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EXECUTIVE COMMITTEE TUESDAY, 20 AUGUST 2019

A MEETING of the EXECUTIVE COMMITTEE will be held in the COUNCIL CHAMBER, COUNCIL HEADQUARTERS, NEWTOWN ST BOSWELLS, TD6 0SA on TUESDAY, 20 AUGUST 2019 at 10.00 am

J. J. WILKINSON,
Clerk to the Council,

13 August 2019

BUSINESS		
1.	Apologies for Absence	
2.	Order of Business	
3.	Declarations of Interest	
4.	Minute (Pages 3 - 6) Minute of meeting held on 18 June 2019 to be approved and signed by the Chairman. (Copy attached.)	2 mins
5.	Winter Service Update (Pages 7 - 66) Consider report by Service Director Assets and Infrastructure. (Copy attached.)	20 mins
6.	Community Purchase and Maintenance of Solar Powered Speed Indicator Signs and Variable Message Signs (Pages 67 - 72) Consider report by Service Director Assets and Infrastructure. (Copy attached.)	5 mins
7.	Monitoring of the General Fund Revenue Budget 2019/20 (Pages 73 - 120) Consider report by the Chief Financial Officer providing an analysis of the Council's balances as at 31 March 2019 and of the projected balances at 31 March 2020. (Copy attached.)	10 mins
8.	Balances at 31 March 2019 (Pages 121 - 128) Consider report by Chief Financial Officer providing budgetary control statements for the Council's General Fund. (Copy attached.)	10 mins

9.	Monitoring of the Capital Financial Plan 2019/20 (Pages 129 - 158) Consider report by Chief Financial Officer (Copy attached.)	10 mins
10.	Annual Procurement Report (Pages 159 - 194) Consider Report by Chief Financial Officer. (Copy attached.)	10 mins
11.	Tweed Valley Tourism Business Improvement District Proposal (Pages 195 - 202) Consider report by Executive Director. (Copy attached.)	10 mins
12.	Eyemouth - Priority Actions for Regeneration (Pages 203 - 210) Consider report by Executive Director. (Copy attached.)	10 mins
13.	Live Borders Performance Report 2018-19 (Annual Summary and Data for Quarters 3 & 4) (Pages 211 - 236) Consider report by Executive Director. (Copy attached.)	15 mins
14.	Local Housing Strategy 2017-22 Year 2 Progress (Pages 237 - 292) Consider report by Service Director Regulatory Services. (Copy attached.)	5 mins
15.	Affordable Warmth and Home Energy Efficiency Strategy (Pages 293 - 396) Consider Report by Service Director Regulatory Services. (Copy attached.)	10 mins
16.	Implement the use of Missing Shares to enable Common Repair (Pages 397 - 402) Consider report by Service Director Regulatory Services. (Copy attached.)	5 mins
17.	Annual Taxi Fares Review 2019/20 (Pages 403 - 408) Consider report by Service Director Regulatory Services. (Copy attached.)	10 mins
18.	Any Other Items Previously Circulated	
19.	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 S. Haslam (Chairman), S. Aitchison (Vice-Chairman), G. Edgar, C. Hamilton, E. Jardine, T. Miers, S. Mountford, M. Rowley, R. Tatler, G. Turnbull and T. Weatherston

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**SCOTTISH BORDERS COUNCIL
EXECUTIVE COMMITTEE**

MINUTE of Meeting of the EXECUTIVE
COMMITTEE held in the Council Chamber,
Council Headquarters, Newtown St Boswells,
TD6 0SA on Tuesday, 18 June, 2019 at
10.00 am

- Present:- Councillors C. Hamilton (Chairman – Education Business), S. Haslam (Chairman), S. Aitchison, G. Edgar, E. Jardine, T. Miers, S. Mountford, M. Rowley, G. Turnbull (from para 3)
- Apologies:- Councillors R. Tatler, T. Weatherston
Also present:- Councillors H Scott, W. McAteer, S. Marshall, C. Ramage
- In Attendance:- Interim Service Director Children and Young People, Pension and Investments Manager, Democratic Services Team Leader, Democratic Services Officer (F. Henderson)

EDUCATION BUSINESS

- Present:- Mr G. Jarvie, Mr. I. Topping.
Apologies:- Ms. C. Thorburn, Parent Representative: Ms Alison Ferahi.

CHAIRMAN

Councillor Hamilton chaired the meeting for consideration of the Education business.

1. EARLY LEARNING & CHILDCARE EXPANSION

- 1.1 There had been circulated copies of a report by the Interim Service Director, Children and Young people which proposed that Scottish Borders Council continue to grow and develop their 'Grow Your Own' Scheme to train and recruit individuals into the teaching profession, working in partnership with a number of Universities. Christine Brown, Quality Improvement Officer, explained that Scottish Borders Council was working with two different Universities to develop and deliver training for individuals to become secondary teachers. The report explained that recruitment of teaching staff, in particular for some secondary STEM subjects, had become more difficult nationally, but had been particularly felt in rural authorities. Particular STEM subjects within secondary schools had been a focus for Scottish Government to develop opportunities for Universities to work in partnership with Local Authorities so individuals could become teachers. There were a growing number of programmes available and Scottish Borders Council had been proactive in taking this forward to enable the Authority to 'grow our own' workforce.
- 1.2 It was further explained that there was a demand for alternative routes into teaching for individuals within the Scottish Borders, which enabled people to remain in the Scottish Borders, reducing their financial commitments involved in either living or commuting to a university elsewhere in Scotland. Potential students with child care commitments could be prevented from undertaking study outwith the Borders. Scottish Borders Council's Children & Young People's Department had been working over the past three years to look at alternative ways of training and then recruiting qualified teachers. This had been a risk and an investment, taken by the authorities, which was paying the dividend of providing high quality committed teachers. The report detailed how the Authority had been working with the University of Highlands and Islands since August 2017 offering a distance learning opportunity for Scottish Borders graduates to gain a qualification which

would allow them to enter the teaching profession at secondary level. A partnership agreement has been set up with the University of Highlands and Islands, who offered an initial teacher education programme for graduates who had a degree in either Physics, Business Studies, Mathematics, Home Economics, Technology or English. Applicants required to have National 5 Mathematics (or equivalent i.e. Intermediate 2, Standard Grade 2, O Grade), Higher English, and an appropriate degree.

- 1.3 A further project was launched in 2018 in partnership with Dundee University which offered an 18 month programme with students graduating with a PGDE and having completed their Standard for Full Registration with the GTCS in June 2020. Acceptance onto the course came with a bursary funded by Scottish Government. Students spent 4 days in schools and 1 day distance learning with the University. The first 6 months in one school, then they moved to a second school for a full year. As yet no additional funding had been allocated from Scottish Government for this course to continue past the initial cohort who were going through the programme.
- 1.4 Work continued to look for opportunities to recruit more individuals into the teaching profession in 2019 and Scottish Borders Council were working in partnership with the University of Highlands and Islands to offer 6 PGDE primary teaching places. Recruitment was underway and students would be placed for starting in August 2019. These students would complete their placements within Scottish Borders Council schools and link with the University to follow their academic studies in a distance learning way.
- 1.5 The Committee heard from three current participants about their experience on the programme and they answered Members questions.

DECISION

AGREED that Scottish Borders Council continue to :-

- (a) deliver ‘Grown Your Own’ Programmes for teachers; and**
- (b) develop opportunities for increasing the teaching workforce into the future.**

2. ACCESSIBILITY STRATEGY FOR SCHOOLS 2019-2022

- 2.1 There had been circulated copies of a report by the Interim Service Director, Children and Young people which provided Members with information regarding the updated Accessibility Strategy for Schools which was contained in Appendix 1 to the report. Christian Robertson, Quality Improvement Manager, presented the Council’s fifth strategy following the introduction of the Education (Disability Strategies and Pupils Educational Records) (Scotland) Act 2002 which required all Local Authorities to prepare and implement an accessibility strategy which would improve access to education for pupils with disabilities. The word “access” was used in its widest sense and included the Schools Curriculum, physical access to premise and facilities and communication with pupils with a disability, including taking into account the pupil’s needs and any preferences that they or their parents expressed.
- 2.2 These duties enabled long-term strategic planning to be carried out in relation to school education in the Scottish Borders, to improve access for all pupils with disabilities, as well as promoting a positive attitude towards disability in all schools and communities. The Act applied to both the state and independent sectors throughout Scotland. For the state sector, the responsible body was the Local Education Authority (Scottish Borders Council). The strategy covered all the schools and nursery classes for which it was directly responsible. The strategy does not require covering pre-school education provided by private or voluntary sector providers operating in partnership with the Local Authority. However, in negotiating contracts with these providers, Scottish Borders Council would endeavour to ensure that providers were committed to improving access to pupils with disabilities.

- 2.3 The Committee congratulated the team on the layout of the Strategy and asked questions about the flexibility of the budget, in terms of being able to meet pupils' individual needs. It was explained that the Accessibility Officer worked with families from an early age and was therefore very aware of children coming forward and their needs although there were families moving into the area who needed to be catered for. Resources were a continuing challenge but the aim was to provide the best experience for each child.

DECISION

APPROVED the updated Strategy, attached at Appendix I to this Minute.

3. URGENT BUSINESS

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

ATTAINMENT CHALLENGE – LOOKED AFTER CHILDREN

- 3.1 Mr Peter Macklin, Education Attainment Officer was present at the meeting to report on positive destinations for care experienced pupils in more detail and in particular attendance, exclusions and attainment. It was explained that for the period 2016/17, 92.9% of all school leavers were in positive follow up Destinations while only 64% of schools leavers who were looked after for part of the year and 76% of school leavers who were looked after for the full year were in positive follow up destinations. On the 14th to 16th May 2019, Scottish Borders Council in partnership with Developing the Young Workforce Borders held 'Looking at Careers' - an event created to bring together pupils who may have experienced the care system or were dis-engaging from education across the Scottish Borders. The aim was to identify and evidence the skills required in making a positive and sustainable transition into the world of work and further education. Statistics showed young people who had experienced the care system were 30% less likely to reach their full potential. In order to start the process earlier S2/S3 pupils were targeted. The 3 day event held at Springwood Park, Kelso saw over 60 pupils in attendance as well as a range of different businesses. Each delivering a unique workshop personalised with their expertise and knowledge. The sessions were 50 minutes long and as practical as possible. As well as pupils learning new skills throughout the event, on the final day they heard from inspirational speakers. At the end of the 3 day event a keepsake bag with information from exhibitors and a variety of extras was given to each pupil. The event had been well received by those who had taken part.
- 3.2 In response to questions, it was explained that the event would be repeated once confirmation of funding was received from the Scottish Government. Those young people who had attended would be tracked and become Ambassadors. The event would be further developed and it was hoped that Borders College would be involved in the future.

DECISION

NOTED.

OTHER BUSINESS

CHAIRMAN

Councillor Haslam chaired the meeting for the remainder of the meeting.

4. MINUTE

There had been circulated copies of the Minute of the meeting of 4 June 2019.

DECISION

APPROVED for signature by the Chairman.

5. CORPORATE DEBTS - WRITE OFFS IN 2018/19

There had been circulated copies of a report by the Chief Financial Officer which detailed the aggregate amounts of debt written off during 2018/19 under delegated authority, as required by the Financial Regulations. The report covered the areas of Council Tax, Non-Domestic Rates, Sundry Debtors, Housing Benefit Overpayments and aged debt from the balance sheet. The total value of write-offs had increased from £0.259m in 2017/18 to £0.702m in 2018/19. There were ongoing risks associated with the management of the Council's debts and these might lead to an increase in the level of debts that would require to be written off as irrecoverable in future years and had been identified in the report. The Council maintained an appropriate bad debt provision to help manage those risks. Members queried why there was a backlog and whether the Council was still recovering a high percentage of its debts, which was previously at 98%. The Pensions and Investments Manager explained that some of the debts were over 5 years old as customers were given every opportunity to pay and this was monitored continually. In response to a question regarding the collection rate for Council Tax the Pensions and Investments Manager advised she would obtain this information and pass it on to Members.

DECISION

NOTED the debtor balances written off during 2018/19 under delegated authority.

6. PRIVATE BUSINESS

AGREED under Section 50A(4) of the Local Government (Scotland) Act 1973 to exclude the public from the meeting during consideration of the business detailed in the Appendix to this minute on the grounds that it involved the likely disclosure of exempt information as defined in the relevant paragraphs of part 1 of schedule 7A to the Act.

SUMMARY OF PRIVATE BUSINESS

7. MINUTE

The private Minute of 4 June 2019 was approved.

The meeting concluded at 11.00 am

WINTER SERVICE UPDATE

Report by Service Director Assets & Infrastructure

EXECUTIVE

20 August 2019

1 PURPOSE AND SUMMARY

- 1.1 **This report presents an update on the findings of a comprehensive Winter Services Provision review that was undertaken at the start of the calendar year and relates to the prioritisation and implementation, where appropriate, of the recommendations proposed in that review. In addition, it presents, at appendix B, SBC's Winter Service Plan 2019/20.**
- 1.2 SBC provides a winter service on nearly 3,000km of roads across the Scottish Borders. An annual Winter Plan is prepared to outline the steps that will be taken to ensure that the roads network is safe, within available resources.
- 1.3 While it was agreed at the 4 December 2018 Executive that a further report would be brought forward ideally before the end of June 2019 to consider amendments to the plan for Winter 2019/20, this was unfortunately not achievable within that timescale.
- 1.4 As part of this proposal and the need to provide previously identified savings from the winter service an Independent review of the Council's winter service provision was undertaken comparing the Council's arrangements with that of peer Authorities.
- 1.5 The Winter Services Provision Investigation Report has now been received in a final draft form and a summary is attached to this report as Appendix A. This report discusses the findings and recommendations from that report and makes further recommendations on the veracity of these along with suggested timing for their introduction or the trialling and/or further investigation of them. Financial analysis of the proposals remains ongoing due to the complexity.
- 1.6 Adoption of some of the recommendations require amendment to the existing Winter Service Plan that the Council operates, and the SBC Winter Service Plan 2019/20, incorporating those changes is presented at Appendix B.

2 RECOMMENDATIONS

- 2.1 **I recommend that the Executive Committee:**
 - (a) **Notes the findings of the Winter Service Provision Investigation Report; and**

(b) Accepts the Winter Service Plan for Winter 2019/20

3 BACKGROUND

- 3.1 The Council undertakes a Winter Service on nearly 3,000km of local road network. The Service is provided by the Assets and Infrastructure Department.

Under the Roads (Scotland) Act 1984, Section 34, all roads authorities are required to *'take such steps as they consider reasonable to prevent snow and ice endangering the safe passage of pedestrians and vehicles over public roads'*. The safe passage of people on the road network during winter is very important for the social and the economic needs of the area.

- 3.2 To assist in meeting the legal requirements the Department reviews and produces an annual Winter Service Plan and describes what steps will be taken to maintain the local road network free from ice and snow as far as it is considered reasonable within the available budget. The Plan is primarily based on a route treatment hierarchy where priority routes have been determined depending on various factors such as traffic volumes, bus routes and access to schools, shops and medical centres. The Council's Winter Service Plan is updated each year based on previous experience and lessons learned.

- 3.3 The manner in which the Council keeps the road network operating safely and effectively is taken forward in 2 ways:

- Prevention – by pre-salting roads to reduce the effect of frost and frozen conditions, taken forward on a routine, planned basis. The road network is currently split into Primary, Secondary and Tertiary Networks. Planned "pre-salting" is only undertaken on the Primary Network. The remaining road network will then come under the "post-treatment" of secondary and Tertiary networks. The Secondary network is treated after the primary routes, as time and resource permits and it is believed that the freezing conditions will continue. The Tertiary network will only be treated when extended weather conditions persist, all primary routes have been treated, resources have been committed to treat secondary routes and resources have become available.
- Intervention – through large scale snow clearance following extreme winter conditions, taken forward on more of an adhoc basis, involving emergency actions and community resilience. This is co-ordinated by the Council's Emergency Planning processes.

- 3.4 Officers have presented a number of reports on the Winter Service over recent years to Executive and Council. Previous reports defined the primary and secondary salting route network and presented an update of the overall Winter Plan document.

These reports have put the Council in a robust position in terms of defining the standards and levels of service delivered through its Winter Service Plan.

- 3.5 It was agreed at the 4 December 2018 Executive that a further report would be brought forward before the end of June 2019 to consider any amendments to the plan for Winter 2019/20.
- 3.6 As part of this proposal and the need to provide previously identified savings from the winter service an Independent Consultant was brought in to evaluate the Council's winter service provision and compare it with data provided by peer Authorities.
- 3.7 The Winter Services Provision Investigation Report has now been received in final draft form. This is a comprehensive report that draws on the experience and findings from the Winter Service Plans of over thirty roads Authorities across the UK.

4 GENERAL FINDINGS FROM THE WINTER SERVICE PROVISION INVESTIGATION & PEER REVIEW

- 4.1 The report concluded that the existing service was effective in keeping both roads and footways safe for travel. In particular, it noted that there were actually fewer road accidents over the winter months compared to other periods of the year and that no successful claims for negligence have been made over the last five-year period relating to winter service.
- 4.2 The high level peer review identified that the Council compared well to other Authorities with slightly above average performance in general but excelling in some areas. In particular, it noted that the total cost per Km of carriageway treated for precautionary salting was amongst the very best with costs of £19.85 per km compared to an average of £49.05 and a high in excess of £2006.
- 4.3 Notwithstanding the above findings the report identifies that there were a number of areas where changes to working could potentially realise efficiency benefits in terms of operating performance and/or cost efficiencies.
- 4.4 The recommendations from the Winter Service Provision Investigation are discussed in Section 5.

5 REVIEW OF THE RECOMMENDATIONS FROM THE WINTER SERVICE PROVISION INVESTIGATION REPORT

Recommendation 1 : Invest in some new fleet over the next 5 years

- 5.1 Much of the existing winter fleet is old and now beyond its most productive use. The report summarises that 60% of the main gritter fleet is beyond expected useful life with the oldest vehicle being 18 years old. This has led to a position where there are regular breakdowns, down-time and high levels of expenditure on vehicle repair bills. Three new gritters are due to arrive in August 2019 and it is currently proposed by the service that a further five gritter/tippers be ordered this year (NB. 18 month delivery period from ordering). Going forward the intention is to invest in "swap-body" vehicles that can be utilised in the winter for gritting but also used for other work when not required for winter working. This all-year-round utilisation should lead to more cost-effective working across a variety of service areas.

- 5.2 This recommendation is accepted and can be delivered through the vehicle replacement fund subject to agreement with finance colleagues. As it involves an early decision but lengthy delivery times it is viewed as a short to medium term initiative. As part of the Council's Fit for 2024 transformation programme, a parallel review of the fleet service is currently underway and any further implications in respect of the Winter service fleet will be addressed through that work.

Recommendation 2 : Invest in pre-wetted salt spreading technology and trialling in an appropriate locality

- 5.3 This technology uses a brine solution that sits in a tank on the gritter and pre-wets the salt as it is spread. It is currently used by a small number of peer Authorities. As well as offering savings in the quantities of salt used it potentially offers more uniform distribution and reduces the amount of salt that is lost to areas outwith the road surface. This has the additional benefit of reducing the environmental impact of salt on the verges.
- 5.4 There are, however, a number of negative factors associated with this technology as well. Firstly, there needs to be additional investment in new machinery that has fitted brine tanks that can hold and deliver the brine solution as well as requiring mixing/storage tanks in any Depot that will operate the regime. The regime also produces a much more corrosive environment for the vehicles used and may significantly reduce the life-span of vehicles. The presence of high volume tanks on the vehicles makes it more arduous to move between usages for any swap-body vehicles. In particular tanks would need to be emptied before each and every body swap activity. The tanks also increase the running costs of the vehicles.
- 5.5 It is suggested that this is treated as a potential medium term initiative with further investigation undertaken into the costs required to invest in the technology compared to the potential savings that it offers before committing to a trial.

Recommendation 3 : Increase salt storage capacity and improve access to existing barns where possible

- 5.6 Increased salt storage capacity (from circa 19,000 to 24,000 tonnes) would mean greater quantities of salt could be purchased in the summer months when prices are cheaper. The savings provided by this investment very much depend on the extent of individual winters but associated savings would be derived. This initiative is very much in line with the Depot Rationalisation Strategy and would be taken forward as part of that initiative. As such this is seen as a medium to long term strategy. In time, however, this could save the Council £10,000 across an average winter in salt costs alone and further efficiencies by eliminating double handling of salt currently stored in resiliency depots located in Lauder and Jedburgh.

Recommendation 4 : Install weighbridges in all salt storage depots

- 5.7 This is viewed as a medium to long term initiative as it is also tied in to the proposed depot rationalisation programme. It should also be noted that, while good practice and offering increased accountability, it will not necessarily provide direct cost savings.

Recommendation 5 : Implement key metrics, monitor and act on results

- 5.8 This is viewed as an early initiative with a number of the measures identified in the report actually already in place and being undertaken. Further resource will be required to implement some of the detailed proposals. Again this is more an effective performance and accountability type initiative with no direct cost savings necessarily attributable.

Recommendation 6 : Provide a roads-based resource to provide a laboratory QC service when needed

- 5.9 There is currently no dedicated resource within the Winter Service Team for laboratory testing. The report identifies a potential over reliance on visual testing and suggests that steps are taken to introduce a more structured testing regime. This is viewed as an early to medium initiative and the suitability of introducing a Modern Apprentice to be trained up to undertake this task (with other duties) will be investigated.

Recommendation 7 : Undertake a physical assessment of spreader calibration at least once a season in addition to an electronic calibration

- 5.10 The purpose of this test is to ensure that the carriageway is being salted at the correct rate and at the correct coverage. A physical check would validate the electronic testing to ensure accurate calibration and the coverage is neither over or under the target rate. It is not believed that this will offer any direct financial savings but there is a system in place to allow it to happen. Early initiative.

Recommendation 8 : Undertake footway treatment operations only during standard day hours (7:30 to 15:30 Monday to Friday) except in extreme weather events

- 5.11 Footways are not subject to preventative treatment like the roads, only post treatment. The 20 primary footway routes are mainly focused within the town centres, shopping areas and approaches to public buildings, schools, hospitals and medical centres. Currently the footways are treated from each of the 6 main Depots and each Depot has about 50 actions per year. Where footways are not prioritised for treatment by the Council, in some cases treatment in severe weather is undertaken by 'Resilient Communities' using equipment and salt supplied by the Council.
- 5.12 At present SBC footway treatment typically starts at 0600 to allow all the priority footways to be completed by 0830. The peer review revealed that a number of rural Authorities provide a service Monday to Friday only and aim to treat before 0900 or between 0800 and 1530 as resources allow. It is felt that this provides support for SBC to relax its footway gritting times slightly such that it is carried out in "normal day hours" (0730 – 1530), with exceptions for severe weather events or special occasions (eg. Remembrance Sunday).
- 5.13 This would mean that treatment would take place within normal working hours and because of the resource intensive nature of footway treatment offers significant savings that potentially could equate to £82,000 in an average year. This figure assumes that salting would not take place at weekends. If the salting was to continue at weekends the estimated saving would drop to £58,000. In addition to either of these savings there is an estimated £16,500 in cost avoidance (the additional the Council would be required to pay in 2019/20 as a result of pay awards etc. should

overtime continued as in previous years). As such it is recommended that this is viewed as an early initiative and the Winter Service Plan is amended to allow it to be trialed over the coming winter using Environmental staff as opposed to Roads staff; allowing Roads staff to focus on the roads network.

Recommendation 9 : Review existing priority routes such that at weekends and school holidays, school bus routes can be omitted unless prioritised for additional reasons

- 5.14 This is identified as an early initiative as it can be reviewed relatively quickly. Initial reaction, however, is that the route changes and therefore savings, will be limited as most of the priority routes are predicated on a number of factors.

Recommendation 10 : Optimise the existing 28 routes to improve climatic response and allow for significant cost savings on marginal nights, consider looking at various options by removing some key constraints such as depot location

- 5.15 The Council already currently operates on a domain basis with 3 separate domains, based on local climatic conditions, identified across the region. This allows the winter service response to be targeted according to specific need depending on forecasts and prevailing conditions. The potential for further splitting of response into individual routes will be explored but is felt to be a medium priority initiative at this time as it is linked to depot rationalisation.

Recommendation 11 : Move to route based forecasting based on Cold routes and lower the threshold temperature down from +1°C to +0.5°C as is now being done in a number of councils.

- 5.16 Further discussion with the consultant indicated that there was confusion over how this threshold operated. Pre-cautionary salting is only actually undertaken when temperatures are at zero or below. The +1°C is the trigger used at the 11.00 forecast to determine if staff are advised to report the next morning at 06.00. The Foreman will only give the instruction to go out based on the actual temperature that morning and the Met Office graphs for the rest of the morning. Notwithstanding this it is suggested that a trial is undertaken, over one domain area, where 0.5°C is the threshold for deciding if the men should report the following day. No financial savings are allocated to this at the moment but the difference it makes will be carefully monitored and reviewed over the 2019/20 winter. This proposal can be reversed immediately if required.

Recommendation 12 : Restructure the night-time 'depot' routes based on climatic optimisation to ensure the highest priority roads in terms of need are treated first.

- 5.17 As the Depot routing is already prioritised based on the strategic network there does not appear to be a lot of scope for further progress in this regard. As there are no direct cost savings associated with this it is viewed as a long-term initiative.

Recommendation 13 : Switch weather forecast provision to either MeteoGroup or MetDesk as these are more likely to provide a better, more cost effective service than the Met Office which wants out of the current contract.

- 5.18 The Council is currently entering year four of a 3 year + 1 + 1 contract with the Met Office. The contract can be reviewed again in a year's time.

- 5.19 It should be noted that the other two companies mentioned above tendered for the existing contract and lost out to the Met Office a little over three years ago. Future contracts will also be the subject of a competitive tendering exercise but it is difficult to see why, with inflationary costs and potentially the loss of the previously successful bidder, that a retendering exercise would produce a saving compared to the current contract. Medium term initiative.

Recommendation 14 : Make substantial changes and exert far better control over recording of key data such as fuel usage, overtime, plant inventory and ensure such usage is booked to the correct codes and regularly reviewed.

- 5.20 While this will improve reporting and auditability of the service it is unlikely to lead to any direct cost savings for the Council. Nevertheless this is seen as an early to medium initiative.

Recommendation 15 (Council): Review existing winter model and consider removing the current night shift arrangement and introducing rota working with early and late shifts

- 5.21 As this was already under active consideration by Officers, it was considered outwith the scope of the Winter Service Provision Investigation Report.
- 5.22 Early discussions have taken place with the workforce and Trade Unions on these proposals and ideally it would be hoped to move to this new method of working as near to the start of the 2019/20 winter as possible.
- 5.23 If adopted it has been estimated that the revised arrangement could generate savings to the service of £88,500 over an average winter and would be viewed as an early initiative. It should be noted, however, that a full winter saving may not be achievable in year one.

6 PROPOSED AMENDMENTS TO THE WINTER SERVICE PLAN FOR 2019/2020

- 6.1 Officers have considered the current Winter Service Plan arrangements, along with the Winter Services Provision Investigation Report and the need to identify savings in the service going forward. A number of changes are proposed for 2019/20 with further investigation and trialing identified in the medium to long term that are likely to influence subsequent Winter Service Plans.
- 6.2 The Winter Service Plan, at Appendix B, will be the Winter Service Plan for winter 2019/20. In terms of policy, priorities, routes, call out arrangements and resource planning it is similar to previous years with the main change being in relation to the timing of footway treatments.
- 6.3 The 2019/20 Winter Plan is a robust plan and clearly defines and has an agreed approach to primary; secondary; and tertiary salting of the Council's adopted road network. As always officers will continue to monitor and review winter service arrangements throughout this winter, noting any deficiencies in service provision, with a view to bring forward any further amendments for the 2020/21 Winter Plan.

7 IMPLICATIONS

7.1 Financial

- (a) In 2019/20 the winter service including the basic cost of all plant and vehicles required to deliver the winter service will continue to be fully funded from within the roads budget.
- (b) Due to the continuing financial pressures affecting the Council, there is a need to continue modernisation of all Council services including our approach to winter delivery. This will require a reduction in the overall salt usage on priority road and footpath routes.
- (c) The estimated savings associated with the early initiatives, outlined in sections 5.13 & 5.23, are estimated at £170,500 in an average year which would be sufficient to cover existing Financial Plan savings. In arriving at these figures a number of assumptions have been made and it will be important to closely track the actual savings that are obtained, particularly in early years.
- (d) The remaining potential savings that have been identified in the Winter Service Provision report either require significant investment and/or further detailed investigation before a cost saving can be identified.

7.2 Risk and Mitigations

- (a) The “Beast from the East” could reasonably be viewed as a reasonable test of the Winter Plan that has been in place in recent years. Equally, however, it has emphasised the need to keep resources to a level that can cope with unexpected, unusually inclement and/or sustained weather conditions in the future. As in previous years the Roads Service, in conjunction with Officers across SBC and partners, will monitor and review arrangements throughout this winter, noting any deficiencies in service provision, with a view to bring forward any further amendments in the Autumn for the 2020/21 Winter Plan.
- (b) There is a risk that some of the recommendations will be unpopular with the general public and /or lead to increased injury accidents. This can be mitigated through positive media messages regarding the changes and explaining the rationale for them.
- (c) There is a risk that the savings identified will not be fully realised; particularly in year 1 as the service adjusts to the changes being made. This can be mitigated through continuing discussions with the workforce explaining the need to work differently going forward.

7.3 Equalities

An Equalities Impact Assessment has been carried out on this proposal and it is anticipated that there are no adverse equality implications.

7.4 Acting Sustainably

There are no significant economic, social or environmental issues associated with this report.

7.5 Carbon Management

There are no significant impacts on the Council’s carbon emissions that are additional to current operation.

