is to charge for use at certain toilets in phase 1, which will provide income of £211k to offset the savings. In parallel Officers will engage with local members and the communities to explore the possibility of developing Comfort Schemes and Community Partnerships. If feasible, a further report will be brought forward on this

which will outline plans for phase 2 to deliver a further £100k of savings.

2 RECOMMENDATIONS

2.1 I recommend that the Executive Committee:-

- (a) Approves the Phase 1 proposal to charge for usage of a number of identified toilet facilities.**
- (b) Approves a charge of 30p per use as detailed in option 5 of Appendix 4.**
- (c) Agrees to Service Director Neighbourhood Services engaging with local members and communities on the longer term provision of toilets and the possibility for Comfort Schemes and Community Partnerships.**
- (d) Agrees that a further report be brought forward outlining recommendations for phase 2, Future Options for the Provision of Public Conveniences across the Scottish Borders.**

3 CONTEXT FOR THE REVIEW

- 3.1 In January 2014, SBC agreed to a review of Neighbourhood Services, including Public Conveniences, in order that savings could be achieved. In relation to Public Conveniences, the report introduced the concepts of “comfort schemes” and “partnerships agreements” (adopting a collaborative approach within Communities towards the provision of Public Conveniences), and the Council agreed that discussions should start with Ward members and the Community, and that service changes should be agreed on a locality by locality basis at Area Forums.
- 3.2 In February 2016, SBC approved £70k savings in 2016/17 and a further £141k in 2017/18 specifically in relation to the provision of Public Conveniences. These are part of a range of saving measures approved in the Council’s 5 year financial plan that aims to ensure minimal disruption to the quality of statutory service provision and the achievement of SBC’s vision and priorities, in the face of reducing public sector resources.
- 3.3 Since the 2014 report, SBC’s Executive Committee has approved a “Localities” approach to ensure SBC activity within our 5 localities (Cheviot, Teviot and Liddesdale, Tweeddale, Berwickshire and Eildon) is co-ordinated, with clear actions and accountability defined in 5 locality plans.

Significantly, in 2015, the Scottish Government passed the Community Empowerment (Scotland) Act, empowering community bodies through the ownership or control of land and buildings; and strengthening their voices in decision making. As part of the Act, SBC and Partners are currently mapping all of the assets they own in each locality, reviewing usage and, with Communities, developing plans for the future.

- 3.4 A narrative regarding the cost benefit analysis of Public Conveniences is contained within a UK House of Commons Communities and Local Government Committee report of 2008 titled “The Provision of Public Toilets”. The report outlines that the costs of provision are significant to Local Authorities even where charging is in place, however that there are direct benefits of their provision for groups including Disabled, the elderly and families with young children furthermore that Public Conveniences support the tourist economy, the report went on to recognise nationally that Local Authorities were increasingly re-designing Public Toilet provision which was seeing an increase in Community Toilet Schemes (CTS).
- 3.5 Based on the review work carried out to date, and the current policy context, this report now presents:
- the current SBC Public Convenience provision and usage;
 - findings of research, including information from other local authorities;
 - a range of options that allow SBC to achieve financial savings.

4 CURRENT PROVISION AND USAGE

- 4.1 Scottish Borders Council currently provides 40 Public Conveniences across the region, through its Neighbourhood Operations function. A locality/settlement level analysis of their distribution is included at Appendix 1. The average weekly use of the SBC estate of Public Conveniences is approximately 24,848 individual visits per week, with significant variation evidence in the frequency of use of facilities. The review has established that toilet provision is non-statutory and is therefore a discretionary function, a factor that is significant and can influence the options for future provision. Furthermore, where facilities are provided Local Authorities are entitled to charge for their use and also enter into agreements to sublet or lease facilities to third parties.
- 4.2 Provision across all facilities is currently free but SBC formerly charged for use (£0.25p) in eight locations across the region – Selkirk (Market Square), Melrose (Abbey Street), Galashiels (Bus Station), Kelso (Woodmarket), Jedburgh (Tourist Information Centre), Hawick (Common Haugh Car Park) St Boswells (bus station) and Peebles (Eastgate). This generated a revenue income of £65,000 on average and charges were collected by the attendant staff. The staffing costs associated (around £177,000 per annum) negated the revenue income. Charging was ceased in 2008 and staff re-deployed to support other services.
- 4.3 In addition to the 40 facilities provided by SBC, there are many other facilities in civic and publicly accessible buildings, owned and operated by SBC and Community Planning Partners.
- 4.4 SBC successfully established three Comfort Schemes in Eyemouth and Coldingham in 2010 which consisted of making payments of between £350 - £500 per annum to a pub and an amusement arcade in Eyemouth and to the Visitor Centre/Post Office in Coldingham (which also included transferring the former SBC toilets into community ownership).
- 4.5 There is also a large network of private sector (e.g. restaurant and shops) and Community facilities (e.g. village halls). The table at Appendix 1 shows how many Council provided facilities there are and how many other facilities there are by type/category. This “whole network” awareness is important to inform the options appraisal phase and the process of creating a sustainable operating model for the future that meets social, economic and environmental needs.
- 4.6 The 2015 Household Survey undertaken by SBC indicated that 32% of respondents did not use Public Conveniences. Of those that did, 44% were satisfied with their provision and 24% were dissatisfied, in 2010 the top three reasons for dissatisfaction were:-
1. Dirty/smelly
 2. Opening times
 3. Not enough modern facilities

5 FINDINGS FROM OTHER SCOTTISH LOCAL AUTHORITIES

- 5.1 Since the 2014 decision to undertake a review, research has included benchmarking with the other 31 Scottish Local Authorities as well as monitoring and evaluating provision and usage of SBC’s estate of Public

Conveniences. This process has provided helpful information indicating a range of options are available other than "direct Local Authority provision", with other Local Authorities successfully delivering services in a combined manner including the provision of facilities in partnership with community groups and 3rd parties and where facilities are provided directly, having a charging and collection regime in place.

