Scottish Borders COUNCIL

SCRUTINY COMMITTEE
THURSDAY, 22ND SEPTEMBER, 2016

A MEETING of the SCRUTINY COMMITTEE will be held in the COUNCIL CHAMBER, COUNCIL HEADQUARTERS, NEWTOWN ST BOSWELLS on THURSDAY, 22ND SEPTEMBER, 2016 at 10.00 AM

J. J. WILKINSON,
Clerk to the Council,

15 September 2016

	BUSINESS	
1.	**Apologies for Absence**	
2.	**Order of Business**	
3.	**Declarations of Interest**	
4.	**Minute** (Pages 1 - 36) Minute of the meeting of 18 August 2016 to be approved and signed by the Chairman. (Copy attached).	2 mins
5.	**Asymmetric Week** Presentation by Service Director Children and Young People.	30 mins
6.	**Community Recycling Centres - Update on re-use/remarketing of Goods** (Pages 37 - 58) Report by Service Director Neighbourhood Services. (Copy attached).	30 mins
7.	**Scrutiny Reviews** (Pages 59 - 64) Update on subjects included in the future Scrutiny Review Programme. (Copy attached).	5 mins
8.	**Date of Next Meeting** The next meeting is scheduled to be held on Thursday, 27 October 2016.	
9.	**Any other Items Previously Circulated**	
10.	**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 G. Logan (Chairman), W. Archibald, K. Cockburn, A. Cranston, I. Gillespie, B Herd, W. McAteer, A. J. Nicol and J. Torrance

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SCOTTISH BORDERS COUNCIL
SCRUTINY COMMITTEE

MINUTES of Meeting of the SCRUTINY COMMITTEE held in the COUNCIL CHAMBER, COUNCIL HEADQUARTERS, NEWTOWN ST BOSWELLS on Thursday, 18th August, 2016 at 10.00 am

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Present:-	Councillors G. Logan (Chairman), W. Archibald, K. Cockburn, B Herd, W. McAteer and A. J. Nicol.
Apologies:-	Councillors I. Gillespie and J. Torrance
Also Present:	Councillors G. Edgar and S. Mountford. Community Councillor G Harrison, Ettrick and Yarrow Community Council.
In Attendance:-	Transformation and Services Director, Clerk to the Council, Democratic Services Officer (P. Bolson).

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1.   **MINUTE**
1.1   There had been circulated copies of the Minute of 28 April 2016.

DECISION
NOTED for signature by the Chairman.

1.2   With reference to paragraph 7.4 of the Minute of the meeting of 24 March 2016, Councillor Cockburn confirmed that he had discussed with Councillors Smith and Turnbull following their attendance at the Timber Transport annual conference and whether there were any subsequent recommendations which the Scrutiny Committee might consider. Councillor Cockburn advised that Councillors Smith and Turnbull, in their involvement with the voluntary partnership known as the Timber Transport Forum, had been looking into various issues related to the extraction of timber and movements of Timber Transport. This included damage to roads and road infrastructure, which had been the subject of the original discussion by the Scrutiny Committee. Local Authority road networks provided access to much of the forested timber resource and timber transport contributed to damage to roads and road infrastructure such as verges, ditches, drains and laybys; specifically, damage was caused by timber transport practices, truck and tyre types, unsuitable road types and materials, and stacked timber. The Timber Transport Forum had stated that it was "delivering solutions for a growing UK harvest", whilst also acknowledging that "developing the necessary infrastructure for timber transport in Great Britain is not easy". As the volume of timber produced each year from British forests was forecast to rise from the current 9 million cubic metres to 12 million cubic metres by 2020, there would be a resultant growing burden on the Council's road network and there were sections of the road network that were not suitable for heavy timber transportation. It was noted that the timber industry contributed both to the local economy and to providing local employment. At the same time, it was recognised that the Council could not sustain damage to the road network indefinitely and that solutions must be investigated to balance the benefits and problems being encountered. A number of solutions were discussed, one of which was the option to make a case for recovering damages from forestry companies under Section 96 of the Roads (Scotland) Act 1984. Further discussion followed and Members noted the similarities with wind turbine traffic issues and the way in which these were dealt with at the Planning Application stage. Members agreed that a review be carried out to consider the impact of third party use on the Local Authority's road network, eg by timber transportation and wind turbine transportation.

DECISION

AGREED that a Scrutiny Review be carried out to consider the impact of third party use on the Local Authority's road network, eg by timber transportation and wind turbine transportation.

2.   **SCRUTINY REVIEWS**

2.1   With reference to paragraph 5 of the Minute of 28 April 2016, there had been circulated copies of the updated list of subjects which Scrutiny Committee had been asked to review and which included the source of the request, the stage the process had reached and the date, if identified, of the Scrutiny meeting at which the information would be presented. In addition, Members were also asked to consider further subjects for inclusion on this list for presentation at future meetings of the Committee. When deciding whether subjects would be reviewed by the Scrutiny Committee, Members required a clear indication from the initiator of the request as to which aspects of the subject they wished to be reviewed. This would enable the Committee to determine whether the subject was appropriate for consideration.

2.2   The Clerk to the Council explained the current status of the reviews listed and Members discussed a number of the items on the timetable. The Corporate Transformation and Services Director explained that a report was being prepared on artificial sports pitches for discussion by the Executive Committee and suggested that any decision on carrying out a Scrutiny review on the use of such pitches should be deferred until after that report had been considered. In terms of the request to review community consultation using the example of the siting of the Peebles 3G pitch, Mr Dickson explained that at the point the request was made Victoria Park had been the selected site. Matters had now moved on with the Executive Committee decisions in May and June to withdraw the planning application for Victoria Park and carry out further consultation prior to a further decision on how the 3G pitch could be progressed in Peebles. As discussion on the scope, timing and consultation process was ongoing in relation to the location of a 3G pitch in Peebles and, with a new public consultation exercise planned following best practice outlined in the Council's community engagement toolkit, Members agreed that the review would not now be appropriate. With regard to other subjects, it was agreed that presentations would be made to the Committee on: Review of Bridges Assets in October 2016; Drugs and Alcohol Strategy in November 2016; and Implications of the Community Empowerment Act on the Council early in 2017. It was further agreed that the Information Governance Board be requested to give a presentation to Scrutiny on Policies and Procedures for Protective Marking of documents and the Management of Information, particularly confidential matters. The Committee also noted that a private briefing would be arranged for Elected Members with an update on Home Schooling on a date in September/October still to be agreed.

      DECISION
      AGREED the list of subjects for review by Scrutiny Committee as amended and appended to this Minute at Appendix 1.

3.   **GREAT TAPESTRY OF SCOTLAND: A REVIEW OF THE PROCESS IN RESPECT OF DECISION-MAKING**

3.1   The Chairman explained that the request for this review had been submitted by Ettrick and Yarrow Community Council and was pleased to welcome its Chairman, Mr Gordon Harrison, to the meeting. There had been circulated copies of the report by the Scrutiny Working Group on The Great Tapestry of Scotland: A Review of the Process in respect of decision making. Councillor Mountford chaired the Working Group and was in attendance to deliver the report. He began by explaining that the purpose of the Working Group was not to review the decisions about the Tapestry but to examine the decision-making process in respect of the Great Tapestry of Scotland Project and to ascertain if there were any lessons to be learned for future projects.

3.2   Councillor Mountford reported that the Working Group, having reviewed all the information requested, concluded that the details provided to Members in reports – based on the

information that was available at the time - was sufficient to allow Members to make their decisions on the Great Tapestry of Scotland. Areas which could have enhanced the information in these reports were included in the Working Group's recommendations as detailed in Appendix 2 to the Minute. The Working Group had found it extremely useful to have been able to review both the timeline for the Great Tapestry of Scotland Project in retrospect alongside the work carried out by Officers and Consultants and bring this together into one document. In terms of lessons learned from this Project, the Working Group made six recommendations included in their report which it was hoped would serve to enhance transparency and communications in future.

3.3   Members then discussed the report in detail. Recommendation 1 noted that it would be helpful if, before a concept/idea proceeded to the project stage, that all material conversations between Members and Officers were summarised and noted whilst also acknowledging that some information might not be in the public domain. Members also considered that the Council should look at ways to engage with and improve public consultation, providing more information which it was hoped would help to avoid misinformation and misunderstandings in the early stages of future projects. Further discussion followed in relation to the Tapestry location being linked to the Borders Railway line.

3.4   The Chairman then invited Mr Harrison to speak. Mr Harrison explained that the Community Council had raised this matter on behalf of the people in the Ettrick and Yarrow area and represented their views and concerns about the process and subsequent decisions in relation to the Great Tapestry of Scotland. He then circulated a note which listed the sections of the Working Group's report where the Community Council were requesting further clarification. With regard to when a detailed Business Case had been requested by Council, the Transformation and Services Director explained that an outline business case had been presented to Council on 29 May 2014 and Council had then given authority for a more detailed business case to be prepared to allow Members to make a decision regarding a location for the Tapestry. Mr Harrison then referred to the appropriateness of SBC entering into a legal agreement with the Great Tapestry of Scotland Trust to house the Tapestry at Tweedbank prior to confirmed Scottish Government funding being in place. Mr Dickson explained that only the authority to enter into a legal agreement was given at that time and advised that no legal agreement was yet in place. It was also explained that, in order to secure third party funding, it was necessary to ascertain the definitive view of Scottish Borders Council in advance of such funding being awarded. In response to a question about the capital funding for the Project, Mr Dickson advised that it was quite typical for budget to be committed for this type of capital project but not spent immediately. This would then allow application for Government funding to be sought. Mr Harrison requested clarity in relation to the lack of information sought from Jura Consultants on Gross Value Added figures for sites other than Tweedbank and was advised that these had not been produced as the Council had already decided on the Tweedbank site by then, but a range of data, including the economic development rationale, had been provided for Members' consideration. Councillor Mountford reiterated that an appeal had been made by SBC to the public and other external parties for suggestions for alternative sites but no potential locations other than those identified in the work of Jura consultants and Council officers had come forward.

3.5   Mr Harrison suggested that Recommendation 2 of the Working Group's report implied that the decision to concentrate on Tweedbank as the location for the Tapestry was made without sufficient and appropriate information being available to Members. In response, Councillor Mountford advised that this recommendation referred to lessons learned for future projects. Following a question from Mr Harrison in respect of the decision made by Council to site the Tapestry at Tweedbank, the Clerk to the Council reiterated the role of Scrutiny and the Terms of Reference of the Working Group.

3.6   A number of amendments to the report of the Working Group had been agreed and these would be included in the final version which would be presented to the Executive Committee on 30 August 2016.

Paragraph 5.3	– add "by Council at its meeting on 29 May 2014." at the end of the text.
Paragraph 4.4 line 14	– change "ancillary" to "additional".
Paragraph 5.5 line 13	– amend text to read " range of external interested parties".
Recommendation 2 line 2	– remove "sufficient" and replace with "all".
Recommendation 6	– add at the end of the text "and an explanation given to Members."

3.7   The Chairman expressed the Committee's appreciation to the Working Group for their time and comprehensive report and also thanked Mr Harrison for his attendance and contribution. Councillor Mountford extended his thanks to the members of the Working Group and the information and support provided by Officers to the Working Group.

        DECISION
        AGREED that the amended report by the Great Tapestry of Scotland Working Group, including its 6 recommendations - as appended at Appendix 2 to this Minute - be presented to the Executive Committee at its next meeting on 6 September 2016.

4.   **COMMISSIONING ARRANGEMENTS WITH THE VOLUNTARY AND THIRD SECTOR**
4.1   Councillor Cockburn sought advice on whether he should declare an interest in the following item of business in terms of Section 5 of the Councillors' Code of Conduct. Following discussion, Councillor Cockburn decided that he would not declare such interest at this time.