7.6 Rural Proofing

There are no rural proofing impacts resulting from this report. The Winter Service Plan recognises the rural nature of the Scottish Borders and the importance of maintaining links during the winter months.

7.7 Changes to Scheme of Administration or Scheme of Delegation

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

8 CONSULTATION

8.1 The Chief Financial Officer, the Monitoring Officer, the Chief Legal Officer, the Chief Officer Audit and Risk, the Service Director HR and the Clerk to the Council have been consulted and comments received are incorporated in the final report.

8.2 The Chief Executive, the Executive Directors, the Service Director of Customer & Communities and the Service Director Assets and Infrastructure have also been consulted and comments received have been incorporated in the final report.

Approved by

Martin Joyce

Service Director Assets & Infrastructure

Signature.....

Author(s)

Name	Designation and Contact Number
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Background Papers:

Previous Minute Reference: None

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, Business Support, Scottish Borders Council, Council Headquarters, Newtown St Boswells, Melrose, TD6 0SA, Tel 0300 100 1800, email JWhitelaw@scotborders.gov.uk.

Summary

1. Project Scope

Objectives:

- **Evidence based decision making**
 - Provide peer review data to support decision making
 - Provide detailed cost data to facilitate decision making on investment / changes
 - Provide appropriate data for performance metrics

Outcomes:

- *Peer review summary of how other members of ELBF and near neighbours plus other representative councils provide their winter service (Spreadsheet format)*
- *Detailed costings provided in conjunctions with Accounts team*
- *Establish what data is needed and how it is best reported to demonstrate performance against targets (new targets may be required)*

- **Review of materials used for road treatments**

- Comparison of benefits of using dry salt, pre-wetted salt, brine solution, salt additives etc
- Cost comparison of different spreading technologies
- Evidence/Data for any investment business case that might be required

Outcomes:

- *Suggestions on the benefits (or otherwise) of alternative road treatments with potential cost savings vs investment costs*
- *Review of different spreading technologies*
- *Provision of evidence and data for any potential investment business case*

- **Optimised roadway spreading routes:**

- Investigate possibility of reduced driving time (especially with empty vehicles):
 - Reduced fuel costs
 - Ability to perform preventative treatment before 8:30 am within standard shift pattern (no 'early starts')
- Investigate reduced salt use from only treating sections of road at risk (elevated sections, steep hills etc ignoring areas not exposed to open sky that would have higher RST)
- Provided suggestions for improved risk assessments
- Investigate quicker response times to adhoc requests
- Review of Priority 1 routes in line with recent infrastructure and community changes in collaboration with management team

Outcomes:

- *Suggestions on how roadway treatment routes could be optimised, showing cost and labour benefits in doing so*
- *Identify potential cost savings from reduced salt use arising from optimised spreading*
- *Identify data needed for improved risk assessments*
- *Detailed review of Priority Treatment routes*

- **Review of how pavements/footways are treated**
 - What, if any, preventative measures under taken
 - Post treatment (de-icing, snow clearance)
 - Recommendations of labour resource for Footway clearance
 - Interaction with community volunteers/wardens
 - Promotion of Community Self help

Outcomes:

- *Suggestions on how footway treatment routes could be optimised, showing cost and labour benefits in doing so*
- *Review of resources potentially available for footway clearance/treatment*
- *Assessment of potential to delegate responsibility (and cost?) to other parish council or other community resources*

- **Equipment inventory assessment**
 - Detailed inventory assessment including location and condition
 - Support for any changes to maintenance plans

Outcomes:

- *Up to date inventory of equipment for winter service*
- *Assessment of needs and whether current inventory requires change*

- **Process evaluation across the Winter Service**
 - High level workflow charts to cover all operations
 - Detailed process maps where required

Outcomes:

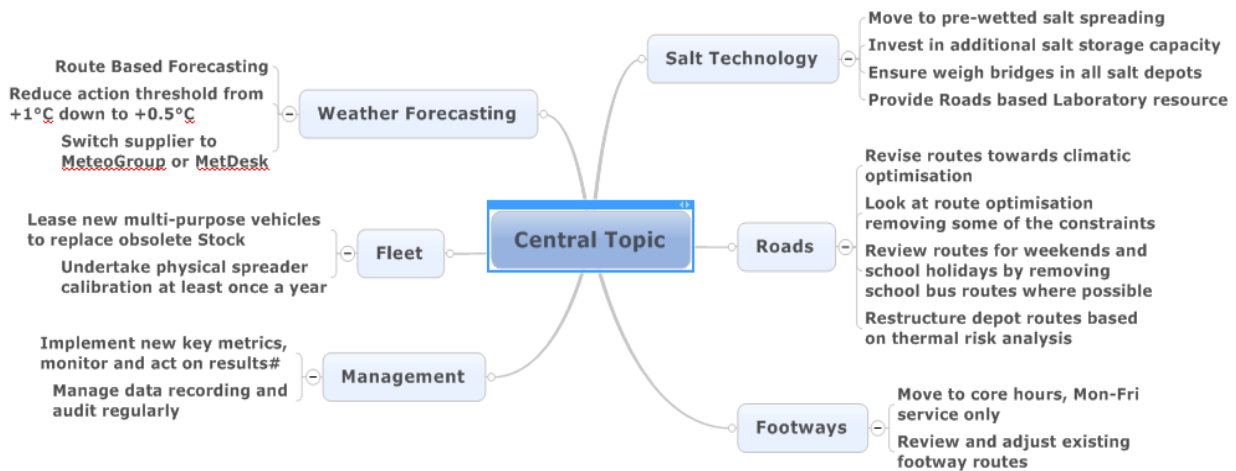
- *Lean/Value stream mapping of key processes to optimise processes*
- *RACI analysis (Responsible/Accountable/Consulted/Informed) for key processes*

2. Key Findings

- Where data has been available, there have been errors and inconsistencies which has made detailed analysis difficult. This issue is not just confined to Winter Service provision but across many elements of the council. Examples include:
 - Overtime recording
 - Fuel usage
 - Fleet asset inventory
 - Salt usage
- No detailed processes or operating procedures are available, all training and decision making appears to be by word of mouth and using experience of long serving employees. This has led to inconsistencies in decision making and potentially led to 'single points of failure' in relying on a few key individuals.
- The service provision has kept both carriageways and footways safe with fewer road accidents over winter months compared to late summer / autumn. No successful claims for negligence have been made over the last 5 years relating to winter service provision.
- Very few complaints against the service have been upheld, and mostly relate to 'damage' caused by grit hitting vehicles.
- The current winter service fleet is reliant on a significant number of very old vehicles which have high maintenance costs and very old technology to control spreading and no navigation systems.
- The current salt storage provides for approximately 75% of a typical winter usage, thus relies on buying salt over the winter at higher prices. However, this has been recognised and plans are in progress to increase capacity.
- Provision of the Winter Service to some extent conflicts with Roads Maintenance (same staff), thus having staff dedicated to winter service impacts on roads maintenance. This is particularly important since the most common complaint against the council is for potholes. Thus, from a holistic viewpoint of total service provision, providing the winter service using overtime (particularly as staff are only needed on a limited number of days for winter service) appears to be the best option.
- Using Environments staff to undertake footway treatment (which is more labour intensive) frees Roads staff to provide road treatments and roads maintenance, thus delivering an overall better service to customers.
- If Footway treatment is undertaken during core hours (7:30 – 15:30) as is the case in many Councils, this could generate significant savings in overtime. If routes are reconsidered to do this, the impact in footways need not be too great
- Many Councils are now moving to Route Based Forecasting as a means to reduce costs (typically 10-15% of total winter spend). This could offer significant savings for SBC for relatively low investment.
- With Met Office pulling out of Roads forecasting, although they have agreed to honour the existing contract, there is a perception that the quality of the service is deteriorating. This could ultimately have a negative impact on SBC winter service costs. There are two other main suppliers, of which the MeteoGroup are now used by many other councils across Scotland and providing a reliable service.
- A number of rural councils as well as Transport Scotland and Highways England are moving away from dry salt spreading and using either pre-wetted salt or brine solution spreading. Of the two options pre-wetted salt has been shown to save over 10% of annual salt usage and also allows for higher speed spreading causing less disruption on the roads and also reduced time for treatment.

- To drive improvements and cost savings forwards will require both investment in new technology as well as better recording and reporting, using a greater selection of metrics (KPIs) to monitor performance.
- There appears to be a reluctance within some members of the Winter Service team to adopt new ways of working or embrace new technology, thus any changes made will need to be managed carefully to ensure positive outcomes and full benefits realisation.
- From the high level peer review it would appear that SBC has an average performance compared to both its near neighbours and to a wider selection of councils, thus there are possible lessons to be learned from the more innovative / more efficient councils that have been reviewed.

Recommendations



- Invest in some new fleet over the next 5 years
- Invest in pre-wetted salt spreading technology and trialling in an appropriate region
- Increase salt storage capacity and improve access to existing barns where possible
- Install weighbridges in all salt storage depots
- Implement key metrics, monitor and act on results
- Provide a Roads based resource to provide a Laboratory QC service when needed (ideally train a depot based employee) this is not a full time resource requirement more likely an hour or two a month.
- Undertake a physical assessment of spreader calibration at least once a season in addition to an electronics one.
- Undertake footway treatment operations only during standard day hours (7:30-15:30 Monday to Friday) except in severe weather events.
- Review existing priority routes such that at weekends and school holidays, school bus routes can be omitted unless prioritised for additional reasons.
- Optimise the existing 28 routes to improve climatic response and allow for significant cost savings on marginal nights, consider looking at various options by removing some key constraints such as depot location.
- Move to route based forecasting based on Cold routes and lower the threshold temperature down from +1°C to +0.5°C as is now being done in a number of councils.
- Restructure the night-time 'depot' routes based on climatic optimisation to ensure the highest priority roads in terms of need are treated first.
- Switch weather forecast provision to either MeteoGroup or MetDesk as these are more likely to provide a better, more cost effective service than the Met Office which wants out of the current contract.
- Make substantial changes and exert far better control over recording of key data such as fuel usage, overtime, plant inventory and ensure such usage is booked to the correct codes and regularly reviewed.

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Scottish Borders Council Winter Service Plan 2019/20



August 2019

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1. INTRODUCTION

Ice and snow affects the safety of the travelling public as well as the availability and reliability of the road network throughout the winter period.

As such the successful delivery of the winter service is absolutely key to supporting the economic and social well-being of the Scottish Borders.

This Winter Service Plan explains the arrangements for dealing with ice and snow on the region's roads and outlines the efforts that will be made to inform the public of these interventions.

Generally, our winter service is defined to begin on 1 November and end on 31 March, however, as conditions dictate this period can change.

The unpredictability of winter weather can have a significant impact on our communities and tested the resilience of all our services and whilst Scottish Borders Council's road service coped well, which has been recognised by our customers, we recognise that there is always potential for improvement.

It should be noted that naturally occurring rock-salt is the treatment of choice in the Scottish Borders, although the term 'gritting' continues to be used.

The Council's website carries a variety of information pertaining to the winter service and should be referred to for information on gritting routes, self-help, etc.

www.scotborders.gov.uk

During the summer of 2013 the Council undertook to review the impact of the winter weather and the Council's response to it. SB Roads Infrastructure contributed to this review and we have considered the findings along with our own assessment of the best practice that exists both within Scottish Borders and elsewhere.

Scottish Borders Council works with many partners over the winter period, and in particular:

- * Transport Scotland
- * AMEY as trunk roads operator
- * Police Scotland
- * Public transport operators
- * Local media outlets
- * ELBF and other local authorities

ELBF is a joint working partnership consisting of Edinburgh, Lothians, Borders and Fife Councils that meet regularly to maintain a dialogue on best practice, opportunities for collaboration and knowledge sharing.

The overarching aim of this Winter Service Plan is to allow the safe passage of pedestrians and vehicles on priority routes, to control delays due to winter weather and carry out operations safely.

1.1 Legal requirement and standards

Under Section 34 of the **Roads (Scotland) Act 1984**, the Council has a duty to *"take such steps as they consider reasonable to prevent snow and ice endangering the safe passage of pedestrians and vehicles over public roads."*

The Code of Practice for Well Maintained Highways (2011 revision) recommended that local authorities should demonstrate that they are taking reasonable steps to keep the public safe during winter periods. Appendix 'H' of this code amended in 2013 suggests a framework for local authorities to follow.

The management of the winter service is audited against our registration to BS EN ISO 9001:2015.

1.2 Weather, climate and forecasting

To provide a reliable, secure and robust winter service the Council have a number of forecasting tools at their disposal to plan the best possible treatment regime throughout the winter period.

We subscribe to the Met Office "Transport Weather Manager" service during the months of October to April and receive the following via the Vaisala Bureau Service:

- * 24 hour forecasts
- * 5 day forecasts
- * Ice prediction graphs
- * Road surface condition information
- * 24 hour consultancy service from the Met Office
- * Ice prediction web page

The forecasts are based on global and national information supplemented by six roadside weather stations strategically placed at sites throughout the Scottish Borders.

We will continue using this domain based forecasting as the basis for our decision making throughout the season.

Flood sensors are located throughout the region and can be monitored remotely by the Council's Flood Team to check water levels at weirs and grills. Bordercare receive activated alarm calls from these sensors during periods of unpredicted weather which are passed to operational resources for attention.

1.3 Communications

SB Roads Infrastructure will be responsible for providing winter service information to Scottish Borders Council's Corporate Communications Team.

Information will be supplied on an 'as required' basis by SB Roads Infrastructure to provide frequent communications with Scottish Borders Council during periods of severe winter weather.

In order to ensure that consistent information is given out, contact with the media on winter service operations will generally be through the Council's Corporate Communications Team, supported by SB Roads Infrastructure Team.

Communications will detail:

- * Road closures
- * Driving advice
- * Gritting routes
- * Snow clearance

The Council's website has a Winter Service section that will provide a wealth of relevant information for the public to view and will be updated with the aim of creating as close a 'real time' situation as practicable to assist the public in making informed decisions on travel. www.scotborders.gov.uk

Twitter, Facebook, SBAAlert and local media outlets will be used to help spread relevant winter information and advice to the public.

1.4 Resilient communities

Whilst the legal obligations of the Council as a roads authority focus on the safe passage of traffic we recognise that prolonged and severe winter conditions can lead to significant issues in other service areas such as health and wellbeing.

Scottish Border Council continues to lead a Resilient Communities Initiative to enable communities to better prepare, organise and respond to emergency situations such as severe weather, fire, power failure or other major incidents, working along with partner agencies, communities as well as third sector organisations.

1.5 Financial resources

In the current financial climate all public sector services are facing cuts in the available funding and our approach to the delivery of winter service is not immune to this challenge. However, we are continuing to plan so that we can cope with a severe winter by ensuring that we do address the core requirements of our winter service.

It should be noted that it is not possible to provide the winter service on all parts of the network nor to ensure running surfaces are kept free of ice or snow at all times, even on treated parts of the network.

To carry out the core requirements of winter service we will:

- * focus on a clear set of priorities
- * continue to introduce efficiencies
- * make prudent and timely investments that will best ensure the resilience of the service
- * deliver a safe and reliable road network for our customers

1.6 Informing future plans

It is noted that changes in the extent and scope of winter treatments can have significant implications for the service, and may require significant investment to facilitate the desired change, for example the addition of a road to the priority gritting routes may lead to the need for an additional gritter, driver and salt.

We do recognise the importance of this service to our communities and our need to further our understanding of what is wanted from our winter service. With this in mind we have sought the views of our customers through the Household Survey and the National Highways & Transport (NHT) Network public subcontractor survey which will inform the development of the future service. In addition to this, as for all road services we welcome comments, requests for service or inquiry through our customer services feedback.



2. POLICY

COUNCIL POLICY FOR WINTER SERVICE

“Scottish Borders Council aims to assist road users in adverse winter conditions by providing a service which it considers reasonable to prevent snow and ice endangering the safe passage of pedestrians and vehicles, using available financial and operational resources”

2.1 Policy introduction

The Winter Service Plan contributes to the delivery of the four core aims of the Road Maintenance Plan, being

- * Safety
- * Serviceability
- * Sustainability
- * Customer Services

These aims support delivery of the Council's Local Access and Transport Strategy, the key priorities of the Council and our many partner organisations.

It is recognised that there are three principle activities when considering the winter service:

- * Pre-treatment-precautionary salting
- * Post-treatment – continuing salting following the formation of ice
- * Clearance of snow

The Council's website should be consulted for the most up to date route information with regard to roads and footways.

2.2 Delivery

The winter service has developed over time combining established practices for the clearance of snow and ice with:

- * developments in salt products
- * forecasting technology
- * automated salting

We aim to deliver a service that is efficient, timely and supports our environmental objectives.

We are committed to minimising pollution from the leaching of dissolved salt and to make most effective use of salt by using it only when conditions require.

To ensure timely delivery we aim that:

- * all planned early morning roads treatments are completed before 8.30am
- * all treatment runs are completed in 2½ hours
- * in response to a call out, our gritters respond within 1 hour of the instruction to treat;

These aims are subject to the severity of prevailing weather conditions and safety considerations.

2.3 Primary network (roads)

We are responsible for the maintenance of 1841 miles (2963 km) of roads throughout the region.

Approximately 717 miles (1154 km or 39% of all roads) have been identified as primary routes whenever carriageway surfaces become, or may become, dangerous through frost, ice and snow.

These routes are those where traffic volumes and speed are likely to be higher and as such the risk to the safety of road users is similarly high if they were to remain untreated.

The rural routes have been established using the following criteria

- * routes of importance to the emergency services
- * topography
- * strategic A class roads
- * main commuter and school routes
- * regular rural public transport routes with weekday frequencies of 2 hours or better
- * other heavily trafficked routes

The urban routes have been established using the following criteria

- * routes around town centres
- * routes leading to town centres
- * routes leading to town buildings, public buildings, schools, hospitals and community centres

2.4 Secondary network (roads)

During severe winter periods treatment may extend to other routes. Traffic volumes and speeds on these routes are typically lower than on the primary routes, as such the risk to the safety of road users is less.

However in times of prolonged severe weather failure to treat these routes will compromise accessibility and heighten the risk of isolation, particularly in rural communities.

Approximately 293 miles (472 km or 16% of all roads) have been identified as secondary routes, these routes are deployed to deal with prolonged dangerous ice and snow roads.

Treatment of these routes will only be carried out if after completion of the primary routes there is adequate time and resources to cover them and that the freezing conditions will continue. Recognising that such constraints on the level of service may exist in the future also, we have prioritised the rural routes using the following criteria

- * sections removed from the primary route list during 2012 winter
- * remaining school bus routes with vehicles over 16 seats
- * timber transport routes
- * remaining 'A' and 'B' roads

The urban routes have been established in consultations with Communities and Local Members and have been included within the roads and streets as defined as the urban secondary salting network. To finalise the actual secondary route to be adopted, consideration was given to:

- * main distributor routes
- * links to industrial zones
- * large housing estates

2.5 All other routes (roads and car parks)

The remaining roads, i.e. those which are neither primary nor secondary routes but are on the list of public roads will be classified as the 'Tertiary network'

The 'Tertiary network' will only be treated when extended weather conditions persist, all primary routes have been treated, resources have been committed to treat secondary routes, and resources have become available.

2.6 Primary network (footways)

We are responsible for the maintenance of 780 miles (1255 Km) of footways throughout the region.

We have identified the following classifications of footways and cycleways to receive treatment and this is undertaken through the current 20 primary routes in our larger towns and villages:

- * town centre & shopping areas
- * footways leading to town centres
- * footways serving – public buildings, schools, hospitals, medical centres

The experience gained through the 2012/13 winter review indicated a clear need to consider the needs of pedestrians and cyclists separately to the needs of motorists and other road users. The risk to public safety posed by untreated footways heightens as freezing conditions become very severe or prolonged.

As such footways will not automatically be treated each time we treat our primary routes, but in line with the criteria set out below under Post Treatment (footways).

2.7 All other routes (footways)

If severe conditions persist, then treatment of other footway locations not covered by the primary network may be carried out as needed, subject to the availability of resources. We shall consider the ad-hoc treatment of any location in support of a particular emergency or medical access

need as identified through our partner agencies. We will work with the Community Councils and others to identify all reasonably practicable opportunities for self-help.

2.8 Precautionary Treatment

When forecast that road surface temperatures will fall below freezing – **Readiness Colour: Red** - the primary routes (roads) will be treated at the discretion of the Winter Service Duty Managers.

The timing of any treatment will be between 06.00 and 8.30 hours in the morning and at a time in the evening which allows the route to be treated prior to the predicted forecast time that road surface temperatures will fall below freezing. Salt spread rates will be applied in accordance with Treatment Matrix A. Only in exceptional circumstances, i.e. where roads have remained dry for long periods and there is a high degree of confidence in the level of residual salt, will consideration be given to the non-treatment of first priority routes. Weather and information from sensors located in the road surface are monitored to enable plans to be adjusted accordingly.

When forecast that road surface temperatures are to be below +2°C and there is uncertainty regarding surface hazards – **Readiness Colour: Amber** - the primary routes (roads) may be treated at the discretion of the Winter Service Duty Manager.

The use of patrols may also be used at the discretion of the Winter Service Duty Manager, with the extent being varied according to the conditions. If the patrol crews find areas of icy conditions they will inform their duty foreman who may initiate further action. Weather and information from sensors located in the road surface are monitored to enable plans to be adjusted accordingly.

During the above conditions, footways are not treated at Precautionary Treatment level but are treated in the morning at Post Treatment level.

2.9 Post treatment (roads and footways)

Post treatment salting to carriageways will be carried out when the conditions are:

- * extreme and severe and predicted to last for a prolonged period.
- * icy with formations on surfaces expected to remain after 09:00 hours
- * where snow has been cleared and where conditions are extreme and severe and predicted to last for a prolonged period.

When forecast that surface temperatures will fall below freezing – **Readiness Colour: Red** - the primary routes (footways) will be treated at the discretion of the Winter Service Duty Manager. The timing of any treatment will be between 07.30 and 15.30.

When forecast that road surface temperatures are to be below +2°C and there is uncertainty regarding surface hazards – **Readiness Colour: Amber** - the primary routes (footways) may be treated at the discretion of the Winter Services Duty Manager or Duty Foreman. The timing of any treatment under these conditions may vary depending upon the timing of the decision and available resources.

2.10 School transport routes

Unfortunately, it is impracticable to extend our winter service treatments to include all school transport routes. In severe and prolonged winter conditions our treatment coverage will extend to include the access to all schools in the region.

We will continue to work with bus operators where appropriate to ensure buses reach essential routes, the majority of these routes will be catered for as our resources can reasonably allow.

Through our proposals for self-help in the community and with better communications with the education service we may be able to facilitate the treatment of identified problem sites in times when accessibility and isolation become a significant risk.

All treatment will be subject to the availability of resources and the prevailing conditions.

2.11 Provision of grit bins

Grit bins can be provided and maintained with stocks of salt where they improve road safety and benefit the community.

Grit bins will generally be provided when determined through a risk based assessment.

Maintaining salt/grit stock in the grit bins will be dependent on the available resources and the prevailing conditions. In severe and prolonged winter weather we may not be able to carry out any re-stocking, as our resources will have to be directed towards treating our roads and footways in line with the priorities set out in this plan.

We will, as part of our asset inventory, maintain details of all our grit bin locations.

Grit bins will **not** usually be provided:

- * on roads that form part of a primary route.
- * where they attract anti-social behaviour or cause nuisance to nearby residents.
- * where their provision would create a further proliferation of street furniture to the detriment of disabled or visually impaired people and/or the community.
- * on unadopted roads whether subject to future adoption or not.

The salt/grit provided in these bins is for spreading on public roads only, and unauthorised use of this salt to treat other premises will be considered as an act of theft.

We aim to have all our grit bins full in advance of winter and seek to maintain these stocks throughout the winter season. Where usage is high and it is confirmed that the salt/grit is being used on the road, we may supplement the existing grit bin provision following assessment.

2.12 Diversion routes

Diversion routes shall be treated to at least the standard required for the diverted route. When selecting diversion routes during the winter season consideration shall

be paid to the extent of the priority routes and for the potential need for a proposed diversion route to be inspected to ascertain its suitability for gritting prior to being used.

2.13 The trunk roads in the Scottish Borders

Transport Scotland is the authority responsible for the management of the Trunk Roads in the Scottish Borders. The A1, A68, A6091, A7 south of Galashiels and A702 fall within their South East Unit area and the services for this area are delivered through their agents AMEY.

Through existing sub contract arrangements SBC SB Roads Infrastructure currently provide support to AMEY in winter service provision on trunk roads within the Scottish Borders area.

AMEY 0800 042 0188

2.14 Contingency planning – Route rationalisation

Recent winters have seen the nation experience difficulties with the supply of road salt. Where there is a requirement to constrain gritting operations to less than primary routes then the decision to rationalise the extent of treatment in this way may be taken by the Chief Executive in consultation with Police Scotland.

This option shall only be actioned if all other contingency options such as the use of alternative salt supplies and reduced or variable spread rates have been exhausted.

If taken, the communication of this decision to all road users will be critical to the management of the consequential risk.

2.15 Community self help

Whilst the legal obligations of the Council as a road authority focus on the safe passage of traffic we recognise that prolonged and severe winter conditions do lead to isolation being experienced in both rural and urban situations. The issue of isolation can be most acute in our rural communities where the distance to a treated road may prevent access and egress for significant periods.

Scottish Borders Council has developed the existing Resilient Communities scheme to enable a winter service capability in those communities that:

- * are at risk of isolation
- * where that risk cannot be realistically managed through the provision of grit bins and
- * the community have the capacity to respond to that risk through self-help in the community.

2.16 Winter file

The Winter File will be maintained centrally by SB Roads Infrastructure at the Reiver Complex, Council Headquarters, Newtown St. Boswells. It will consist of the following:

- * Daily Decision Records
- * Operational Log
- * Plant and equipment records
- * Hard copy of this plan, including all appendices
- * Other relevant documentation



3. ORGANISATION - STAFF RESOURCES

3.1 Overall responsibility

As the Roads Authority, Scottish Borders Council has the overall responsibility to provide an effective Winter Service in accordance with its duties. The responsibility for the efficient and effective delivery of winter service operations sits within SB Roads Infrastructure.

SB Roads Infrastructure also play a key role for the Council in any emergency response to the severe weather to prepare, respond and recover from the impact of any severe weather event, including the effects of freezing temperatures, ice and snow. The Council's overall response in such circumstances is coordinated through its Emergency Planning team.

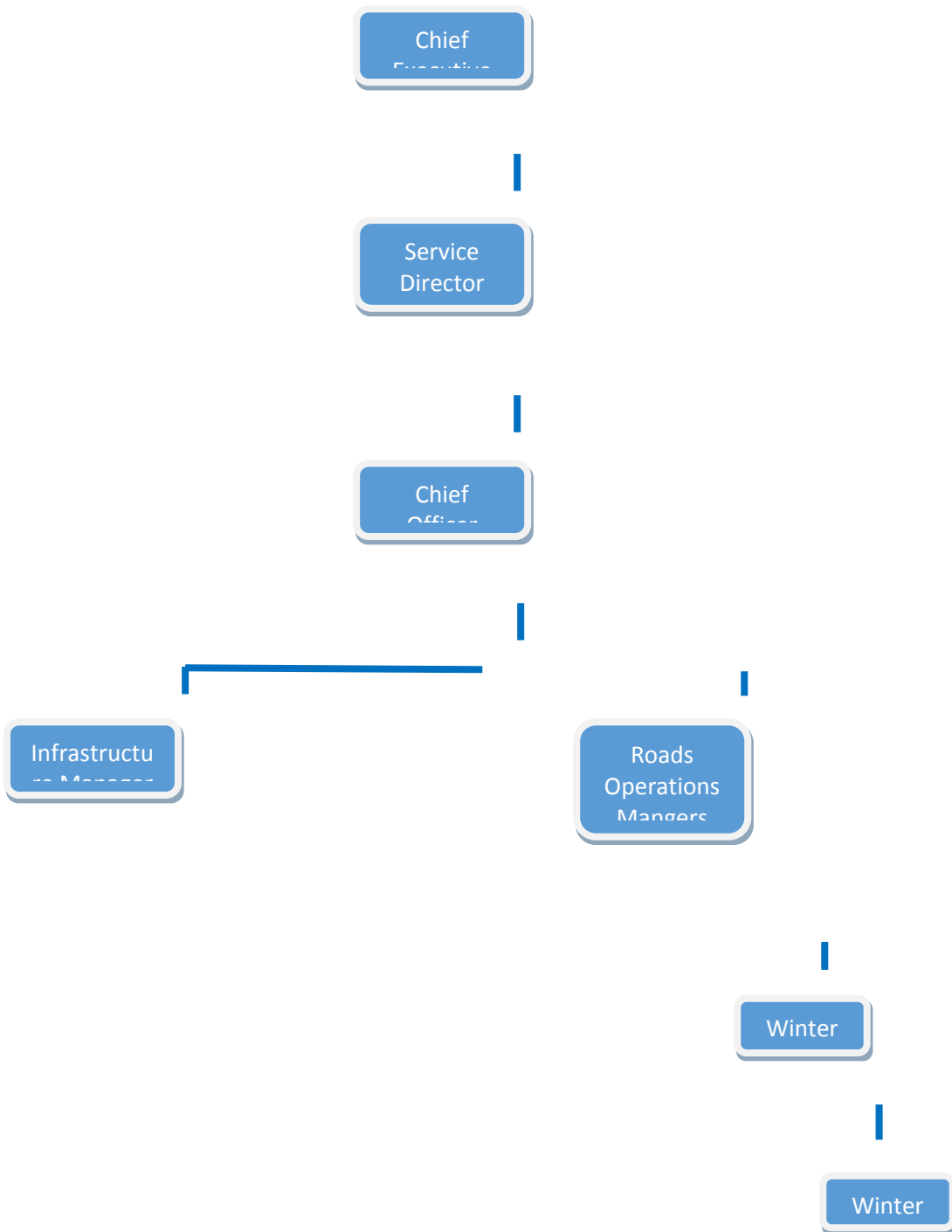
3.2 Prevention

The Council keeps the road network operating safely through precautionary treatment – by pre-salting roads to reduce the effect of frost and frozen conditions, taken forward on a routine, planned basis. The road network is currently split into Primary, Secondary and Tertiary Networks. Planned "pre-salting" is only undertaken on the Primary Network.