- 5.2 Seventeen Scottish Local Authorities currently charge for the use of public conveniences in their area; the majority (9) charge (£0.20p) with 6 others charging (£0.30p) and 2 authorities charging (£0.10p). Of the 17 Authorities where charging is in place, 11 use automated technology to collect the income, 7 of which have advised that minor vandalism has occurred.
- 5.3 Comfort Schemes (as outlined in the January 2014 SBC report and defined as "the creation and publicity of a focussed scheme that promotes free access to Public Conveniences in third party locations") are currently operated successfully in 7 Local Authorities, 4 of which have operated for over 10 years including Perth & Kinross with 26 in operation currently and Highland with 27 operating. Annual payments of between £500 and £6000 are made to third party providers. An example of the Partnership approach adopted by Perth and Kinross is shown at Appendices 2 & 3.
- 5.4 Community Partnerships operate in 4 Local Authorities with Aberdeenshire Council currently operating 6 and Dumfries and Galloway operating 1. Agreements appear to be either a financial contribution to the partner organisation from the council (£1,200 p.a.) or the provision of consumable items from the Council to the partner organisation which has taken over the running of former local authority facilities.
- 5.5 Thirteen Local Authorities have closed Public Conveniences in urban and rural areas; a further 5 have future plans for closures. South Ayrshire Council has closed 15 of its 20 facilities (10 in urban and 5 in rural areas).

6 ANALYSIS OF SBC FACILITIES

- 6.1 Usage of SBC facilities has been monitored weekly since 2011/12 by Neighbourhood Operations staff, for a period of months each year. Within the report referred to in paragraph 3.1, it was suggested that facilities be classified as follows:
- **Key Strategic facilities** are used on over 300 occasions per week on average - these would be categorised as situated at economically active locations and clearly support the performance of the region's economy in being available for use by visitors and shoppers in the region;
 - **Neighbourhood facilities** are used between 150 and 300 occasions per week on average - and are not being utilised as effectively as they could be and are therefore not delivering best value;
 - **Local facilities** are used less than 150 times per week on average and are not delivering best value and could be alternatively provided involving the Community.

- 6.2 However, as well as considering how often Public Conveniences are used, benchmarking with other Local Authorities during this review has identified other important criteria which may also be considered when assessing current provision. This includes:
- Proximity to strategic infrastructure - car parks, bus interchange, trunk road, amenity beach/coastal resort
 - Current condition
 - Connection to mains water/drainage and electricity
 - Operational costs
- 6.3 In applying the assessment criteria outlined in paragraph 6.2 above, the effect of doing so creates a two tiered structure to the public convenience estate, Key facilities and Other facilities, a broad description of the characteristics of each tier is included as follows ;-

- **Key facilities**, with usage of over 300 per week, located at or close to strategic infrastructure, good or better condition, connections to mains water and electricity and generally lower than average operational costs.
- **Other facilities** (neighbourhood/local), with usage of less than 300, average or below condition, less well located in relation to infrastructure, not connected to main utilities and generally being higher than average in operational costs.

7 OPTIONS FOR FUTURE PROVISION

- 7.1 From this review, and reflecting on the financial savings already assumed in the Council's Financial Plan which are £70k savings in 2016-17 and £141k in 2017-18, it has been established both at UK and Scottish National Level that there are genuine opportunities for changing the way public access to welfare facilities are provided. Given the financial context, doing nothing is not an option – provision of Public Conveniences must change in order to ensure a financially and environmentally efficient service can be sustained. This change needs to be delivered whilst retaining access to facilities where not doing so would be potentially negative for the economic performance of the Borders, be potentially discriminatory to certain groups, and where no other locality level alternatives to provision can be identified and explored/delivered.

Officers have considered and assessed a number of options to deliver the financial savings required. An appraisal of each of these options is shown below with the financial implications for each of the options being detailed in Appendix 4.

7.2 OPTION 1: Closure of all 40 facilities

(a) Summary

Public Toilet provision is a non-statutory service therefore complete closure and mothballing/demolishing of all/some facilities may be

considered an option, with the private and community sector being expected to cater for future public access to facilities.

(b) Finance

The closure of all 40 facilities would generate recurring revenue savings, reduce the Council's corporate asset portfolio, and reduce SBCs carbon footprint. There would be costs associated with the disconnection of utilities, disposal and/or demolition of facilities. In closing all the facilities the ability to generate income is completely removed.

(c) Risk/Equalities

The closure and withdrawal of facilities in all locations would negatively impact on the protected characteristic groups (Age, Disability, Race, Carers and Poverty). Furthermore it removes the potential opportunities for Partnerships and Comfort schemes as a result of not having an income to pay for those mitigation measures.

The reputational risk to the Council arising from the impact on protected characteristic groups is potentially high, as is the knock on economic impact arising from adversely impacting on the tourism offering in the Borders. There is the risk of increasing anti-social behaviour and an impact on the quality of life of people living/working/visiting the Borders. Given there are genuine alternatives available to this option, which will still deliver the required financial saving, this option is not recommended.

7.3 OPTION 2: Retention of all 40 facilities, introduction of automated charging

(a) Summary

Income generation is integral to this proposal. The overheads in running the facilities would be expected to remain constant/increase. Variable costs such as utilities would be subject to market forces, with the general direction of travel seeing costs increase. Staff input and therefore costs would remain significant and also subject to increase. The opportunities presented to Communities for involvement and potential improvement are extremely limited and the outlook for the future provision of facilities is entirely dependent on Local Authority budgeting and the numerous and competing demands it faces.

(b) Finance

There would be a need to invest significant amounts of capital to deliver charging. The cash collection contract would need to be expanded to take in rural locations which in turn may increase costs of servicing.

(c) Risk/Equalities

Analysis reveals a number of facilities are not sufficiently used to demonstrate best value, given there are local alternatives. There would be very little impact on the protected characteristic groups, with possibly the exception of Poverty. The sustainability of the

service in this form in future is likely to be challenged as Local Government finances continue to be pressured. Costs of servicing the cash collection from outlying facilities may be prohibitive and the likelihood of achieving a meaningful income stream in more rural settings is low due to the low use and likely payment avoidance in areas where natural surveillance is not effective.