4.2   With reference to paragraph 5 of the Minute of 28 April 2016, there had been circulated copies of a Briefing Note by the Procurement and Payment Services Manager on the Council's Commissioning Arrangements with the Voluntary and Third Sector. The Procurement and Payment Services Manager, Ms Dickson and the Contracting Manager Social Work, Mr Livingston were in attendance to present the briefing note and provide additional information as required. Ms Dickson advised that Scottish Borders Council had a long standing commitment to support the voluntary and Third Sectors (referred to as Third Sector) with approximately 23% of the overall procurement spend being on Social Care services that were commissioned by the Council and delivered by the Third Sector. The briefing explained that 'Ready for Business', an LLP funded by the Scottish Government, had published an independent report in July 2014 entitled "Purchasing from the Third Sector in Scotland". This report explored the level and pattern of procurement with Third Sector suppliers during 2012/13 and provided an analysis of public procurement spending across all Scottish Local Authorities. Data from that publication had been used in the briefing note and the data showed that, while there was a similar proportion of Third Sector suppliers to the study average, Scottish Borders Council spent a significantly higher proportion (23%) of its overall external third party spend with those suppliers than the 18% average across all local authority. Figures also demonstrated that Scottish Borders spent over 50% (£13.25m) with local suppliers. The briefing note provided further statistics in relation to the value of Third Sector contracts and it was noted that during 2014/15, Brothers of Charity (Scotland), Eildon Housing Association, Streets Ahead Borders, Ark Housing Association, Community Integrated Care and the Richmond Fellowship each delivered services in excess of £1m annually.

4.3   Discussion followed and Ms Dickson advised that Third Sector suppliers such as Brothers of Charity had developed and diversified the services they provided within the area of learning disability and were now looking at options in areas such as home care. Members asked how increasing budgetary pressures affected contracts with the Third Sector and Ms Dickson confirmed that efficiencies were considered and built into contract values. Ms Dickson also explained that it was not always possible to procure all required services

from locally based suppliers and noted that the differential between private and public provision continued to decrease. Further examples of Third Sector engagement were detailed. Live Borders was an Integrated Trust that provided culture, sport and leisure services across the Scottish Borders on behalf of the Council and a contract spanning 20 years had recently been awarded at a value of circa £121m. The Borders Green Team was a social enterprise which provided employment and training for adults with learning disabilities in the Scottish Borders and the value of this contract during 2014/15 was £128k. Further details relating to the Green Team and supported businesses in general would be provided to the Committee in due course. In addition, as services were developed for Health and Social Care, consideration would be given to Third Sector provision in these areas. The Chairman thanked Ms Dickson and Mr Livingston for their attendance.

4.4   The Clerk to the Council explained that this review was in response to a request by Greenlaw and Hume Community Council and advised that following the publication of the Agenda for today's meeting, the Community Council's Chairman, Mr McCann had intimated that the Briefing did not fully cover all aspects of the original request. Ms Wilkinson advised Members that the original request had called for the Committee to look at outsourcing success stories elsewhere in Scotland, in particular where a service had been outsourced to the Third Sector. The Scrutiny Committee had agreed at its meeting on 24 March 2016 that, in the first instance it would receive a report on the Commissioning arrangements the Council currently had with the voluntary and third sector and Members would then make a decision on whether they considered a full review was appropriate. Members discussed the matter and agreed that a link to the report referred to in paragraph 4.2 of this Minute entitled "Purchasing from the Third Sector in Scotland" would be forwarded to Mr McCann for information and, given the level of outsourcing the Council currently had with the Third Sector, not to pursue the full review at this time.

DECISION
(a)   NOTED the presentation.

(b)   AGREED that:

      (i)   a link to the report "Purchasing from the Third Sector in Scotland" would be forwarded to Greenlaw and Hume Community Council for their information and advise them that the Committee was not inclined to pursue a full review of outsourcing success stories elsewhere in Scotland at the moment, given the current level of Council outsourcing to the Third Sector; and

      (ii)   further information relating to the Green Team and supported businesses in general be presented at a future meeting of the Scrutiny Committee.

5.   **DATE OF NEXT MEETING**
The next meeting of the Scrutiny Committee would take place on Thursday, 22 September 2016.

DECISION
NOTED.

The meeting concluded at 11.55 am

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Scrutiny Committee – Review Subjects 2015/16

Timetabled for Scrutiny Meetings

Source	Issue/Description	Stage	Scrutiny Committee meeting date
Councillor Cockburn	Asymmetric Week	Presentation by Donna Manson, Service Director Children & Young People.	22 September 2016
Councillor Nicol	Recycling Centres. Update on the remarketing of goods for recycling at the Centre, including how other Local Authorities had approached this.	Presentation by Jenni Craig, Service Director Neighbourhood Services.	22 September 2016
Councillor Nicol	Review of Bridges Assets. The review should include the condition of bridges on the register and the processes for inspection and maintenance.	Presentation by Service Director Assets and Infrastructure	27 October 2016
Councillor Torrance	Social Work Duty Hub	Graeme Dobson, Project Manager. Les Grant, Customer Services Manager	24 November 2016
Scrutiny Committee	Drugs and Alcohol Strategy.	Elaine Torrance Tim Patterson, Joint Director of Public Health. Fiona Doig	24 November 2016
Lib Dem Group	Implications of the Community Empowerment Act on the Council – "*there may be multiple implications of the Community Empowerment Act e.g. disposal of assets either SBC or Common Good, the transfer of local*	Presentation from Shona Smith, Communities &	January/February 2017

Updated 30 August 2016

Source	Issue/Description	Stage	Scrutiny Committee meeting date
	services to community groups who wish to take them on, future provision of allotments etc."	Partnership Manager and Douglas Scott, Senior Policy Advisor on Communities and Partnership Manager.	

Review Subjects to be considered/awaiting further information

Source	Issue/Description	Stage	
Councillor Gillespie	Home Schooling. To consider the requirement for a change in the law to ensure health assessments for home schooled children are carried out. Also to investigate parents undertaking an examination to ensure that they were adequate educators for primary and secondary school education.	Donna Manson, Service Director Children & Young People will provide private update.	Private Briefing for Members in September/October 2016
Scrutiny/Councillor McAteer	Policies and Procedures for Competitive Marketing and the Management of Information	Information Governance Board to make presentation.	To be agreed.
Scrutiny	The impact of third party use on the Local Authority's road network, eg by timber transportation and wind turbine transportation		To be agreed.
Councillor Archibald	Artificial sports pitches. Briefing paper to be brought forward on existing artificial pitches in the Scottish Borders, to include information on the use. costs, benefits and issues of these facilities.	Presentation from Rob Dickson, Corporate Transformation and Services Director.	Deferred until after report considered by Executive Committee

Updated 30 August 2016

Source	Issue/Description	Stage	
Royal Burgh of Peebles & District Community Council	This issue relates to how (and under what circumstances) community consultation is designed, planned and managed, and how the processes by which Council canvasses the views of local communities can be facilitated and improved upon. In particular, use the example of the process that led to the decision by the Council's Executive Committee to agree that Victoria Park, Peebles is the preferred location for a 3G pitch.	Presentation from Rob Dickson, Corporate Transformation & Services Director.	Removed. (Paragraph 2.2 of the Minute of 18 August 2016 refers.)

Reviews Completed 2015/16

Source	Issue/Description	Stage	Scrutiny Committee meeting date.
Ettrick and Yarrow Community Council	Great Tapestry of Scotland Working Group – Report	Report by Scrutiny Working Group, presented by Councillor Mountford.	18 August 2016. Completed.
Greenlaw and Hume CC	To consider outsourcing success stories from this Council and elsewhere in Scotland, in particular where the service has been outsourced to a third sector organisation.	Presentation by Kathryn Dickson, Procurement & Payment Services Manager.	18 August 2016. Completed.
Councillor Torrance	School Transport and Escorts	Presentation by Service Director Children and Young People.	28 April 2016. Completed.
Scrutiny Committee	Following the review on road repairs maintenance, presented to the January meeting of Scrutiny Committee. There was a further report to the March meeting on the implications on the capital and revenue budgets of the trunk status on the A72 and A7. Scrutiny Committee requested a further report identifying the revenue and capital costs of works to	Report from Asset Manager	28 April 2016 Completed.

Updated 30 August 2016

Source	Issue/Description	Stage	Scrutiny Committee meeting date.
	individual roads in the roads infrastructure.		
Councillor Logan	Support for Highly Able Learners in Schools.	Presentation by Service Director Children & Young People.	28 April 2016 Completed.
Scrutiny Committee	Financing arrangements for the Transport Interchange in Galashiels - to include subsidy arrangements and departure charges.	None.	24 March 2016 Completed
Councillor Archibald	Equalities Legislation. Consideration on the Council's up to date grant application form and information on how the legislation is applied to local festivals, in particular where the Council awards grants.	None.	24 March 2016 Completed
Councillor Bhatia	Protection of Private Water Supplies – *"in relation to Planning e.g. when a planning application is granted which requires an additional private supply or taking water from an existing private supply, how do existing householders ensure that their supply is protected? This may be purely a civil matter or the Council may have a role. This is further exacerbated with large forestry/windfarm applications."*	Recommendation to be considered by Executive Committee on 22 March 2016.	18 February 2016 Completed.
Ettrick and Yarrow Community Council Allocation of budgets for road maintenance and repairs.	To review extent to which the SBC budget for road repairs and maintenance is sufficient to meet need and the not unreasonable expectation that roads will be maintained in a safe condition. Within this context, to particularly examine how the allocation of budget for rural roads is arrived and whether more should be allocated.	Recommendation considered by Executive Committee on 8 March 2016 – accepted.	28 January 2016 Completed.
Graeme Donald	Religious Observance Policy } }These were presented together at the } same meeting.	None – briefing session	29 October 2015 Completed
Scrutiny Committee	Faith Schools }	None – briefing	29 October 2015

Updated 30 August 2016

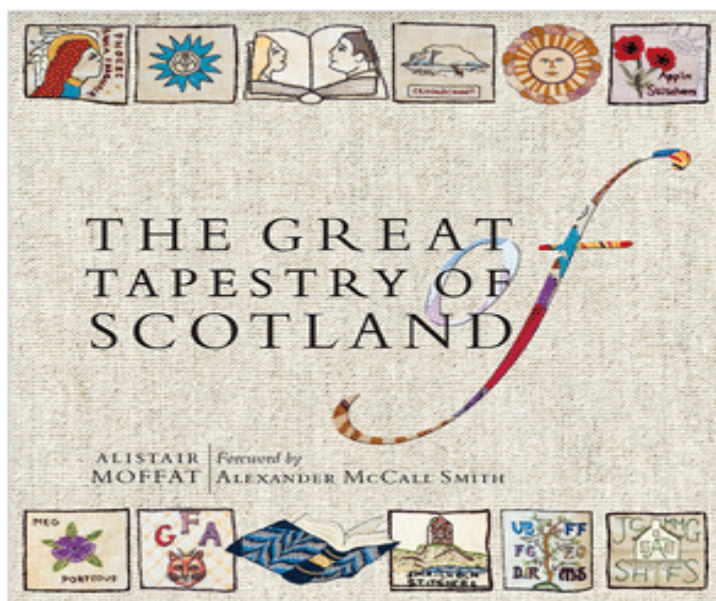| Source	Issue/Description	Stage	Scrutiny Committee meeting date.
		session	Completed
Councillor Turnbull	Fees for taxi licensing – the amount paid to outside bodies in administering taxi licensing and how the fees for a licence in the Borders compare with those of neighbouring authorities.	Information emailed to Cllr Turnbull from Licensing Team Leader on 5/10/15. Cllr Turnbull does not wish to pursue further.	14 October 2015 Completed.
Scrutiny Committee	Attainment levels in Schools in Deprived Areas	None – briefing session	24 September 2015 Completed
Scrutiny Committee	Mainstream Schools and Children with Complex Additional Support Needs	None – briefing session	24 September 2015 Completed

Reviews Completed 2014/15

Source	Issue/Description	Stage	Scrutiny Committee Meeting Date
Scrutiny Committee	Funding available to Community Councils	Presentation from Ms Malster	11 June 2015 Completed.
Scrutiny Committee	Presentations on Planning Enforcement and the Building Inspection Regime	Presentation from Alan Gueldner, Lead Officer Enforcement and Mr James Whiteford, Lead Building Standards Surveyor	11 June 2015 Completed.

Updated 30 August 2016

Scrutiny Committee	Procurement Control of contractors policy/repairs & maintenance framework agreement procurement project	Presentation by Kathryn Dickson, Procurement and Payment Services Manager; Graham Cresswell, Health and Safety Manager; Ray Cherry, Senior Architect; Stuart Mawson, Property Manager.	28 May 2015 Completed.
Scrutiny Committee	Use of Small Schemes and Quality of Life Funding by Area Fora	Report by Jenni Craig, Service Director Neighbourhood Services.	26 March 2015 Completed.