The remaining road network will then come under the "post-treatment" of secondary and Tertiary networks. The Secondary network is treated after the primary routes, where there is time and resources to cover them, and it is believed that the freezing conditions will continue. The Tertiary network will only be treated when extended weather conditions persist, all primary routes have been treated, resources have been committed to treat secondary routes, and resources have become available.

3.3 Intervention

The Council's Chief Executive has responsibility for Emergency Planning, and will oversee the winter at a strategic level. During large scale snow clearance following extreme winter conditions, the winter service will be taken forward on a more ad hoc basis, involving emergency actions and community resilience.



3.4 Liaison arrangements with other authorities

The following Road Authorities adjoin Scottish Borders:

- * Northumberland
- * Cumbria
- * Dumfries & Galloway
- * South Lanarkshire
- * West Lothian
- * Midlothian
- * East Lothian

Where there is a cross border working arrangement with each county, we shall seek to confirm the commitment to treat each others' routes in formal agreements.

Transport Scotland, through their agents AMEY are responsible for treatment of Trunk Roads within the region.

At times of severe winter weather, the availability of other resources may need to be considered.

Any other cross boundary allocation of resources, other than those in existing agreements, should be authorised by the Executive Director.



4. RESOURCES - PLANT, MATERIALS & FINANCES

4.1 Vehicles and equipment - Gritting vehicles

The Council's salting fleet consists of both dedicated gritter vehicles as well as other lorries that have quick change bodies to convert them to gritters.

To ensure correct salt spreading takes place winter equipment and machinery is calibrated and certified to 6mm salting standards.

The majority of Council lorries are fitted with GPS technology with accompanying software to allow real-time tracking and updates on salt spreading.

Snow blowers, propelled spreaders and footpath tractors are also available during inclement weather.

4.2 Depots and salt barns

There are a number of depots and salt barns strategically located across the region. We are also taking forward our arrangements for self-help in the community by building upon our Community Resilience planning scheme.

Through these arrangements there may be additional salt stored throughout the region, which will improve our overall resilience levels during times of severe or prolonged winter weather

4.3 Salt

Salt usage is recorded at each depot by SB Roads Infrastructure staff and the levels of salt available are monitored. By carefully managing salt levels accurate reports can be transmitted to Transport Scotland.

A national 'Salt Cell' was activated for the winter of 2009/10, run by Transport Scotland. Scottish Borders Council participated fully in these arrangements and through doing so has assisted in the appropriate distribution of salt stocks on a regional and national basis.

4.4 Additional resources

During periods of prolonged snowfall a network of registered local contractors and the Borders Machinery Ring are used to supplement our own resources. These clearance contractors are coordinated by SB Roads Infrastructure.

Scottish Borders has proven to be resilient as a community when dealing with winter issues and we hope to harness this community support and where possible enable communities to help themselves through times when isolation becomes a real issue alongside our core road safety duties. Self-help is an important factor in overcoming severe winter conditions.



5. DECISION MAKING

5.1 Operational decision making

Operational decisions will normally be made by the designated Winter Service Duty Manager, except when weather conditions have changed unexpectedly. If instructions have changed due to such circumstances, the Duty Foreman should inform the Winter Service Duty Manager of the change and

the reasons for it at the earliest possible opportunity.

The decision for ordering treatment may be based on a combination of weather forecasts, consultation and previous treatments.

5.2 Decision process

The decision will usually be based on interpretation of the weather forecast by the Duty Manager. This will normally be undertaken between 11:00 and 12:00, if the available forecast information allows, and will result in one of the following:

1. Standby.
2. Treatment at specified times.
3. No Action.

The Duty Manager will be responsible for:

- * Organising action based on the forecast received, liaising with others as necessary.
- * Informing the duty supervisors of the decision.
- * Update the 'Decision Making' form after a change of circumstances.

5.3 Action required

Operational staff will be informed that action is required by text, email or phone call. The following day, or as soon as possible, paperwork will be filed with the actual time that each gritter left the depot and the time each route was completed, and returned to SB Roads Infrastructure administration.

5.4 Major snow storms

During severe and prolonged snowstorms, when resources can no longer keep main traffic routes open, clearance will be attempted on the basis of the Police Snow Emergency Scheme including snow gate operation.

In this event, the Chief Executive, in consultation with the Police will decide that conditions are abnormal and will ensure that resources are deployed appropriately throughout this period. Consideration will be given to locating a Police Officer within the Winter Operations Team and they will liaise over operational matters together with a direct link to the local radio station.

A register will be maintained of all road condition reports received. It is essential that this Winter Operations Team is supplied with up-to-date information from area offices so that the Chief Executive and the police can be kept properly informed.

Outwith office hours the Duty Managers will ensure that operations are properly controlled. Foremen will normally be on duty during the day and early evening. As far as possible, they will not be disturbed at night. Night staff will contact the Duty Managers or standby foremen for instruction when required.

Snow Gates are located on the A68 at Soutra and the A7 Falahill to facilitate safe road closures and a system of variable message signs have been developed for the diversion of traffic.

The police control overall strategic traffic routing making use of both trunk and council roads. Snow clearance operations can be seriously hampered by the presence of abandoned vehicles and to prevent this situation as far as possible snowplough drivers are reminded of the need to pass information quickly to their area offices and Winter Operations Team.

5.5 Salt spread rates

Salt spread rates have been revised following new guidance provided by the UK Road Liaison Group and in consultation with Edinburgh, Lothians, Borders and Fife Councils (ELBF).

This revision followed research undertaken by TRL on behalf of the Transport Scotland and the National Winter Research Group into the possibility of reducing spread rates; taking into account the new guidance whilst utilizing best practice gained from local knowledge and experience of past winters. Rates of spread will be 10 g/m² unless conditions dictate otherwise.

ELBF Councils agreed a common matrix for salt spread rates that relate to:

- * surface conditions
- * road temperatures
- * salt condition

This agreed matrix has been developed from the **Code of Practice for Well Maintained Highways** (2011 revision) Appendix H and takes account of recommendations by the SCOTS Winter Group following a review of the Code of Practice and consultation with the National Winter Service research Group (NWSRG).

TREATMENT MATRIX A - DRY SALTING MEDIUM / LOW TRAFFIC ONLY

Frost or forecast frost Road Surface Temperature and Road Surface Wetness	C Poor Cover (salt stored uncovered) Medium Traffic Normal Loss	K Good Cover (salt stored under cover) Medium Traffic Normal Loss	Comments
RST at or above -2 deg and dry or damp road conditions	10	10	
RST at or above -2 deg and wet road conditions	15	10	
RST below -2 deg and above -5 deg and dry or damp road conditions	(15 or 20) ₁	(10 or 15) ₁	1Spread rate dependent on residual salt on road surface
RST below -2 deg and above -5 deg and wet road conditions	1 x 20 & monitor & treat as required)	20	
RST at or below -5 deg and above -10 deg and dry or damp road conditions	(1 x 20 & monitor & treat as required) ₁	20	1Spread rate dependent on residual salt on road surface
RST at or below -5 deg and above -10 deg and wet road conditions	(1 x 20 & monitor & treat as required)	(1 x 20 & monitor & treat as required)	
Precautionary treatment before snow / freezing rain			
Light snow forecast (light snow is defined as <10mm)	20 to 40	Dependent on capability to complete route within reasonable time and monitor for further action.	
Moderate / Heavy Snow forecast (defined as ≥10mm)	20 to 40	Dependent on capability to complete route within reasonable time and monitor for further action	
Freezing Rain forecast	2 x 20	Spreading salt before freezing rain can have a limited benefit and follow up treatments will be delivered on any ice that has formed	
Treatment when ice formed			
Ice formed up to 1mm RST higher than -5 deg C Medium / Light traffic	20	Winter Officer to monitor for further treatment	
Ice formed up to 1mm RST lower than -5 deg C Medium / Light traffic	20	Winter Officer to consider and seek approval for 1:1 mixture and further assess spread rate	
Treatment during snowfall			
Continuous snow falling	20	Winter Officer to monitor for further treatment	
Snow forecast for during the night	Patrol	Winter Officer to monitor for further treatment	
Treatment for slush when freezing conditions are forecast			
Plough to remove as much slush as possible before treating	2 x 20	Winter Officer to monitor for further treatment	
Treatment for thicker layers of compacted snow and ice			
Medium layer 1 to 5 mm initial treatment	20 to 40	Dependent on capability to complete route within reasonable time and monitor for further action. Winter Officer to consider and seek approval for 1:1 mixture	
High Layer Thickness greater than 5mm Initial treatment	20 to 40	Dependent on capability to complete route within reasonable time and monitor for further action. Winter Officer to consider and seek approval for 1:1 mixture For successive treatments spread abrasives only After traffic has started breaking up the layer spread at 20g/m ² of salt / abrasive mixture	



6. PERFORMANCE & BENCHMARKING

6.1 Performance & benchmarking

We benchmark the performance of the service and seek to identify areas for further improvement in our efficiency and effectiveness through our active participation in the APSE and SCOTS Benchmarking and Performance group. Monitoring and reporting of local indicators through the ELBF group is also undertaken together with a review of customer response to the Household Survey and the National Highways & Transport (NHT) Network public subcontractor survey. This will inform the development of the future service. In addition to this, as for all road services we welcome comments, requests for service or inquiry through our CRM line.

Performance is measure using the following KPI's agreed with APSE/SCOTS:

- * actual number of planned actions
- * total cost of winter maintenance
- * cost per km treated (planned routes)



7. CONTACT INFORMATION

The main point of information and contact is via Scottish Borders Council's website www.scotborders.gov.uk

During periods of severe weather the Council will also use Facebook and Twitter to provide frequent updates to the public.

We work closely with local radio stations to inform listeners of road conditions throughout the region.

During office hours (08:45 to 17:00) queries should be directed via the Council website or through the helpline:

* 0300 100 1800.

In the case of an **emergency** out of normal office hours we have an agreement with Bordercare who can be contacted on:

* 01896 752 111

AMEY, the trunk road manager can be contacted on:

* 0800 042 0188

You can get this document on tape, in large print, and various other formats by contacting us at the address below. In addition, contact the address below for information on language translations, additional copies, or to arrange for an officer to meet with you to explain any areas of the publication that you would like clarified.

Contact – Jacqueline Whitelaw, PLACE, Business Support, Scottish Borders Council, Council Headquarters, Newtown St. Boswells TD6 0SA Tel. No. 0300 100 1800

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COMMUNITY PURCHASE AND MAINTENANCE OF SOLAR POWERED SPEED INDICATOR SIGNS AND VARIABLE MESSAGE SIGNS

Report by Service Director Assets & Infrastructure

EXECUTIVE

20 AUGUST 2019

1 PURPOSE AND SUMMARY

- 1.1 This report proposes allowing communities to purchase and erect their own solar powered speed indicator signs for 30mph and 40mph stretches of roads.**
- 1.2 Feedback from communities where similar speed indicator signs have already been erected has been positive and there are a number of communities who have requested these signs beyond the normal parameters the Council could justify installation.
- 1.3 The efficacy of these signs as traffic calming features is not definite. However, many other Local Authorities allow their installation due to the perceived 'comfort' they provide to communities.

2 RECOMMENDATIONS

- 2.1 I recommend that the Executive Committee agrees to allow community organisations to purchase and erect solar powered electronic speed indicator signs on the following conditions:**
 - (a) Council Officers will approve the location of the signs which will be on 30mph and 40mph stretches of road only;**
 - (b) The signs (to standard BS12966) are to be installed by an approved contractor;**
 - (c) Appropriate maintenance of the signs to be arranged;**
 - (d) Appropriate insurance for the signs to be arranged;**
 - (e) End of life disposal of the sign is to be arranged at the appropriate time**
 - (f) The cost, purchase, installation, insurance, maintenance and end of life disposal of the signs is to be borne by the community organisation; and**
 - (g) The Council reserves the right to remove and retain a sign for the community organisation to collect and repair or to dispose of if it is not maintained.**

3 BACKGROUND

- 3.1 Historically, the Council has managed temporary speed indicator signs in a variety of locations throughout the region within 30mph and 40mph areas. These 'smiley face' signs have proved popular with residents although they are only effective in the short term. These signs are battery powered and require considerable staff time to erect, charge and remove and are of an age and condition where they are no longer fit for purpose nor economically viable to repair.
- 3.2 The Safety Camera Partnership have a number of strategically placed electronic 30mph signs located where there is a history of inappropriate vehicle speeds and a lack of compliance. The Safety Camera Partnership have responsibility for maintenance of their signs.
- 3.3 The Traffic and Road Safety Team carried out an exercise last year to identify sites where speeding vehicles were an issue and have installed 16no fixed site solar powered speed indicator device signs that display the speed of a vehicle on approach. To date most of these signs have been welcomed and reports from the communities of speeding vehicles appear to have reduced so far. These signs will continue to be maintained by the Council.
- 3.4 Many requests are made from communities for electronic signs and in most instances the requests are based on a perceived speeding issue rather than a real speeding issue. These requests have generally been turned down in the past as resources have been directed to where there is evidence of need.
- 3.5 Not all other Local Authorities are of the view that an evidence base is required which demonstrates speeding is occurring and have taken a more flexible position in allowing communities to install these signs, at the communities' cost, in response to discussions regarding real versus perceived speeding and in circumstances where the Council could not justify the installation.
- 3.6 It is suggested that if local communities formally agree to purchase, install, insure, maintain and at end of life dispose of electronic speed signs using type approved signs (BS12966) through the use of an approved contractor, then Council Officers will determine the safest and most appropriate location in agreement with the local community on 30mph or 40mph limit roads. The Council will reserve the right to remove any signs which are not adequately maintained and retain these signs for the Community to collect and repair, or to dispose of.
- 3.7 For clarity, while Council Officers will work with the community to ensure successful installation in the most appropriate location, the Council will have no further duty or obligation towards on-going revenue repair or maintenance costs for these signs.

- 3.8 The Council will continue to work with communities to identify areas where real speeding and accidents are of concern and consider the most appropriate road safety interventions. The community signs are intended to complement and support existing infrastructure already in place to slow drivers, such as the presence of street lighting, road signs, lining, etc.

4 IMPLICATIONS

4.1 Financial

There are no capital costs to the Council if a community enters into an agreement. Officer 'benefit in kind' costs would support the communities who wish to buy their own. It is thought the cost to a community organisation to purchase, erect, insure and maintain a type approved solar powered sign would be in the region of a one off cost of circa £4,000. An ongoing maintenance contract is likely to cost approx. £200 per annum, depending on supplier. Community organisations can investigate the possibility of Community Council insurance for coverage if declared on the annual policy.

4.2 Risk and Mitigations

- (a) By agreeing to allow communities to purchase their own electronic signs this offers a form of community empowerment and allows communities to decide if their perception of speeding is sufficient to warrant this investment. If communities do not have the option to purchase their own signs where there is a perceived speeding issue then Council Officers may continue to turn down these requests.
- (b) Some communities may have more disposable income than others, but where there is an evidence led concern over real speeding the Council will continue to fund appropriate measures. The report fully describes all the elements of risk that have been identified in relation to this project and no specific additional concerns need to be addressed.
- (c) Risk of signs in inappropriate/unsafe places – mitigate by Council retaining right of veto.
- (d) Risk of signs being installed incorrectly and constituting a risk – mitigated by supervised use of approved contractors only, and right of council to remove where not maintained.

4.3 Equalities

An Equalities Impact Assessment has been carried out on this proposal and it is anticipated that there are no adverse equality implications.

4.4 Acting Sustainably

These signs would be solar powered, with no adverse effects on sustainability.

4.5 Carbon Management

No effects on carbon emissions.

4.6 Rural Proofing

This new policy will be available to those in rural areas where there is a 30mph or 40mph speed limit

4.7 Changes to Scheme of Administration or Scheme of Delegation

No proposed change to the Scheme of Administration.

5 CONSULTATION

5.1 The Chief Financial Officer, the Monitoring Officer, the Chief Legal Officer, the Chief Officer Audit and Risk, the Chief Officer HR, Corporate Communications and the Clerk to the Council have been consulted and any comments received have been incorporated in the final report.

Approved by

Name – Martin Joyce

Signature

Title – Service Director Assets & Infrastructure

Author(s)

Name	Designation and Contact Number
Philippa Gilhooly	Traffic and Road Safety team Leader 01835 825089

Background Papers: [insert list of background papers used in compiling report]

Previous Minute Reference: [insert last Minute reference (if any)]

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Contact us at Jacqueline Whitelaw, PLACE, Scottish Borders Council, Council Headquarters, Newtown St Boswells, Melrose, TD6 0SA, Tel 01835 825431, Email eitranslationrequest@scotborders.gov.uk

COMMUNITY PURCHASE AND MAINTENANCE OF SOLAR POWERED SPEED INDICATOR SIGNS AND VARIABLE MESSAGE SIGNS

Vehicle Activated Signs (VAS) and Speed Indicator Devices (SID)

Vehicle Activated Signs and Speed Indicator Devices are electronic signs that display a message when a vehicle drives towards them depending on the speed of the vehicle and/or the time of day. The message may be a selection or combination of 'SLOW, SLOW DOWN or THANK YOU, alternatively a smiley/grumpy face may illuminate or a numerical display of vehicle speed or the speed limit may show.

Front view of VMS



Rear view of solar panel set up on VMS



There has been research carried out on the efficacy of these types of signs and the advice is that they are worthwhile in reducing speeds in the short term. SBCs own research has echoed this in local trials in Stow and Clovenfords, however feedback from the communities was positive and they believed them to be effective in the longer term despite contrary evidence. The Scottish Government/Transport Scotland are encouraging the use of these signs as effective traffic calming features in their policy papers.

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**MONITORING OF THE GENERAL FUND REVENUE BUDGET
2019/20**
Report by the Chief Financial Officer

EXECUTIVE COMMITTEE
20 August 2019

1 PURPOSE AND SUMMARY

- 1.1 This report provides the Executive Committee with budgetary control statements for the Council's General Fund based on actual expenditure and income to 30 June 2019 along with explanations of the major variances identified between projected outturn expenditure/income and the current approved budget.**
- 1.2 After the first quarter of 2019/20 the Council is projecting a balanced outturn position whilst acknowledging significant financial risk of over £0.7m specifically within the Joint Learning Disability Service in H&SC. The service is focusing urgent management action on containing expenditure within budget and maximising income wherever possible. An updated position will be presented to the Executive Committee with the second quarter financial reporting papers. In addition, there are a number of further areas of risk and emerging pressures that have been identified that require ongoing management.
- 1.3 The revenue monitoring process has been redeveloped over the first quarter 2019/20 in line with rolling out new reporting and forecasting functionality within Business World. The month 3 monitoring report represents the second cycle in which month-end forecasting tools were automatically emailed out to all budget managers directly from Business World. Whilst further progress has been made in engaging and training of managers, there are a number of areas where further work is still required to ensure universal ownership and engagement in the monitoring process and the robustness and accuracy of projections. Continuing to make steps forward during the second quarter will mean all managers will complete expenditure and income forecasts for their area of budget responsibility. Real time financial reporting with drill-down functionality to individual transaction level within Business World is also now available to Budget Managers. This additional financial information assists Managers with the process of effective budget management. Training and support continues to be provided by Financial Services staff.
- 1.4 As shown in Appendix 4, as at 30 June 2019 47% (£6.426m) of the savings required by the approved budget have been delivered within the current year. A further 46% (£6.156m) is profiled to be delivered during the remainder of 2019/20 and the remaining 7% (£0.982m) have temporary in-year mitigations to deliver alternative savings. Emphasis during the remainder of 2019/20 needs to be placed on delivering all outstanding savings permanently per the 2019/20 Financial Plan, including those for which only temporary solutions have been found. This is particularly important given the scale of the full year savings required (£13.564m),

including those brought forward from 2018/19 requiring permanent solutions and the requirement to deliver ambitious savings plans in future financial years within the Financial Plan.

- 1.5 Full details of pressures, risks and challenges and the significant majority of areas of the Council's operation where budget plans remain on track are detailed in Appendix 1 to this report.

2 RECOMMENDATIONS

2.1 It is recommended that the Executive Committee:-

- (a) notes the projected corporate monitoring position reported at 30 June 2019, the pressures identified, the underlying cost drivers of this position and the identified areas of financial risk as reflected in Appendix 1;**
- (b) agrees the virements attached as Appendix 2;**
- (c) notes the progress made in achieving Financial Plan savings in Appendix 4; and**
- (d) continues to actively promote a culture of sound financial management across the Council, and that budget affordability is fully considered in service delivery decisions in order to ensure the ongoing financial sustainability of the Council.**

3 PROJECTED OUTTURN

3.1 The revenue monitoring position set out in this report and summarised in Appendix 1 is based on actual income and expenditure to the 30 June 2019.

3.2 After the first quarter of 2019/20 the Council is projecting a balanced outturn position whilst acknowledging significant financial risk of over £0.7m specifically within the Learning Disability Service in H&SC. The service is focusing urgent management action on containing expenditure within budget and maximising income wherever possible. An updated position will be presented to the Executive Committee with the second quarter financial reporting papers. In addition, there are a number of further areas of risk and emerging pressures that have been identified that require ongoing management.

3.3 Appendix 4 sets out the progress made by the end of month 3 to deliver the savings approved in the Financial Plan in February 2019 plus prior year savings achieved temporarily during 2018/19. 47% (£6.426m) of the savings required by the approved budget have been delivered within the current year, 46% (£6.156m) is profiled to be delivered during the remainder of 2019/20. A further 7% (£0.982m) have temporary in-year mitigations.

3.4 Culture & Sport

Culture and Sport are projecting a balanced position with no adverse savings issues.

3.5 Assets & Infrastructure

Service pressures have arisen in the first quarter within Waste Management Services relating to increased costs in Dry Mixed Recyclates due to changes in the composition of the material leading to additional treatment/processing costs, increased haulage and movements in the global commodities market. Pressures also existing within Facilities, with pressures in Catering Services due to increased food costs and lower than budgeted meal uptake, and within Cleaning Services through staffing pressures. The facilities team are reviewing the operation of the services to identify opportunities to make efficiencies. These pressures have been offset by available Property maintenance fund budget, Carbon Fund budget as the Council transitions to Climate Change Levy and transfer of available budget from across the Council.

3.6 Economic Development & Corporate Services

Economic Development & Corporate services are projecting balanced position. A review of Commercial Property Income is being undertaken by the Service.

3.7 Health & Social Care

The Health and Social Care function is experiencing pressures in the Joint Learning Disability budget which, if remedial action is not taken, will result in expenditure exceeding budget by £0.7m. The service has identified financial risk of £0.7m, relating to increased care costs and clients transitioning from Children's Services (£400k) and income pressures including delays in billing (£300k). The service is undertaking an urgent review of all projected costs and income including a review of the assessment and billing process with a view to mitigating these risks and ensuring the service can operate within existing budgets. A further report will be presented to Elected Members reflecting the month 6 position in

November 2019. The Corporate Management team are also aware that the care estate is an area which will require investment in the future particularly with growing demand for services. We are currently conducting a survey of all 5 care homes across the region and expect to identify work in each of them which will require to be undertaken. Any related financial implications will be reported through the routine financial monitoring processes.

3.8 Children & Young People

Currently projecting an underspend of £77k, attributable to additional Scottish Government Income for teachers' pension rate increased costs marginally above forecast cost. This budget has been re-allocated within the Council to address identified corporate pressures. A range of pressures across the directorate have been experienced during the first quarter of 2019/20. These have largely been offset by managed savings, particularly in relation to the filling of vacancies within Education and Children & Families Social Work and a reduction in the use of agency staff. A number of potential and emerging pressure beyond the reported position require close management and if required, additional efficiency actions, including areas such as the Additional Support Needs allocation to schools at the start of the new academic session, external care placements, and the management of higher than normal staff absence. In addition, a considerable number and value of Financial Plan savings require delivery over the remainder of the financial year.

3.9 Customer & Communities

The service is projecting a balanced position overall, with a small forecast underspend in Housing Benefits of £15k, offset by a forecast overspend in Non Domestic Rates Relief of £15k.

3.10 Finance & Corporate Services

The service is projecting an underspend of £74k resulting from a reduction in service charges for the delayed implementation of the Direct Customer Access (DCA) solution. Deletion of a Finance Business Partner post has enabled the service to further contribute to the Council's Fit for 2024 agenda. Within IT, the optimal funding model for the Inspire Learning programme has resulted in the transfer of budget from Loans Charges to Operating Leases in order to ensure the Council acquires iPad devices at the maximum discounted cost.

3.11 Human Resources

The Service is projecting a balanced position. The Corporate Transformation team are working on a number of projects linked to delivering existing financial plan savings and those linked to the Fit for 2024 programme of transformation. The Fit for 2024 programme has a remaining target of £790,000 in the current year and monitoring of delivery against this target is progressing.

3.12 Regulatory Services

The Service is projecting an underspend of £88k which is being transferred within the Council to address corporate pressures. The Planning service is highly dependent on fee income to achieve their budget target. The income levels achieved in the first quarter of 2019/20 are positive and are current forecasts indicate budget targets will be met in this area. Any variance from budget will be reported as the financial year progresses.

4 IMPLICATIONS

4.1 Financial Recommendations

There are no costs attached to any of the recommendations contained in this report, its content being specifically related to the performance of the revenue budget in 2019/20.

4.2 Risk and Mitigations

There is a risk that further cost pressures may emerge as the year progresses or that the savings required to compensate for non-delivery of Financial Plan savings may not be delivered as planned, both of which may impact on the outturn position. Every effort must continue to be made by Service Directors to contain projected spend in the remainder of the year and to consider permanent effects on the Financial Plan. These efforts include maintaining a focus on sound financial management, balancing the budget and delivering good value for money and ensuring these remain key aspects the culture of the council.

4.3 It is imperative therefore that as many savings as possible identified within the 2019/20 and previous financial plans are delivered permanently to ensure affordability and budget sustainability.

The risks identified above are being managed and mitigated through:-

- (a) monthly reports of actual expenditure and income against approved budgets being made available to budget managers from the Council's Business World System.
- (b) review of budget variances and monitoring of management actions to control expenditure by Finance, Service staff and Service Directors and monthly reporting to CMT.
- (c) engagement with Departments and review of monthly management accounts by management teams.
- (d) supporting departmental corporate transformation projects to monitor and deliver the planned corporate transformation savings in the medium-term Financial Plan.

4.4 Equalities

It is anticipated there will be no adverse impact due to race, disability, gender, age, sexual orientation or religion/belief arising from the proposals contained in this report.

4.5 Acting Sustainably

There are no significant effects on the economy, community or environment.

4.6 Carbon Management

No effect on carbon emissions are anticipated from the recommendation of this report.

4.7 Rural Proofing

It is anticipated there will be no adverse impact on the rural area from the proposals contained in this report.

4.8 Changes to Scheme of Administration or Scheme of Delegation

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

5 CONSULTATION

5.1 Depute Chief Executives, Service Directors and their relevant staff have been involved in and agreed the compilation of the budgetary control statements appended.