7.4 **OPTION 3: Closure of 20 facilities and introduce charging at 20 facilities, with no creation of partnership or comfort schemes with communities and business**

(a) Summary

This option would see the categorisation outlined at 6.3, implemented and charging introduced at Key facilities. The income from use would be retained by SBC and used to meet the financial savings targets previously referred to.

(b) Finance

There would be capital costs associated with implementing automated charging.

(c) Risk/Equalities

There is reputational risk arising from the introduction of charging.

7.5 **OPTION 4: Closure of 20 facilities, introduction of charging at 20 facilities: and a partnership approach to enhancement of provision across the region.**

(a) Summary

Officers have reviewed the assessment of facilities and developed a suite of proposals that could be combined into a new delivery model, aimed at:

- Sustaining and increasing the network of publicly available toilets;
- mitigating any impacts on protected characteristics groups and rural areas;
- Where possible, increasing access to adequate facilities for the protected characteristic groups;
- Ensuring a financially and environmentally sustainable service;
- Resolving customer satisfaction levels/complaints;
- Being recognised as quality service providers.

The option also supports SBC Localities approach and the Community Empowerment Act as it identifies facilities which SBC could continue to provide and delivers a potential solution in circumstances where SBC has determined that on analysis the facilities may not be sustainable into the future.

There would be the possibility to redistribute some income to Community groups and businesses who, through dialogue, have agreed to adopt an approach to future provision either through Comfort Schemes, partnerships or a mixture of both within their locality.

(b) Finance

A financial breakdown is summarised at Appendix 4.

(b) Risk/Equalities

The alternative potential delivery/combined model replaces conventional service provision with a wider network of publicly accessible facilities. This delivers efficiencies whilst conferring additional benefits as follows:

- Continuation of service provision in rural and urban communities, thus mitigating impact on protected characteristics groups in rural areas;
- Streamlining Public Toilet asset provision by SBC – thus reducing the corporate asset
- Reduced carbon footprint – net reduction in number of facilities in operation would reduce carbon footprint via utilities, water, consumables and staff mileage;
- Income revenue generation from facilities with high footfall would be used to support partnering or alternative provision in other areas;
- Support to local communities/business across the region through Comfort Scheme payments – reinvesting the income revenue from toilet charging in this way enables the key facilities in our areas to be used as a funding stream for remote rural businesses/organisations.
- Creation of an expanded network of publicly available facilities throughout the region.

7.6 **OPTION 5: In phase 1 introduce charging at a number of facilities as well as engaging local members and communities on potential partnership arrangements. In phase 2 introduce partnership arrangements and evaluate options to rationalise the overall number of toilets provided.**

Summary

To date communities have not been engaged in discussions on the future of the toilet provision in their localities. There is therefore no awareness of what other local authorities have successfully done with the support of the communities and Officers would like to engage on this during the first half of 2017. Taking this into account, this proposal is to introduce charging of 30p per use, at a number of facilities in phase 1. Facilities will be identified by usage and the net annual income against the required capital investment. The identified facilities for charging will be those which return the highest net annual income (which includes the associated costs of collecting the income) against the initial capital investment required.

As part of phase 1 Officers propose that effective engagement is undertaken to develop specific locality options prior to a further report in 2017 which would be seeking to identify strategies to enable future savings to be realised from this service. Officers are therefore seeking agreement of members to undertake that engagement with their support prior to future reporting.

7.7 **Phase one – Charging and engagement**

Stakeholders, including Community Councils, would be advised of the Council decision to introduce charging and of the phased approach to the implementation of charging followed by the development of a dialogue with communities prior to a further review/report.

The identification and feasibility work associated with the implementation of charging would be developed and implemented swiftly. There are some unknown elements such as the ability to arrange for cash collection at more rural locations and the costs of borrowing are not shown but will need to be accounted for.

7.8 **Phase 2 – Partnerships and further consideration of provision**

Following implementation of phase 1 a future report will be brought forward to consider and update the financial model and associated assumptions as well as the narrative surrounding comfort schemes and partnerships. It should include an assessment on patterns of usage as well as feedback/lessons learned on the development of comfort schemes/community partnerships to inform and influence future similar Community based discussions in other service areas. It should detail recommendations for phase 2 in moving to a longer term strategy regarding the provision of facilities capable of delivering further improvements to service provision including partnership arrangements.

7.9 **Finance**

The financial assessments and assumptions detailed in appendix 4, include;-

- (a) Cash collection is achievable by contracting with an existing provider of services for car parks and communal vending machines. A premium for more rural settings and the likely higher costs of collection at those locations is allowed for, however it may not be possible to engage a cash collection service in more rural locations.
- (b) All facilities have been assessed to ascertain the net annual income against the required capital investment. The identified facilities for charging are those which return the highest net annual income (which includes the associated costs of collecting the income) against the initial capital investment required.

7.10 **Risk/Equalities**

There are risks associated with the cash collection contract and, subject to negotiation, at this time it is unknown if some of the facilities will be able to be serviced under the terms of that contract. Additionally there is reputational risk arising from the introduction of charging. Poverty groups may be affected on the implementation of charging.

7.11 **Conclusion**

At this time, due to the lack of awareness and engagement with communities on the provision of toilets, Members are asked to consider and agree implementation of option 5 which will be carried out in two phases.

8 IMPLICATIONS

8.1 Financial

- (a) Within option 5 Phase 1 would address the £211k savings previously agreed as part of the 2016/17 budget setting process. Phase 2 would present options to address the additional £100k proposed in 2018/19.
- (b) A full summary of the financial implications and assumptions made for each option can be found in Appendix 4.
- (c) The £200k capital investment associated with the recommended option has been incorporated into the draft Capital Plan 2017/18 and resources from the additional Capital Grant received.