Updated 30 August 2016

The Great Tapestry of Scotland: A Review of the process in respect of decision making.

CONTENT

Foreword from the Chairman of the Working Group

A great deal has been written about the Great Tapestry of Scotland since its inception, including the decision to bring the Tapestry to the Scottish Borders and where it would be housed.

In the course of this review, we have examined the process leading up to the decisions the Council made about the Tapestry. This examination has allowed us to identify some misconceptions and also provided us with an insight into the inception of major Council projects.

Much analysis has been carried out by the Working Group to arrive at its conclusions and I thank the members and officers for their time and energy, commending the findings and recommendations to you.

Councillor Simon Mountford
Chairman, Great Tapestry of Scotland Working Group

16 August 2016

EXECUTIVE SUMMARY and RECOMMENDATIONS

a) Scottish Borders Council considered the Great Tapestry of Scotland on three separate occasions. At its meeting on 29 October 2015, the Scrutiny Committee decided to set up a Working Group to examine the decision-making process in respect of the Great Tapestry of Scotland Project and ascertain if there were any lessons which could be learned for future projects.

b) The Working Group comprised four Councillors, namely:
- Councillor Simon Mountford (Chairman)
- Councillor Joan Campbell
- Councillor Keith Cockburn
- Councillor Iain Gillespie

c) Terms of reference and principal components of the Review were agreed. The Review involved a detailed investigation of the timeline of work leading up to decisions made in respect of the Great Tapestry project. The Review in essence covered:

- *Pre-Council report work – late 2013 to April 2014*
- *Report Drafting – May 2014*
- *Council meeting – 29 May 2014*
- *Preliminary work for preparation of the detailed business case- June and July 2014*
- *Appointment of consultants and initiate Blueprint Concept – August 2014*
- *Preparation for the initiation of the Blueprint – September to November 2014*
- *Drafting of Council report – November and December 2014*
- *Council meeting – 18 December 2014*
- *Capital funding – February 2015*
- *Procurement Preparation – January to March 2015*
- *Project Team appointed – April 2015*
- *Planning application/approval – June to September 2015*
- *Blueprint – October to November 2015*

d)   Throughout its Review, the Working Group requested and received further information and explanation on particular aspects of the Tapestry Project and other capital projects, namely:

- *Tapestry - Other locations in Scottish Borders*
- *Funding*
- *The Great Tapestry facility and exhibition*
- *Consultation with Communities*

e)   The Great Tapestry of Scotland is a unique project which has attracted much comment. In arriving at their findings and recommendations, Members of the Working Group have concluded that the information – based on what was available at the time - provided to Members in reports was sufficient to allow Members to make their decisions on the Great Tapestry of Scotland. There are always lessons to be learned from any major project and the Working Group is therefore making six recommendations which will enhance project work and communications in future.

Recommendation One
Where potential projects, such as the Great Tapestry, are at the stage of evolving from a conversation into a concept/idea, before proceeding to the project stage and into the capital plan, it would be helpful if all material conversations involving Officers and Members could be summarised and noted. This would aid transparency and help to establish a more complete project record.

Recommendation Two
When officers are producing the first formal report to be considered by Members on a major project, they should include all appropriate information on the origin of all options which have been considered and any which have subsequently been dismissed. This is as much for a retrospective record as it is to inform the decision- making at the time.

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Recommendation Three

Relevant analysis/research should be considered for inclusion as appendices in reports for projects like this or, if confidential, made available to Members privately for further scrutiny.

Recommendation Four

For any major project – to ensure good communications - regular informal briefings for all Members, along with the provision of electronic bulletins, would assist in keeping Members updated on progress and allow them to ask questions and also pass this information on to stakeholders, community groups, and members of the public.

Recommendation Five

Within the project management processes, the Council's reputational risk should be included as a matter of routine in the Risk Register and the risk and mitigations section of committee reports should always take reputational risk into account and provide a commentary on that issue.

Recommendation Six

When considering locations as part of a major project, criteria being used to assess them should be put in order of priority (starting with the highest) and/or weighted. Once a site has failed to meet one of the criteria, that site will normally no longer be assessed against the remaining criteria, and an explanation will be given to Members.

Section 1: INTRODUCTION

1.1 Scottish Borders Council considered the Great Tapestry of Scotland on three separate occasions.

1.2 The first report on 29 May 2014 was to inform the Council of the possibility of locating the Great Tapestry in the Scottish Borders on a permanent basis and to seek authority to prepare a detailed business case in respect of that proposal.

1.3 The second report was considered at the Council meeting on 18 December 2014. The purpose of that report was to inform Members of the outputs following the feasibility design proposals and detailed business case for the Great Tapestry and sought approval for its location at Tweedbank.

1.4 At its meeting on 12 February 2015, as part of its consideration of the Council's capital budget, a motion was put forward to suspend Standing Orders to allow further consideration of the funding of the Great Tapestry project. As the necessary majority for suspension was not received, there was no further debate on the matter.

1.5 At its meeting on 29 October 2015, the Scrutiny Committee decided to set up a Working Group to examine the decision-making process in respect of the Great Tapestry of Scotland Project and ascertain if there were any lessons which could be learned for future projects. The terms of reference for the Working Group were agreed at the meeting of Scrutiny Committee held on 26 November 2015 and the membership of the Working Group was finalised at the Scrutiny Committee meeting on 28 January 2016.

Section 2: TERMS OF REFERENCE and WORKING GROUP

2.1   The Working Group comprised four Councillors, namely:
- Councillor Simon Mountford (Chairman)
- Councillor Joan Campbell
- Councillor Keith Cockburn
- Councillor Iain Gillespie

2.2   Support was provided to the Working Group by the Corporate Transformation and Services Director, the Clerk to the Council and one of the Democratic Services Officer (J. Turnbull).

2.3   The Terms of Reference for the Working Group were:

1. To review the process, to date, in respect of all decision making linked to The Great Tapestry of Scotland. Specifically to review:

    (a) the preparatory work, evaluation and reviews undertaken by officers in preparing reports for Members;

    (b) opportunities available to Members to scrutinise material and information available prior to, and at, Council meetings;

    and, in respect of (a) and (b) whether there were any gaps that could be better addressed in future projects.

2. To examine the extent to which documentation available in the public domain was sufficiently helpful for the public and whether such documentation could be improved in the future.

3. In light of their work, the Working Group is to draft any appropriate recommendations for consideration by the Scrutiny Committee.

Section 3: HOW THE REVIEW WAS CARRIED OUT

3.1   The Working Group met on 5 occasions – 17 February, 21 March, 14 April, 18 May and 7 June 2016.

3.2   At its first meeting, the Chairman reminded Members that the review process was not to re-examine the decisions regarding the Great Tapestry of Scotland but aspects of the process to date and any lessons that could be learned from this. It was agreed that as Scrutiny was responding to a request from Ettrick and Yarrow Community Council, the Review should look at the process of consultation with the wider community. The Group would also consider the support provided by Scottish Government and the caveats that were expressed at the time. In conducting the Review it was unanimously agreed that media reports should be ignored. Any changes recommended by the Working Group should be exemplified for future decision making, using the Tapestry as an example.

3.3   The Working Group then agreed that the principal components of the Review should be:

(a)   a detailed timeline, including which officers were involved and consulted;

(b)   when the Council was first approached and how the approach was made; who made the request and to whom;

(c)   outside input e.g. Scottish Government, Trustees;

(d)   other potential sites that were considered and how current the information on these alternative sites was at the time of the decision;

(e)   other interested parties who were reported to be interested in hosting the Tapestry, whether public or private organisations;

(f)   the public engagement process and the geographical spread of those consulted;

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(g)   the reasons other options were not considered viable;

(h)   any vacant plots of land that were considered for a new build elsewhere other than at Tweedbank;

(i)   financial commitment, citing examples of third party funding with regard to other projects.

3.4   At the second meeting of the Working Group, members considered information from the Corporate Transformation and Services Director in regard to the principal components and the timeline for the project. Details are included in the Project Timeline in the next Section of the report.

3.5   At the third meeting of the Working Group, members received further details on the activities within the timeline as well as additional information and explanation. They also received copies of the brief given to Jura Consultants for the detailed business case, as well as the supplementary to the brief requesting further work be undertaken on the Tweedbank site as well as the provision of information on other sites. An extract from the detailed business case by Jura Consultants which gave details on the other locations was also considered at this meeting.

3.6   At the fourth meeting of the Working Group, members considered a first draft of the report of the Working Group which gave details of the Terms of Reference of the Working Group, how the review was carried out, the Tapestry Project timeline and details.

3.7   The fifth meeting of the Working Group drew the Review to a close. Members considered a further draft of the report of the Working Group and agreed the findings and recommendations. Some further information was then added as requested and this was circulated by email to the members of the Working Group for final approval. This final approval was given on 16 August 2016.

Section 4: TAPESTRY PROJECT TIMELINE/DETAILS

Pre-Council report work

4.1 The initial approach to the Council regarding the Tapestry project came from an informal discussion in late 2013 between the Convener and the Great Tapestry of Scotland Trustees. The Convener requested officers to follow up on the opportunity to determine the project's viability. The Trustees had also had contact with/from 3 other bodies on the possibility of hosting the Tapestry.

4.2 From **February to April 2014** work was carried out prior to the preparation of the Council report for May 2014. This was in two parallel areas: preparation of an initial feasibility study by Jura Consultants and initial work by officers to conclude outline positions across a wide range of issues including sites and land purchase (Head of Commercial Services and the Estates Manager), roads and utilities (Project Management Team Leader, Principal Officer – Employment Infrastructure, and the Engineering Design Manager), railway interface (Corporate Transformation and Services Director) and culture implications (Cultural Services Manager). Initial work had been completed as a desk-top exercise by Council officers in respect of possible sites in the Scottish Borders with Tweedbank being the viable option.

Report Drafting

4.3 In **May 2014,** the report for Council was drafted and also included input from the Service Director for Major Projects, the Chief Financial Officer, Chief Officer Economic Development, and the Service Director Strategy and Policy. Prior to the Council meeting in May 2014, there was still ongoing discussion as to where the Tapestry site would be, although the Tapestry Trustees favoured the Tweedbank site.

Council meeting

4.4 On **29 May 2014,** this report by the Corporate Transformation and Services Director was considered by Scottish Borders Council. That report informed the Council of the possibility of locating the Great Tapestry of Scotland in the Scottish Borders on a permanent basis and sought authority to prepare a detailed business case in respect of that

proposal. The report set out the background of the Great Tapestry and explained that the Tapestry's Trustees were at that point considering a permanent location in Scotland. Officers had completed initial work in respect of a possible permanent location in the Borders, with Tweedbank being the most likely viable option. An initial feasibility assessment had been completed and this indicated that there was merit in proceeding to evaluate the costs and benefits of the proposal via a full business case. This business proposition would include a new building to house the Tapestry along with additional facilities for an exhibition of such national importance. Consequently it was being recommended that a detailed business case should be prepared and that a short life Member/Officer Group be established to oversee the completion of this business case.

4.5   Alexander McCall Smith and Alistair Moffat, two of the Trustees of the registered charity which owned the Tapestry, were present at the meeting of Council on 29 May 2014. The Trustees had made their wish known in the discussions with the Convener that the Tapestry should be a visitor attraction in its own right in a location very close to a significant transport link. Jura Consultants representative, Paul Jardine, was also present at the meeting and gave Members a review of the study and the key conclusions reached. The assessment had indicated that there was merit in proceeding to evaluate the costs and benefits of the proposal via a full business case. In the ensuing debate, the majority of Members strongly supported the report's conclusion that this was a unique opportunity for the Borders to obtain an exhibition of national significance with strong ties to the textile heritage and wider history of the region. Its value was recognised both as a visitor attraction in its own right as well as the potential for generating economic inward investment. However, some concern was expressed with regard to revenue running costs in relation to the attraction's income generating potential. With respect to the remit for the business case, several Members made cases for locating the Tapestry in other towns in the Borders and also pointed out advantages of linking it with other visitor attractions. However, the merits of Tweedbank as a location were generally recognized in terms of its centrality to the Borders and potential transport links associated with the Railway. Council subsequently decided to request officers to

prepare a detailed business case for locating the Great Tapestry of Scotland in the Scottish Borders at Tweedbank and to bring a further report on this matter back to Council. It was further decided to establish a short life Member/Officer Group, to which Councillors Archibald, Davidson and Parker were appointed.