Approved by

David Robertson

Chief Financial Officer

Signature

Author(s)

Name	Designation and Contact Number
Suzy Douglas	Financial Services Manager 01835 824000 X 5881

Background Papers:

Previous Minute Reference:

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MONTHLY REVENUE MANAGEMENT REPORT								
SCOTTISH BORDERS COUNCIL		2019/20		AT END OF MONTH:		Jun-19		
SUMMARY								
	Base Budget (£'000)	Actual to Date (£'000)	Revised Budget (£'000)	Projected Outturn (£'000)	Outturn Variance (£'000)	Proposed Virement (£'000)	Projected (over)/under spend	Summary Financial Commentary
Culture & Sport	5,822	1,520	5,831	5,904	(73)	73	0	
Asset & Infrastructure	29,380	7,674	34,666	35,127	(461)	461	(0)	Pressures within Waste services in relation to the Dry Mixed Recyclates (DMR), Catering and Cleaning Services. Partly offset by additional income from Fleet Management Services, Major Projects. Available budget in Property Management Services due to the transition from Carbon Tax to Climate Change Levy and estimated income from successful rates appeals.
Economic Development & Corporate Services	718	(652)	842	892	(50)	50	0	
Health & Social Care	59,280	1,071	51,216	52,112	(895)	895	(0)	The Directorate has currently identified significant financial risk, mainly within Joint Learning Disability of around £700k relating to both service pressures from increased care packages of around £400k and £300k from an income shortfall partly due to delays in billing. Both these risks require focused management action in the second quarter of the financial year to contain expenditure within budget and maximise income where possible. Resulting financial implications from this exercise will be reported to Executive Committee in November 2019. Other pressures within Older People and Joint Mental Health attributable to demand, price and complexity of need in Commissioned Services are currently being offset by other underspends. The reported position assumes full delivery of £2.6m Financial Plan savings.
Public Health	89	(46)	89	89	0	0	0	
Children & Young People	123,000	27,838	111,920	112,663	(742)	742	0	Forecast position is not wholly certain this early in the financial year, prior to the commencement of the 2019/20 academic session and significant management action requires delivery within ASN, Community Learning & Development and Schools if the reported position is to be delivered. Uncertainty in the cost of school transport and meals prior to the start of the new session is also a factor requiring close monitoring although a projected surplus in School Meals will be vired to offset increased food costs in Catering Services. Net surplus of £77k relates to additional SG income in respect of teachers' pension increase above forecast cost.
Customer & Communities	14,265	(33,105)	15,135	16,202	(1,066)	1,066	(0)	A balanced position is reported; with a pressure in Non Domestic Rates relief of £15k offset by an underspend within Housing Benefits of £15k.
Finance, IT & Procurement	34,392	4,228	34,631	34,233	398	(398)	0	An underspend is forecast resulting from a reduction in service charge for the delayed implementation of the Direct Access (DCA) solution. The optimal funding model for the Inspire Learning programme has resulted in the transfer of budget from Loans Charges to Operating Leases in order to ensure the Council acquired iPad devices at the maximum discounted cost.
Human Resources	5,906	1,325	6,110	6,110	0	0	0	
Regulatory Services	6,960	669	10,855	8,767	2,089	(2,089)	(0)	Vacancy savings in Audit & Risk, Legal Service and Protective Services and reductions in contract renewal prices within Passenger Transport. Earmarking Second Homes Council Tax to support future investment in affordable housing. Additional income from Scottish Government funding towards Barclay Implementation within Assessor & Electoral Registration Services.
Corporate	(1,331)	0	(1,332)	(1,272)	(60)	60	0	Plans in place to deliver corporate commissioning savings in 2019/20.
Total	278,481	10,522	269,964	270,825	(861)	861	(0)	
Financed by:								
Revenue Support Grant	(184,266)	(38,349)	(167,589)	(170,220)	2,631	(2,631)	(0)	Additional income towards Discretionary Housing Payments (£793k); Rapid Rehousing Transition Plans (RRTPs) (£153k); preparations for Brexit (£50k); Barclay Implementation (£92k); sanitary products in schools (£10k); 1 + 2 Languages (£62k); Free Personal Care (£577k); 'See Hear' Strategy (£7k); Appropriate Adult (£11k) and Additional Carers Act Implementation (£12k), Teachers Pay award and adjustments to teachers Pension costs.
Non-Domestic Rates	(36,624)	(8,452)	(36,624)	(36,624)	0	0	0	
Council Tax	(62,948)	(63,540)	(62,998)	(62,811)	(187)	187	(187)	Projected pressure offset by underspend in Council Tax Reduction Scheme.
Council Tax Reduction Scheme	5,357	5,355	5,407	5,220	187		187	Lower spend projected based on reducing claims volumes.
Reserves:								
Earmarked Balances from 2018/19	0	(7,301)	(7,366)	(7,366)	0	0	0	
Earmarked Balances for future years	0	0	0	1,800	(1,800)	1,800	0	To earmark into 2020/21 projected underspend in 2nd Homes Council Tax.
Transfers to/from Reserves	0	(794)	(794)	(824)	30	(30)	0	Drawdown from IT Transformation Allocated Reserve to fund Mosaic Finance Module (£30k).
Total	(278,481)	(113,081)	(269,964)	(270,825)	861	(861)	(0)	
Validation Check Formula doesn't print	0	(102,559)	0	0	(0)	0	(0)	
Under/(Overspend)	0	(102,559)	0	0	(0)	0	0	

Balancing '+1 in Corporate

MONTHLY REVENUE MANAGEMENT REPORT
SCOTTISH BORDERS COUNCIL 2019/20

AT END OF MONTH: Jun-19



Corporate	Base Budget (£'000)	Actual to Date (£'000)	Revised Budget (£'000)	Projected Outturn (£'000)	Outturn Variance (£'000)	Proposed Virement (£'000)	Projected (over)/under spend	Summary Financial Commentary
More effective contract management across the Council	(482)	0	(482)	(482)	0	0	0	Plans now being progressed / delivered which should assure delivery of both 19/20 and 18/19 brought forward Financial Plan saving on a recurring basis.
Fit for 2024	(850)	0	(850)	(790)	(60)	60	0	Transfer permanent saving from deletion of Finance Business Partner position (£60k).
Total	(1,331)	0	(1,332)	(1,272)	(60)	60	0	

Key Highlights, Challenges & Risks

Culture & Sport	Base Budget (£'000)	Actual to Date (£'000)	Revised Budget (£'000)	Projected Outturn (£'000)	Outturn Variance (£'000)	Proposed Virement (£'000)	Projected (over)/under spend	Summary Financial Commentary
Cultural Services	3,706	856	3,524	3,524	0	0	0	Transfer of budget from Loan Charges to fund Disability Officer position employed through Scottish Borders Disability Sports Group (£17k) and depreciation and interest charges relating to Kelso and Jedburgh synthetic pitches (£56k).
Sports Services	2,116	664	2,307	2,380	(73)	73	0	
Total	5,822	1,520	5,831	5,904	(73)	73	0	

Key Highlights, Challenges & Risks

A balanced position is forecast with all financial plan savings on target for permanent delivery in 2019/20.

Asset & Infrastructure	Base Budget (£'000)	Actual to Date (£'000)	Revised Budget (£'000)	Projected Outturn (£'000)	Outturn Variance (£'000)	Proposed Virement (£'000)	Projected (over)/underspend	Summary Financial Commentary
Property	4,017	1,426	9,027	8,829	199	(199)	(0)	
Property Management Services	3,366	1,221	8,344	8,153	191	(191)	0	Budget transfer from Finance for modernising the Water Industry's use of rateable value to charge non-households for water and sewerage services (£109k) and SBcContracts towards property rationalisation savings (£49k). Available budget within Property Maintenance Fund (£361k), Carbon Fund as we transition to Climate Change Levy (£113k) and rates appeals estimate (£25k)
Estates Management Services	411	86	417	417	0	0	0	
Architects	107	96	107	107	0	0	0	
Major Projects	133	23	160	152	8	(8)	(0)	Available Feasibility budget (£8k)
Facilities	4,672	1,355	4,632	5,005	(372)	373	1	
Catering Services	678	291	619	869	(250)	250	0	Pressures within Catering Services due to lower than budgeted meal uptake, increased cost of food. Budget Transfer from School Meals within Children & Young People (£70k)
Cleaning & Facilities Management	3,994	1,064	4,013	4,136	(123)	123	0	To allocate funding from Scottish Government towards Sanitary Products in schools (£10k). Staffing pressure within service
Parks & Environment	4,406	871	4,214	4,247	(33)	33	0	
								Budget transfer for Dog Day to Protective Services (£1k), budget transfer from Planning towards Access savings (£33.5k).
Roads & Infrastructure	16,769	4,021	16,793	17,047	(255)	254	(1)	
Network & Infrastructure Asset Management	8,631	1,118	8,088	8,066	22	(22)	0	Vacancy savings (£16k), towards unachievable income target within Engineers
SBcContracts	(696)	1,882	(696)	(745)	48	(49)	(0)	Budget transfer relating to £48.5k additional income towards property rationalisation savings.
Fleet Management Services	(279)	231	(421)	(451)	30	(30)	0	Additional external income (£30k)
Engineers	269	212	640	656	(16)	16	(0)	£16k from Network & Infrastructure Asset Management towards unachievable external income target
Pay Parking	0	(15)	125	125	0	0	0	
Waste Management Services	8,845	593	9,058	9,396	(338)	339	0	Pressure in Dry Mixed Recycling of (£385k) offset by savings in employee costs (£47k). Budget received from corporate underspends (£239k)
Corporate Savings	(484)	0	0	0	0	0	0	
Total	29,380	7,674	34,666	35,127	(461)	461	(0)	

Key Highlights, Challenges and Risks

On 1 July the Council delivered on its commitment to cease landfill operations in the Borders with the opening of a new Waste Transfer Station and the award of a Residual Waste Treatment contract to Levenseat Ltd, based in Forth near Lanark. This new arrangement will result in a significant increase in diversion of waste from landfill and improved recycling performance.

Waste Management Services are incurring increased costs in Dry Mixed Recyclates due to changes in the composition of the material leading to additional treatment/processing costs, increased haulage and movements in the global commodities market

MONTHLY REVENUE MANAGEMENT REPORT

SCOTTISH BORDERS COUNCIL

2019/20

AT END OF MONTH: Jun-19



Economic Development & Corporate Services	Base Budget (£'000)	Actual to Date (£'000)	Revised Budget (£'000)	Projected Outturn (£'000)	Outturn Variance (£'000)	Proposed Virement (£'000)	Projected (over)/under spend	Summary Financial Commentary
Corporate Policy	233	(122)	233	233	0	0	0	Additional income from Scottish Government to fund preparations for Brexit (£50k).
Economic Development	1,599	531	1,723	1,773	(50)	50	0	
Emergency Planning	130	25	130	130	0	0	0	
Commercial Property Income	(1,244)	(1,087)	(1,244)	(1,244)	0	0	0	
Total	718	(652)	842	892	(50)	50	0	

Key Highlights, Challenges & Risks

A review of Commercial Property Income is being undertaken by the service.

**MONTHLY REVENUE MANAGEMENT REPORT
SCOTTISH BORDERS COUNCIL**

2019/20

AT END OF MONTH: Jun-19



Health & Social Care	Base Budget (£'000)	Actual to Date (£'000)	Revised Budget (£'000)	Projected Outturn (£'000)	Outturn Variance (£'000)	Proposed Virement (£'000)	Projected (over)/under spend	Summary Financial Commentary
Child Protection	184	15	184	184	0	0	0	
Adult Protection	361	56	311	352	(41)	6	(35)	Pressure from appointment of two Adult Protection posts. Allocate additional Revenue Support Grant to enable the service to carry out its statutory duties regarding Appropriate Adult services (£11k). Budget transfer to Legal Services to part fund a new Information Officer post (£5k)
Emergency Duty Team	300	83	300	346	(46)	0	(46)	Over-establishment pressure assumed to continue due to service demands.
Business Support - Staff Development	254	61	320	321	(1)	0	(1)	
Quality Improvement	173	47	173	192	(19)	0	(19)	Staffing pressure
Services in Criminal Justice System	1,178	34	3	3	0	0	0	
Safer Communities	995	(40)	1,045	760	285	0	285	Delay in recruiting to 2nd Community Action Team.
Older People	29,247	(3,998)	20,682	20,842	(160)	(45)	(205)	Demand led client care packages including Homecare, Respite Care and Direct payments projecting overspend across all localities.
Joint Learning Disability	16,904	4,132	17,463	17,897	(434)	413	(20)	A significant financial risk has been identified from increased client demand (£400k) including increased care costs relating to new and full year effect of prior year clients transitioning from Children's Services. (2 clients each costing £70k and £45k annually). In addition, 1 client discharged from long term hospital care costing c. £110k. Risk of income pressure relating to the removal of flat rate charge for 24 hour supported living and delays in billing assumed at £300k. Both of these financial risks are currently being investigated as a matter of urgency with financial implications being presented through the next monitoring reports. Proposed Virement represents allocation of additional Government funding for the implementation of Free Personal Care for under 65 year olds (£400k) as well as reflecting £14k from £70k earmarked balance from 2018-19 regarding the recoupment of Direct Payments.
Joint Mental Health	2,138	586	2,152	2,295	(143)	47	(96)	Increased client demand including full year effect of 2018/19 client pressures. Proposed Virement represents allocation of additional Government funding for the implementation of Free Personal Care for under 65 year olds (£41k) as well as reflecting £6k from £70k earmarked balance from 2018-19 regarding the recoupment of Direct Payments.
People with Physical Disabilities	3,297	1,011	3,326	3,422	(96)	144	48	New and full year effect of prior year pressures relating to increased care package costs off-set by assumed contract reduction with care provider at Station Court in Duns. Proposed Virement represents allocation of additional Government funding for the implementation of Free Personal Care for under 65 year olds (£122k) as well as reflecting £23k from £70k earmarked balance from 2018-19 regarding the recoupment of Direct Payments.
Generic Services	4,249	(914)	5,257	5,498	(241)	330	89	Forecast underspend in Carers Act implementation expenditure of £120k being off-set by increased Senior Management Team staffing costs. £330k net proposed budget transfer comprising transfer of Care & Repair service from Housing Strategy into H&SC (£312k), also budget being transferred into Generic Services relating to IT Transformation for MOSAIC Finance Module (£30k), Additional Scottish Government Funding for the implementation of Free Personal Care for under 65 year olds (£14k), further implementation of the Carers Act (£12k), allocation of funding for the delivery of the "See Hear" project (£7k) as well as reflecting £3k from £70k earmarked balance from 2018-19 regarding the recoupment of Direct Payments. Also, negating these elements of funding, re-allocation of budget from Generic Services to fund additional Public Protection staffing (£30k) as well as part funding a new Information Officer post within Legal Services (£10k), additional Business Support administration staffing (£8k).
Total	59,280	1,071	51,216	52,112	(895)	895	(0)	
Public Health	Base Budget (£'000)	Actual to Date (£'000)	Revised Budget (£'000)	Projected Outturn (£'000)	Outturn Variance (£'000)	Proposed Virement (£'000)	Projected (over)/under spend	
Public Health	89	(46)	89	89	0	0	0	
Total	89	(46)	89	89	0	0	0	

Key Highlights, Challenges and Risks

Significant risks have been identified within the budget primarily within the Learning Disabilities budget. The Directorate are focusing management action on addressing both demand pressures and income shortfalls with a view to reporting an updated position to the Executive Committee in November at the second quarter reporting point. Increased client care costs across all areas of care, homecare, respite and Direct Payments through Self Directed Support are all causing budget pressures. Many of the Integrated Joint Board delegated services continue to be extremely volatile in nature, as highlighted above (1 single client can cause a variance in excess of £100k). The forecast position above assumes that financial plan savings from 2018-19 that were not met permanently, as well as new 2019-20 savings, will be met either as planned or by other means. It is also assumed that the residual £480k savings required to be met by SB Cares will be delivered. The outturn position forecast assumes that SB Cares will not deliver a surplus (or deficit) in 2019-20. SB Cares are in the process of carrying out a full budget review for the current year and any financial implications resulting from this will be reported through future monitoring reports.

Children & Young People	Base Budget (£'000)	Actual to Date (£'000)	Revised Budget (£'000)	Projected Outturn (£'000)	Outturn Variance (£'000)	Proposed Virement (£'000)	Projected (over)/under spend	Summary Financial Commentary
Early Years	12,401	1,758	6,107	6,118	(11)	13	2	Funding adjustment in respect of teachers pension changes (£2k), 2019/20 CPD allocation (£1k) and RSG adjustments in respect of teachers pay £12k. Surplus attributable to additional SG income in respect of teachers' pension increase.
Primary Schools	32,241	7,243	30,625	32,336	(1,712)	1,712	0	Funding adjustment in respect of teachers pension changes (£64k), 2019/20 Pupil Equity Funding allocation (£1.365m), 2019/20 CPD Allocation (£34k), Reduction to reflect probationer funding adjustment for 2018/19 summer term (£2k) and RSG adjustments in respect of teachers pay £378k. Surplus attributable to additional SG income in respect of teachers' pension increase. Budget transfer towards corporate pressures (£64)
Secondary Schools	41,318	10,878	39,498	40,484	(986)	1,035	49	Funding adjustment in respect of teachers pension changes (£62k), 2019/20 Pupil Equity Funding allocation (£431k), CPD Allocation (£30k), probationer funding for 2018/19 summer term (£221k) and RSG adjustments in respect of teachers pay £367k. Surplus attributable to additional SG income in respect of teachers' pension increase.
Additional Support Needs	10,687	2,607	10,670	10,783	(114)	96	(18)	Funding adjustment in respect of teachers pension changes (£15k), 2019/20 CPD allocation from Central Schools (£7k) and RSG adjustments in respect of teachers pay £89k. As in 2018/19, there is a forecast pressure (£233k) across ASN transport costs coupled to additional part-year costs as a result of the planned regrading of Additional Needs Assistants in Secondary enhanced provision. This former is not reflected in the reported position with the intention that the ASN allocation and other cost drivers are reviewed prior to the start of the new session with view to mitigating this pressure overall. Further detailed analysis on this position will undertaken as schools resume in August. Deficit of £33k offset by £15k additional SG income in respect of teachers' pension increase.
Children & Families Social Work	14,129	2,933	14,586	14,576	10	(10)	0	Contribution to new Social Work Information Officer post in Legal Services.
Educational Psychology	675	129	675	681	(6)	8	2	Funding adjustment in respect of teachers pension changes (£2k) and RSG adjustments in respect of teachers pay £8k. Surplus attributable to additional SG income in respect of teachers' pension increase.
Central Schools	5,091	929	3,306	1,262	2,044	(2,042)	2	Funding adjustment in respect of teachers pension changes (£2k), Pupil Equity Funding allocation (£1.796m) PEF to schools and RSG adjustments in respect of teachers pay £9k. Devolve CPD allocations to Early Year, Primary and Secondary Schools and Additional Support Needs in respect of teacher training. Devolve probationer funding to Primary and Secondary Schools for 2018/19 summer term (£219k). Allocation from Scottish Government in respect of 1+2 Languages Funding (£62k). Transfer (£27k) to Legal Services to part fund a dedicated school estate Solicitor. Surplus attributable to additional SG income in respect of teachers' pension increase.
School Meals	1,782	403	1,781	1,711	70	(70)	0	Forecast underspend in school meals provision (£70k). Budget transfer to Catering Services to offset corresponding pressure within the Service
School Transport	3,627	685	3,627	3,627	0	0	0	Potential pressure in school transport costs (£145k) as in 2018/19 but new contracts will be issued in the new academic year which may address this situation.
Community Learning & Development	1,048	272	1,046	1,083	(37)	0	(37)	Pressure due to delays in delivery of savings brought forward, offset partially by managed savings across discretionary spend and staff turnover.
Total	123,000	27,838	111,920	112,663	(742)	742	0	

Key Highlights Challenges & Risks

£147k net projected surplus attributable to additional Scottish Government income in respect of teachers' pension rate increase above forecast cost. This is offset by the virement of £70k to Catering Services in respect additional food costs leaving a residual net surplus of £77k which will be used to mitigate pressures across the council going forward.

The commencement of the new academic year will allow teacher numbers and budget availability in both Primary and Secondary to be confirmed by September 2019. Notably, teachers sickness is showing an increase of an average of 1.43 days per teacher (6.06 to 7.49 days) from 2017/18 to 2018/19 which is creating a pressure not experienced historically in the region of £450k. If this trend continues in 2019/20 a potential pressure is anticipated in Devolved School Management budgets.

Further work with schools is now required to revisit PEF plans and the requirement for schools to commission Management, Administration and Support in respect of delivery of the programme.

Similarly, pressure in ASN will only be mitigated by taking management action to reduce spend over the 2019/20 academic session. School Transport remains an area of unknown risk until new session contracts are finalised and costs are known.

In Children and Families Social Work management actions on use of agency staff to fill vacancies and changes to the number and age profile of children in placement, particularly high-tariff secure placement, have contributed to improvements in the forecast financial position, however there is always the risk that further secure placements may reverse this as the year progresses. This continues to be an area of close scrutiny and management.

Community Learning and Development have undelivered savings of £100k currently being partially met by vacancy management. Planned restructure requires progressing if this is to be resolved permanently.

MONTHLY REVENUE MANAGEMENT REPORT
SCOTTISH BORDERS COUNCIL

2019/20

AT END OF MONTH: Jun-19



Customer & Communities	Base Budget (£'000)	Actual to Date (£'000)	Revised Budget (£'000)	Projected Outturn (£'000)	Outturn Variance (£'000)	Proposed Virement (£'000)	Projected (over)/under spend	Summary Financial Commentary
Business Support	5,652	1,380	5,505	5,551	(46)	46	0	Pressure from increased corporate subscription fee (£8k). Additional staffing requirement for administrative support for Public Protection Unit (£30k) and Homecare Reviewing Team (£8k) to be funded from Health & Social Care (£38k).
Business Planning Performance & Policy Development	882	104	861	817	44	(44)	0	In-year savings due to vacancy management (£44k).
Community Planning & Engagement	358	48	535	619	(84)	84	0	Staffing pressure (Locality Co-ordinators) funded from underspends in Business Planning & Business Change (£84k).
Localities Fund	663	39	1,233	1,233	0	0	0	
Customer Advice & Support Services	3,005	822	3,155	3,308	(153)	153	0	Additional Scottish Government funding towards Rapid Rehousing Transition Plans (RRTPs) £153k.
Democratic Services	1,446	441	1,673	1,673	0	0	0	
Business Change & Programme Management	966	251	917	869	48	(48)	0	In-year savings due to vacancy management (£48k).
Discretionary Housing Payments	58	16	37	772	(735)	735	0	Additional Scottish Government funding through Revenue Support Grant (£793k). Underspend in Council's net budget to fund pressure in Scottish Welfare Fund and Non-Domestic Rates Relief (£58k).
Housing Benefits	593	(1,175)	658	643	15	0	15	
Non Domestic Rates Relief	150	(35,039)	150	170	(20)	5	(15)	
Scottish Welfare Fund	493	9	412	547	(135)	135	(0)	Pressure to be funded from available budget within Finance (£82k) and projected underspend in Discretionary Housing Payments (£53k).
Total	14,265	(33,105)	15,135	16,202	(1,066)	1,066	(0)	

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Key Highlights, Challenges & Risks

The Directorate is projecting a balanced position will all known service pressures being addressed within the service and all known new additional income being reflected in the budget.

Finance, IT & Procurement	Base Budget (£'000)	Actual to Date (£'000)	Revised Budget (£'000)	Projected Outturn (£'000)	Outturn Variance (£'000)	Proposed Virement (£'000)	Projected (over)/under spend	Summary Financial Commentary
Chief Executive	328	110	328	328	0	0	0	
Finance	3,994	(648)	3,667	3,416	251	(251)	0	Transfer of budget for water rates valuation increase to Corporate Landlord (£109k) and available budget to fund permanent pressure within Scottish Welfare Fund (£82k). Contribution towards Fit for 2024 saving from deletion of Finance Business Partner post (£60k).
Information Technology	10,316	3,513	10,612	10,763	(151)	151	0	Inspire Learning device costs (leasing) budget to be vired here from Loan Charges to reflect alternative financing arrangement (£225k). Reduced service charge due to delayed implementation of Direct Customer Access (DCA) solution (£74k) towards corporate pressures.
Capital Financed from Current Revenue	0	0	0	0	0	0	0	
Interest on Revenue Balances	(20)	0	(20)	0	(20)	20	0	
Loan Charges	20,350	977	20,353	20,035	318	(318)	0	Inspire Learning device costs (leasing) budget to be vired to Information Technology (£225k). Reduced borrowing requirement due to favourable interest rates. Funding for Disability Officer (£17k) and depreciation and interest charges relating to Kelso and Jedburgh synthetic pitches (£56k) to be transferred to Sports Trusts.
Provision for Bad Debts	125	276	275	275	0	0	0	
Recharge to Non-General Fund	(701)	0	(585)	(585)	0	0	0	
Total	34,392	4,228	34,631	34,233	398	(398)	0	

Key Highlights, Challenges & Risks

The Directorate is projecting a balanced position will all known service pressures being addressed within the service. Available budget from the removal of a Finance Business Partner post (£60k) has contributed towards Fit for 2024 digital savings and an underspend from within IT (£74k) has supported corporate pressures. A review of the Recharge to Non-General Fund is being undertaken by the service.

Human Resources	Base Budget (£'000)	Actual to Date (£'000)	Revised Budget (£'000)	Projected Outturn (£'000)	Outturn Variance (£'000)	Proposed Virement (£'000)	Projected (over)/under spend	Summary Financial Commentary
Human Resources	4,007	975	4,006	4,006	0	0	0	
Early Retiral/Voluntary Severance	67	6	67	67	0	0	0	
Communications & Marketing	538	134	537	543	(6)	6	0	Pressure from temporary restructure (Modern Apprentice to Grade 4) to enable career progression and expansion of Print Services (£6k).
Corporate Transformation	913	134	1,117	1,111	6	(6)	0	Transfer of budget to Communications & Marketing to fund staffing pressure (£6k).
Employment Support Service	382	76	382	382	0	0	0	
Total	5,906	1,325	6,110	6,110	0	0	0	

Key Highlights, Challenges & Risks

The Directorate is projecting a balanced position will all known service pressures being addressed within existing budgets. The Corporate Transformation team are working on a number of projects linked to delivering existing financial plan savings and those linked to the Fit for 2024 programme of transformation. The Fit for 2024 programme has a target of £850,000 in the current year and monitoring of delivery against this target is progressing.

Regulatory Services	Base Budget (£'000)	Actual to Date (£'000)	Revised Budget (£'000)	Projected Outturn (£'000)	Outturn Variance (£'000)	Proposed Virement (£'000)	Projected (over)/under spend	Summary Financial Commentary
Planning Services	763	(617)	750	717	33	(34)	(0)	Budget transfer relating to additional income towards access savings within Parks & Environment (33.5k).
Assessor & Electoral Registration Services	646	152	645	737	(92)	92	0	To allocate funding from Scottish Government towards Barclay Implementation (£92k).
Passenger Transport	1,939	392	1,832	1,793	39	(39)	(0)	Savings in contract renewal prices (£20k) and available budget within supplies and services (£19k) available towards corporate pressures.
Audit & Risk	337	86	337	332	5	(5)	0	Underspend in employee costs (£5k) available towards corporate pressures.
Legal Services	698	195	692	708	(16)	16	0	Transfer of budget from Health & Social Care and Children & Young People to fund newly established Information Officer post (£24k). Savings in employee costs (£35k) available towards corporate pressures.
Protective Services	1,499	363	1,565	1,558	7	(8)	(0)	Budget transfer relating to Dog Day from Parks and Environment (£1k). Vacancy savings (£8k) available towards corporate pressures
Housing Strategy & Services	1,078	97	5,033	2,921	2,112	(2,112)	(0)	Budget transfer for Care & Repair contract (£284k) and related staffing (£27k) to Health & Social Care. Second Homes Council Tax earmark balance (£1.8m)
Total	6,960	669	10,855	8,767	2,089	(2,089)	(0)	

Key Highlights, Challenges & Risks

The Planning service is highly dependent on fee income to achieve their budget target. The income levels received in the 1st quarter of 2019/20 are positive and we are currently forecasting to achieve budget. Income will be monitored closely on a monthly basis to identify any changes to this position.

Transfer of available budgets within the service towards corporate pressures.

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Budget Virement Requirement

Asset & Infrastructure

No. of Virements 3

1 Virement is required from

Department	Asset & Infrastructure	2019/20	2020/21	2021/22
Service	SBC Contracts	£	£	£
Budget Head	Third Party Payments	(48,500)	0	0

To

Department	Assets & Infrastructure	2019/20	2020/21	2021/22
Service	Property Management Services	£	£	£
Budget Head	Financial Plan Savings	48,500	0	0

Because

Additional external income towards property rationalisation savings (£48k).

2 Virement is required from

Department	Asset & Infrastructure	2019/20	2020/21	2021/22
Service	Parks & Environment	£	£	£
Budget Head	Third Party Payments	(1,000)	(1,000)	(1,000)

To

Department	Regulatory Services	2019/20	2020/21	2021/22
Service	Protective Services	£	£	£
Budget Head	Supplies & Services	1,000	1,000	1,000

Because

Transfer funding for Dog Day to Protective Services for delivery (£1k).

3 Virement is required from

Department	Asset & Infrastructure	2019/20	2020/21	2021/22
Service	Property Management Services	£	£	£
Budget Head	Premises Related Expenses	(349,000)	0	0

Department	Asset & Infrastructure	2019/20	2020/21	2021/22
Service	Network & Infrastructure Asset Management	£	£	£
Budget Head	Employee Related Expenses	(6,000)	0	0

Department	Asset & Infrastructure	2019/20	2020/21	2021/22
Service	Fleet Management Services	£	£	£
Budget Head	Income	(30,000)	0	0

Department	Asset & Infrastructure	2019/20	2020/21	2021/22
Service	Major Projects	£	£	£
Budget Head	Third Party Payments	(8,000)	0	0

Total		(393,000)	0	0
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To

Department	Assets & Infrastructure	2019/20	2020/21	2021/22
Service	Catering Services	£	£	£
Budget Head	Supplies & Services	180,000	0	0

To

Department	Assets & Infrastructure	2019/20	2020/21	2021/22
Service	Cleaning & Facilities Management	£	£	£
Budget Head	Employee Related Expenses	113,000	0	0

To

Department	Assets & Infrastructure	2019/20	2020/21	2021/22
Service	Waste Management Services	£	£	£
Budget Head	Third Party Payment	100,000	0	0

Total		393,000	0	0
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Because

Transfer of savings identified with Asset & Infrastructure Services to be vired to fund specific service pressures within other areas of Asset & Infrastructure.
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Budget Virement Requirement

Health & Social Care

No. of Virements 3

1 Virement is required from

Department	Health & Social Care	2019/20	2020/21	2021/22
Service	Generic Services	£	£	£
Budget Head	Third Party Payments	(9,775)	(13,085)	(13,085)
Service	Adult Protection	£	£	£
Budget Head	Third Party Payments	(4,889)	(6,543)	(6,543)
Department	Children & Young People	2019/20	2020/21	2021/22
Service	Children & Families Social Work	£	£	£
Budget Head	Supplies and Services	(9,775)	(13,085)	(13,085)
Total		(24,439)	(32,713)	(32,713)

To

Department	Regulatory Services	2019/20	2020/21	2021/22
Service	Legal Services	£	£	£
Budget Head	Employee Costs	24,439	32,713	32,713

Because

To permanently re-allocate budget to fund newly established Information Officer post within Legal Services (£24k) to deal specifically with requests relating to Health & Social Care and Children & Young People.

2 Virement is required from

Department	Health & Social Care	2019/20	2020/21	2021/22
Service	Generic Services	£	£	£
Budget Head	Third Party Payments	(30,000)	0	0

To

Department	Customer & Communities	2019/20	2020/21	2021/22
Service	Business Support	£	£	£
Budget Head	Employee Costs	30,000	0	0

Because

Transfer budget to Business Support to provide additional administrative support to Public Protection Unit (£30k).