8.2 Risk and Mitigations

- (a) By accepting option 5 in this paper, there is a risk that the private and community sector have neither the willingness nor the capacity to set up a "Comfort Scheme", or Community Partnering arrangement. However, SBC's Localities approach and the current Property and Assets mapping/engagement work, combined with the structure of the Scottish Borders Community Planning Partnership should mitigate against this risk. By taking a locality approach, provision should evolve that suits a particular area.
- (b) There is a risk that the level of income expected is not achieved, which would risk the ability to support and maintain the delivery model, including partnerships and comfort schemes. Monitoring and ongoing reporting will enable that to be captured and contingencies developed as the project progresses
- (c) There is a risk that Communities do not respond to the partnership/comfort scheme model. A considered approach to marketing, promotion, finance and communication is required to ensure that the appropriate level of SBC support is made available to reassure potential partners that the proposal is positive and is an opportunity for them. As the project progresses ongoing monitoring and reporting can be used to evaluate successes and learn lessons to refine the approach.
- (d) There is a risk that the amount of vandalism to the charging units renders them ineffective and creates increased costs of repair. An amount is being retained to pay for maintenance including repair. Through monitoring and ongoing reporting this can be captured evaluated and reported along with contingency options as the project progresses.
- (e) There is a risk that the cash collection contract may not extend to the more rural locations where toilets are retained with charging. This will only be known along with contingency measures as part of the negotiation with the suppliers.

8.3 Equalities

The Stage 1 EIA identified protected characteristic groups that may be affected by changes to the service provided as Age, Disability, Race, Carers and Poverty. The recommended Option (5) and phased approach would mitigate against negative impacts by continuing to provide publicly accessible facilities across the region, and creating a wider network of facilities than has previously existed.

8.4 **Acting Sustainably**

The recommended option proposes a new income stream to support the future provision of public conveniences.

8.5 **Carbon Management**

The various options presented would, over the longer term, reduce SBC's carbon emissions.

8.6 **Rural Proofing**

Fundamental to the development of the revised approach to Public Conveniences has been the recognition of the importance of access to facilities for the protected characteristic groups Age, Disability, Race, Carers and Poverty. Furthermore recognition of the contribution that a Public Convenience makes towards the economic performance of local business is a significant contributory factor.

The proposals are based on a significant body of evidence which confirms that re-design of Public Toilet provision is being undertaken throughout the UK and alternative delivery models do exist.

The principals of the long term strategy are identified and detailed as follows:

- (a) Creation of a wider and more strategic network of access to facilities, either public or private, funded through the income generated by the retained network, however delivered in a non-traditional way.
- (b) There will be no reduction in the number of facilities available for use by the public. There will be an increase in the number of facilities available for the public to use.
- (c) Accessible facilities will be provided such that there will be no reduction in numbers of current provision.
- (d) The economic impacts of partnering and comfort schemes don't place a burden on the private sector.
- (e) Appropriate and mixed private sector establishments are selected as partners to the strategy e.g. cafes /restaurants/supermarkets/ pubs/ village halls. Thus removing perceived barriers to certain groups.

The strategy supports rural communities to be in control of facilities seen as important to that community, in a supported strategy. Comfort Schemes provide further opportunities in the event that a Community does not choose to take advantage of the opportunity a partnership presents. Business can access grant support in lieu of members of the public using their facilities, which also brings sales and marketing opportunities to those businesses.

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

There are no changes proposed to the Scheme of Administration or Delegation.

9 **CONSULTATION**

- 9.1 The Chief Financial Officer, the Monitoring Officer, the Chief Legal Officer, the Chief Officer Audit and Risk, the Chief Officer HR and the Clerk to the Council are being consulted and any comments received will be incorporated into the final report.

Approved by

Jenni Craig

Service Director Neighbourhood Services

Signature

Author(s)

Name	Designation and Contact Number
Jason Hedley	Neighbourhood Area Manager (Tweeddale) 01835 824000 Ext 8037

Background Papers:

Previous Minute Reference:

Note – You can get this document on tape, in Braille, large print and various computer formats by contacting the address below. Jacqueline Whitelaw can also give information on other language translations as well as providing additional copies.

Contact us at Jacqueline Whitelaw, Scottish Borders Council, Council Headquarters, Newtown St Boswells, Melrose, TD6 0SA, Tel 01835 825431, Fax 01835 825071, email eittranslationrequest@scotborders.gov.uk.

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Alternatives to Public Toilets:

Appendix 1

Area Forum	Settlement Size	Location	Current Public Toilets	Alternatives to Current Public Toilets by Settlement																			Total Potential Alternatives for Public Toilets		
				Restaurants	Bistros/Deli	Bars/Pubs	Coffee Shops/Tea Rooms/Cafe	Hotels	Supermarkets	Leisure Centres	Community Centres	Garden Centres	Clubs – Rugby/Football/Cricket/Bowling	Swimming Pool	Museums	Churches	Petrol Stations	Visitor’s Centre	Libraries	Contact Centres	Tourist Info.	Hospitals		Dr. Surgeries	Youth Hostel
Berwickshire	1000 or More	Chrinside	1	0	0	2	0	0	0	0	1	0	2	0	0	1	0	0	0	0	0	1	0	7	
		Coldstream	1	2	0	0	1	5	0	0	2	0	1	0	1	2	1	0	1	1	0	0	1	0	18
		Duns	1	2	0	6	0	0	1	0	2	1	2	1	0	3	1	1	0	0	0	1	1	0	22
		Eyemouth	2	3	0	2	3	4	1	1	1	0	3	1	1	5	1	3	1	1	1	1	1	0	34
	500 to 1000	Greenlaw	1	1	0	2	0	0	0	0	1	0	2	0	0	1	0	0	0	0	0	0	1	0	8
		Burnmouth	1	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	2
		Cockburnspath	1	0	0	0	0	0	0	0	0	0	1	0	0	1	0	0	0	0	0	0	1	0	3
		Coldingham Sands	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
		St. Abbs	1	0	0	0	1	0	0	0	0	0	0	0	0	1	0	2	0	0	0	0	0	0	4
Page 81 Cheviot	1000 or More	Jedburgh	2	3	1	3	6	4	1	1	0	0	5	1	2	5	1	1	1	1	1	0	1	1	39
		Kelso	3	3	0	4	6	4	2	0	1	1	5	1	0	7	2	0	1	1	1	1	0	41	
		St. Boswells	1	0	0	0	1	1	1	0	1	0	4	0	0	1	1	0	0	0	0	0	0	0	10
	500 to 1000	Yetholm	1	0	0	0	0	2	0	0	0	0	1	0	0	1	0	0	0	0	0	0	0	1	5
		Under 500	Morebattle	1	0	0	1	0	0	0	0	1	0	0	0	1	0	0	0	0	0	0	0	0	3
Eildon	1000 or More	Earlston	1	0	0	3	3	?	1	0	0	0	2	0	0	1	1	0	0	0	0	1	0	12	
		Galashiels ^	3	3	1	6	4	0	3	2	2	0	6	1	1	6	3	0	1	1	0	0	2	0	42
		Lauder	1	1	0	1	1	3	1	1	0	0	2	0	0	1	1	0	0	0	0	0	1	0	13
		Melrose	2	3	0	1	2	5	2	0	1	0	4	0	1	3	0	0	1	0	1	0	1	1	26
		Newtown St. Boswells	1	0	0	1	0	0	1	0	1	1	2	0	0	1	0	0	0	1	0	0	1	0	9
	500 to 1000	Stow	1	0	0	0	1	1	0	0	0	0	1	0	0	1	0	0	0	0	0	0	1	0	5
		Under 500	St. Mary's Loch	1	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2
Teviot and Liddesdale	1000 or More	Hawick ^	4	7	0	17	3	1	4	1	1	0	4	1	1	6	2	0	1	1	1	1	0	53	
	500 to 1000	Denholm	1	1	0	2	2	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	6	
		Newcastleton	1	0	0	0	1	2	0	0	1	0	0	0	1	0	1	0	0	0	0	1	0	7	
Tweeddale	1000 or More	Innerleithen	1	0	0	0	2	2	1	0	1	0	1	0	0	2	0	0	1	0	0	0	1	0	11
		Peebles ^	4	5	1	4	4	3	2	1	1	0	2	1	0	3	2	0	1	1	1	1	0	34	
		West Linton	1	1	0	0	1	1	0	0	1	0	1	0	0	2	0	0	0	0	0	0	1	0	8
	Under 500	Broughton	1	2	0	1	0	0	0	0	1	0	0	0	2	1	1	0	0	0	0	0	0	8	

^ includes the Transport Interchange in Galashiels, Heart of Hawick in Hawick, and Haylodge Park in Peebles

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APPENDIX 2

MINUTE OF AGREEMENT

Between xxxx and xxxxx

SCOTTISH BORDERS COUNCIL, a body corporate under the Local Government etc. (Scotland) Act 1994 and having its principal office at Newtown St Boswells (hereinafter referred to as “the Council”)

and
(hereinafter referred to as “the Service Provider”)

The parties hereto have agreed that in return for payment by the Council to the Service Provider, the Service Provider shall make available to the public the toilet/washroom etc facilities (“the facility”) at **address** (“the building”).

The Service Provider shall maintain and operate the facility in accordance with the terms set out in the Schedule annexed and signed as relative hereto.

This Agreement shall subsist from **date** to **date** from the date hereof, unless earlier terminated by either party giving to the other two months written notice of such termination; IN WITNESS WHEREOF these presents together with the Schedule hereto are signed and witnessed as shown below:-

Scottish Borders Council

Date..... Place.....

.....
Signature of witness Signed on behalf of Scottish Borders Council

..... Name.....
Full Name (including Middle Names) of Service Manager
Witness

.....
Address of Witness

Service Provider

Date..... Place.....

.....
Signature of Witness Signed for and on behalf of Service Provider

..... Name.....
Full Name (including Middle Names) of
Witness

.....
Address of Witness

SCHEDULE TO MINUTE OF AGREEMENT BETWEEN THE COUNCIL AND THE SERVICE PROVIDER

1. Site of Building Providing the Facility

The location of the site is at *****address****. The Service Provider shall ensure suitable access to the building and the facility is maintained.

2. Description of Facility

The facility shall consist of the public toilets/washrooms providing *****male/female facilities /and facilities for the disabled*****, in the following areas – ******area*******.

3. Works Required

The Service Provider shall be responsible for the provision of the building in terms of the Planning Consent and Building Warrants obtained by the Service Provider. The Service Provider should also be compliant with, or actively working towards compliance with it's Statutory duties in terms of the Disability Discrimination Act 1995, (as amended), to the satisfaction of the Council.

4. Signage Requirements

The Council will ensure that there are adequate direction signs and signage at the entrance to the building indicating the facility is available. The Service Provider shall ensure that adequate signage is provided within the building and on the entrance doors to the facility within the building.

5. Period/Times of Opening/Closure

The opening hours of the building providing access to the facility shall be as follows

***** times from survey sheet *******

6. Cleanliness Standard

The Service Provider shall ensure that the facility is maintained in a clean and tidy condition and shall take account of the usage of the facility, not only by the public but by the users of the building.

7. Repair and Maintenance

The Service Provider shall be responsible for all repair and maintenance, both of the exterior and interior fabric of the building and for internal repair and maintenance of the facility.

8. Security

The Service Provider shall nominate responsible key holders to ensure that the building and the facility are opened and closed in terms of the times agreed in respect of Para 5 above.

9. Access for Inspection

The Council will carry out periodic inspections to ensure that the facility is being maintained and cleaned to a satisfactory standard and the Service Provider shall ensure that access is made available for Officers of the Council to carry out these inspections. Feedback on inspections will be available for the Service Provider, from the Council.

10. Contacts Council/Service Provider

The Council will provide the Service Provider with the name of a contact Officer for liaising with the Service Provider. The Service Provider shall detail a named person to whom the Council will have direct contact in respect of maintenance of the facility provided by the Service Provider.