Preliminary work for preparation of the detailed business case

4.6 Between **June and July 2014** work primarily focused on the construction of a wide ranging project team and the appointment of a project manager. The team included an architect, engineer, quantity surveyor, and economic development consultants. Briefs were drafted by the Chief Officer Economic Development and the Service Director Major Projects to satisfy necessary procurement routes. Elected Members were offered the opportunity to view the Great Tapestry while it was on display at the Scottish Parliament building and this visit by a few Members took place on 3 September 2014.

Appointment of Consultants and Blueprint Concept

4.7 Jura Consultants is a highly reputable consultancy firm based in Scotland, well known for their work in terms of visitor attractions and tourism; they had previously undertaken consultancy work for the Council i.e. on the Jim Clark Museum and Abbotsford House. As they had carried out the preparatory report, they were appointed through single tender action, which followed the Council's procurement guidelines. Hub South East was utilised by the Council to appoint Page Park Architects and Faithful & Gould. Hub South East Scotland is a joint venture company, involving local public sector organisations working collaboratively and in partnership with a private sector development partner. The partners work together to develop an innovative long-term approach to providing new community facilities where local community services will be delivered (such as neighbourhood services, health, social care and education). In **August 2014**, Jura Consultants were liaising with the Chief Officer Economic Development and the Corporate Transformation and Services Director. Page Park Architects were working to the Service Director Major Projects and the Project Manager. Faithful & Gould supplied some Quantity Surveying input to assist Page Park and Jura Consultants. The Trustees were also involved in practical workshops with Page Park

on the housing and display of the Tapestry taking into account the different sizes of the Tapestry panels. Jura Consultants were also asked by the Chief Officer Economic Development and the Corporate Transformation and Services Director to undertake specific work in relation to other towns as part of the detailed business case for best value requirements and to ensure that consideration be given to all options. Also during this time, following discussion with Scottish Government, work commenced on the development of what was to become the Borders Railway Blueprint. From **September to November 2014** consultants continued to work to their briefs.

Preparation of the Blueprint
4.8   Between **September and October 2014,** detailed work was undertaken on drafting the Blueprint with partners. This work was led by the Economic Development Manager, supported by the Corporate Transformation and Services Director, Service Director Major Projects, and Chief Officer Economic Development. Page Park provided input on the master plan for Tweedbank. The Blueprint was launched in **November 2014**.

Drafting of Council report
4.9   During **November 2014,** reports from the Consultants were incorporated into a report for Council with main officer contributions from the Chief Officer Economic Development, Service Director Strategy and Policy, Service Director Major Projects, Project Management Team Leader, the Project Manager, the Cultural Services Manager and the Chief Financial Officer. On **9 December 2014** a seminar was held for all Members, with detailed presentation on the outcome of the business case made by the consultants and officers, which gave Members the opportunity to ask questions on particular aspects of the report. The final detailed business case from Jura Consultants was completed on time for Council in December and formally received by officers on **10 December 2014**. The assessment in the business case for visitor numbers was based on vehicle journeys with no account taken for the potential for visitors arriving by train as there was no railway operating at the time and therefore no hard evidence of passenger numbers. Therefore any train visitors would be extra to those in the business case.

Council meeting

4.10 On **18 December 2014,** the report by the Corporate Transformation and Services Director informed Members of the outputs following the feasibility design proposals and detailed business case for the Great Tapestry and sought approval for the proposed permanent location of the Tapestry in the Scottish Borders at Tweedbank. The report highlighted the ambitions contained in the 'Borders Railway, Maximising the Impact: A Blueprint for the Future' that had been announced by the then First Minister. It confirmed the important role that the development of a permanent home for the Tapestry in the Scottish Borders could play in achieving the ambitions set out in that document. The report reiterated that this was a unique opportunity for the Scottish Borders to obtain an exhibition of national significance with strong ties to the textile heritage and wider history of the area. It would provide a potential hub for local and international events. A location at Tweedbank had the opportunity to create a destination for the area with direct links to other local attractions such as Abbotsford House and Melrose Abbey, together with the further development of Tweedbank and the emerging proposals for a Central Borders Business Park. An initial design for a new building had been completed by Page Park Architects. This work had provided a good basis for initial costs. The detailed business case prepared by Jura Consultants, including costs from the Page Park work, had confirmed that the project could be financially viable based on the visitor projections and anticipated operating costs.

4.11 Paul Jardine from Jura Consultants and David Page from Page Park Architects were present at the meeting to answer Members questions. Members discussed the proposal in detail, including the location for the Tapestry, infrastructure required, the cost, expected visitor numbers, and whether or not there would be economic benefits arising from the project. Council then decided to proceed to enter into a legal agreement with the Great Tapestry of Scotland Trust to provide a permanent home for the Great Tapestry in the Scottish Borders. Further, Council decided to support the construction of a new building to house the Tapestry on land owned by the Council at Tweedbank, allocating up to £3.5m in the Council's Capital Programme, with an

intended investment of £2.5m from Scottish Government. The building would be developed and owned by the Council and then likely to be leased to a new Trust which would be responsible for operating the Tapestry attraction. The Chief Executive would bring a further report to Council (currently anticipated for August 2016) on the structure, membership and proposed operation of this new Management Trust.

Capital funding

4.12   At its meeting on **12 February 2015,** Council agreed a capital budget of £3.5m in 2016/17 and 2017/18 for the Tapestry building at Tweedbank, with an assumed capital grant of £2.5m in 2016/17 from Scottish Government. For every project in the Capital Plan, officers formulated a project model dependent on the scope of the project and followed a set process in terms of decision making.

Procurement Preparation

4.13   Between **January and March 2015,** work was undertaken developing briefs for a full design team appointment. This was led by the Procurement Manager, the Project Management Team Leader and the Project Manager.

Project Team appointed

4.14   In **April 2015** the Project Team was appointed. Led by the Project Management Team Leader and the Project Manager it included Turner Townsend Project management and quantity surveying, Page Park Architects, Goodsons civil and structural engineers, Mechanical and Electrical Engineers Atelier Ten.

Planning application/approval

4.15   In **June 2015**, the planning application for the Tapestry building at Tweedbank was submitted, with ongoing work by the Project Team to assist and contribute to planning queries and the planning process. In **September 2015** planning approval was granted. Between **September and December 2015** detailed design and preparation work - led by the Project Team and delivered by the Design Team - was carried out for contractor procurement.

Blueprint

4.16 Between **October and November 2015**, work was undertaken by the Corporate Transformation and Services Director and the Programme Manager for the Borders Railway Blueprint on the development of the necessary approval reports for the Blueprint funding. The Blueprint Leadership Group - comprising senior officer representatives from all partner organisations (Scottish Enterprise, Scottish Government, Visit Scotland, Transport Scotland, Abellio/Scotrail, Midlothian and Scottish Borders Councils) - met on **18 December 2015** and approved the submission of the final request for funding to Scottish Government.

Section 5: FURTHER INFORMATION

5.1   Throughout its review, the Working Group requested and received further information and explanation on particular aspects of the Tapestry Project and other capital projects.

Tapestry - Other locations in Scottish Borders

5.2   On 15 October 2014 the Corporate Transformation and Services Director issued a supplementary to the brief to Jura Consultants. This referred to Section 9: Conclusions in the Initial Feasibility Assessment carried out by Jura that "Melrose and Galashiels could provide alternative locations; however, the Great Tapestry of Scotland would then have to compete with other attractions and more importantly with other visitor services e.g. cafes and restaurants." The Director requested Jura to provide more structured information and detail on how they had come to this conclusion, which in turn would be helpful as part of the decision-making process.   As well as Melrose and Galashiels, it was understood that Jura had also considered other alternative locations, including Selkirk, Hawick and Abbotsford House. Jura was asked at this stage whether any other potential locations, for instance at countryside locations, had also been considered.

5.3   Locations in Selkirk, Hawick, Melrose and Galashiels were all considered by Jura Consultants and the visitor market potential and availability of suitable buildings assessed. Criteria used for the assessment included the potential visitor market consisting of the local market, the day visitor market, education visits and tourists; traffic analysis and flow; local competitors; market penetration analysis; and available buildings and sites. Selkirk has a total visitor market of around 1.6 million people. None of the existing attractions which provided visitor figures attracted over 10,000 visitors per annum. St Mary's Mill and Linglie Mill in Selkirk Riverside Industrial Estate were not of the quality required for the project. The Yarn Store at Ettrick Mill and a smaller site also at Ettrick Mill were considered with the latter possibly suitable for up to a 2 storey building. Hawick has a total visitor market of around 1.5 million people with the same number of vehicles passing the north of the town. One competitor attraction in Hawick attracts 150,000 visitors per annum. No suitable buildings in

Council ownership were available in Hawick and sites were only available within Galalaw and Burnfoot Industrial Estates. The total potential market in Melrose is 2.6 million with around 3 million people passing Melrose in vehicles per annum. Melrose Abbey receives around 47k visitors per annum. The Council did not own any land or buildings in Melrose which could be appropriate for the Great Tapestry. The total potential market in Galashiels is 2.6 million with around 4 million people passing through each year. However, the town has a very limited visitor offer, although it is in very close proximity to the attractions of Melrose, including Abbotsford House. No buildings in Council ownership in Galashiels were suitable. Land at Galafoot was available but the site adjoins a gas works site, is off the main route in town, and was not considered suitable. The Burgh Yard, located in the middle of town, could have been an interesting alternative but it was under offer at the time of writing the business plan. The bus station site was also considered but due to space constraints would need to be a 3 or 4 storey building. From this assessment of alternative sites, Jura concluded that ultimately Tweedbank provided a stronger option. In the detailed business case the GVA (Gross Value Added) figure was only provided for Tweedbank. Jura Consultants had not been asked to provide GVA for any other sites, as the GVA figure was an additional piece of information calculated after Tweedbank had been selected by Council at its meeting on 29 May 2014.

5.4   In parallel with the work of Jura, officers considered sites that had either been identified by Members in the course of the debate at Council on 29 May 2014 or by officers themselves. The data used in the assessment was the most up to date available at the time. The Galashiels Interchange was considered but the building was not large enough to accommodate all of the Tapestry panels. To increase its capacity at the particular stage of development it had reached would have been financially prohibitive and would also have delayed completion of the building which was targeted at opening prior to the Borders Railway in September 2015. The Transport Interchange was also part-funded by European Union money to create 650 sqm of business space on the first and second floors, with the use of this business space tightly restricted to SMEs, to support business growth. To use the Interchange to house the Tapestry would have meant the

EU funding contribution being forfeited and this added to the financial implications for this site. Another site considered was the old College site in Melrose Road, Galashiels but this was deemed to be too large a site.

5.5 The Galashiels former Post Office site was also considered and more work was done on this site as officers recognised its potential viability. Issues identified included the fact that it is a listed building with a range of planning and financial implications flowing from this. Whilst a purchase may have been possible, CPO was the more likely outcome, with its resultant time delays and financial implications. In either voluntary purchase or CPO the existing Royal Mail operation would have required to be re-housed at the Council's expense. Parking was likely to be inadequate. When Officers carried out initial costings, which quickly reached an estimated cost of £8m and rising, these costs were considered prohibitive, so no further work was carried out. On the basis of cost alone, the site was ruled out. In many conversations and meetings with a range of external interested parties, officers had repeatedly asked for any potential alternative sites, either in public or private ownership, to be identified. No sites other than those identified in the work of Jura and officers have been identified to date.

Funding

5.6 In the business case Jura had stated that projects such as the Great Tapestry were generally funded by the private sector whereas the Tapestry project would be 100% publicly funded. The Council had not solely sought to develop a business model in comparison with other similar projects but to measure the viability of the project and what it could generate in terms of increasing tourism and visitors to the wider Borders, aligned to the ambitions set out in the Blueprint. There was the possibility of private sector involvement to enhance the project in future. However, in terms of finance, the purpose of the Tapestry project was to cover its costs and be financially self-supporting so that its primary purpose – to act as a gateway into the Borders – would be realised.

5.7 No approach was made to the Heritage Lottery Fund as it provides funds only for national historical works, and the Tapestry – while it is

of national significance – is new. The cycle and timing of allocation of funds by Big Lottery was not conducive to an application at the time. There remains an extant proposal for third party/private funding or donations to contribute to the fitting out of the Tapestry building, along with other enhancements. One other example where the Council had put in funding was for the renovations at Abbotsford House.