3 Virement is required from

Department	Health & Social Care	2019/20	2020/21	2021/22
Service	Generic Services	£	£	£
Budget Head	Employee Costs	(7,955)	(7,955)	(7,955)

To

Department	Customer & Communities	2019/20	2020/21	2021/22
Service	Business Support	£	£	£
Budget Head	Employee Costs	7,955	7,955	7,955

Because

Transfer budget to Business Support to provide additional administrative support to Homecare Reviewing Team (£8k).

Budget Virement Requirement

Children & Young People

No. of Virements 6

1 Virement is required from

Department	Children & Young People	2019/20	2020/21	2021/22
Service	Central Schools	£	£	£
Budget Head	Third Party Payments	(1,795,800)	0	0

To

Department	Children & Young People	2019/20	2020/21	2021/22
Service	Primary Schools	£	£	£
Budget Head	Employee Costs	1,365,000	0	0

Service	Secondary Schools	£	£	£
Budget Head	Employee Costs	430,800	0	0

Total		1,795,800	0	0
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Because

To allocate 2019/20 Pupil Equity Funding (PEF) Allocation to Primary and Secondary schools.

2 Virement is required from

Department	Children & Young People	2019/20	2020/21	2021/22
Service	Central Schools	£	£	£
Budget Head	Employee Costs	(71,584)	0	0

To

Department	Children & Young People	2019/20	2020/21	2021/22
Service	Early Years	£	£	£
Budget Head	Employee Costs	1,259	0	0

Service	Primary Schools	£	£	£
Budget Head	Employee Costs	33,820	0	0

Service	Secondary Schools	£	£	£
Budget Head	Employee Costs	29,688	0	0

Service	Additional Support Needs	£	£	£
Budget Head	Employee Costs	6,817	0	0

Total		71,584	0	0
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Because

To devolve Continuing Professional Development (CPD) budget to Early Years, Primary Schools, Secondary Schools and Additional Support Needs for Teachers training.

3 Virement is required from

Department	Children & Young People	2019/20	2020/21	2021/22
Service	Central Schools	£	£	£
Budget Head	Employee Costs	(218,608)	0	0

To

Department	Children & Young People	2019/20	2020/21	2021/22
Service	Primary Schools	£	£	£
Budget Head	Employee Costs	(1,983)	0	0

Service	Secondary Schools	£	£	£
Budget Head	Employee Costs	220,591	0	0

Total		218,608	0	0
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Because

To devolve budgets to Primary and Secondary Schools to reflect probationer recruitment for the 2018/19 summer term.

4 Virement is required from

Department	Children & Young People	2019/20	2020/21	2021/22
Service	School Meals	£	£	£
Budget Head	Supplies & Services	(70,000)	0	0

To

Department	Asset & Infrastructure	2019/20	2020/21	2021/22
Service	Catering Services	£	£	£
Budget Head	Income	70,000	0	0

Because

Forecast underspend in school meals uptake to offset corresponding income pressure within Catering Services (£70k).

5 Virement is required from

Department	Children & Young People	2019/20	2020/21	2021/22
Service	Central Schools	£	£	£
Budget Head	Employee Costs	(27,009)	0	0

To

Department	Regulatory Services	2019/20	2020/21	2021/22
Service	Legal Services	£	£	£
Budget Head	Employee Costs	27,009	0	0

Because

To transfer budget from Central Schools to Regulatory Services to fund dedicated legal support for the School Estates Review.

6 Virement is required from

Department	Children & Young People	2019/20	2020/21	2021/22
Service	Primary Schools	£	£	£
Budget Head	Employee Costs	(64,000)	0	0

Service	Primary Schools	£	£	£
Budget Head	Employee Costs	(13,000)	0	0

To

Department	Asset & Infrastructure	2019/20	2020/21	2021/22
Service	Waste Management Services	£	£	£
Budget Head	Hired & Contracted Services	87,000	0	0

Because

Transfer of available budgets within Children & Young People towards corporate pressures
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Budget Virement Requirement Customer & Communities No. of Virements 2

1 Virement is required from

Department	Customer & Communities	2019/20	2020/21	2021/22
Service	Business Planning Performance & Policy Development	£	£	£
Budget Head	Employee Costs	(46,128)	0	0
Service	Business Change & Programme Management	£	£	£
Budget Head	Employee Costs	(45,872)	0	0
Total		(92,000)	0	0

To

Department	Customer & Communities	2019/20	2020/21	2021/22
Service	Community Planning & Engagement	£	£	£
Budget Head	Employee Costs	84,000	0	0
Service	Business Support	£	£	£
Budget Head	Supplies & Services	8,000	0	0
Total		92,000	0	0

Because

Transfer managed underspends in staffing to fund Locality Co-ordinator positions in Community Planning and Engagement (84k) and pressure from increased corporate subscription fee (£8k).

2 Virement is required from

Department	Customer & Communities	2019/20	2020/21	2021/22
Service	Discretionary Housing Payments	£	£	£
Budget Head	Transfer Payments	(58,000)	(58,000)	(58,000)
Department	Customer & Communities	2019/20	2020/21	2021/22
Service	Scottish Welfare Fund	£	£	£
Budget Head	Transfer Payments	53,000	53,000	53,000
Service	Non Domestic Rates Relief	£	£	£
Budget Head	Third Party Payments	5,000	0	0
Service	Housing Benefits	£	£	£
Budget Head	Transfer Payments	0	5,000	5,000
Total		58,000	58,000	58,000

Because

Transfer Council's base budget in Discretionary Housing Payments (£58k) to fund recurring pressures through increased demand within Scottish Welfare Fund (£53k) and Non Domestic Rates Relief (5k).

Budget Virement Requirement

Finance, IT & Procurement

No. of Virements 6

1 Virement is required from

Department	Finance, IT & Procurement	2019/20	2020/21	2021/22
Service	Finance	£	£	£
Budget Head	Premises Related Expenses	(109,000)	(109,000)	(109,000)

To

Department	Asset & Infrastructure	2019/20	2020/21	2021/22
Service	Property Management Services	£	£	£
Budget Head	Premises Related Expenses	109,000	109,000	109,000

Because

Transfer of budget for water rates valuation increase to Corporate Landlord (£109k).

2 Virement is required from

Department	Finance, IT & Procurement	2019/20	2020/21	2021/22
Service	Finance	£	£	£
Budget Head	Employee Costs	(60,643)	(60,643)	(60,643)

To

Department	Corporate	2019/20	2020/21	2021/22
Service	Fit for 2024	£	£	£
Budget Head	Supplies & Services	60,643	60,643	60,643

Because

Contribution towards Fit for 2024 saving from deletion of Finance Business Partner position (£60k).

3 Virement is required from

Department	Finance, IT & Procurement	2019/20	2020/21	2021/22
Service	Finance	£	£	£
Budget Head	Supplies & Services	(81,929)	(81,929)	(81,929)

To

Department	Customer & Communities	2019/20	2020/21	2021/22
Service	Scottish Welfare Fund	£	£	£
Budget Head	Transfer Payments	81,929	81,929	81,929

Because

Transfer of available budget to fund recurring pressure through increased demand within Scottish Welfare Fund (£82k).

4 Virement is required from

Department	Finance, IT & Procurement	2019/20	2020/21	2021/22
Service	Loan Charges	£	£	£
Budget Head	Capital Financing Costs	(298,000)	(669,049)	(732,603)

To

Department	Finance, IT & Procurement	2019/20	2020/21	2021/22
Service	Information Technology	£	£	£
Budget Head	Capital Financing Costs	225,000	613,049	676,603

Department	Culture & Sport	2019/20	2020/21	2021/22
Service	Sports Services	£	£	£
Budget Head	Capital Financing Costs	56,000	56,000	56,000
Budget Head	Supplies & Services	17,000	0	0

Total		298,000	669,049	732,603
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Because

Inspire Learning device costs budget to be transferred to Information Technology to reflect alternative financing arrangement i.e. Leasing (£225k). Reduced borrowing requirement due to favourable interest rates and reduction in capital borrowing, to be used to fund Disability Officer employed by Scottish Borders Disability Sports Group (£17k) and depreciation and interest charges relating to Kelso and Jedburgh synthetic pitches (£56k).

5 Virement is required from

Department	Finance, IT & Procurement	2019/20	2020/21	2021/22
Service	Interest on Revenue Balances	£	£	£
Budget Head	Income	20,000	20,000	20,000

To

Department	Finance, IT & Procurement	2019/20	2020/21	2021/22
Service	Loan Charges	£	£	£
Budget Head	Capital Financing Costs	(20,000)	(20,000)	(20,000)

Because

Consolidation of Interest on Revenue Balances budget under Loan Charges (£20k).

6 Virement is required from

Department	Finance, IT & Procurement	2019/20	2020/21	2021/22
Service	Information Technology	£	£	£
Budget Head	Supplies and Services	(74,000)	0	0

To

Department	Asset & Infrastructure	2019/20	2020/21	2021/22
Service	Waste Management Services	£	£	£
Budget Head	Hired and Contracted Services	74,000	74,000	74,000

Because

Transfer of available budgets within Finance, IT & Procurement towards corporate pressures

Budget Virement Requirement

Human Resources

No. of Virements 1

1 Virement is required from

Department	Human Resources	2019/20	2020/21	2021/22
Service	Corporate Transformation	£	£	£
Budget Head	Employee Costs	(5,590)	(1,864)	0

To

Department	Human Resources	2019/20	2020/21	2021/22
Service	Communications & Marketing	£	£	£
Budget Head	Employee Costs	5,590	1,864	0

Because

Pressure from temporary restructure (Modern Apprentice to Grade 4) to enable career progression and expansion of Print Services, to be funded from Corporate Transformation (£6k).
--

Budget Virement Requirement

Regulatory Services

No. of Virements 3

1 Virement is required from

Department	Regulatory Services	2019/20	2020/21	2021/22
Service	Housing Strategy	£	£	£
Budget Head	Employee Costs	(27,494)	(27,494)	(27,494)
	Third Party Payments	(284,957)	(284,957)	(284,957)
Total		(312,451)	(312,451)	(312,451)

To

Department	Health & Social Services	2019/20	2020/21	2021/22
Service	Generic Services	£	£	£
Budget Head	Employee Costs	27,494	27,494	27,494

Service	Generic Services	£	£	£
Budget Head	Third Party Payments	284,957	284,957	284,957
Total		312,451	312,451	312,451

Because

Transfer Care & Repair - Small Repair & Services budget permanently to Adult Services along with associated manpower budget for Occupational Therapist position (£27k).

2 Virement is required from

Department	Regulatory Services	2019/20	2020/21	2021/22
Service	Planning Services	£	£	£
Budget Head	Third Party Payments	(33,340)	0	0

To

Department	Asset & Infrastructure	2019/20	2020/21	2021/22
Service	Parks & Environment	£	£	£
Budget Head	Financial Plan Savings	33,340	0	0

Because

Allocation of Sustrans Income received 2019/20 but relating to 2018/19 expenditure to Access Financial Plan Savings

3 Virement is required from

Department	Regulatory Services	2019/20	2020/21	2021/22
Service	Passenger Transport	£	£	£
Budget Head	Supplies and Services	(39,000)	0	0

Service	Audit & Risk	£	£	£
Budget Head	Employee Costs	(5,000)	0	0

Service	Legal Services	£	£	£
Budget Head	Employee Costs	(35,000)	0	0

Service	Protective Services	£	£	£
Budget Head	Employee Costs	(8,500)	0	0

To

Department	Asset & Infrastructure	2019/20	2020/21	2021/22
Service	Waste Management Services	£	£	£
Budget Head	Hired & Contracted Services	87,500	0	0

Because

Transfer of available budgets within Regulatory Services towards corporate pressures
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Budget Virement Requirement

Financed by

No. of Virements 12

1 Virement is required from

Department	Financed by	2019/20	2020/21	2021/22
Service	Revenue Support Grant	£	£	£
Budget Head	Income	(62,318)	0	0

To

Department	Children & Young People	2019/20	2020/21	2021/22
Service	Central Schools	£	£	£
Budget Head	Third Party Payments	62,318	0	0

Because

To allocate additional Revenue Support Grant funding for implementation of the 1+2 languages policy.

2 Virement is required from

Department	Financed by	2019/20	2020/21	2021/22
Service	Revenue Support Grant	£	£	£
Budget Head	Income	(50,000)	0	0

To

Department	Economic Development & Corporate Services	2019/20	2020/21	2021/22
Service	Economic Development	£	£	£
Budget Head	Third Party Payments	50,000	0	0

Because

Additional income from Scottish Government to fund preparations for Brexit (£50k).

3 Virement is required from

Department	Financed by	2019/20	2020/21	2021/22
Service	Transfer to/from Reserves	£	£	£
Budget Head	Capital Financing Costs	(30,000)	0	0

To

Department	Health & Social Care	2019/20	2020/21	2021/22
Service	Generic Services	£	£	£
Budget Head	Supplies & Services	30,000	0	0

Because

Drawdown from IT Allocated Reserve to fund Mosaic Finance Module (£30k).

4 Virement is required from

Department	Financed by	2019/20	2020/21	2021/22
Service	Revenue Support Grant	£	£	£
Budget Head	Income	(792,897)	0	0

To

Department	Customer & Communities	2019/20	2020/21	2021/22
Service	Discretionary Housing Payments	£	£	£
Budget Head	Transfer Payments	792,897	0	0

Because

To allocate additional Revenue Support Grant funding to Discretionary Housing Payments (DHP).

5 Virement is required from

Department	Financed by	2019/20	2020/21	2021/22
Service	Revenue Support Grant	£	£	£
Budget Head	Income	(589,000)	0	0

To

Department	Health & Social Care	2019/20	2020/21	2021/22
Service	Joint Learning Disability	£	£	£
Budget Head	Income	400,000	0	0

Service	Generic Services	£	£	£
Budget Head	Third Party Payments	12,000		
	Income	14,000	0	0

Service	Joint Mental Health	£	£	£
Budget Head	Income	41,000	0	0

Service	People with Physical Disabilities	£	£	£
Budget Head	Income	122,000	0	0

Total		589,000	0	0
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Because

To allocate additional Revenue Support Grant to fund Free Personal Care (£577k) and Additional Carers Act implementation (£12k).

6 Virement is required from

Department	Financed by	2019/20	2020/21	2021/22
Service	Revenue Support Grant	£	£	£
Budget Head	Income	(7,000)	0	0

To

Department	Health & Social Care	2019/20	2020/21	2021/22
Service	Generic Services	£	£	£
Budget Head	Third Party Payments	7,000	0	0

Because

To allocate additional Revenue Support Grant to fund the delivery of the "See Hear" Strategy in 2019/20.

7 Virement is required from

Department	Financed by	2019/20	2020/21	2021/22
Service	Revenue Support Grant	£	£	£
Budget Head	Income	(11,000)	0	0

To

Department	Health & Social Care	2019/20	2020/21	2021/22
Service	Adult Protection	£	£	£
Budget Head	Third Party Payments	11,000	0	0

Because

To allocate a redetermination of the 2019/20 Revenue support Grant to allow the Service to meet its new statutory duties relating to Appropriate Adult (AA) services.

8 Virement is required from

Department	Financed by	2019/20	2020/21	2021/22
Service	Revenue Support Grant	£	£	£
Budget Head	Income	(92,000)	0	0

To

Department	Regulatory Services	2019/20	2020/21	2021/22
Service	Assessor & Electoral Registration Services	£	£	£
Budget Head	Third Party Payments	92,000	0	0

Because

Additional Revenue Support Grant to support Barclay implementation (£92k).

9 Virement is required from

Department	Financed by	2019/20	2020/21	2021/22
Service	Revenue Support Grant	£	£	£
Budget Head	Income	(10,000)	0	0

To

Department	Assets & Infrastructure	2019/20	2020/21	2021/22
Service	Cleaning	£	£	£
Budget Head	Supplies & Services	10,000	0	0

Because

To allocate additional Scottish Government funding to support the rollout of free sanitary products in schools (£10k).

10 Virement is required from

Department	Financed by	2019/20	2020/21	2021/22
Service	Revenue Support Grant	£	£	£
Budget Head	Income	(153,000)	0	0

To

Department	Customer & Communities	2019/20	2020/21	2021/22
Service	Customer Advice & Support Services	£	£	£
Budget Head	Third Party Payments	153,000	0	0

Because

To allocate additional Scottish Government funding towards Rapid Rehousing Transition Plans (RRTPs).

11 Virement is required from

Department	Financed by	2019/20	2020/21	2021/22
Service	Revenue Support Grant	£	£	£
Budget Head	Income	428,000	0	0

To

Department	Children and Young People	2019/20	2020/21	2021/22
Service	Additional Support Needs	£	£	£
Budget Head	Employee Costs	(44,000)	0	0

Service	Central Schools	£	£	£
Budget Head	Employee Costs	(5,000)	0	0

Service	Early Years	£	£	£
Budget Head	Employee Costs	(6,000)	0	0

Service	Education Psychology	£	£	£
Budget Head	Employee Costs	(3,000)	0	0

Service	Primary Schools	£	£	£
Budget Head	Employee Costs	(188,000)	0	0

Service	Secondary Schools	£	£	£
Budget Head	Employee Costs	(182,000)	0	0

Because

To allocate revised Scottish Government funding towards Teachers Pension increases now effective from September 2019.

12 Virement is required from

Department	Financed by	2019/20	2020/21	2021/22
Service	Revenue Support Grant	£	£	£
Budget Head	Income	(1,291,000)	0	0

To

Department	Children and Young People	2019/20	2020/21	2021/22
Service	Additional Support Needs	£	£	£
Budget Head	Employee Costs	133,000	0	0

Service	Central Schools	£	£	£
Budget Head	Employee Costs	14,000	0	0

Service	Early Years	£	£	£
Budget Head	Employee Costs	18,000	0	0

Service	Education Psychology	£	£	£
Budget Head	Employee Costs	11,000	0	0

Service	Primary Schools	£	£	£
Budget Head	Employee Costs	566,000	0	0

Service	Secondary Schools	£	£	£
Budget Head	Employee Costs	549,000	0	0

Because

To allocate revised Scottish Government funding towards Teachers Pay Award for 2019/20.

Budget Virement Requirement

Regulatory Services

No. of Virements 1

1 Virement is required from

Department	Regulatory Services	2019/20	2020/21	2021/22
Service	Housing Strategy & Services	£	£	£
Budget Head	Third Party Payments	(1,800,000)	1,800,000	0

To

Department		2019/20	2020/21	2021/22
Service		£	£	£
Budget Head	General Fund Reserve - Earmarked Balances	1,800,000	(1,800,000)	0

Because

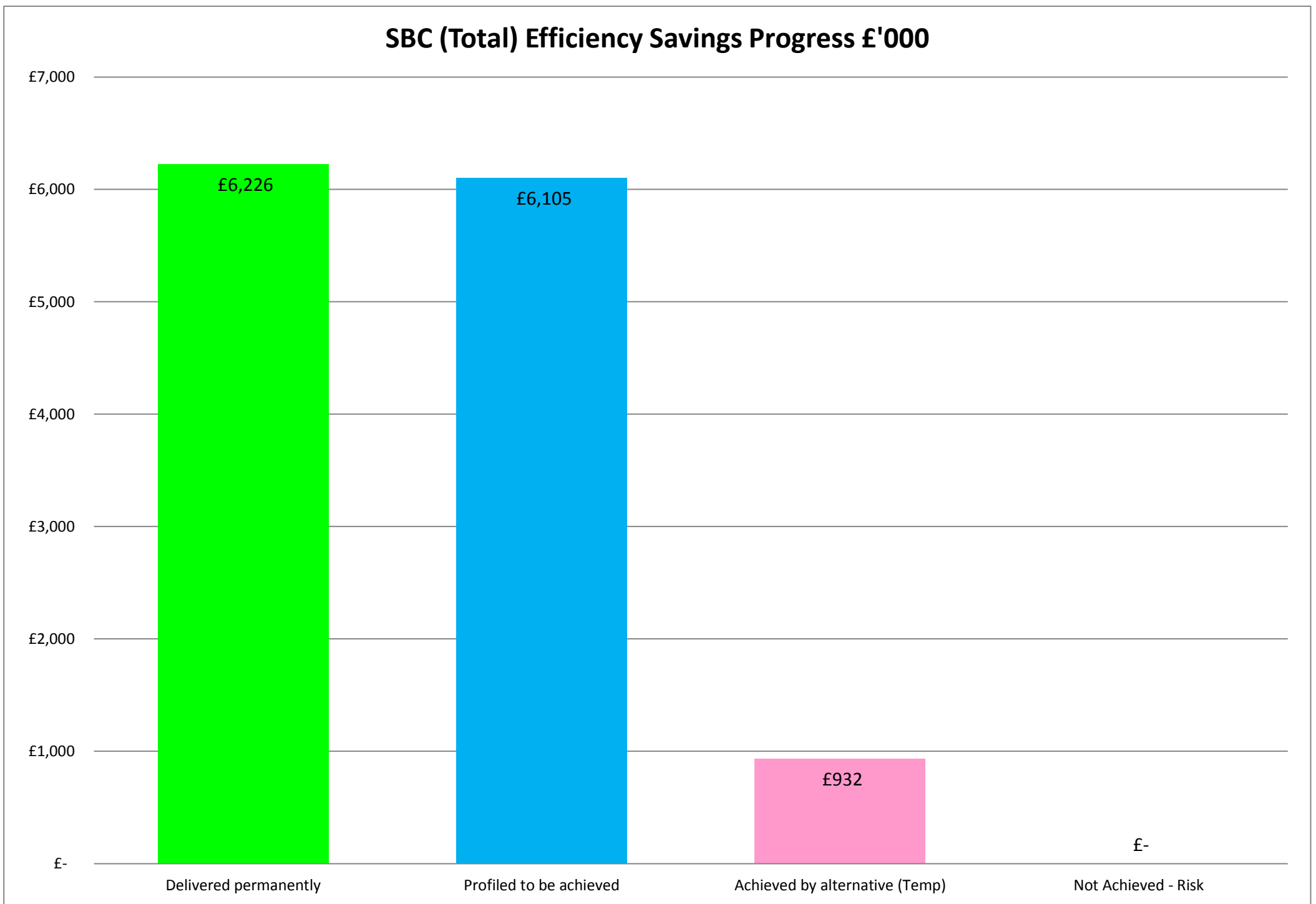
To earmark Second Homes Council Tax budget into 2020/21 to support future investment in affordable housing.

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FINANCIAL PLAN EFFICIENCY PROGRESS 2019/20

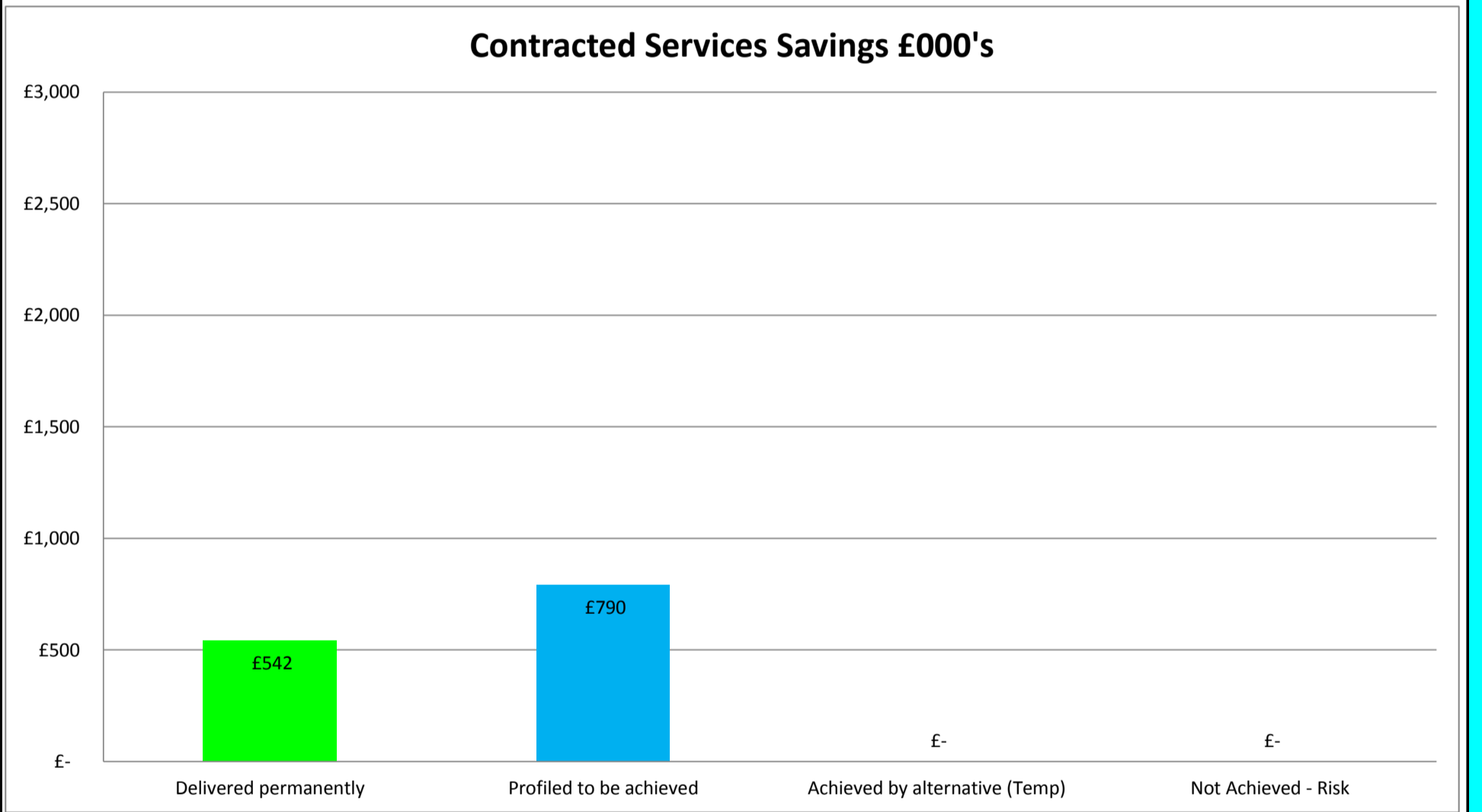
SBC Total

Status	Saving £'000	Saving %
Delivered permanently	£ 6,226	47%
Profiled to be achieved	£ 6,105	46%
Achieved by alternative (Temp)	£ 932	7%
Not Achieved - Risk	£ -	0%
	13,263	100%



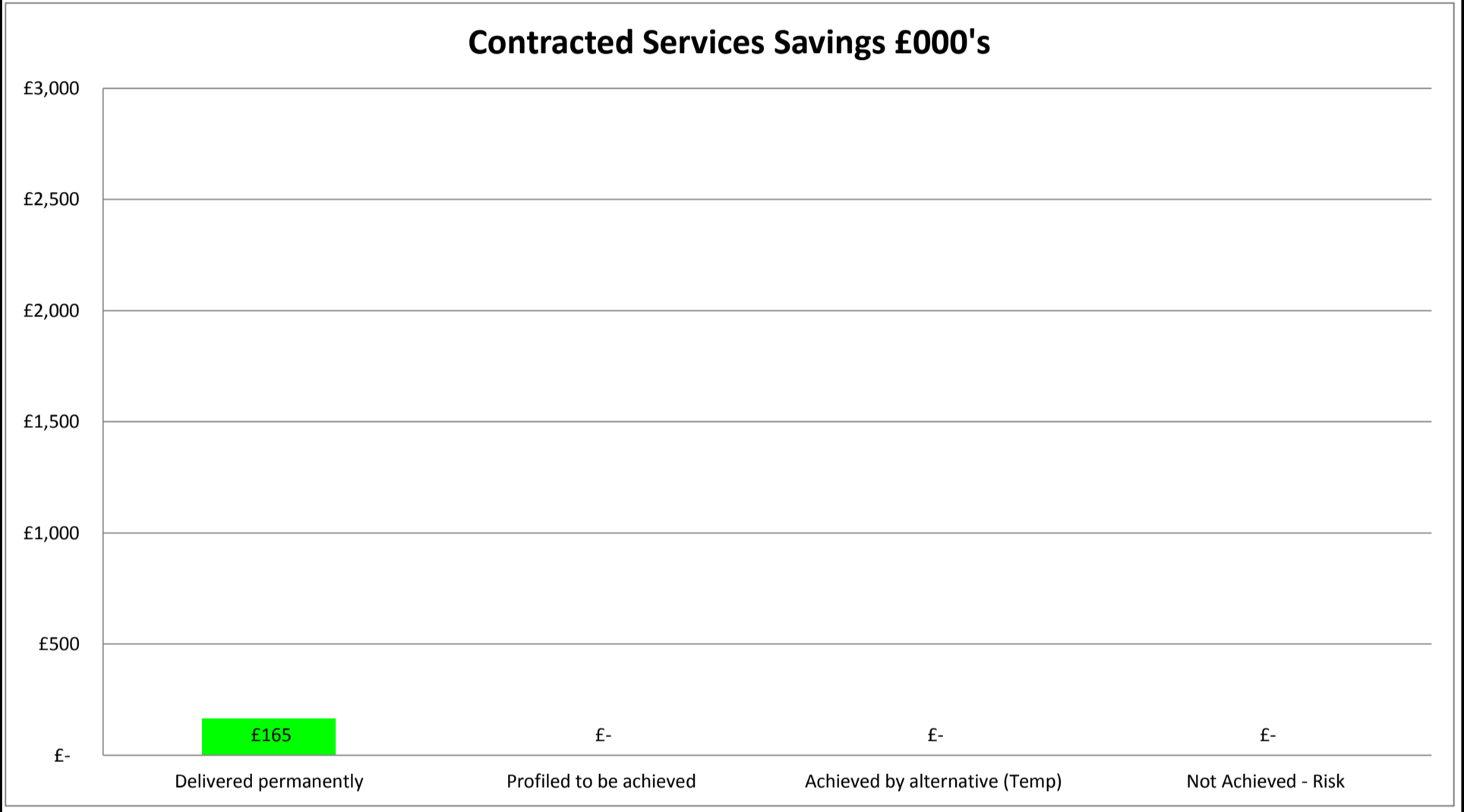
FINANCIAL PLAN EFFICIENCY PROGRESS 2019/20