11. Payment for Maintenance/Cleaning

The Council will pay to the Service Provider an agreed sum to contribute to the costs of providing the facility, including, routine cleaning, all consumables for cleaning the facility provision of consumables used within the facility and for ongoing maintenance of the facility. The payment shall be made by the Council to the Service Provider 3 times yearly in advance, in terms of the table below.

Date of Payment	Payment to be made
****	£***
****	£***

12. Rates, Electricity, Water Charges

The Service Provider will be responsible for payment of all rates, electricity and water and sewerage charges in association with the facility. The payment for maintenance and cleaning as detailed in (11) above will take these matters into account.

13. Insurance

The Service Provider shall keep the building, including the facility, insured against loss or damage by fire and such other risks, including insurance of liability for accidental bodily injury or damage to the property of third parties (Public Liability Insurance) and Occupier's Liability Insurance.

14. Indemnity

The Service Provider shall indemnify and keep indemnified, the Council from all liability in respect of any injury to, or the death of any person, damage of any property, heritable or moveable, any interdict or court action or otherwise, by

reason of, or arising directly or indirectly out of the use of the Facility by the public, or from any failure or omission by the Service Provider in the implementation and observance of the obligations on their part, herein contained or referred to and from all proceedings, costs, claims and demands, of whatever nature in respect of such liability or alleged liability.

15. Failure to Meet Required Standards

The Council shall have the right to terminate this agreement by giving not less than two months notice to the Service Provider if the Service Provider fails to meet the requirements of this agreement.

.....
Signed on behalf of Scottish Borders Council

Date:.....

.....
Signed on behalf of the Service Provider

Date:.....

Q: I run a Licensed Premise, will letting children in to use the facilities affect this?

A: No, children can enter the bar area to travel to your toilets, as long as they do not stay.

Q: How will this affect my insurance?

A: We strongly suggest you advise your insurers that you are entering the scheme. As a business which admits the public, you will already require to have public liability insurance. The advice we have from the insurance industry is that there is no reason why you should be prevented from entering the scheme. In a minority of cases, your insurance company may slightly increase your premium. If that is the case, we are happy to discuss this with you.

Q: What happens when the Partnership is set up?

A: A Minute of Agreement is signed by both the provider and Perth & Kinross Council to formally set up the Partnership. Signage is organised and an official start date established. A dedicated Officer is available to offer advice and they will inspect your premise routinely.

Q: I am interested in the scheme what do I do next?

A: If you have not already been contacted by a Council Officer, please telephone the Helpline number on the back of this leaflet to discuss matters further.

Q: What if I want out of the Partnership?

A: Although you may sign up for the Partnership for 3 years, you can withdraw at any time by giving 2 months written notice.

Perth and Kinross Council
The Environment Service
Pillar House
35 Kinnoull Street
PERTH
PH1 5GD

Email: es@pkc.gov.uk

If you require this document in any other format, please contact the Environment Services Helpline number: 01738 476476

Perth and Kinross Comfort Scheme

(for publicly
available toilets)

A Guide to the Scheme



What is a Comfort Scheme?

Following a comprehensive review, Perth & Kinross Council has decided to introduce a new way of providing publicly available toilets.

It was established during the review that members of the public were generally dissatisfied with some of the existing facilities the Council were offering. The main points being the condition of the toilets provided did not meet customer expectations, and users - particularly women - would seek to use alternative facilities such as cafes and restaurants rather than an unattended toilet.

Because of these issues it was decided to adopt a scheme already successfully used by a neighbouring Local Authority and offer toilet facilities in conjunction with private businesses in an arrangement known as the

“Perth and Kinross Comfort Scheme.”

The scheme has been developed by the Council in consultation with Perthshire Tourist Board.

The following few paragraphs will help answer some of the questions that you may have about the scheme and what impact it may have on your business.

Questions & Answers

Q: What do I get from the Partnership?

A: Confirmed income at several stages throughout the year, when at the moment people may be using your toilets for no additional income.

- More potential customers (mostly tourists or other visitors) coming into your premises who may buy something from you.

- Good publicity - your business will be advertised via the Council and Perthshire Tourist Board as a Comfort Scheme location.

Q: What do I have to do?

A: Not much more than you do at the moment! Keep the toilets available, keep them clean, display signage and in return we pay you.

Q: How much money can I expect from a Partnership?

A: Each premise is assessed by a Council Officer and a financial offer is made depending on how many, the standard and types of facilities you have, and your opening hours. If you are successfully placed on the scheme you will be paid 3 times a year.

Q: Who pays for the extra running costs?

A: The money you receive from the Perth & Kinross Council is intended to pay for the extra costs incurred by offering the Comfort Scheme.

Q: How long must I enter into a Partnership for?

A: It is preferable that you enter into a 3 year agreement. This is mainly to cut down on the inconvenience of re-organising the Partnerships every year. However this is negotiable if you **do not** want to enter into a 3 year agreement.

Q: How many people can I expect to be using my toilets?

A: It is impossible to say, but it is hoped that in busier towns there may be several Partnerships, as well as existing Council Public Toilets, to help spread the demands.

Q: Am I expected to allow trouble makers in to use my toilets?

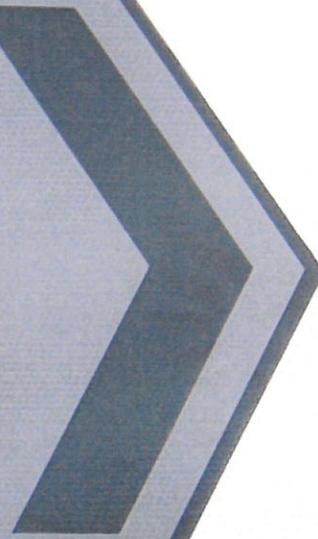
A: Although we would expect your toilets to be publicly available, you are entitled to expect the same standards of behaviour as you would from customers in your shop, pub or restaurant. If someone there is causing trouble, you would be entitled to ask them to leave and in extreme cases bar them from entry. The same applies to people using your toilet facilities.