Project	SBC Contribution	Total Project Cost
Abbotsford	£1.5M	£11.6M
Jim Clark Museum	£0.62M	£1.38M
Tapestry	£3.3M	£5.8M

Note the figures for Abbotsford are final whilst the figures for the Jim Clark Museum and Tapestry are forecasts

The Great Tapestry facility and exhibition

5.8 At Tweedbank, the Council owns the site and will also own the building for the Tapestry. The building will be held on the Council's list of assets and will be leased to the new Trust, which should be formed by the end of 2016. The new Trust will be owners of the artwork and operators of the facility. While Tweedbank will be the permanent home of the Tapestry, this does not preclude the Tapestry from going on tour either at home or abroad in future years, with other exhibitions coming in to the building to replace it during this time. While the day to day operation of the Tapestry facility and exhibition is expected to be self-funding, this does not preclude the Trust from approaching the Council in future for further funding. The Council currently subsidises every other cultural service in the Borders e.g. museums and libraries, and the Tapestry would be no different to any other facility. It would be for Council to decide at the time of any future request for funding whether to grant this or not.

Consultation with Communities

5.9 Members confirmed that the Great Tapestry had been discussed at a number of Community Council meetings, with a variety of views expressed. Information on the Great Tapestry was included in the update on the Borders Railway and Associated Economic Activity at the Eildon Area Forum on 19 February 2015. The Leader had been very

clear about the proposals with the local Tweedbank community but that was the community which would be most affected by increased traffic, visitors, etc. As with other capital projects, this was a communication exercise rather than a consultation exercise by Officers, with Members taking in the views of the public in their own Wards. It would be very unusual to consult the public in a referendum-type vote for parts of the capital programme. Councillors are often required to make decisions which prove popular in one area of the Borders and less so in others, but Councillors need to take account of the benefit to the wider Borders. While it would have been inappropriate to have a formal consultation in this instance, the provision of further information to Councillors on an ongoing basis would have been helpful and would have enabled Councillors to better inform the public. This lack of information may have led to rumours and supposition to fill the resultant vacuum.

Section 6: KEY FINDINGS and RECOMMENDATIONS

Findings

6.1 It is clear that the Great Tapestry of Scotland is a unique project which has attracted much comment. Having reviewed all the information requested and put to them, Members of the Working Group have concluded that the details provided to Members in reports – based on the information that was available at the time - was sufficient to allow Members to make their decisions on the Great Tapestry of Scotland. As always, with hindsight, it is possible to identify areas which could have enhanced the information in the reports and these are included in the recommendations.

6.2 It has been extremely helpful for the Working Group to have had the opportunity to review the timeline for the Project in retrospect and the work that was being carried out by Officers and Consultants and bring this together into the one document. There are always lessons to be learned from any major project and the Working Group is therefore making six recommendations which will serve to enhance project work and communications in future.

Recommendation One

6.3 Where potential projects, such as the Great Tapestry, are at the stage of evolving from a conversation into a concept/idea, before proceeding to the project stage and into the capital plan, it would be helpful if all material conversations involving Officers and Members could be summarised and noted. This would aid transparency and help establish a more complete project record.

Recommendation Two

6.4 When officers are producing the first formal report to be considered by Members on a major project, they should include all appropriate information on the origin of all options which have been considered and any which have subsequently been dismissed. This is as much for a retrospective record as it is to inform the decision- making at the time.

Recommendation Three

6.5 Relevant analysis/research should be considered for inclusion as appendices in reports for projects like this or, if confidential, made available to Members privately for further scrutiny.

Recommendation Four

6.6 For any major project – to ensure good communications - regular informal briefings for all Members, along with the provision of electronic bulletins, would assist in keeping Members updated on progress and allow them to ask questions and also pass this information on to stakeholders, community groups, and members of the public.

Recommendation Five

6.7 Within the project management processes, the Council's reputational risk should be included as a matter of routine in the Risk Register and the risk and mitigations section of committee reports should always take reputational risk into account and provide a commentary on that issue.

Recommendation Six

6.8 When considering locations as part of a major project, criteria being used to assess them should be put in order of priority (starting with the highest) and/or weighted. Once a site has failed to meet one of the criteria, that site will normally no longer be assessed against the remaining criteria, and an explanation will be given to Members.

Consultation

6.9 In reaching its conclusions, the Working Group consulted with the Council's Corporate Management Team to ensure that in terms of project management, the recommendations it is making are practical and achievable.

COMMUNITY RECYCLING CENTRES – UPDATE ON RE-USE / REMARKETING OF GOODS

Report by Service Director Neighbourhood Services

SCRUTINY

22 September 2016

1   PURPOSE AND SUMMARY

1.1   **This report provides an update on the re-use / remarketing of goods received at Community Recycling Centres.**

1.2   Over the last 10 years the Council has made significant changes to the way it manages waste with a focus on improving recycling performance and reducing waste going to landfill.

1.3   As we move towards a more circular economy, where we keep products and materials in use for as long as possible, this focus is likely to shift to waste prevention and re-use.

1.4   Progress has been made by the Council in relation to re-use in the following areas:

- Supporting local re-use organisations
- Bulky Waste
- Waste Electrical and Electronic Equipment (WEEE)
- Selkirk Re-Use Pilot
- Just Cycle – Bicycle re-use
- Wood and Furniture re-use
- Textiles

These are discussed in more detail in the body of the report.

1.5   The Waste Resource Action Programme[1] (WRAP) have undertaken re-use case studies and developed a best practice guide for Household Waste Recycling Centres (HWRC's). This confirms that there are further opportunities to improve re-use at the Council's Community Recycling Centres.

Reference 1 – WRAP is a registered charity that works with local authorities, businesses, individuals and communities to achieve a circular economy. WRAP was established in 2000 and received funding from DEFRA, Zero Waste Scotland, the Welsh Government, and the Northern Ireland Executive amongst others.

1.6   It is important to recognise that the Council faces a number of key challenges in improving re-use at Community Recycling Centres including:

- A lack of space for providing re-use facilities
- A disconnect between the number customers who wish to deposit items for re-use versus those that want to purchase re-used items.
- Impending financial and legislative drivers requiring a continued focus on recycling and diversion from landfill, at least in the short to medium term.

1.7 It is clear that re-use is going to play an ever important role as we move towards a circular economy and this will require the Council to continue to make progress and explore opportunities in this area.

2 RECOMMENDATIONS

2.1 I recommend that the Scrutiny Committee:

(a) Notes the progress made in providing re-use facilities at Community Recycling Centres.

(b) Notes the challenges in providing re-use facilities at the Council's Community Recycling Centres.

(c) Supports the continued development of re-use facilities at Community Recycling Centres, where affordable and practicable.

3   BACKGROUND

3.1   Over the last 10 years Scottish Borders Council has made significant changes to the way it manages waste. In 2004 Scottish Borders Council landfilled around 92% of its household waste. By 2014 this had dropped to around 61%. Over the same period recycling performance increased from around 8% to 37%. This is the result of major changes to the services provided by the Council at kerbside and at Community Recycling Centres. This change has been driven by European and National waste policy / legislation, which has seen increased investment and focus in this area.

3.2   In recent years most progress has been made in improving recycling performance and reducing waste to landfill and this is likely to continue to be the case in the short to medium term. This is due to impending financial and legislative drivers including the landfill tax escalator and landfill bans.

3.3   However as we move towards a more circular economy, where we keep products and materials in use for as long as possible, this focus is likely to shift to waste prevention and re-use. This will also be true for Scottish Borders Council and its future waste service provision.

3.4   For further information on current and future European and National Waste Policy/legislation please see appendix 1.

4   PROGRESS SO FAR

4.1   The following section outlines the progress made by the Council in relation to re-use.

4.2   **Re-Use Organisations**

4.2.1   A number of Re-Use organisations operate across the Scottish Borders including:

- Homebasics (Walkerburn & Hawick)
- Berwickshire Furniture Restoration (BFR) – (Duns)
- Just Cycle – (Galashiels)
- Scrap Store – (Selkirk)
- Book Donors – (Tweedbank)
- Fresh Start Borders – (Selkirk)
- Tweeddale Youth Action Bike Project – (Peebles & Innerleithen)
- Various charity shops which accept furniture

Note: Most have charitable status.

4.2.2   The Council has provided, and continues to provide, financial support to a number of these organisations as part of Service Level Agreements. At the current time the Council has Service Level Agreements with Scrap Store, Homebasics and Book Donors. In return these organisations provide information on the amount (tonnage) of material they re-use, which helps support the Council's recycling performance figures.

4.2.3   It is important to note that the Council's ability to support re-use charities is becoming increasingly challenging given the

pressures to:

- Achieve best value; and
- Deliver efficiency savings whilst protecting core / mandatory services.

4.3 Bulky Waste

4.3.1 The Council provides a bulky uplift service for a range of items including white goods and furniture at a cost of £30 for up to 5 items. Where possible, customers are directed by the Council to re-use organisations as a first port of call. Not only does this reduce the cost to the customer it also ensures re-use providers get first choice of high quality products. This is important as the materials collected by or deposited with the Council can become weather damaged and / or harder to get hold of. In most cases this will reduce the ability to refurbish and remarket the product. The Council's bulky waste webpage provides an example of how the Council redirects customers to re-use charities, see appendix 2.

4.4 Waste Electrical and Electronic Equipment (WEEE)

4.4.1 The Council accepts Waste Electrical and Electronic Equipment at its Community Recycling Centres, which includes:

- Fridges & Freezers
- Small Domestic Items (SDA) e.g. toasters, kettles, vacuum cleaners.
- Large Domestic Items (LDA) e.g. washing machines, dishwashers.
- Fluorescent Tubes
- Televisions e.g. LED, LCD, and cathode ray tube.

4.4.2 The Waste Electrical and Electronic Equipment received by the Council are uplifted, at no cost to the Council, under contract by a Producer Compliance Scheme (PCS). However this only applies to electrical items produced by householders.

4.4.3 Where electrical items received by reuse organisations (with charitable status) fail a Portable Appliance Test (PAT) the Council has on occasion accepted the item without charge. This is on the basis that the items have been generated by a household but are being delivered to site by a reuse organisation (with charitable status).

4.4.4 This sort of arrangement has operated with the agreement of past Producer Compliance Schemes. However recent changes to the 'WEEE Code of Practice' have significantly reduced the interest of Producer Compliance Scheme in the Council's electrical waste as they no longer receive an income for over collecting their quota. As a consequence current and future providers may be less inclined to support this concept going forwards.

4.5 Selkirk Re-Use Pilot

4.5.1 The delivery of the re-use pilot at Selkirk Community Recycling Centre was first identified in the Council's approved Integrated Waste Management Strategy 2013. This came about due to ongoing discussions with the local charity Homebasics who had shown significant interest in accessing materials received at the Community Recycling Centres for potential re-use. Following further discussion with Homebasics it was agreed that the Council would look to provide them with Large Domestic Appliances (i.e. fridges, freezers, tumble dryers and washing machines).

4.5.2 The next stage of the project was to identify funds to purchase containers for the storage of items for reuse to ensure that they were kept out of the elements and in good working order. A successful bid for two shipping containers was made in August 2013 to the 'Ambitious for the Borders' Capital Fund.

4.5.3 The most challenging element of the project was agreeing a protocol with our Waste Electrical and Electronic Equipment Contractor and the Scottish Environment Protection Agency which would enable the Large Domestic Appliances to be treated as an item for reuse rather than as a waste. This process took in excess of 6 months. Once a protocol had been agreed the shipping container was installed at Selkirk Community Recycling Centre and a Service Level Agreement drawn up with Homebasics. The Selkirk reuse project went live on 13 October 2014, see appendix 3 and 4.

4.5.4 Following the success of the Selkirk Pilot project the second shipping container is due to be installed at the recently upgraded Hawick Community Recycling Centre. This had not been possible previously due to the lack of space at the site, which is a recurring issuing at all of the Council's facilities.