CORPORATE					
Savings :					
	£'000	Delivered as per FP	Profiled to be achieved	Achieved by alternative (Temp)	Not Achieved
Brought Forward Savings					
Corporate Commissioning (Contract Management)	232	232			
2019/20 Savings:					
Corporate Commissioning (Contract Management)	250	250			
Fit for 2024	850	60	790		
	1,332	542	790	0	0



FINANCIAL PLAN EFFICIENCY PROGRESS 2019/20

CONTRACTED SERVICES		Savings : £'000				
		Delivered as per FP	Profiled to be achieved	Achieved by alternative (Temp)	Not Achieved	
2019/20 Savings:						
Management fee reduction to Live Borders	165	165				
	165	165	0	0	0	

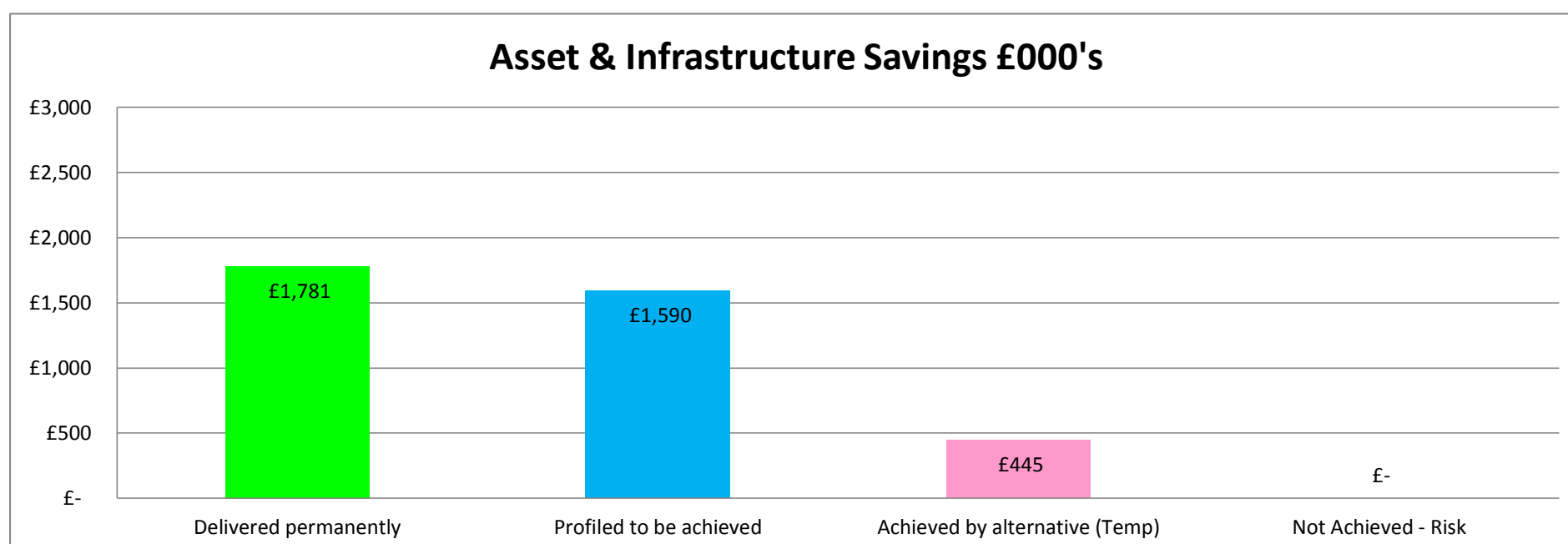


FINANCIAL PLAN EFFICIENCY PROGRESS 2019/20

ASSETS & INFRASTRUCTURE

Savings :

	£'000	Delivered as per FP	Profiled to be achieved	Achieved by alternative (Temp)	Not Achieved
Brought Forward Savings					
Roads review savings	241	65	176		
Cleaning Services Rationalisation (inc Janitor, crossings)	78		78		
More efficient property and asset portfolio	100	49		51	
Increase in minimum rental charge (property & allotments)	20	20			
Develop an Integrated Waste Plan	234	200	34		
Modernise Winter operations	100		100		
Neighbourhoods home to work mileage	20		20		
Staff Canteen Efficiency	60	20	40		
Catering - increased income from higher Secondary Schools meals uptake	50	50			
Cleaning Service Rationalisation	20		20		
Review of Winter working patterns / overtime	50		50		
Neighbourhoods - Grass cutting, Biodiversity, Floral Detail, Access	201	101	67	33	
Roads Review savings	100		100		
Waste : Kerbside Collection Review	175	175			
Waste : Community Recycling Centres	40	40			
Corporate - Property & Assets	279		12	267	
Corporate - Vehicle Tracking and Scheduling	50		50		
Corporate Landlord	100		100		
2019/20 Savings:					
Energy Efficiency Project	103		103		
Review of Street Lighting Energy Efficiency Project (SLEEP) provision	14	14			
Fleet Management increase surplus	22	22			
Waste Services kerbside collection review	200	106		94	
Corporate Landlord	100		100		
Additional fees & charges across Assets & Infrastructure	49	49			
Catering - Health Improving initiatives	105	93	12		
Catering - change to meals in schools	88	20	68		
Asset & Infrastructure staffing restructures	115		115		
Capitalise roads expenditure	250	250			
Property Maintenance Fund	150	150			
Rent & Service Charge Income from third parties for property costs	100	100			
Increase income at Aggregates Yard	50		50		
Review of non-Roads plant and vehicle	50		50		
Waste Services - Operational Efficiencies	35		35		
Waste Services - Food waste contract Inter Authority Agreement	10		10		
Waste - education around recycling	200		200		
Parks - apply Management Fee to Capital programme	80	80			
Neighbourhoods - Discretionary budgets & Contracted Services	78	78			
Corporate recruitment process	66	66			
Upgrade of CONFIRM	33	33			
	3,816	1,781	1,590	445	0



FINANCIAL PLAN EFFICIENCY PROGRESS 2019/20

ECONOMIC DEVELOPMENT & CORPORATE SERVICES

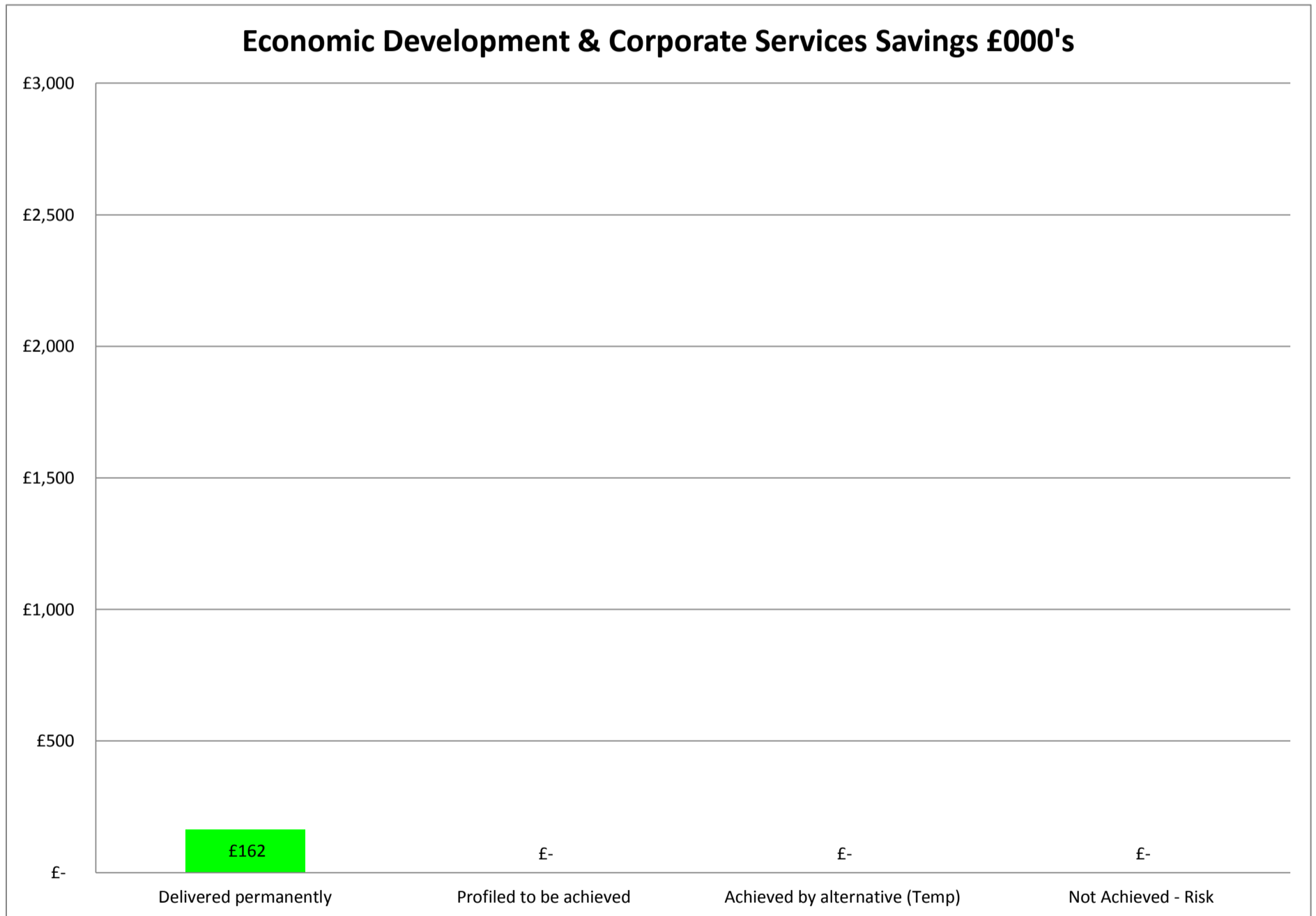
Savings :

£'000	Delivered as per FP	Profiled to be achieved	Achieved by alternative (Temp)	Not Achieved
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Brought Forward Savings

2019/20 Savings:

Economic Development	125	125		
Corporate recruitment process	16	16		
Emergency Planning - 0.5 FTE post	21	21		
	162	162	0	0

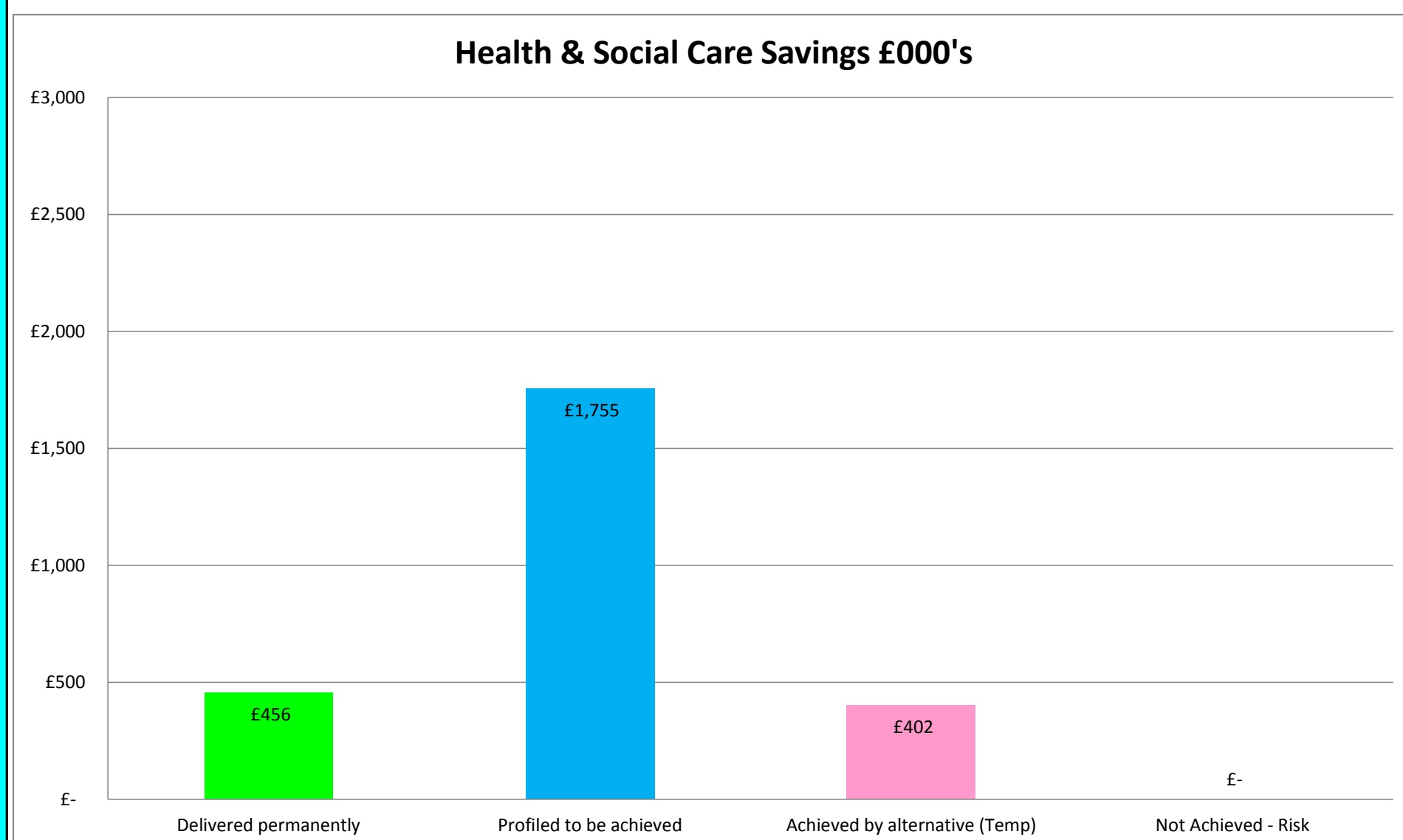


FINANCIAL PLAN EFFICIENCY PROGRESS 2019/20

HEALTH & SOCIAL CARE

Savings :

	£'000	Delivered as per FP	Profiled to be achieved	Achieved by alternative (Temp)	Not Achieved
Brought Forward Savings	£'000				
Review of Day Services (Older People and Learning Disability)	78		78		
Review and recommission of Specialist Care and Support Services (Older People)	250	100	150		
Review the Shopping Service (Older People)	18	18			
Decommission Learning Disability Services with new alternatives.	13	13			
Reduction in Night-Time Support (note the wider context of a future strategic review of Night-Time Support) (Learning Disability)	74	74			
Decommission a specific Adults with Learning Disability contract	10		10		
Decommission 2 Mental Health services with identified alternatives	53		53		
Greater Use of Technology	100		100		
Undertake a productivity review programme across Adult Social Work services	88		0	88	
Review Community Based Services (considering posts / skill mix) covering Occupational Therapy and Social Work	110		110		
Review all small grants, contributions to communities and payments to 3rd sector organisations	20		20		
SB Cares Savings	480		480		
2019/20 Savings:					
Review of Day Services (Older People and Learning Disability)	400		130	270	
Undertake a productivity review programme across Adult Social Work services	44		0	44	
Reduce Direct Payment Prepayment	250	106	144		
Reassessment of existing care packages	100	100	0		
Corporate recruitment process	45	45	0		
Roll-out of Hospital to Home initiative in all localities	480		480		
	2,613	456	1,755	402	0

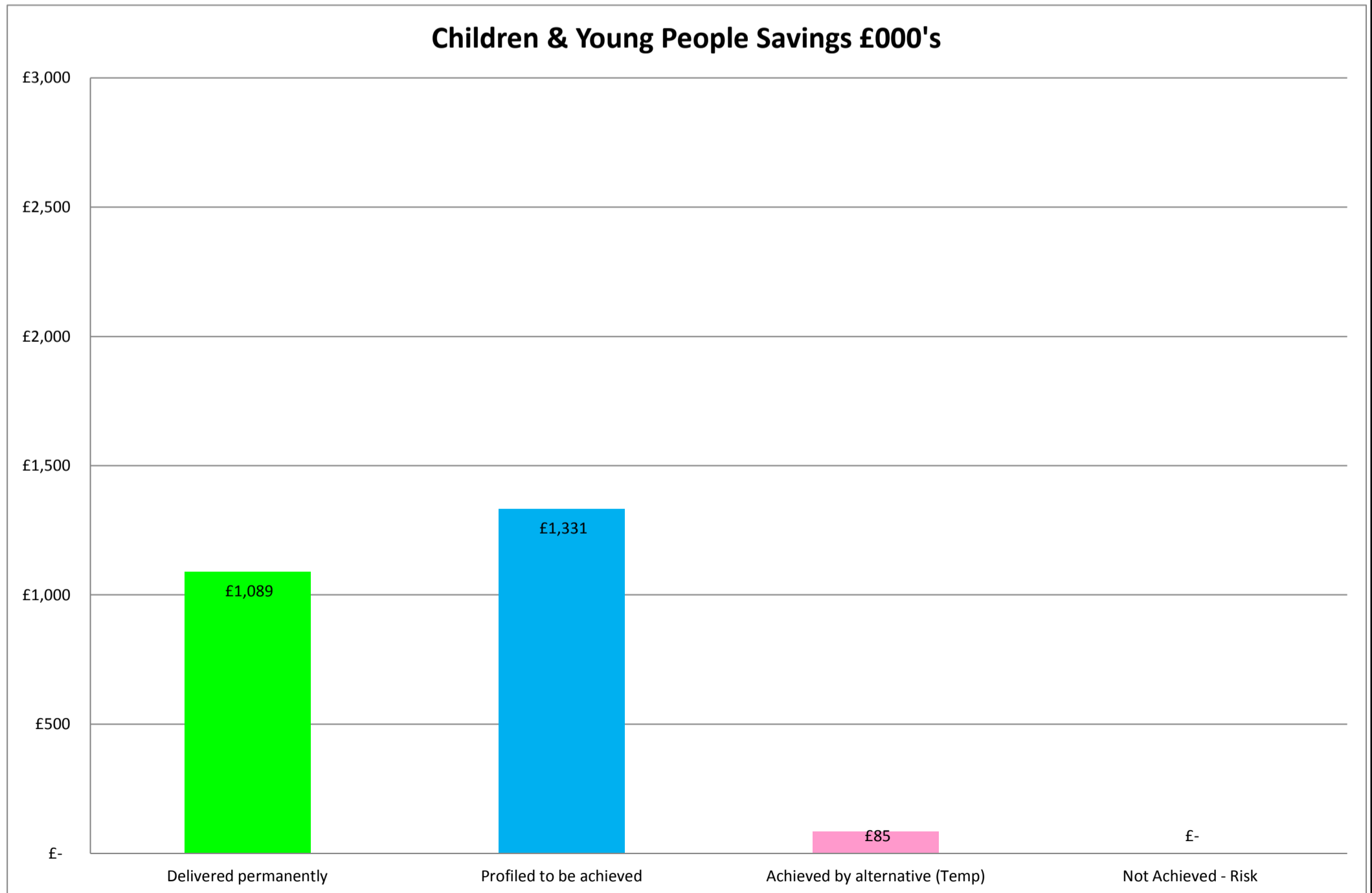


FINANCIAL PLAN EFFICIENCY PROGRESS 2019/20

CHILDREN & YOUNG PEOPLE

Savings :

	£'000	Delivered as per FP	Profiled to be achieved	Achieved by alternative (Temp)	Not Achieved
Brought Forward Savings					
School Library Review	200		200		
Music Tuition Review	50	15			35
Outdoor Education Review	20		20		
Children & Families Social Work – reduce external placements	149		149		
Review of Children & Families Social Work service	142		142		
Review of Community Learning & Development (CLD) service (Adults & Youth)	50				50
PPP - Savings in contract utility costs	100		100		
2019/20 Savings:					
Allocation of management and support costs to Early Years expansion	320		320		
Children & Families Social Work – reduce external placements	400		400		
Additional Support Needs: Budget reduced in line with current business need	309	309			
Initial redesign of Early Years central management & support	72	72			
Historic GIRFEC (Getting It Right For Every Child) resource now mainstreamed	100	100			
Corporate recruitment process	138	138			
Increased fees & charges - School Meals 2019/20, 2020/21 and 2022/23 and general Fit for 2024	33	33			
	422	422			
	2,505	1,089	1,331	85	0

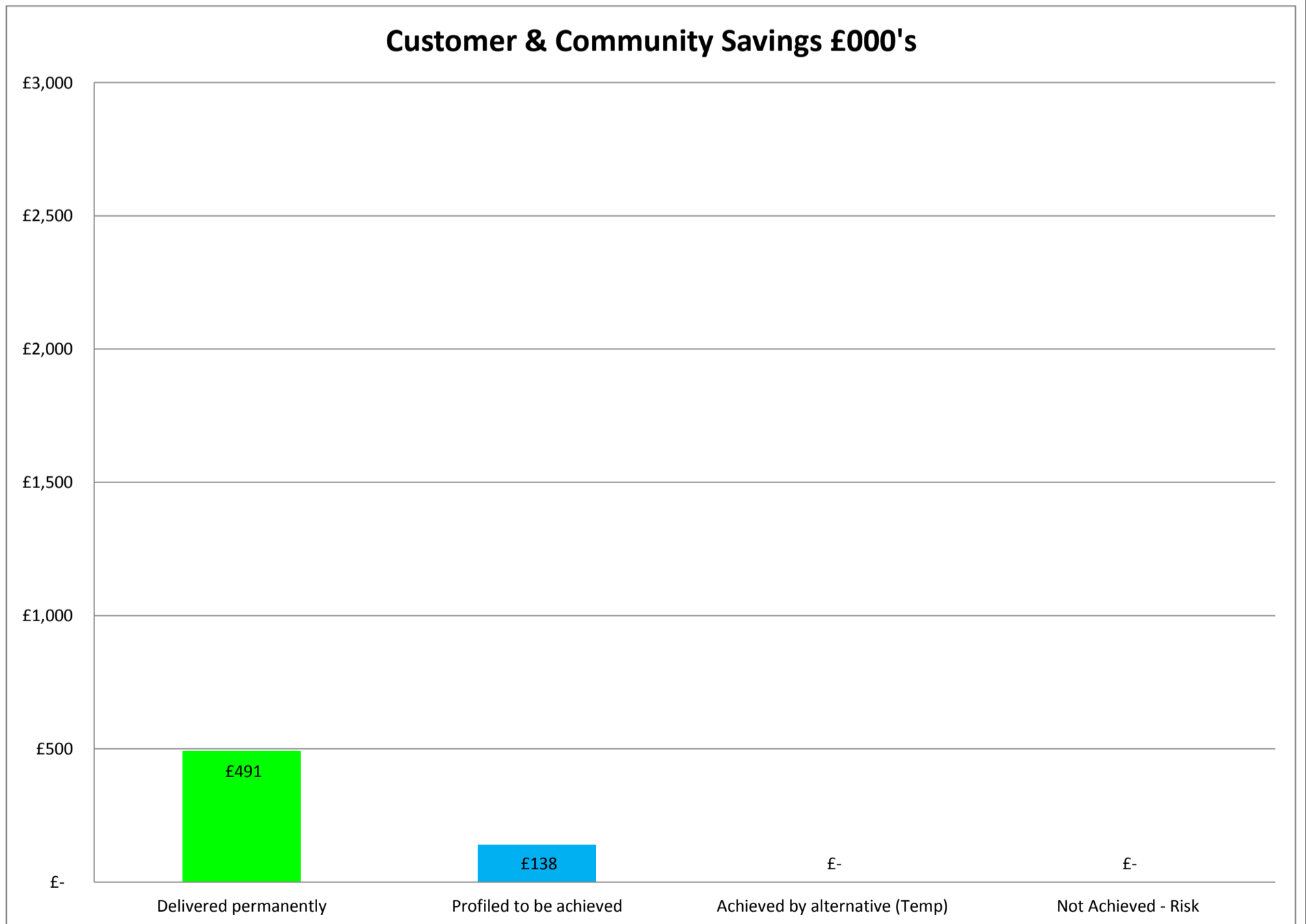


FINANCIAL PLAN EFFICIENCY PROGRESS 2019/20

CUSTOMER & COMMUNITIES

Savings :

	£'000	Delivered as per FP	Profiled to be achieved	Achieved by alternative (Temp)	Not Achieved
2019/20 Savings:					
Review of Exemptions & Discounts	50	50			
Integrated Customer Services Model	11	11			
Centralise stationery and take 10% saving	15	15			
Fees & Charges	25	25			
Reduce Council Tax Reduction Scheme (CTRS)	200	200			
Digital Customer Access (DCA) savings	160	60	100		
Corporate recruitment process	130	130			
Reduce subscriptions budget across the Council by a further 10%	38		38		
	629	491	138	0	0

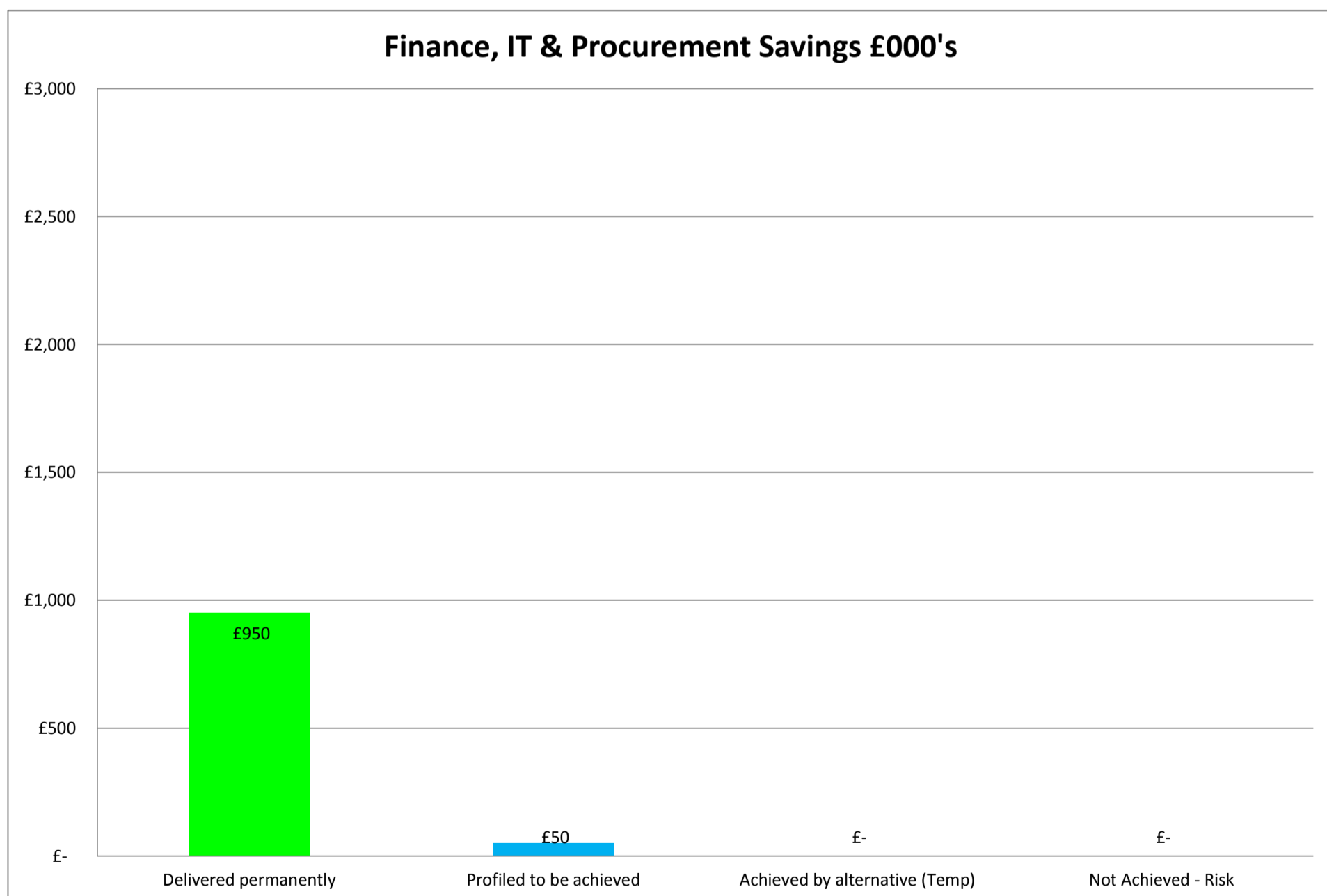


FINANCIAL PLAN EFFICIENCY PROGRESS 2019/20

FINANCE, IT & PROCUREMENT

Savings :

	£'000	Delivered as per FP	Profiled to be achieved	Achieved by alternative (Temp)	Not Achieved
Brought Forward Savings					
Corporate - Top slice external grants received	446	446			
Corporate - Mobile phone contracts	15	15			
Corporate - Procurement savings across all departments	6	6			
2019/20 Savings:					
Procurement savings across all departments	143	93	50		
Self insurance approach	150	150			
Corporate recruitment process	40	40			
Loans charges	200	200			
	1,000	950	50	0	0