Comfort Scheme Partnership

**Publicly
available toilets**

Perth & Kinross
Council
Pullar House



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Financial Summary of Options considered

AFRWG - Public Conveniences Report 21/12/2016

Budget heads	Option 1	Option 2 - 20p	Option 2 - 30p	Option 3 - 20p	Option 3 - 30p	Option 4 - 20p	Option 4 - 30p	Option 4 - 50p	Option 5 - 30p
	Close all	Keep all Toilets open & Charge all	Keep all Toilets open & Charge all	Close 20	Keep 20 open & Charge	Close 20	Keep 20 open & Charge plus comfort scheme	Keep 20 open & Charge plus comfort scheme	All open, charge per report
Revenue									
Current Budget	323,426	323,426	323,426	323,426	323,426	323,426	323,426	323,426	323,426
Manpower	151,656	151,656	151,656	151,656	151,656	151,656	151,656	151,656	151,656
Consumables	25,408	25,408	25,408	25,408	25,408	25,408	25,408	25,408	25,408
Rates	51,204	51,204	51,204	51,204	51,204	51,204	51,204	51,204	51,204
Water	64,805	64,805	64,805	64,805	64,805	64,805	64,805	64,805	64,805
Electricity	30,354	30,354	30,354	30,354	30,354	30,354	30,354	30,354	30,354
Proposed Budget	51,204	149,308	47,069	59,237	-20,903	95,237	15,097	-145,183	93,019
Manpower	0	151,656	151,656	76,519	76,519	76,519	76,519	76,519	151,656
Consumables	0	25,408	25,408	12,704	12,704	12,704	12,704	12,704	25,408
Rates	51,204	51,204	51,204	44,904	44,904	44,904	44,904	44,904	51,204
Water	0	64,805	64,805	46,598	46,598	46,598	46,598	46,598	64,805
Electricity	0	30,354	30,354	22,305	22,305	22,305	22,305	22,305	30,354
Maintenance of charging units	0	13,600	13,600	8,000	8,000	8,000	8,000	8,000	10,000
Cash Collection	0	16,863	16,914	8,567	8,607	8,567	8,607	8,687	17,675
Income Tax	0	-255,726	-383,588	-200,450	-300,674	-200,450	-300,674	-501,124	-357,443
- 20% Reduction in usage after charging introduced (25% in option 5)	0	51,145	76,718	40,090	60,135	40,090	60,135	100,225	89,361
Partnership/Comfort Schemes	0	0	0	0	0	36,000	36,000	36,000	10,000
Saving	-272,222	-174,118	-276,357	-264,189	-344,329	-228,189	-308,329	-468,608	-230,407
Capital	0	272,000	272,000	160,000	160,000	160,000	160,000	160,000	200,000
Capital Works	0	0	0	0	0	0	0	0	0
Automated Units	0	272,000	272,000	160,000	160,000	160,000	160,000	160,000	200,000
Demolishing	0	0	0	0	0	0	0	0	0
Payback	0.00	1.56	0.98	0.61	0.46	0.70	0.52	0.34	0.87
Current Budget	323,426	323,426	323,426	323,426	323,426	323,426	323,426	323,426	323,426
Proposed Budget	51,204	149,308	47,069	59,237	-20,903	95,237	15,097	-145,183	93,019
Saving	-272,222	-174,118	-276,357	-264,189	-344,329	-228,189	-308,329	-468,608	-230,407
Capital	85,000	953,000	953,000	340,000	340,000	340,000	340,000	340,000	200,000
Payback	0.31	5.47	3.45	1.29	0.99	1.49	1.10	0.73	0.87

Option 1

Close all 40 facilities

Option 2

Retain, all 40 facilities, introduce automated charging

20p option

30p option

Option 3

Close 20 facilities, introduce charging at 20 facilities - no partnership/comfort schemes

Option 4

Close 20 facilities, introduce charging at 20 facilities - introduce partnership/comfort schemes

Option 5

Retain all 40 facilities, introduce automated charging at 26 facilities

Assumptions

Borrowing costs are not shown but will need to be accounted for

Where toilets are being closed, it is assumed that all rates will be available towards the savings

Where toilets are being closed, it is assumed all water and electricity charges will be saved, in reality if the buildings are not sold/demolished there will be some standing charges

20%- 25% reduction in usage has been incorporated in the above figures when charging is introduced, other councils introducing charging have seen a fall in usage (up to 50% depending on price)

Assumed 2 x partnerships/comfort schemes per closed facility at £900 each

Annual maintenance of units based on 5% of purchase price - includes vandalism repair

Scottish Borders Council

Stage 1 Equality Impact Assessment – Start Up – UPDATED Jan 2017

(For Early Proposals, Project Initiation, Start Up)

1.	Title of Proposal:	A Review of Public Conveniences Provision
----	---------------------------	--

(Please enter the title or reference for your proposal)

2.	Service Area: Department:	Place Department - Neighbourhood Services - Neighbourhood Operations
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(Please enter the department/service area submitting the proposal)

3.	Description:	A proposed redesign of the way Scottish Borders Council provides publicly available toilet facilities. The aim is to deliver a service that delivers efficiencies whilst continuing to provide publicly accessible facilities in a manner that is financially and environmentally sustainable. The proposal seeks to redesign the way in which public access to toilet facilities is provided, seeking alternative means of provision that will ensure an equal or enhanced level of availability can be sustained across the region. The document is being taken to members for approval.
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(Please enter a full description of your proposal including its aims and objectives)

4.	Relevance to the Equality Duty. Do you believe your proposal has any relevance to the following duties of the Council under the Equality Act 2010? (If you believe that your proposal may have some relevance – however small please indicate yes)				
	Duty			Yes/No	
	Elimination of discrimination (both direct & indirect), victimisation and harassment. <i>(Could your proposal discriminate? Or help eliminate discrimination?)</i>			Yes	
	Promotion of equality of opportunity? <i>(Could your proposal help or hinder the Council with this)</i>			Yes	
	Foster good relations? <i>(Could your proposal help or hinder the council s relationships with those who have equality characteristics?)</i>			yes	
5.	Which groups of people may be impacted (both positively and negatively) if the proposal is advanced? (Please x all that apply).				
	Equality Characteristic	Impact			Description <i>Where you have identified a potential impact, please detail what you perceive this to be. Where an equality characteristic is potentially</i>
		No Impact	Possible Positive Impact	Possible Negative Impact	