4.6 Just Cycle

4.6.1 In 2015 the Waste Services Section was approached by the Council's Social Work Department to explore ways of supporting the Galashiels Men's Shed. Following discussion it was agreed that the Council would provide bicycles to support its ambition to repair bikes for re-use. In order for this to happen the Waste Services Section was required to:

1. Agree a protocol that ensured bikes accepted and stored at the Community Recycling Centre could be processed for re-use. This is important to ensure the bikes were not treated as a waste and consequently did not need to be managed in accordance with restrictive Waste Regulations.
2. Identify an area within the Community Recycling Centre to safely store the bikes.
3. Train the Community Recycling Centre Operatives in the appropriate procedure to ensure bikes are accepted for re-use.
4. Arrange transport to get the bikes to the Men's Shed once the storage area is reached capacity.

4.6.2 Following start-up the Galashiels Men's Shed and the Council's Social Work Department identified the potential to expand the project into something on a larger scale, which has led to the development of Just Cycle. Just Cycle Ltd is a locally registered charity based at Tweedbank, which aims to become a social enterprise. It intends to recycle unwanted bikes and make them available at an affordable price. They can also provide a bike servicing facility to the public. Just Cycle have identified that anyone can benefit from their low cost bikes including:

- Those on low incomes
- Younger people
- School Community Groups
- Those indenting to ditch the car
- Those intending to exercise more
- Those recovering from an illness
- The elderly or retired
- Those working with the Social Work Department

4.6.3 Just Cycle also provides bikes to the Council's Criminal Justice Section. The bikes are then repaired by individuals on Community Service orders. This enables those on Community Service Orders to develop bike maintenance skills. The Waste Services Section is currently working with Just Cycle to expand the number of bike donation points at its waste facilities across the Borders. Selkirk Community Recycling Centre is the next facility to be able to accept bike donations.

4.7 **Wood and Furniture Re-Use**

4.7.1 Based on the success of the bike project with the Galashiels Men's Shed, and subsequently Just Cycle Ltd, the Waste Service Section is keen to explore other reuse opportunities and has been approached about wood re-use. The Galashiels Men's Shed has its own workshop in Galashiels and is looking for pallets, wood off cuts and furniture which it can re-purpose. The Council has identified space at Galashiels Community Recycling Centre for storage of wood and it is hoped to commence this operation shortly. If this project is a success the Waste Services Section is keen to expand this to other sites.

4.8 **Textiles**

4.8.1 Textile banks are provided at all of the Council's Community Recycling Centres and the majority of the Council's circa 70 Recycling Points. The textile banks are provided and serviced by Nathans Wastesavers at no cost to the Council. Nathans Wastesavers is one of the largest UK textile companies. Over 250 people sort, grade and process over 600 tonnes of textile material every week. Over 98% of the processed material is either re-used or recycled.

4.8.2 In 2015 the Council recycled 152 tonnes of textiles of which around 78% (119 tonnes) went for re-use, 20% (30 tonnes) was recycled and 2% (3 tonnes) was sent to energy from waste. As part of the arrangement with Nathans Wastesavers the Council receives an income which supports the provision of the Council's wider waste services. In addition Nathans Wastesavers donate a proportion of the income generated to a range of charities

including:

- Marie Curie
- Barnardo's
- Sue Ryder Care
- pdsa
- British Red Cross

4.9   **Community Resources Network Scotland (CRNS)**

4.9.1   CRNS is a membership body for community organisations managing waste resources at a local level through recycling, reuse, composting, waste reduction and waste education activities. In addition to providing information and advice to both existing and emerging community organisations, CRNS works to raise the profile of the sector through promotional activity and political lobbying. The Waste Services Team are scheduled to meet with the Community Resources Network Scotland (CRNS) in August 2016 to discuss future re-use opportunities in the Scottish Borders.

5   BEST PRACTICE

5.1   The Waste and Resource Action Programme (WRAP) developed a Household Waste Recycling Guidance Centre Guidance Document in 2012 (updated 2016), see link below:

WRAP - Household Waste Recycling Centre Guidance 2016

5.2   Section 4.10 of the report focuses on Re-Use systems at Household Waste Recycling Centres, stating that:

> *Although re-use activity does not divert a significant tonnage of waste from landfill, a formal re-use system can have a positive effect on recycling rates by reinforcing the impression that the site's primary focus is the recovery of materials. A re-use facility can influence behaviour and is therefore a good activity to undertake (whether resale is on or off site) provided sufficient space is available. Prioritising re-use on site can increase staff motivation for recycling as a whole. It is also good PR, as council members are usually supportive of re-use systems, and they are often popular with residents. Any site considering undertaking direct reuse or preparation for reuse should consult with the relevant regulatory to ascertain the regulatory requirement applicable to their sites and activities.*

5.3   The report goes on to outline types of systems and examples of best practice. However ultimately the main variable for re-use systems at HWRC's is whether the items are segregated for sale on site or off site. It suggests that if items are segregated for **sale off site**, this can be solely managed by a third party, or the site staff can be involved in identifying reusable items for a re-use organisation to subsequently collect.

5.4   Alternatively, if the items are to **stay on site for sale**, options include selling by the site operator or a third party. In addition, the third party may have a workshop to refurbish and repair bulky items. The types of re-use options identified in the guidance document include:

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- Waste Electrical and Electronic Equipment
- Furniture
- Bric-a-brac
- Paint - Repaint scheme not set up in the Borders
- Bicycles
- Textiles

5.5 See appendix 5 for examples of re-use schemes as outlined in the following WRAP guidance documents.

- [WRAP - Household Waste Recycling Centre Guidance 2016](#)
- [WRAP Banbridge Case Study](#)

6 CHALLENGES

6.1 Re-Use at Community Recycling Centres

6.1.1 The Council provides 7 Community Recycling Centres at the following locations:

- Hawick
- Kelso
- Galashiels
- Selkirk
- Eyemouth
- Duns
- Peebles

Note: Each facility serves a population of around 16,000 people.

6.1.2 By way of contrast City of Edinburgh Council provides 3 Community Recycling Centres at:

- Sighthill
- Seafield
- Craigmillar

Note: Each facility serves a population of around 167,000 people.

6.1.3 As can be seen the Borders has a comparatively large number of facilities when compared to Edinburgh. However this is due to the sheer size of the Borders. Edinburgh covers an area of around 274km^2 whereas the Borders cover an area of 4,732km^2. The result of the above is that the Community Recycling Centres in the Borders are relatively small in terms of their footprint. The size of containers required at a small facility are the same as those needed at a large facility. This compounds the issue of space. This lack of space presents the Council with significant challenges when trying to provide areas for re-use, whether that be accepting items or making items available to the public for free or sale.

6.1.4 The Council has recently invested significant capital funds in the upgrade and development of the following Community Recycling Centres:

- Eshiels (upgrade)
- Hawick (upgrade)
- Kelso (new site)

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6.1.5 In addition Selkirk Community Recycling Centre has been reconfigured as part of the Selkirk Flood Defence Scheme.

6.1.6 Even with these improvements space at the sites is at a premium and it is important that the Council utilises this space to maximum effect. This requires a focus on those items which will divert most waste from landfill and also meets the expectations of householders i.e. facilities for bulky waste, garden waste, wood, scrap metal.

6.1.7 It is important to note that re-use is unlikely to divert significant volumes of material from landfill. This view is supported by WRAP in its HWRC guidance document. It is therefore questionable as to whether Re-Use represents the best use of the space available at the Council's Community Recycling Centres at the current time.

6.2 **Council Priorities**

6.2.1 At the current time the Council's focus is to ensure that the waste services it provides are 'fit for purpose' and financially sustainable in the long term. This flows through to the Councils current key priorities which are outlined below:

- Preparing for the closure of Easter Langlee Landfill Site
- Developing a new Waste Transfer Station at Easter Langlee
- Optimising the Councils current kerbside collection service
- Assessing alternative kerbside collection systems in line with the Scottish Government/COSLA Waste Charter
- Implementing the new CRC trade access policy
- Review the CRC hours of operation

6.2.2 The continued improvement of the re-use services provided by the Council must be considered with this in mind.

6.3 **Public Participation**

6.3.1 In order for re-use to be effective as part of a circular economy public engagement and buy in is required. This has been identified by the Scottish Government as a key issue in its Circular Economy Strategy for Scotland (see appendix 1). In a recent survey the Borders public were asked a number of questions in relation to re-use facilities at Community Recycling Centres. Survey results identified that:

- 83% of respondents would donate items if re-use facilities were available at Community Recycling Centres
- 59% that would buy items if re-use facilities were available.

6.3.2 This would suggest that there is a disconnect between those that will donate items versus those that would purchase re-used items. This is not an issue that the Council can overcome on its own. It will require the support of government, agencies, suppliers, manufacturers and consumers to change as we move towards a more circular economy.

7 FUTURE PLANS

7.1 It is clear the re-use is going to play and increasing important role as we move towards a circular economy. To this end the Waste Services Section will:

1. Continue to roll out the re-use projects outlined in section 4 to other Community Recycling Centres where ever practicable.

2. Consider re-use as part of the Council's new Waste Management Plan.

3. Continue to engage with the third sector to identify future opportunities and alternative delivery models.

4. Continue to work with the Council's social work department to identify additional opportunities.

8 IMPLICATIONS

8.1 **Financial**

There are no costs attached to any of the recommendations contained in this report.

8.2 **Risk and Mitigations**

Failure to develop re-use / remarketing facilities at Community Recycling Centres limits the Council's ability to:

- Deliver a circular economy in the Scottish Borders.
- Reduce the environmental impact of waste management in the Scottish Borders.
- Support and develop partnerships with local re-use organisations and charities.
- Change public perception and habits

8.3 **Equalities**

The equality implications of delivering re-use and remanufacturing facilities at Community Recycling Centres are dependent not known at the current time. Equality Impact Assessments (EIA) will be undertaken and considered throughout the development of future re-use projects.

8.4 **Acting Sustainably**

Increasing the amount of waste that is re-used / remanufactured by the Council will help deliver a circular economy in the Borders, where products and materials are kept in use for as long as possible.

8.5 **Carbon Management**

Increasing the amount of waste that is re-used / remanufactured will help reduce the carbon emissions associated with the Council's current waste management practices (i.e. landfill and recycling).

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

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

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 have been consulted and any comments received have been incorporated into the final report.

9.2   Others that have been consulted are listed below:
- Corporate Equalities and Diversity Officer
- Procurement
- Communications & Marketing
- Chief Social Work Officer
- Head of Economic Development
- Senior Policy Adviser

Approved by

Jenni Craig
Service Director Neighbourhood Services Signature …………………………………

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Background Papers: NA
Previous Minute Reference: NA

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, Place, Scottish Borders Council, Council Headquarters, Newtown St Boswells, Melrose, TD6 0SA. Tel 01835 825431, Fax 01835825071, email

Appendix 1 – Policy/Legislation

1   European Waste Policy

1.1   Waste Framework Directive

1.1.1   The Waste Framework Directive (2008/98/EC) sets out the approach for the sustainable management of waste in the Member States of the European Community.

1.1.2   The Directive requires the application of the waste hierarchy (see figure 1) as a priority order in waste prevention and waste management legislation and policy.

1.1.3   **Figure 1 - The Waste Hierarchy**
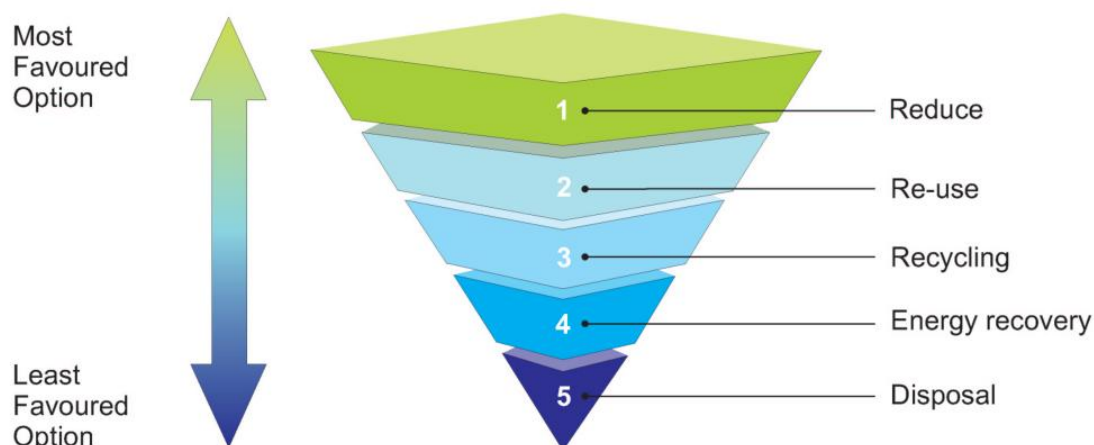
1.1.4   The waste hierarchy ranks waste management options according to the best environmental outcome taking into consideration the lifecycle of the material.