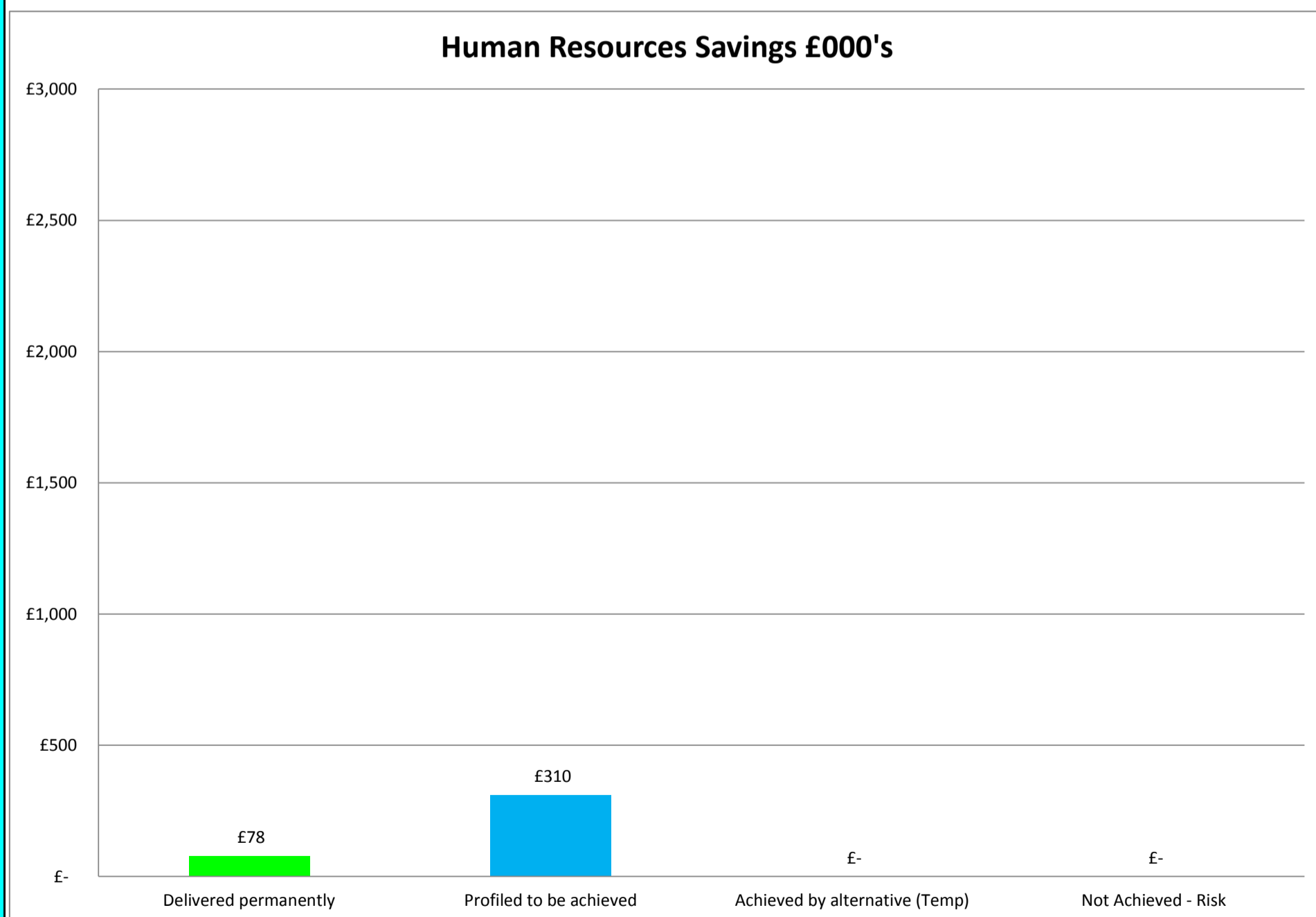


FINANCIAL PLAN EFFICIENCY PROGRESS 2019/20

HUMAN RESOURCES

Savings :

	£'000	Delivered as per FP	Profiled to be achieved	Achieved by alternative (Temp)	Not Achieved
Brought Forward Savings					
Reduction in printing contract through contract renewal	14	14			
2019/20 Savings:					
Additional Voluntary Contributions (AVC) to the Pension Fund	5	5			
Remove grade 5 post through ERP development	24	24			
Extension of pool cars	250		250		
Corporate recruitment process	35	35			
Centralise training budget and take efficiency	50		50		
Centralise conferences budget and take efficiency	10		10		
	388	78	310	0	0

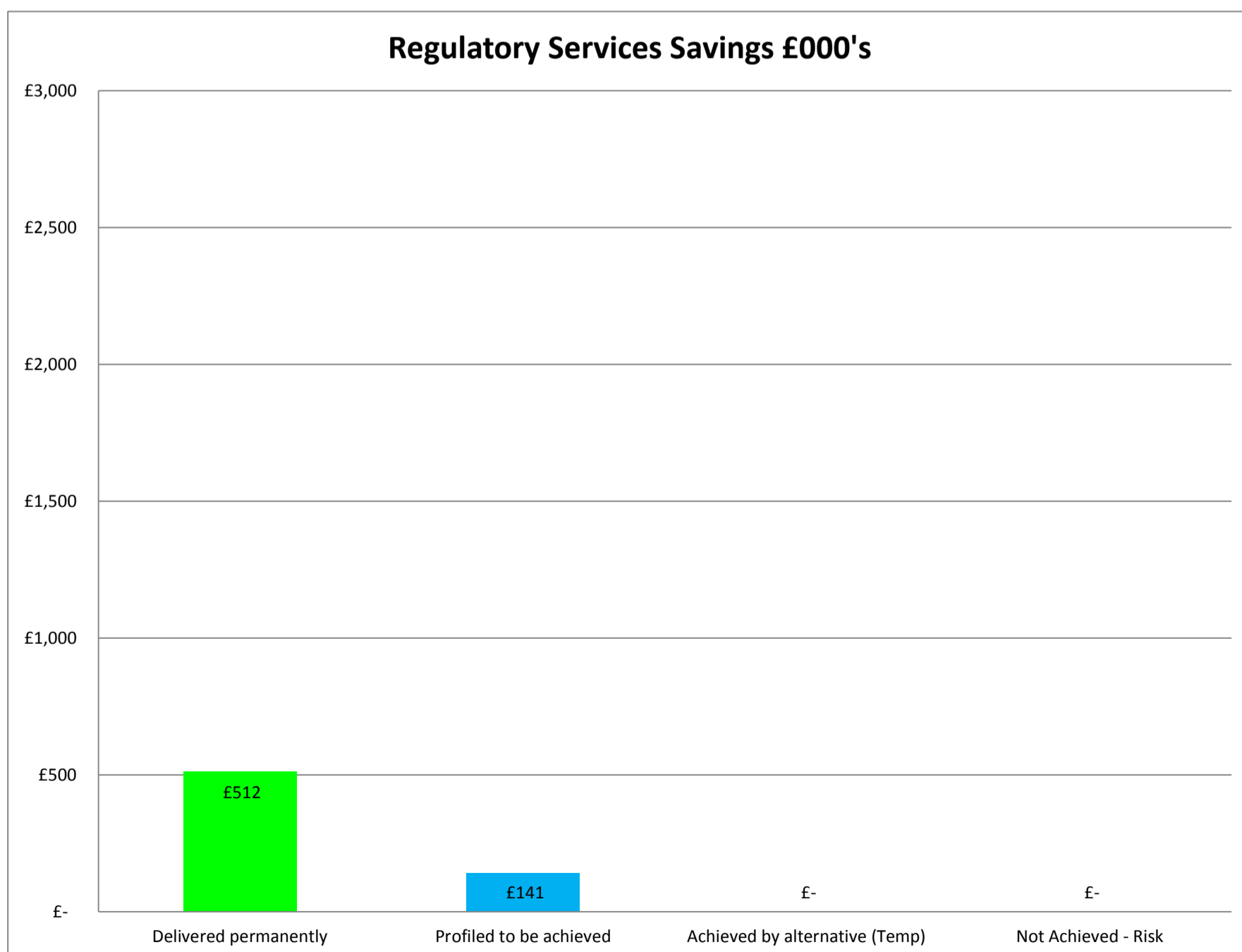


FINANCIAL PLAN EFFICIENCY PROGRESS 2019/20

REGULATORY SERVICES

Savings :

	£'000	Delivered as per FP	Profiled to be achieved	Achieved by alternative (Temp)	Not Achieved
Brought Forward Savings					
Planning Fee Income	100		100		
Protective Services Staffing	43	43			
Savings in Housing Strategy & Services	11		11		
2019/20 Savings:					
Planning Fee Income	30		30		
South East Scotland Planning Authority (SESPlan) Payment Holiday	15	15			
Regulated Bus Fares	40	40			
Additional Fees & Charges Income across Regulatory Services	24	24			
Legal Services - Staffing	20	20			
Balance sheet review	50	50			
Planning - Discretionary Budgets	20	20			
Passenger Transport: Transport Interchange	65	65			
Reduce bus subsidies	85	85			
Corporate recruitment process	90	90			
Protective Services - Discretionary Budgets	20	20			
Protective Services - Staffing	40	40			
	653	512	141	0	0



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BALANCES AT 31 MARCH 2020

Report by Chief Financial Officer

EXECUTIVE COMMITTEE

20 August 2019

1 PURPOSE AND SUMMARY

- 1.1 This report provides the Executive Committee with an analysis of the Council's balances as at 31 March 2019 and advises Members of the projected balances at 31 March 2020.**
- 1.2 The unaudited Council's General Fund useable reserve (non-earmarked) balance was £6.315m at 31 March 2019. The projected General Fund useable reserve is projected to remain at £6.315m at the 31st March 2020 in line with the Council's Financial Strategy.
- 1.3 The total of all useable balances, excluding developer contributions, at 31 March 2020 is projected to be £22.251m, compared to £27.799m at 31 March 2019. As the financial year progresses, earmarked balances to be carried forward to 2020/21 will increase.
- 1.4 The projected balance on the Capital Fund of £7.166m will be affected by any further capital receipts, developer contributions, interest credited and any expenditure authorised to be financed from the Fund during the remainder of the financial year.

2 RECOMMENDATIONS

2.1 It is recommended that the Executive Committee:

- (a) Notes the unaudited 2018/19 revenue balances at 31 March 2019;**
- (b) Notes the projected revenue balances as at 31 March 2020 as per Appendices 1 & 2; and**
- (c) Notes the projected balance in the Capital Fund as per Appendix 3.**

3 ACCOUNTS AND FUNDS OPERATED BY THE COUNCIL

3.1 Income and expenditure relating to the Council's services are accounted for and financed through the following funds (as required or permitted by statute):

- (a) General Fund
- (b) Corporate Property Repairs & Renewals Fund
- (c) Insurance Fund
- (d) Plant & Vehicles renewals Fund
- (e) Capital Fund

4 BALANCES AT 31 MARCH 2019

4.1 Appendix 1 summarises the projected transactions and resultant projected balances at 31 March 2020 on the General Fund and Appendix 2 shows the projected non-General Fund balances. The net effect is the useable General Fund balance after earmarked funds and allocated reserves is projected to be **£6.315m** at 31 March 2020 which is in line with the recommended level included in the 2019/20 Financial Strategy approved by Council.

4.2 The projections in the statement attached in Appendices 1, 2 and 3 are based on actual expenditure and income to 30 June 2019 and are summarised in the table below.

	31/03/19	31/03/20	Movement
BALANCES	£m	projection	£m
	£m	£m	
Earmarked Balances (non DSM)	6.207	1.800	(4.407)
Earmarked Balances (DSM)	1.158	0	(1.158)
Allocated Balances	2.572	3.050	0.478
General Fund (Unallocated Reserve)	6.315	6.315	0.000
Unaudited 2018/19 revenue outturn	1.344	0	(1.344)
Corporate Property Repairs & Renewals Fund	0.287	0	(0.287)
Insurance Fund	1.197	1.330	0.133
Plant & Vehicles Renewals Fund	6.843	7.972	1.129
Capital Fund (exc. Developer Contributions)	1.876	1.784	(0.092)
	27.799	22.251	(5.548)

4.3 Movement in the General Fund allocated balances during 2019/20 to date is as a result of:

Allocated balances (net 0.478m movement as per Appendix 1)

- net movement in the IT transformation reserve of £0.078m, made up of an increase of £0.108m and a draw down of £0.030m to fund developments in the Mosaic finance module;

- the creation of a Workforce Transformation Reserve of £0.400m as approved as part of the 2018/19 outturn position by the Executive Committee on the 4th June 2019.

Movement in earmarked balances is as a result of all earmarked balances from 2018/19 being applied to 2019/20 as planned.

- 4.4 The Corporate Financial Risk Register was considered at the Council Meeting on 28 February 2019 and identifies potential risks which include failure to control budgets within approved limits, severe weather events, the economic downturn, potential contractual claims and unplanned emergencies. The accumulated financial risk in the Risk Register is assessed to be at £11.643m and the projected useable General Fund balance, at £6.315m, is sufficient to cover 54% of risks identified at that time. £6.315m is the recommended level of General Fund Reserve identified in the Financial Strategy approved by Council on 28 February 2019. The general fund reserve will continue to be monitored through the Corporate Financial Risk Register on a regular basis.
- 4.5 Allocated balances have increased by a net £0.478m during 2019/20 to date as outlined in paragraph 4.3 above. All movements are set out below:

ALLOCATED BALANCES	31st March 2019 £m	Increase during 2019/20 £m	Released during 2019/20 £m	31st March 2020 £m
IT transformation	1.030	0.108	(0.030)	1.108
Municipal Mutual	0.242	0	0	0.242
Adverse Weather (including flood)	1.000	0	0	1.000
Approved contribution to Energy Efficiency & Change Fund	0.300	0	0	0.300
Workforce Management	0	0.400	0	0.400
Total	2.572	0.508	(0.030)	3.050

- 4.6 Appendix 3 details the balances currently held in the Capital Fund. These balances are temporarily held in the Loans Fund and will attract interest at the end of the financial year. The Fund can only be used for capital purposes or to repay external debt.

5 IMPLICATIONS

5.1 Financial

There are no financial implications beyond those contained in the report and appendices.

5.2 Risk and Mitigations

The major risks associated with this report are that the level of projected balances proves to be insufficient. Service budget pressures plus unexpected liabilities are the most likely sources of pressure on reserves. Current pressures being highlighted through the 2019/20 revenue monitoring process increase the likelihood of a draw down from reserves being required in 2019/20. These risks are being managed through regular monitoring of financial activity in all funds of the Council, including regular

revenue and capital budgetary control reports to the Executive Committee. In addition the Corporate Financial Risk Register is regularly reviewed by senior Finance staff.

5.3 Equalities

There are no adverse equality issues arising from the report.

5.4 Acting Sustainably

There are no economic, social or environmental effects associated with this report.

5.5 Carbon Management

There are no effects on carbon emissions associated with this report.

5.6 Rural Proofing

This report does not relate to a new or amended policy or strategy and as a result rural proofing is not an applicable consideration.

5.7 Changes to Scheme of Administration or Scheme of Delegation

There are no changes to the Schemes of Administration or Delegation as a result of this report.

6 CONSULTATION

- 6.1 The Corporate Management Team, the Monitoring Officer, the Chief Legal Officer, the Chief Officer Audit & Risk, the Chief Officer HR, and the Clerk to the Council have been consulted and any comments have been reflected in the report.

Approved by

David Robertson

Chief Financial Officer

Signature

Author(s)

Suzy Douglas	Financial Services Manager 01835 824000 X5881
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Background Papers:

Previous Minute Reference:

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

SCOTTISH BORDERS COUNCIL
GENERAL FUND BALANCES AT 31 MARCH 2020

	GENERAL FUND £'000's	GENERAL FUND (DSM) £'000's	GENERAL FUND (EAR-MARKED) £'000's	ALLOCATED RESERVES £'000's	TOTAL £'000's
Balance at 1 April 2019	7,617	1,158	6,207	2,572	17,554
Projected Income (RSG, NDR, Council Tax)	263,572				263,572
Projected Net Revenue Expenditure	(269,962)				(269,962)
Earmarked Balances from previous year	7,365	(1,158)	(6,207)		0
Earmarked Balances to future years	(1,800)		1,800		0
Allocation of 2018/19 underspend to allocated reserve for IT Transformation	(108)			108	0
Allocation of 2018/19 underspend to allocated reserve for Workforce Management	(400)			400	0
Drawdown from IT Transformation allocated reserve (Mosaic finance module)	30			(30)	0
					0
					0
Projected Balance at 31 March 2020	6,315	0	1,800	3,050	11,165

Balanced Target

6,315
(0)

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SCOTTISH BORDERS COUNCIL
REVENUE FUND BALANCES AT 31 MARCH 2020
(EXCLUDING GENERAL FUND)

	CORPORATE PROPERTY REPAIRS & RENEWALS FUND £'000's	PLANT & VEHICLES RENEWAL FUND £'000's	INSURANCE FUND £'000's	TOTAL £'000's	
Balance at 1 April 2019	287	6,843	1,197	8,327	Property Fund note - figure from previous financial year end which is the amount c/f
Projected Income	<u>2,222</u> 2,509	<u>2,192</u> 9,035	<u>1,373</u> 2,570	5,787 14,114	Property Fund note -Budget in RY274 R2901
Projected Expenditure	2,509	1,063	1,240	4,812	Property Fund note - make this figure be a balancing figure so the projected balance in D28 is 0 (until year end when it is the actual spend)
Contribution to Reserves				-	- Property Fund note -Check with TH if there is anything
Transfer to/from General Fund				-	- Property Fund note -Check with TH if there is anything
Projected Balance at 31 March 2020	-	7,972	1,330	9,302	Property Fund note - this figure should always be 0 until the final outturn when it is based on the final balance before c/f?
	(287)	1,129	133		

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MONITORING OF THE CAPITAL FINANCIAL PLAN 2019/20

Report by Chief Financial Officer

EXECUTIVE COMMITTEE

20 August 2019

1 PURPOSE AND SUMMARY

- 1.1 **This report updates the Executive Committee on the progress of the 2019/20 Capital Financial Plan, seeks approval for virements and the reallocation of funds.**
- 1.2 The monitoring tables in Appendix 1 report on actual expenditure to 30 June 2019. Key issues identified in these tables are summarised within the main report.
- 1.3 The tables identify a projected net variance of £0.077m against the approved budget. The net in year budget decrease of £0.077m is primarily due to £2.602m additional external funding secured to fund projects, including the Strategic Timber Transport Scheme where the Council has been awarded an additional £0.699m for roads investment, Scottish Government Town Centre Fund £1.421m and Scottish Rugby Union funding towards the Costs of the Melrose 3G Pitch totalling £0.400m. This is offset by net budget timing movements to future years of £1.620m, the most significant of which are Hawick Flood Protection £1.200m and ICT Transformation £1.249m which have required budgets to be brought forward to 2019/20. This is offset by adjustments to the Asset Rationalisation £1.164m and Hawick Regeneration Blocks £1.897m with project timing movements now requiring budget to be deferred to 2020/21. The final significant adjustment is associated with the Digital Learning Transformation following optimisation of the funding model for the Inspire Learning Programme (£1.059m).
- 1.4 Appendix 2 contains a list of the block allocations approved for this year and the various approved and proposed projects to be allocated from them within the 2019/20 Capital Plan.
- 1.5 Appendix 3 contains a list of estimated whole project capital costs for single projects which will not be completed in the current financial year.

2 RECOMMENDATIONS

- 2.1 **It is recommended that the Executive Committee:**
 - (a) **Agrees the projected outturns in Appendix 1 as the revised capital budget and approves the virements required;**
 - (b) **Notes the budget virements previously approved by the Chief Financial Officer and Service Director Assets & Infrastructure detailed in Appendix 2 under delegated authority;**
 - (c) **Notes the list of block allocations detailed in Appendix 2; and**
 - (d) **Notes the list of whole project costs detailed in Appendix 3.**

3 BACKGROUND

- 3.1 The Council approved the Capital Plan for the period 2019/20 to 2028/29 on 28 February 2019, which has subsequently been updated to reflect budget adjustments, associated timing movements and other approvals. The movements to the total available budget since the Council meeting is as follows:

	£000s
Capital Plan 2019/20 as approved at Council 28 February 2019	52,524
Timing movements reported at February 2019 Executive	2,727
Timing movements and budget adjustments reported at June 2019 Executive	16,520
Latest Approved Capital Plan 2019/20 at 30 June 2019	71,771

- 3.2 The most significant timing movements reported to the Executive in February and June 2019 related to the following projects: Early Learning & Childcare £3.530m; School Estate Block £2.983m; Jedburgh Learning Campus £1.382m; ICT Transformation £1.267m; Great Tapestry of Scotland Building £0.972m; New Easter Langlee Waste Transfer Station £0.903m.
- 3.3 A review of the Capital Programme will be under taken as part of the 2020/21 Financial Planning process. The review, which has been previously highlighted to Members but delayed due to work load will look at the efficiency of spending within the blocks. This will allow the Council to better profile spend within the blocks, which in turn will optimise available funding for specific projects within the Capital Financial Plan.
- 3.4 The presentation of the monitoring tables in Appendix 1 focuses on the three year Operational Plan of the approved 10 year Capital Financial Plan. The first section of the tables in Appendix 1 focuses in detail on the 2019/20 position, there are three columns each for 2020/21 and 2021/22 and then three columns for the 7 year strategic plan 2022/23 to 2028/29. For 2019/20 the variance between the latest approved budget and the projected outturn is analysed between timing movements between financial years and absolute changes in costs (budget movements). For 2020/21 and 2021/22 the table presents the impact of the total variance projected between the latest approved budget and projected outturn. Below the tables, a narrative is provided where appropriate.
- 3.5 This report is the first monitoring report in the planned reporting schedule for 2019/20.

4 MONITORING THE PLAN

- 4.1 Appendix 1 to this report contains the budget monitoring tables. The actual expenditure to 30 June 2019 is shown together with the projected outturn for the full financial year and where appropriate contains an explanation of budget movements. Appendix 2 also contains any budget and timing movements approved by the Chief Financial Officer and Service Director Assets & Infrastructure under the Financial Regulations approved in November 2018.
- 4.2 The actual expenditure to 30 June 2019 has been adjusted for any credit balances for accrued expenses from 2018/19 which have not yet been invoiced.

- 4.3 Appendix 2 contains a summary for each block allocation within the 2019/20 Capital Plan of approved and proposed proposals for various projects and programmes.
- 4.4 Appendix 3 contains a list of estimated whole project capital costs for single projects where the project will not be completed in the current financial year.

5 SPECIFIC ISSUES

- 5.1 The following sections identify the other key areas of note within the Appendix 1 tables.
- 5.2 **Hawick Flood Protection Scheme**
Timing movement from 2020/21 of £1.200m with budget brought forward to cover advanced works and the costs of land purchase required in advance to deliver the scheme.
- 5.3 **Asset Rationalisation**
Timing movement of £1.164m for Council HQ agile working, Hawick Town Hall and Paton Street, Galashiels to tie in with property rationalisation project delivery timescales.
- 5.4 **Roads & Bridges - including RAMP and Winter Damage/Slopes**
Additional funding confirmed for investment in the roads network from the Strategic Timber Transport Scheme (STTS) of £0.699m. The allocation of these funds are detailed within Appendix 2.
- 5.5 **ICT Transformation**
Timing movements to reflect the CGI contract, with an associated reduction in the total capital funding required.
- 5.6 **Digital Learning Transformation**
Funding model for Inspire Learning Programme has now been optimised to reflect capital and revenue requirements. The project has to date deployed over 500 iPads to teaching staff in secondary schools. Surveys of the Wi-Fi capability in schools has completed and work to ensure appropriate wireless access coverage is available throughout school buildings is now progressing. The project is on track and the roll out to secondary pupils will commence as planned in the new academic session commencing with Selkirk High school.
- 5.7 **Melrose 3G Pitch**
Addition of Scottish Rugby Union funding £0.400m and £0.100m allocation from the Play Areas and Community Spaces block is now reflected in the budget. The funding application to **sportscotland** has now been submitted.
- 5.8 **Borders Town Centre Regeneration block**
Addition of Scottish Government Town Centre Grant towards town centre regeneration in Hawick, Selkirk, Galashiels, Eyemouth and Jedburgh.
- 5.9 **Hawick Regeneration**
£1.897m timing movement has been required to 2019/20. Demolition works are due to commence Autumn 2019 with the main contractor expected on site from Spring 2020.

5.10 **Emergency & Unplanned Schemes**

The table below provides an update on the projected position of the Emergency & Unplanned Schemes:

	£000s
Budget as Approved at Council 28 February 2019	300
Previous Year Timing Movement	(148)
Combined Depot Enhancements, return budget	297
New Easter Langlee Waste Transfer Station	(135)
Hawick 3G synthetic pitch	5
Projected Balance	319

- 5.11 Timing movements are an ongoing feature of the delivery of the capital plan. Officers are now progressing with a review of the capital planning processes benchmarking this against the recommendations set out in the Audit Scotland best practice guidance. This project has been delayed due to capacity and will now be reported to Executive Committee in November in advance of the budget process in 2020/21. This report will contain recommendations seeking approval for actions to address any deficiencies identified in current practice.

6 IMPLICATIONS

6.1 Financial

- (a) There are no financial implications beyond those contained in the report and appendices.
- (b) Any capital borrowing requirements associated with these changes will be managed in line with the approved Treasury Strategy from approved budgets. The principal part of the capital financial plan is funded by long term loans and the resultant loans charges are reported within the revenue monitoring reports.

6.2 Risk and Mitigations

- (a) At the end of June 2019, actual expenditure totalled £4.666m which represents 6.5% of the projected outturn, excluding the impact of year end accruals. There is a risk of timing movements this financial year some of which has already been highlighted in narrative in Appendix 1. It is vital that capital budgets continue to be monitored carefully through the Project Managers and that their outturn projections are as accurate as possible. This is important as optimism bias by managers with respect to spend profiles may result in the council borrowing in advance of need and thereby incurring the cost of carrying surplus funds.
- (b) Key risks associated with individual projects have been identified within the narrative and the individual project managers are undertaking the appropriate work to manage these.

6.3 Equalities

No Equalities Impact Assessment has been carried out in relation to the Capital Monitoring report; it is, however, expected that for individual projects this work will have been undertaken by the relevant project manager/budget holder prior to budget being approved.

6.4 Acting Sustainably

There are no direct economic, social or environmental issues with this report although there may be within individual projects and these will be identified and addressed as appropriate as part of their specific governance arrangements.

6.5 Carbon Management

There are no direct carbon emissions impacts as a result of this monitoring report; however, there may be within individual projects and these will be identified and addressed as appropriate as part of their specific governance arrangements.

6.6 Rural Proofing

This report does not relate to new or amended policy or strategy and as a result rural proofing is not an applicable consideration.

6.7 Changes to Scheme of Administration or Scheme of Delegation

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

7 CONSULTATION

7.1 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 in the preparation of this report and any comments received incorporated into the report.

7.2 The Service Director Assets & Infrastructure has been consulted in the preparation of this report and the content of the detailed appendices and any comments incorporated.