				<i>negatively affected, please explain how and the extent to which they may be negatively affected. If you are unsure of the answer please state this and recommend further investigation.</i>
Age (Older or younger people or a specific age grouping)		x	x	<p>Depending on nature of changes agreed at local level, public toilet provision may be via alternative means in different locations:</p> <p>Positive impact: proposals may increase wider availability of facilities in the local area and may enhance the quality of facilities made available.</p> <p>Negative impact: individual walking distance to a facility may increase</p> <p>Introduction of toilet charging is proposed for key strategic facilities in key urban areas:</p> <p>Positive impact: may ensure toilet provision is better quality and more sustainable</p> <p>Negative impact: may affect people who have more need to use facilities and may incur costs.</p> <p>We are fairly certain that impacts can be mitigated and the range of proposals drafted seek to provide a better overall level of provision, but we will continue to assess and monitor through to implementation stage.</p>
Disability e.g. Effects on people with mental, physical, sensory impairment, learning disability, visible/invisible, progressive or recurring		x	x	<p>As above with one exception;</p> <p>Radar keys will ensure no restriction on access to facilities with toilet charging for people with disability (no impact).</p>
Gender (Males, Females, Transgender or Transsexual people)			x	<p>Female access to public toilets, particularly where options are limited (in rural areas) is important due to specific needs (pregnancy/menstruation) – see above for summary of possible Positive and negative impacts</p>
Race Groups: including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)			x	<p>As above – for wider potential positive/negative impact.</p> <p>Travelling people may require access to toilets, as the caravans may not include WC's.</p> <p>The key sites for travelling communities would be unaffected by the Review, however it is understood that off-site facilities in Kelso, St Boswells and Tweedbank are used by Travelling people. We will continue to assess</p>

				and monitor potential impacts through the process.
People with Religious or other Beliefs: different beliefs, customs (including atheists and those with no aligned belief)	x			No evidence identified at this stage as to direct positive or negative effect on this group of redesigning the service of public toilet provision. The public may experience a wider positive benefit from more facilities being made available via Comfort Schemes.
Sexual Orientation, e.g. Lesbian, Gay, Bisexual, Heterosexual	x			No evidence identified at this stage as to direct positive or negative effect on this group of redesigning the service of public toilet provision. The public may experience a wider positive benefit from more facilities being made available via Comfort Schemes.
Carers (those who have caring responsibilities for someone with an equality Characteristic)		x	x	As above.
Poverty (people who are on a low income including benefits claimants, people experiencing fuel poverty, isolated rural communities etc)		x	x	As above plus; Possible negative impact: the introduction of charging to public toilets in urban areas may impact on low income groups, however this is mitigated by the nominal fee for toilet use (30p) and provision of alternative non-charging facilities (such as public libraries, contact centres, etc) .
Employees (those employed by the Council including full time, part time and temporary)		x	x	The staff deployed to undertake cleaning activities are predominantly undertaking a range of duties of which toilet cleaning is only one – therefore the impact of any reduction in toilet cleaning duties will be offset by other duties, and no direct loss of posts will be created. There are 3 exceptions to this, and discussions with these individuals will be held in advance of any decision being made. ERVS is continuing to be offered across the service, which will naturally reflect any reduction in workforce across the service.

6.	Mitigation	
	Where you have identified a potential negative impact, please detail what mitigations will need to be put in place in order for your proposal to progress. If you are unsure of the answer please state this and recommend further investigation.	
	Characteristic	Mitigation
Age	The redesigned service seeks to provide an increased network of publicly available facilities via alternative means, this should enhance the overall	

	accessibility of facilities.
Disability	The redesigned service seeks to provide an increased network of publicly available facilities via alternative means, this should enhance the overall accessibility of facilities. Comfort Scheme or 3 rd party facilities incorporated will be assessed to ensure an equal or improved level of disabled access to facilities is maintained. Radar keys will mitigate any impact on Disabled users needing access to toilets which have charging introduced.
Race	The redesigned service seeks to provide an increased network of publicly available facilities via alternative means, this should enhance the overall accessibility of facilities, however there may be instances where travelling people need to use facilities that may no longer be provided or free to use. This could be mitigated by temporary provision of facilities as needed.
Carers	The redesigned service seeks to provide an increased network of publicly available facilities via alternative means, this should enhance the overall accessibility of facilities. Comfort Scheme or 3 rd party facilities incorporated will be assessed to ensure an equal or improved level of disabled access to facilities is maintained. Radar keys will mitigate any impact on Disabled users needing access to toilets which have charging introduced.
Poverty	The redesigned service seeks to provide an increased network of publicly available facilities via alternative means, this should enhance the overall accessibility of facilities.
Employees	Discussions and engagement with Trade Unions is ongoing and will continue through the review – however this is on the basis that ERVS would continue to be offered and direct impact on employees would be mitigated.

7.	How certain are you of the answers you have given?	
	Answer	Tick One
	Certain - I have populated the evidence base to support my answers.	
	Fairly Certain – but don't have concrete evidence to support my answers so would recommend further assessment is conducted if the proposal is progressed.	 Report to Executive (31/1/2017) will recommend a phased approach.: phase 1: charging and engagement; Phase 2: partnerships and further consideration of provision. Stage 2 EIA will be undertaken during each

		phase
	Not Certain – further assessment is recommended if proposal is progressed.	

Completed By			
Name	Jason Hedley	Service Area.	NEIGHBOURHOOD SERVICES
Post	Service and Neighbourhood manager (Tweeddale)	Date	13/01/2017

This assessment should be presented to those making a decision about the progression of your proposal.

If it is agreed that your proposal will progress, you must send an electronic copy to corporate communications to publish on the webpage within 3 weeks of the decision.

For your records, please keep a copy of this Equality Impact Assessment form.

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