1.1.5   In its simplest form, the waste hierarchy gives top priority to preventing waste. When waste is created, it gives priority to preparing it for reuse, then recycling, then other recovery, and last of all disposal (i.e. landfill).

1.2   Circular Economy

1.2.1   The European Commission published the long awaited redrafted Circular Economy Package on 2 December 2015.

1.2.2   The Circular Economy Package consists of an EU Action Plan for the Circular Economy that establishes a concrete and ambitious programme of action, with measures covering the whole cycle: from production and consumption to waste management and the market for secondary raw materials.

1.2.3   The proposed actions will contribute to "closing the loop" of product lifecycles through greater recycling and re-use, and bring benefits for both the environment and the economy.

1.2.4   Adoption of the proposal by the EU Parliament and Council is not expected until the middle of 2017. However the direction of travel towards increasing household recycling rates is clear.

2   National Waste Policy

2.1   Scotland's Zero Waste Plan

2.1.1   The Scottish Government Zero Waste Plan 2010 sets out the Scottish Government's vision for a zero waste society. This vision describes a Scotland where all waste is seen as a resource; Waste is minimised; valuable resources are not disposed of in landfills, and most waste is sorted, leaving only limited amounts to be treated.

2.1.2   The overall approach of the Zero Waste Plan follows the European Waste Hierarchy, see figure 1.

2.1.3   The Zero Waste Plan outlines that:

The Scottish Government will develop a Waste Prevention Programme for all waste, in line with the EU Waste Framework Directive, in order to place prevention at the heart of zero waste policy and action.

2.2   Safeguarding Scotland's Resources: Blueprint for a more resource efficient and circular economy

2.2.1   In October 2013 the Scottish Government issued its programme to reduce waste and create a more productive and circular economy entitled 'Safeguarding Scotland's Resources'.
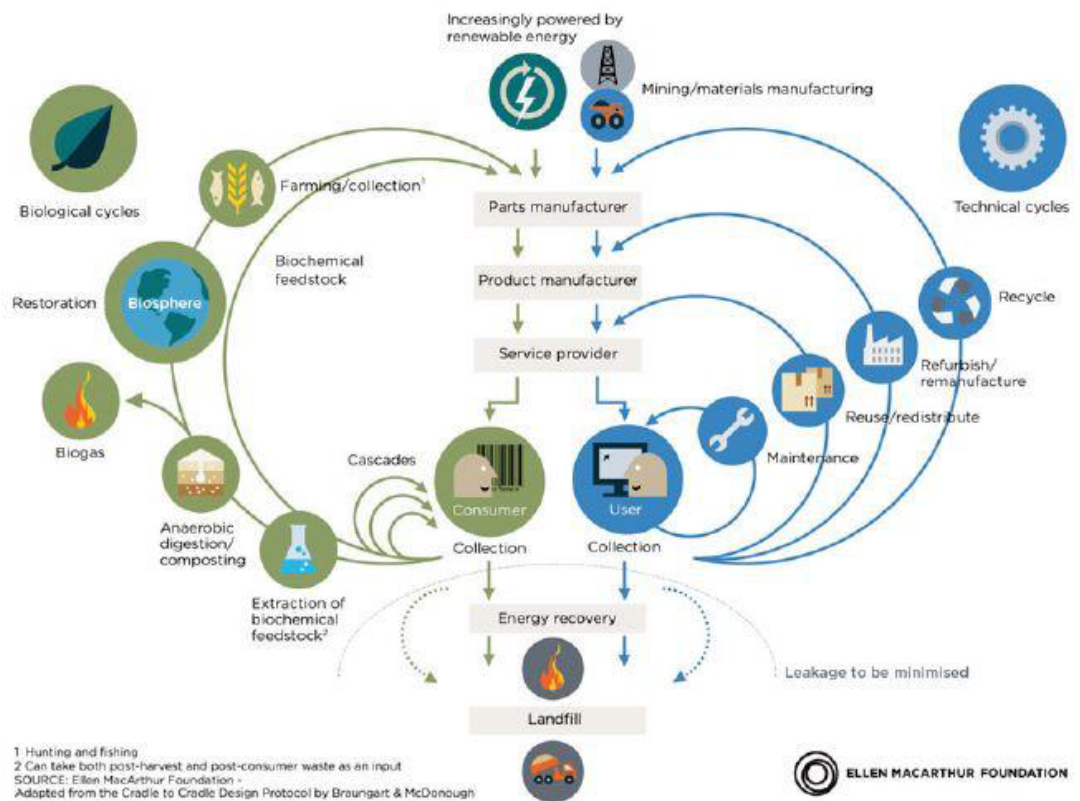
2.2.2   The Scottish Government's programme aims to make today's model of production and consumption more resource efficient (doing more with less, and minimising waste), while also laying the foundations for a more circular economy.

2.2.3   In a circular economy, we keep products and materials in use for as long as possible, extract the maximum value for them whilst in use, the recover and regenerate new products and materials at the end of each service life.

2.2.4   This requires a shift in the traditional production-consumption approach: designing for disassembly or remanufacturing and useable by-products, and deigning out wasted energy, materials and pollution.

2.2.5   The overall aim of the Scottish Government's programme is to prevent waste, increase resource efficiency and enable a shift towards a more circular economy (see figure 2).

2.2.6   **Figure 2 – A Circular Economy**

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Increasingly powered by renewable energy

Mining/materials manufacturing

Biological cycles

Technical cycles

Farming/collection[1]

Parts manufacturer

Restoration

Biochemical feedstock

Biosphere

Product manufacturer

Recycle

Service provider

Refurbish/ remanufacture

Biogas

Reuse/redistribute

Cascades

Maintenance

Anaerobic digestion/ composting

Consumer

User

Collection

Collection

Extraction of biochemical feedstock[2]

Energy recovery

Leakage to be minimised

Landfill

1 Hunting and fishing
2 Can take both post-harvest and post-consumer waste as an input
SOURCE: Ellen MacArthur Foundation -
Adapted from the Cradle to Cradle Design Protocol by Braungart & McDonough

ELLEN MACARTHUR FOUNDATION

2.2.7   Action 11 of 'Safeguarding Scotland's Resources' relates to Reuse supply and Demand stating that:

Zero Waste Scotland will work to increase the supply and demand for quality reusable items by:

- Working with Local Authorities and others to support pilots of collection systems for reusable items, including recycling centres and kerbside.
- Working with businesses to identify and stimulate development in refurbishment and repair infrastructure in Scotland'.
- Working with the community sector to further develop the Revolve network and reuse shops.
- Continuing to support the Reuse Hotline helping people donate items for reuse.
- Raising awareness of households and businesses of how they can source reused items.

2.3   Making Things Last – A Circular Economy Strategy for Scotland

2.3.1   The Scottish Government released its Circular Economy Strategy on 23 February 2016.

2.3.2   This strategy sets out the Scottish Governments priorities for moving towards a more circular economy, where products and materials are kept in high value use for as long as possible.

2.3.3   The Scottish Government outline that there are significant environmental benefits to a more circular economy; from reducing greenhouse gas emissions, relieving pressure on water resources, virgin materials and habitats, and limiting pollution of the air, soils and water courses.

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2.3.4 Figure 3 below illustrates the different ways in which the use of goods and physical assets can be increased, prolonging their life and shifting resource use from finite to renewable resources.

2.3.5 **Figure 3 Key changes in moving to a circular economy**
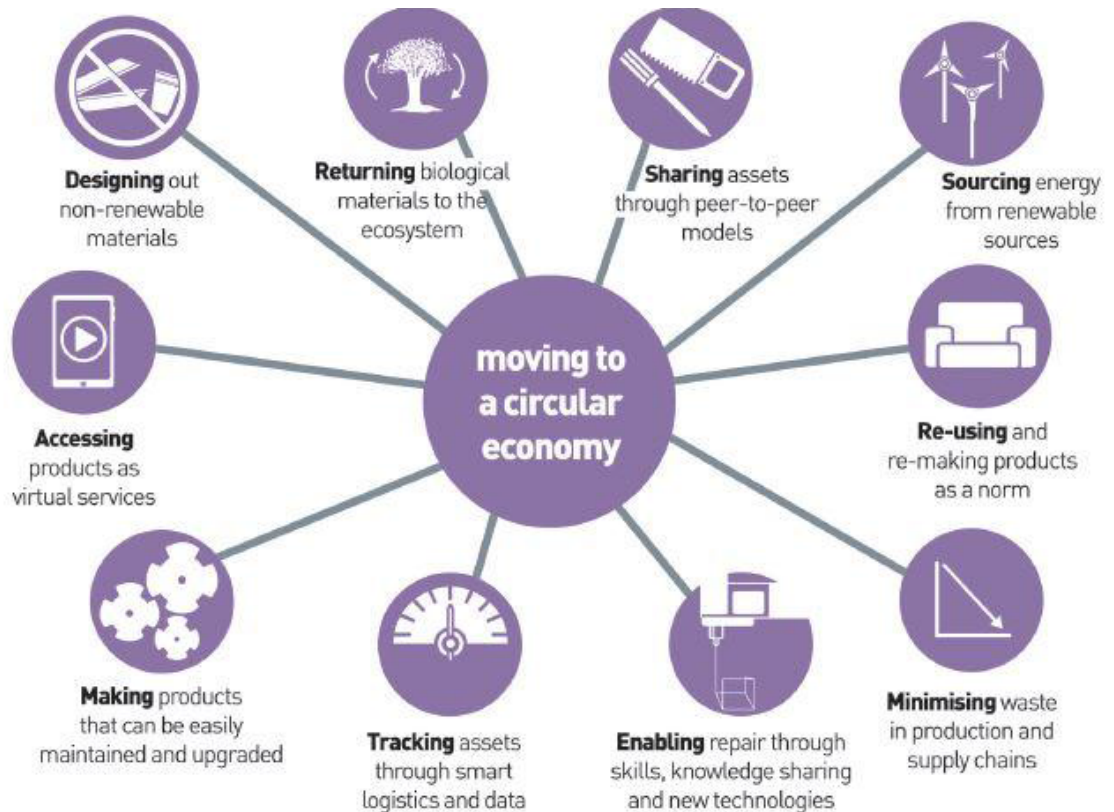
2.3.6 Four priority areas are outlined within the strategy due to their importance for the Scottish economy, including **remanufacture** which contributes £1.1 billion to annual economic activity with potential to add an additional £620 million by 2020.

2.3.7 The strategy document outlines its ambitions for the following areas:

- **Design** – Products to be designed with their full life-cycle in mind.
- **Reuse** – Second hand good to be seen as an attractive options, mainstream, good value.
- **Repair** – First choice for faulty products to be repair, on the basis of convenience and value.
- **Remanufacture** – Want to return products to previous use with it previous performance and a warranty.
- **Producer Responsibility for reuse and recycling** – Those that produce products and put them onto the market for the 'End of Life' management.

2.4 Scottish Borders Council – Integrated Waste Management Strategy

2.4.1 The Council approved the Integrated Waste Management Strategy in December 2013.

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2.4.2   This Strategy majored on treatment and recycling in line with National and European Policy. However it did make reference to waste prevention and the circular economy (see section 6).

2.4.3   Action 19 of the Strategy aimed to 'Deliver the re-use pilot at Selkirk Community Recycling Centre.

Donating items to charity

The item you want to dispose of could be accepted at a charity shop or by a local furniture reuse organisation.

Charity shops and organisations that accept large furniture in the Scottish Borders are:

- Berwickshire Furniture Restoration Co Ltd, Showroom, Earlsmeadow, Duns TD11 3AQ - 01361 884886.
- PDSA 64 Channel Street, Galashiels, TD1 1BA - 01896 759881.
- Home Basics, 2 Annfield Mills, Teviot Cresecent, Hawick TD9 9PS - 01450 363974
- Home Basics, Unit 7, Tweedvale Mills East, Walkerburn EH43 6AB - 01896 870455
- St Margaret's of Scotland Hospice, 34 Channel Street, Galashiels TD1 1BA - 01896 751188.

Furniture being donated may need to meet certain safety standards or regulations. Ask the organisation you are considering donating to for further information.

You can donate old bikes to the bike recycling scheme.

Alternative ways to dispose of items

You can dispose of household items and other waste free of charge at your local community recycling centre.

Book a collection of bulky waste items

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Appendix 3

<u>Press release for Reuse cabin in Selkirk CRC</u>

Scottish Borders Council is pleased to announce the opening of its reuse cabin at the community recycling centre in Selkirk. The reuse cabin will be able to accept the following electrical items as long as they are in working condition:

- Fridges – any type & size
- Freezers – but not chest freezers
- Fridge-freezers – any type & size
- Dishwashers
- Microwaves
- Washing machines – front-loading only
- Tumble dryers
- Electric cookers – including desktop cookers but not built-in ovens

Any items that are not in working order can continue to be recycled at the CRC sites but not in the reuse cabin.

The items that are donated to the reuse cabin by householders will be collected by the Borders based reuse organisation Home Basics Ltd. Home Basics is a registered Scottish charity established in 1999 to provide furniture, white goods and other household items to those most in need in the Scottish Borders. This arrangement will enable many items that are still in good working order to be reused locally in the Borders area.

All the items that Home Basics receive will be put through a thorough quality check system to ensure that the appliance works properly and is of a suitable condition for a new owner.

The Selkirk reuse cabin forms part of the Council's overall Integrated Waste Management Strategy,

Expanding the reuse opportunities for householders across the Borders is one of the next steps of the Integrated Waste Management Strategy, aiming to increase the reuse of materials delivered to community recycling centres whilst benefiting local reuse organisations/ charities and the positive work that they carry out across the Borders.

Quote from Cllr Paterson to say "I am very pleased that the reuse cabin is opening in Selkirk, if this cabin proves to be a success then SBC would look to extend the facility to other CRCs in the Borders."

Home Basics website: http://homebasics.org.uk/

Appendix 4

NEWS

Home | UK | World | Business | Politics | Tech | Science | Health | Education | Entertain

Scotland | Scotland Politics | Scotland Business | Edinburgh, Fife & East | Glasgow & West

South Scotland

Recycling 'cabin' first for Borders

13 October 2014 | South Scotland

Share

SCOTTISH BORDERS COUNCIL

Councillor David Paterson and Dennis Fisher of Home Basics welcomed the "reuse cabin" opening

A first "reuse cabin" in the Borders to allow households to donate unwanted electrical items to disadvantaged people has opened in Selkirk.

The goods will be checked by charity Home Basics before being distributed throughout the region.

Scottish Borders Council's member for environmental services, David Paterson, said he was pleased with the move.

He said that if it proved to be a success the authority would look to extend it to other recycling centres.

Home Basics Business Manager Dennis Fisher said: "It is a brilliant idea.

"It not only helps in need people in the Borders but will also have a positive environmental impact.

"I hope the people of the Borders will give generously to support this scheme - it is a great opportunity."

Any items that are not in working order can continue to be recycled at the Borders six community recycling centres but not in the reuse cabin at Selkirk.

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Appendix 5 – Examples of Re-Use Systems

London Borough of Camden

The London Borough of Camden has an on-site container where visitors can leave reusable items and anyone can take them away. No electrical items are allowed because there is no way of testing them. All items are donated rather than being sold. The site staff keep an eye on the container to ensure it is not too full or untidy. Usually the container is not too full because site visitors are now aware of this facility, and so there is a regular turnover of items.

Western Riverside Waste Authority in London

The Western Riverside Waste Authority in London is working with the London Re-use Network and a number of local re-use organisations to increase re-use activity in the area. **Groundwork** will manage a workshop on the Smugglers Way HWRC, where items can be tested and repaired and then taken by different re-use organisations for sale off site. If successful, this model of partnership working between re-use organisations and other stakeholders, allowing storage and movement of items between networks, could be replicated elsewhere in the country. While current re-use schemes which focus on selling items to low income families are extremely beneficial, turnover needs to be maximised if all of the reusable items entering HWRCs are to be diverted from landfill.

Re-use shop and warehouse, Banbridge Household Waste Recycling Centre, Banbridge

The Council noted that there were large numbers of quality items disposed of at the household waste recycling centres (HWRC). The Council decided that the HWRC's were the ideal place to set up a reuse and refurbishment scheme with environmental and social benefits for the local community.

Key facts

- Restore is an on-site reuse facility which opened in June 2009 and was the first of its kind in Northern Ireland.
- It is owned and operated by Banbridge District Council but has its own branding to set it apart from the Council.
- The 3,000 square foot building was constructed when the HWRC was refurbished.
- In the first year, approximately 10 tonnes of waste was diverted but this is increasing as customers learn about the service.

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- Start-up funding of £260,000 was obtained from the Northern Ireland European Social Funds Programme through the Department for Education and Learning.
- The funding was for three years to March 2011. This covered capital costs to refurbish the building, tools and a collection vehicle, and covers revenue costs for staff costs and marketing.
- At the time of writing the project was in the pilot phase and the economic costs and benefits over three years are being assessed.
- Current annual running costs are estimated to be £70,000; this includes staff wages, utilities and maintenance.

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Scrutiny Committee – Review Subjects 2015/16

Timetabled for Scrutiny Meetings

Source	Issue/Description	Stage	Scrutiny Committee Meeting Date
Councillor Nicol	Recycling Centres. Update on remarketing of goods for recycling at the Centre, including how other Local Authorities had approached this.	Presentation by Jenni Craig, Service Director Neighbourhood Services.	22 September 2016
Councillor Cockburn	Asymmetric Week.	Presentation by Donna Manson, Service Director Children & Young People.	22 September 2016
Councillor Nicol	Review of Bridges Assets. The review should include the condition of bridges on the register and the processes for inspection and maintenance.	Presentation by Martin Joyce, Service Director Assets and Infrastructure.	27 October 2016
Councillor Torrance	Social Work Duty Hub.	Graeme Dobson, Project Manager, Les Grant, Customer Services Manager.	24 November 2016
Scrutiny Committee	Drugs and Alcohol Strategy.	Elaine Torrance, Chief Social Work Officer; Tim Patterson, Joint Director of Public Health, Fiona Doig.	24 November 2016
Lib Dem Group	Implications of the Community Empowerment Act on the Council – *"there may be multiple implications of the Community Empowerment Act e.g. disposal of assets either SBC or Common Good, the transfer of local services to community groups who wish to take them on, future provision of allotments etc."*	Presentation from Shona Smith, Communities & Partnership Manager and Douglas Scott, Senior Policy Advisor on Communities and Partnership.	January/ February 2017

Review Subjects to be considered/awaiting further information

Source	Issue/Description	Stage	Scrutiny Committee Meeting Date
Councillor Gillespie	Home Schooling. To consider the requirement for a change in the law to ensure health assessments for home schooled children are carried out. Also to investigate parents undertaking an examination to ensure that they were adequate educators for primary secondary school education.	Donna Manson, Service Director Children & Young People will provide private updated.	Private Briefing for Members in September/ October 2016**.**
Scrutiny/ Councillor McAteer	Policies and Procedures for Competitive Marketing and Management of Information.	Information Governance Board to make presentation	To be agreed.
Scrutiny Committee	The impact of third party use on the Local Authority's road network, e.g. timber transportation and wind turbine transportation.		To be agreed.
Councillor Archibald	Artificial sports pitches. Briefing paper to be brought forward on existing artificial pitches in the Scottish Borders, to include information on the use costs, benefits and issues of these facilities.	Presentation from Rob Dickson, Corporate Transformation and Services Director.	Deferred until report considered by Executive Committee.
Royal Burgh of Peebles & District Community Council	This issue relates to how (and under what circumstances) community consultation is designed, planned and managed and how the processes by which Council canvasses the views of local communities can be facilitated and improved upon. In particular, use the example of the process that led to the decision by the Council's Executive Committee to agree that Victoria Park, Peebles is the preferred location for a 3G pitch.	Presentation from Rob Dickson, Corporate Transformation and Services Director.	Removed. (Paragraph 2.2 of the minute of 18 August 2016 refers).

Reviews Completed 2015/16

Source	Issue/Description	Stage	Scrutiny Committee Meeting Date
Ettrick and Yarrow Community Council	Great Tapestry of Scotland Working Group – Report	Report by Scrutiny Committee Working Group, presented by Councillor Mountford	18 August 2016. Completed.
Greenlaw and Hume Community Council	To consider outsourcing success stories from this Council and elsewhere in Scotland in particular where the service has been outsources to a third sector organisation	Presentation by Kathryn Dickson, Procurement & Payment Services Manager.	18 August 2016. Completed.
Councillor Torrance	School Transport and Escorts	Presentation by Dona Manson, Service Director Children and Young People.	28 April 2016 Completed.
Scrutiny Committee	Following the review on road repairs maintenance, presented to the January meeting of Scrutiny Committee. There was a further report to the March meeting on the implications on the capital and revenue budgets of the trunk status of the A72 and A7. Scrutiny Committee requested a further report identifying the revenue and capital costs of works to individual roads in the roads infrastructure.	Report from Asset Manager.	28 April 2016. Completed.
Councillor Logan	Support for Highly Able Learners in Schools	Presentation by Donna Manson, Service Director Children & Young People.	28 April 2016. Completed.
Scrutiny Committee	Financing arrangements for the Transport Interchange in Galashiels – to include subsidy arrangements and departure charges.	None	24 March 2016. Completed.
Councillor Archibald	Equalities Legislation. Consideration on the Council's up to date grant application form and information on how legislation is applied to local festivals, in particular where the Council awards grants.	None.	24 March 2016. Completed.

Source	Issue/Description	Stage	Scrutiny Committee Meeting Date.
Councillor Bhatia	Protection of Private Water Supplies – "in relation to Planning e.g. when a planning application is granted which requires an additional private supply or taking water from an existing private supply, how do existing householders ensure that their supply is protected? This may be purely a civil matter or the Council may have a role. This is further exacerbated with large forestry/windfarm applications."	Recommendation to be considered by Executive Committee on 22 March 2016.	18 February 2016. Completed.
Ettrick and Yarrow Community Council. Allocation of budgets for rural maintenance and repairs.	To review extent to which the SBC budget for road repairs and maintenance is sufficient to meet need and the not unreasonable expectation that roads will be maintained in a safe condition. Within this context, to particularly examine how the allocation of budget for rural roads is arrived and whether more should be allocated.	Recommendation considered by Executive Committee on 8 March 2016 – accepted.	28 January 2016. Completed.
Graeme Donald	Religious Observance } Policy } These were } presented together at	None – briefing session	29 October 2015. Completed.
Scrutiny Committee	Faith Schools } the same meeting.	None – briefing session.	29 October 2015. Completed.
Councillor Turnbull	Fees for taxi licensing – the amount paid to outside bodies in administering taxi licensing and how the fees for a licence in the Borders compare with those of neighbouring authorities.	Information emailed to Cllr Turnbull from Licensing Team Leader on 5/10/15. Cllr Turnbull does to wish to pursue further.	14 October 2015. Completed.
Scrutiny Committee	Attainment levels in Schools in Deprived Areas.	None – briefing session.	24 September 2015. Completed.
Scrutiny Committee	Mainstream Schools and Children with Complex Additional Support Needs	None – briefing session.	24 September 2015. Completed.

Reviews Completed 2014/15

Source	Issue/Description	Stage	Scrutiny Committee Meeting Date
Scrutiny Committee	Funding available to Community Councils	Presentation from Clare Malster, Strategic Community Engagement Officer	11 June 2015. Completed.
Scrutiny Committee	Presentations on Planning Enforcement and Building Inspection Regime.	Presentation from Alan Gueldner, Lead Enforcement and Mr James Whiteford, Lead Building Standards Surveyor.	11 June 2015. Completed.
Scrutiny Committee	Procurement Control of contractors policy/repairs & maintenance framework agreement procurement project.	Presentation by Kathryn Dickson, Procurement and Payment Services Manager, Graham Cresswell, Health & Safety Manager; Ray Cherry, Senior Architect; Stuart Mawson, Property Manager.	28 May 2015. Completed.
Scrutiny Committee	Use of Small Schemes and Quality of Life Funding by Area Fora.	Report by Jenni Craig, Service Director Neighbourhood Services.	26 March 2015. Completed.

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