Approved by

David Robertson
Chief Financial Officer

Signature

Author(s)

Name	Designation and Contact Number
Suzy Douglas	Financial Services Manager 01835 824000 X 5881

Background Papers: None

Previous Minute Reference: None

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Scottish Borders Council
Capital Financial Plan

SUMMARY

	2019/20				2020/21			2021/22			2022/23 - 2028/29		
	Actual to 30/06/19	Projected Outturn	Latest Approved Budget	Variance	Latest Approved Budget	Variance	Projected Budget	Latest Approved Budget	Variance	Projected Budget	Latest Approved Budget	Variance	Projected Budget
	£000		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Plant & Vehicle Fund	312	2,000	2,000	0	2,000	0	2,000	2,000	0	2,000	14,000	0	14,000
Non Plant & Vehicle Fund	348	828	746	82	0	0	0	0	0	0	900	0	900
Flood & Coastal Protection	658	5,371	4,171	1,200	19,353	(1,200)	18,153	20,121	0	20,121	14,426	0	14,426
Land and Property Infrastructure	190	7,033	9,205	(2,172)	5,438	1,775	7,213	4,163	0	4,163	22,304	0	22,304
Road & Transport Infrastructure	847	10,791	10,692	99	8,439	340	8,779	8,121	0	8,121	63,556	0	63,556
Waste Management	658	2,961	2,862	99	200	36	236	50	0	50	369	0	369
Total Assets & Infrastructure	3,013	28,984	29,676	(692)	35,430	951	36,381	34,455	0	34,455	115,555	0	115,555
Corporate	436	5,225	5,035	190	1,563	43	1,606	1,034	(684)	350	9,963	(6,907)	3,056
Total Other Corporate Services	2,131	5,225	5,035	190	1,563	43	1,606	1,034	(684)	350	9,963	(6,907)	3,056
School Estate	467	14,662	14,662	0	10,300	0	10,300	10,750	0	10,750	70,600	0	70,600
Total Children & Young People	903	14,662	14,662	0	10,300	0	10,300	10,750	0	10,750	70,600	0	70,600
Sports Infrastructure	69	2,125	1,630	495	290	0	290	443	0	443	6,348	0	6,348
Culture & Heritage	375	809	809	0	728	0	728	2,587	0	2,587	932	0	932
Total Culture & Sport	911	2,934	2,439	495	1,018	0	1,018	3,030	0	3,030	7,280	0	7,280
Economic Regeneration	270	15,277	15,464	(187)	7,161	1,608	8,769	4,293	0	4,293	4,860	0	4,860
Housing Strategy & Services	33	472	472	0	450	0	450	450	0	450	3,450	0	3,450
Total Economic Development & Corporate Services	747	15,749	15,936	(187)	7,611	1,608	9,219	4,743	0	4,743	8,310	0	8,310
Emergency & Unplanned Schemes	0	319	152	167	300	0	300	300	0	300	2,100	0	2,100
Total Emergency & Unplanned Schemes	303	319	152	167	300	0	300	300	0	300	2,100	0	2,100
Social Care Infrastructure	3	3,821	3,871	(50)	5,677	50	5,727	2,478	0	2,478	1,114	0	1,114
Total Health & Social Care	3	3,821	3,871	(50)	5,677	50	5,727	2,478	0	2,478	1,114	0	1,114
Planned Programming Adjustments	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Planned Programming Adjustments	3	0	0	0	0	0	0	0	0	0	0	0	0
Total Scottish Borders Council	4,666	71,693	71,771	(77)	61,899	2,652	64,551	56,790	(684)	56,106	214,922	(6,907)	208,015

Scottish Borders Council
Capital Financial Plan

		2019/20				2020/21			2021/22			2022/23 - 2028/29		
R A G	Actual to 30/06/19 £000	Projected Outturn £000	Latest Approved Budget £000	Variance £000	Latest Approved Budget £000	Variance £000	Projected Budget £000	Latest Approved Budget £000	Variance £000	Projected Budget £000	Latest Approved Budget £000	Variance £000	Projected Budget £000	
Plant & Vehicle Fund														
	Plant & Vehicle Replacement - P&V Fund	312	2,000	2,000	0	2,000	0	2,000	2,000	0	2,000	14,000	0	14,000
		312	2,000	2,000	0	2,000	0	2,000	2,000	0	2,000	14,000	0	14,000
Non-Plant & Vehicle Fund														
	Other Fleet - Electric Vehicles	24	82	0	82	0	0	0	0	0	0	0	0	0
	Other Fleet - Electric Vehicles - Infrastructure	0	253	253	0	0	0	0	0	0	0	0	0	0
	Waste Collection Vehicles - Non P&V Fund	324	493	493	0	0	0	0	0	0	0	900	0	900
		348	828	746	82	0	0	0	0	0	0	900	0	900
Flood & Coastal Protection														
	Flood Studies	62	524	544	(20)	350	0	350	350	0	350	2,450	0	2,450
	General Flood Protection Block	2	475	525	(50)	200	0	200	200	0	200	1,400	0	1,400
	Hawick Flood Protection	593	4,133	2,863	1,270	18,803	(1,200)	17,603	19,571	0	19,571	10,576	0	10,576
	Selkirk Flood Protection	1	239	239	0	0	0	0	0	0	0	0	0	0
		658	5,371	4,171	1,200	19,353	(1,200)	18,153	20,121	0	20,121	14,426	0	14,426
Land and Property Infrastructure														
	Asset Rationalisation	2	1,775	2,939	(1,164)	750	1,164	1,914	750	0	750	0	0	0
	Building Upgrades	5	989	989	0	730	0	730	730	0	730	5,390	0	5,390
	Cleaning Equipment Replacement Block	0	50	50	0	50	0	50	50	0	50	350	0	350
	Combined Depot Enhancements	0	0	297	(297)	0	0	0	0	0	0	0	0	0
	Commercial Property Upgrades	57	92	92	0	50	0	50	50	0	50	350	0	350
	Contaminated Land Block	0	191	191	0	52	0	52	52	0	52	364	0	364
	Public Conveniences	0	45	45	0	0	0	0	0	0	0	0	0	0
	Energy Efficiency Works	122	1,141	1,541	(400)	1,045	400	1,445	1,045	0	1,045	7,315	0	7,315
	Health and Safety Works	3	1,117	1,117	0	835	0	835	835	0	835	5,845	0	5,845
	Play Facilities	0	12	12	0	0	0	0	0	0	0	0	0	0
	Play Areas & Outdoor Community Spaces	0	1,289	1,200	89	1,047	(189)	858	640	0	640	2,690	0	2,690
	Jedburgh High Street Building	1	172	572	(400)	879	400	1,279	11	0	11	0	0	0
	Cemetery Land Acquisition	0	160	160	0	0	0	0	0	0	0	0	0	0
		190	7,033	9,205	(2,172)	5,438	1,775	7,213	4,163	0	4,163	22,304	0	22,304

Scottish Borders Council
Capital Financial Plan

		2019/20				2020/21			2021/22			2022/23 - 2028/29		
	R	Actual to 30/06/19	Projected Outturn	Latest Approved Budget	Variance	Latest Approved Budget	Variance	Projected Budget	Latest Approved Budget	Variance	Projected Budget	Latest Approved Budget	Variance	Projected Budget
	A	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
	G													
Road & Transport Infrastructure														
A72 Dirtpot Corner - Road Safety Works	G	0	899	899	0	0	0	0	0	0	0	0	0	0
Accident Investigation Prevention Schemes Block	G	0	50	50	0	50	0	50	50	0	50	350	0	350
Cycling Walking & Safer Streets	G	9	226	226	0	199	0	199	211	0	211	1,685	0	1,685
Engineering Minor Works	G	0	14	14	0	0	0	0	0	0	0	0	0	0
Galashiels Developments	G	0	234	234	0	0	0	0	0	0	0	0	0	0
Innerleithen to Walkerburn - Shared Access Route	G	0	14	14	0	0	0	0	0	0	0	0	0	0
Lighting Asset Management Plan	G	43	262	262	0	200	0	200	200	0	200	1,400	0	1,400
Peebles Bridge	G	0	0	0	0	0	0	0	0	0	0	420	0	420
Reston Station Contribution	G	0	600	600	0	0	0	0	0	0	0	1,740	0	1,740
Roads & Bridges -inc. RAMP, Winter Damage & Slopes	G	778	7,797	7,098	699	7,660	0	7,660	7,660	0	7,660	57,961	0	57,961
Selkirk Town Centre (Streetscape works)	G	0	17	17	0	0	0	0	0	0	0	0	0	0
Street Lighting Energy Efficiency Project	G	16	567	567	0	70	0	70	0	0	0	0	0	0
Union Chain Bridge	G	1	111	711	(600)	260	340	600	0	0	0	0	0	0
		847	10,791	10,692	99	8,439	340	8,779	8,121	0	8,121	63,556	0	63,556
Waste Management														
CRC - Bulky Waste Adjustments	G	6	359	359	0	0	0	0	0	0	0	0	0	0
CRC - Improved Skip Infrastructure	A	0	0	146	(146)	0	146	146	0	0	0	0	0	0
Easter Langlee Cell Provision	A	0	658	548	110	110	(110)	0	0	0	0	0	0	0
Easter Langlee Leachate Management Facility	G	0	469	469	0	42	0	42	0	0	0	0	0	0
New Easter Langlee Waste Transfer Station	G	629	1,427	1,292	135	0	0	0	0	0	0	0	0	0
Waste Containers	G	23	48	48	0	48	0	48	50	0	50	369	0	369
		658	2,961	2,862	99	200	36	236	50	0	50	369	0	369
Total Assets & Infrastructure		3,013	28,984	29,676	(692)	35,430	951	36,381	34,455	0	34,455	115,555	0	115,555

Plant & Vehicle Fund	
Plant & Vehicle Replacement - P&V Fund	Fully funded by Plant & Vehicle Fund
Waste Collection Vehicles - Non P&V Fund	
Other Fleet - Electric Vehicles	Fully Funded by Scottish Government Grants
Flood & Coastal Protection	
Flood Studies	A virement is sought to Hawick Flood Protection as there is a requirement through the Tweed Local Flood Risk Management Plan to develop a Surface Water Management Plan (SWMP) for Hawick. Part of the work undertaken for the Hawick FPS looks specifically at surface water flooding behind the defences when the flood scheme is in place. This work forms a large portion of what is required for a Surface Water Management Plan for Hawick. It has been agreed that Jacobs the consulting engineer for the Hawick FPS are best placed to proceed with developing a SWMP for Hawick, delivering this through the Hawick FPS commission. Reallocation of block required as detailed in Appendix 2.
General Flood Protection Block	A virement is sought to Hawick Flood Protection as it has been agreed that Jacobs who are the consulting engineer for the development of Hawick Flood Protection are best placed to proceed with assessing and developing what could be done at Crowbyres to mitigate the flood risk from the Slitrig at the south of the town. Data already developed for the Hawick Flood Protection can be utilised to take this project forward. It is hoped that mitigation measures can be developed that will allow the town to benefit from flood risk management measures on Slitrig as well as the Teviot. Due to the strong links and replication of work for this project it is best placed to be delivered through the Hawick Flood Protection commission. Reallocation of block required as detailed in Appendix 2.
Hawick Flood Protection	Timing movement from 2020/21 to cover advanced works and land purchase costs. Reallocation of budget from Flood Studies and General Flood block to enable works at Hawick to be undertaken by the relevant team.

Land and Property Infrastructure	
<p>Asset Rationalisation</p> <p>Building Upgrades</p> <p>Combined Depot Enhancements</p> <p>Contaminated Land Block</p> <p>Energy Efficiency Works</p> <p>Health and Safety Works</p> <p>Play Areas & Outdoor Community Spaces</p> <p>Market Place/High Street Jedburgh</p>	<p>Timing movements of £550k for Hawick Town Hall, £384k HQ Agile and £230k Paton Street, Galashiels agile working projects to 2020/21 to tie in with expected project delivery timescales.</p> <p>Reallocation of block required as detailed in Appendix 2</p> <p>Return of £297k to Emergency & Unplanned, works to be considered as part of future wider depot rationalisation project.</p> <p>No current committed spend. Due to legal implications, site reviews to establish list of priorities and set up a framework agreement for consultants to undertake investigations on behalf of SBC the project will be looking at options to reprofile budget over the next 5 years.</p> <p>Timing movement of £400k to 2020/21 for NDEEF project - currently out to tender.</p> <p>Reallocation of block required as detailed in Appendix 2</p> <p>A timing movement is being sought from 2020/21 to enable a contribution towards Melrose 3G and to cover other project costs. A reallocation of block is also required as detailed in Appendix 2.</p> <p>Timing Movement of £400k to 2020/21. Discussions are ongoing with owners regarding the purchase of the building. It is highly unlikely that the demolition will complete this financial year. Officers working to mitigate risk.</p>
Road & Transport Infrastructure	
<p>Lighting Asset Management Plan</p> <p>Roads & Bridges -inc. RAMP, Winter Damage & Slopes</p> <p>Union Chain Bridge</p>	<p>Small reallocation of block required as detailed in Appendix 2.</p> <p>Reallocation of block required and gross up of additional budget from STTS as detailed in Appendix 2.</p> <p>The Heritage lottery Heritage Fund stage 2 bid has been structured on SBC not expending any money until after the possible award in Oct 2019. The revised profile reflects that only eligible National Lottery Heritage Fund costs will be funded by SBC, so therefore only PM and 2 months of construction will be attributable to SBC in 2019/20.</p>
Waste Management	
<p>CRC - Improved Skip Infrastructure</p> <p>Easter Langlee Cell Provision</p> <p>New Easter Langlee Waste Transfer Station</p>	<p>Timing movement required to 2020/21 for the budget allocated to Galashiels Recycling Centre awaiting the operation of the new Transfer Station and monitor an review of position over time.</p> <p>Timing movement required from 2020/21 to allow the tender for closure of the cell provision to be awarded and undertaken in 2019/20.</p> <p>The current estimated final account on this project identifies a pressure for the project of £135k. Permission is being sought to fund this through emergency and unplanned budget.</p>

Scottish Borders Council
Capital Financial Plan

		2019/20				2020/21			2021/22			2022/23 - 2028/29		
	R A G	Actual to 30/06/19 £000	Projected Outturn £000	Latest Approved Budget £000	Variance £000	Latest Approved Budget £000	Variance £000	Projected Budget £000	Latest Approved Budget £000	Variance £000	Projected Budget £000	Latest Approved Budget £000	Variance £000	Projected Budget £000
Corporate														
ICT - Outwith CGI Scope	G	56	67	67	0	80	0	80	80	0	80	560	0	560
ICT Transformation	A	0	2,965	1,716	1,249	566	126	692	599	(377)	222	3,289	(2,054)	1,235
Digital Learning Transformation	G	380	1,988	3,047	(1,059)	917	(83)	834	355	(307)	48	6,114	(4,853)	1,261
IT Projects - pre CGI Contract	G	0	205	205	0	0	0	0	0	0	0	0	0	0
		436	5,225	5,035	190	1,563	43	1,606	1,034	(684)	350	9,963	(6,907)	3,056
Total Other Corporate Services		436	5,225	5,035	190	1,563	43	1,606	1,034	(684)	350	9,963	(6,907)	3,056

Corporate		
ICT Transformation	Acceleration of budget from future years to reflect revised CGI IT Model. Reduction in total capital funding (£50k required in 2029/30).	
Digital Learning Transformation	Funding model for Inspire Learning Programme is being optimised to reflect capital and revenue requirements. Project has now deployed over 500 iPads to teaching staff in secondary schools. Work to ensure appropriate Wi-Fi coverage is progressing following surveys.	

Scottish Borders Council
Capital Financial Plan

		2019/20				2020/21			2021/22			2022/23 - 2028/29		
	R A G	Actual to 30/06/19 £000	Projected Outturn £000	Latest Approved Budget £000	Variance £000	Latest Approved Budget £000	Variance £000	Projected Budget £000	Latest Approved Budget £000	Variance £000	Projected Budget £000	Latest Approved Budget £000	Variance £000	Projected Budget £000
School Estate														
Early Learning and Childcare	G	190	6,330	3,530	2,800	0	0	0	0	0	0	0	0	0
Jedburgh Learning Campus	G	117	2,049	2,049	0	0	0	0	0	0	0	0	0	0
Eyemouth Primary School	G	0	800	800	0	7,400	0	7,400	7,400	0	7,400	400	0	400
Earlston Primary School	G	0	450	0	450	0	0	0	450	0	450	8,550	0	8,550
Gala Academy	G	0	100	100	0	500	0	500	400	0	400	2,000	0	2,000
Early Years Expansion	G	0	0	2,800	(2,800)	0	0	0	0	0	0	0	0	0
New Hawick High School	G	0	0	0	0	0	0	0	0	0	0	40,000	0	40,000
School Estate Block	G	160	4,933	5,383	(450)	2,400	0	2,400	2,400	0	2,400	16,750	0	16,750
School Estate Review	G		0	0	0	0	0	0	100	0	100	2,900	0	2,900
		467	14,662	14,662	0	10,300	0	10,300	10,750	0	10,750	70,600	0	70,600
Total Children & Young People		467	14,662	14,662	0	10,300	0	10,300	10,750	0	10,750	70,600	0	70,600

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School Estate		
Early Learning and Childcare	Second year of Early Learning Expansion Funding to be transferred to main Early Learning and Childcare block	
School Estate Block	School Estate Block to fund Earlston Primary development costs	

Scottish Borders Council
Capital Financial Plan

		2019/20				2020/21			2021/22			2022/23 - 2028/29		
	R A G	Actual to 30/06/19 £000	Projected Outturn £000	Latest Approved Budget £000	Variance £000	Latest Approved Budget £000	Variance £000	Projected Budget £000	Latest Approved Budget £000	Variance £000	Projected Budget £000	Latest Approved Budget £000	Variance £000	Projected Budget £000
Sports Infrastructure														
Culture & Sports Trusts - Plant & Services	G	5	601	601	0	290	0	290	290	0	290	2,030	0	2,030
Hawick 3G Synthetic Pitch	G	0	0	5	(5)	0	0	0	0	0	0	0	0	0
Melrose 3G Pitch	G	64	1,000	500	500	0	0	0	0	0	0	0	0	0
Netherdale Spectator Stand	G	0	148	148	0	0	0	0	0	0	0	0	0	0
Synthetic Pitch Replacement Fund	G	0	376	376	0	0	0	0	153	0	153	4,318	0	4,318
		69	2,125	1,630	495	290	0	290	443	0	443	6,348	0	6,348
Culture & Heritage														
Jim Clark Museum	G	375	639	639	0	0	0	0	0	0	0	0	0	0
Public Hall Upgrades	G	0	34	34	0	208	0	208	99	0	99	0	0	0
Sir Walter Scott Court House - Phase 2	G	0	136	136	0	460	0	460	2,488	0	2,488	932	0	932
Trimontium, Melrose	G	0	0	0	0	60	0	60	0	0	0	0	0	0
		375	809	809	0	728	0	728	2,587	0	2,587	932	0	932
Total Culture & Sport		444	2,934	2,439	495	1,018	0	1,018	3,030	0	3,030	7,280	0	7,280

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Sports Infrastructure		
Hawick 3G Synthetic Pitch		Return of £5k to Emergency & Unplanned, no further works required.
Melrose 3G Pitch		Increased project spend to be met from Scottish Rugby Union (£400k) funding and re-allocation of funds from Play Areas and Community Spaces (£100k).

Scottish Borders Council
Capital Financial Plan

		2019/20				2020/21			2021/22			2022/23 - 2028/29		
	R	Actual to 30/06/19	Projected Outturn	Latest Approved Budget	Variance	Latest Approved Budget	Variance	Projected Budget	Latest Approved Budget	Variance	Projected Budget	Latest Approved Budget	Variance	Projected Budget
	A	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
	G													
Economic Regeneration														
Great Tapestry of Scotland - Building	G	189	5,451	5,451	0	50	0	50	0	0	0	0	0	0
Borders Town Centre Regeneration Block	G	0	1,661	240	1,421	100	0	100	100	0	100	700	0	700
Borders Innovation Park	A	14	6,024	5,735	289	6,991	(289)	6,702	4,109	0	4,109	3,900	0	3,900
Newtown St Boswells Regeneration	G	0	36	36	0	20	0	20	84	0	84	260	0	260
Eyemouth Regeneration	G	13	704	704	0	0	0	0	0	0	0	0	0	0
Hawick Regeneration Block	A	2	580	2,477	(1,897)	0	1,897	1,897	0	0	0	0	0	0
Galashiels Town Centre Regeneration	G	52	821	821	0	0	0	0	0	0	0	0	0	0
		270	15,277	15,464	(187)	7,161	1,608	8,769	4,293	0	4,293	4,860	0	4,860
Housing Strategy & Services														
Private Sector Housing Grant - Adaptations	G	33	472	472	0	450	0	450	450	0	450	3,450	0	3,450
		33	472	472	0	450	0	450	450	0	450	3,450	0	3,450
Total Economic Development & Corporate Services		303	15,749	15,936	(187)	7,611	1,608	9,219	4,743	0	4,743	8,310	0	8,310

Economic Regeneration		
Borders Town Centre Regeneration Block	Scottish Government (Town Centre Fund Capital Grant) funding awarded towards town centre regeneration in Hawick, Selkirk, Galashiels, Eyemouth and Jedburgh.	
Borders Innovation Park	Phase 1 - Access road and site servicing works complete. Site start for office building in Summer 2019 with timing movement of £1.461m into 20/21 to reflect updated programme. Phase 2/3 Timing movement of £1.750m into 2019/20 to allow for early design work on phase 2 and 3 projects linked to City Deal.	
Hawick Regeneration	Demolition works are due to commence Autumn 2019 with the main contract expected to be on site from Spring 2020. A timing movement to 2020/21 is required to reflect project timescales.	

Scottish Borders Council
Capital Financial Plan

		2019/20				2020/21			2021/22			2022/23 - 2028/29		
	R A G	Actual to 30/06/19 £000	Projected Outturn £000	Latest Approved Budget £000	Variance £000	Latest Approved Budget £000	Variance £000	Projected Budget £000	Latest Approved Budget £000	Variance £000	Projected Budget £000	Latest Approved Budget £000	Variance £000	Projected Budget £000
Emergency & Unplanned Schemes														
Emergency & Unplanned Schemes	A	0	319	152	167	300	0	300	300	0	300	2,100	0	2,100
		0	319	152	167	300	0	300	300	0	300	2,100	0	2,100
Total Emergency & Unplanned Schemes		0	319	152	167	300	0	300	300	0	300	2,100	0	2,100
Planned Programming Adjustments														
Planned Programme Adjustments	G	0	0	0	0	0	0	0	0	0	0	0	0	0
		0	0	0	0	0	0	0	0	0	0	0	0	0
Total Planned Programming Adjustments		0	0	0	0	0	0	0	0	0	0	0	0	0

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Emergency & Unplanned Schemes														
Emergency & Unplanned Schemes		Return of £297k from Combined Depot Enhancement project and allocate £135k to New Easter Langlee Waste Transfer Station												

Scottish Borders Council
Capital Financial Plan

		2019/20				2020/21			2021/22			2022/23 - 2028/29		
	R A G	Actual to 30/06/19 £000	Projected Outturn £000	Latest Approved Budget £000	Variance £000	Latest Approved Budget £000	Variance £000	Projected Budget £000	Latest Approved Budget £000	Variance £000	Projected Budget £000	Latest Approved Budget £000	Variance £000	Projected Budget £000
Scottish Borders Council														
Wheelchair Housing Strategy	G	0	28	0	28	0	0	0	0	0	0	0	0	0
Springwell Brae, Broughton	G	0	31	0	31	0	0	0	0	0	0	0	0	0
Green House Pilot	G	0	50	0	50	0	0	0	0	0	0	0	0	0
		0	109	0	109	0	0	0	0	0	0	0	0	0
Scottish Borders Council - Funding														
Developer Contributions	G	0	(109)	0	(109)	0	0	0	0	0	0	0	0	0
		0	(109)	0	(109)	0	0	0	0	0	0	0	0	0

Scottish Borders Council
Capital Financial Plan

		2019/20				2020/21			2021/22			2022/23 - 2028/29		
	R A G	Actual to 30/06/19 £000	Projected Outturn £000	Latest Approved Budget £000	Variance £000	Latest Approved Budget £000	Variance £000	Projected Budget £000	Latest Approved Budget £000	Variance £000	Projected Budget £000	Latest Approved Budget £000	Variance £000	Projected Budget £000
Social Care Infrastructure														
Adult Services Facilities Upgrades	G	3	193	193	0	200	0	200	200	0	200	93	0	93
Care Inspectorate Requirements & Upgrades	G	0	91	91	0	54	0	54	55	0	55	421	0	421
Residential Care Home Upgrade Block	G	0	0	0	0	0	0	0	0	0	0	0	0	0
Todlaw, Duns	G	0	1,090	1,090	0	0	0	0	0	0	0	0	0	0
Langhaugh, Galashiels	G	0	1,600	1,800	(200)	0	200	200	0	0	0	0	0	0
Stirches, Kelso, Eyemouth, Peebles, Waverley HA	G	0	150	0	150	1,523	(150)	1,373	1,523	0	1,523	0	0	0
Technology Enabled Care	G	0	100	100	0	100	0	100	200	0	200	600	0	600
Residential Dementia Care	G	0	597	597	0	3,800	0	3,800	500	0	500	0	0	0
		3	3,821	3,871	(50)	5,677	50	5,727	2,478	0	2,478	1,114	0	1,114
Total Health & Social Care		3	3,821	3,871	(50)	5,677	50	5,727	2,478	0	2,478	1,114	0	1,114

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Social Care Infrastructure		
Langhaugh, Galashiels		Timing movement to 2020/21 in line with project delivery timescales. Awaiting clarification from Eildon regarding extra costs agreed to fund abnormal site conditions.

Scottish Borders Council
Capital Financial Plan

CAPITAL FINANCING	2019/20			2020/21			2021/22			2022/23 - 2028/29		
	Projected Outturn	Latest Approved Budget	Variance	Latest Approved Budget	Variance	Projected Budget	Latest Approved Budget	Variance	Projected Budget	Latest Approved Budget	Variance	Projected Budget
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
C9001 - Capital - General Capital Grant												
Capital - General Capital Grant	(16,765)	(16,765)	0	(15,400)	0	(15,400)	(15,400)	0	(15,400)	(107,800)	0	(107,800)
C9002 - Scottish Government Specific Capital Grant												
Other Fleet - Electric Vehicles	(82)	0	(82)	0	0	0		0	0	0	0	0
Other Fleet - Electric Vehicles - Infrastructure	(253)	(253)	0	0	0	0	0	0	0	0	0	0
Flood Studies	(524)	(544)	20	(350)	0	(350)	(350)	0	(350)	(2,450)	0	(2,450)
Hawick Flood Protection	(3,200)	(2,220)	(980)	(13,789)	960	(12,829)	(14,830)	0	(14,830)	(8,049)	0	(8,049)
Selkirk Flood Protection			0	0	0	0	0	0	0	0	0	0
Cycling Walking & Safer Streets	(188)	(188)	0	(199)	0	(199)	(211)	0	(211)	(1,685)	0	(1,685)
Selkirk Town Centre (Streetscape works)	0	0	0	0	0	0	0	0	0	0	0	0
Galashiels Masterplanning	0	0	0	0	0	0	0	0	0	0	0	0
Energy Efficiency Works	0	0	0	0	0	0	0	0	0	0	0	0
Early Learning and Childcare	(6,330)	(3,530)	(2,800)	0	0	0	0	0	0	0	0	0
Early Learning and Childcare (Langlee PS)	0	0	0	0	0	0	0	0	0	0	0	0
School Estate Review	0	0	0	0	0	0	0	0	0	0	0	0
Early Years Expansion	0	(2,800)	2,800	0	0	0	0	0	0	0	0	0
Hawick High School SFT	0	0	0	0	0	0	0	0	0	(20,000)	0	(20,000)
Hawick Regeneration	(580)	(2,477)	1,897	0	(1,897)	(1,897)	0	0	0	0	0	0
Borders Town Centre Regeneration Block	(1,421)	0	(1,421)									
	(12,578)	(12,012)	(566)	(14,338)	(937)	(15,275)	(15,391)	0	(15,391)	(32,184)	0	(32,184)

CAPITAL FINANCING	2019/20			2020/21			2021/22			2022/23 - 2028/29		
	Projected Outturn	Latest Approved Budget	Variance	Latest Approved Budget	Variance	Projected Budget	Latest Approved Budget	Variance	Projected Budget	Latest Approved Budget	Variance	Projected Budget
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
C9005 - Developer Contributions												
Peebles Bridge	0	0	0	0	0	0	0	0	0	0	0	0
Roads & Bridges Block	(80)	(80)	0	0	0	0	0	0	0	0	0	0
Reston Station Contribution	0	0	0	0	0	0	0	0	0	(100)	0	(100)
Building Upgrades	0	0	0	0	0	0	0	0	0	0	0	0
Play Facilities	(12)	(12)	0	(15)	0	(15)	0	0	0	0	0	0
Play Areas & Outdoor Community Spaces	(53)	(53)	0	0	0	0	(7)	0	(7)	0	0	0
Engineering Minor Works	(14)	(14)	0	0	0	0	0	0	0	0	0	0
Broomlands Primary School	0	0	0	0	0	0	0	0	0	0	0	0
School Estate Block	(100)	(100)	0	(100)	0	(100)	(100)	0	(100)	(700)	0	(700)
	(259)	(259)	0	(115)	0	(115)	(107)	0	(107)	(800)	0	(800)
C9006 - Capital Receipts	(2,962)	(2,962)	0	(2,440)	0	(2,440)	(300)	0	(300)	(400)	0	(400)
C9007 - Plant & Vehicle Fund				0	0	0	0	0	0	0	0	0
Plant & Vehicle Replacement - P&V Fund	(2,000)	(2,000)	0	(2,000)	0	(2,000)	(2,000)	0	(2,000)	(14,000)	0	(14,000)
Synthetic Pitch Replacement Fund	(364)	(364)	0	0	0	0	(153)	0	(153)	(3,658)	0	(3,658)
	(2,364)	(2,364)	0	(2,000)	0	(2,000)	(2,153)	0	(2,153)	(17,658)	0	(17,658)
C9008 - Capital Borrowing												
	(26,823)	(30,115)	3,292	(22,451)	2,576	(19,875)	(20,513)	4,793	(15,720)	(55,565)	10,807	(44,758)
TOTAL CAPITAL FUNDING	(71,693)	(71,771)	77	(61,899)	(2,652)	(64,551)	(56,790)	684	(56,106)	(214,922)	6,907	(208,015)

	CFO/ Service Dir Asset&Infr Approval	Latest approved budget £000's	Proposed Movement	Projected Outturn	Actuals to 30/06/2019
Assets & Infrastructure					
Flood & Coastal Protection					
General Flood Protection Block					
Romanno Bridge Flood Bank		170	0	170	0
Crowbyres Flood Bund		50	(50)	0	0
Duns Golf Course		15	0	15	0
Community Resilience		10	0	10	0
Management Fees		26	4	30	0
Still Burn Fountainhall		30	0	30	0
Minor Works		16	(4)	12	2
Bankend North, Jedburgh		183	0	183	0
Denholm Flood Works		25	0	25	0
Virement to Hawick Flood Protection Scheme			50		
		525	0	475	2
Flood Studies					
Peebles, Innerleithen, Broughton Flood Scheme		121	(6)	115	25
Earlston Flood Scheme		1	11	12	2
Newcastleton Flood Scheme		36	0	36	10
Hawick NFM Scheme Preparation		85	0	85	0
Surface Water Management Plans		20	(20)	0	0
Galashiels NFM Scheme Preparation		30	0	30	0
Eyemouth Coastal Flood Scheme		119	0	119	0
Peebles Surface Water Flooding		32	0	32	14
Galashiels Surface Water Flooding		70	(70)	0	0
EttrickValley		30	0	30	0
Lindean Flood Study			54	54	
Management Fee			11	11	11
Virement to Hawick Flood Protection Scheme			20		
		544	0	524	62
Land and Property Infrastructure					
Health and Safety Works					
Melrose Grammar exterior upgrade		33	(3)	30	0
Edenside workshops toilet upgrades		28	(3)	25	0
Tweedbank craft units roofing upgrades		13	(1)	12	0
School toilets upgrades		88	(9)	79	0
SBCares (fire safety upgrades)		22	(2)	20	0
Castlewood cemetery paths upgrade		22	(2)	20	0
Hawick Old Baths roofing upgrade		33	(3)	30	0
Drumlanrig Tower structural upgrade		11	(1)	10	0
Hawick HS electrical infrastructure upgrade		22	(2)	20	0
Priorsford PS external lighting upgrade		7	(1)	6	0
Halyrude PS external lighting upgrade		6	(1)	5	0
Council HQ lighting upgrades (committee room 2&3)		10	(10)	0	0
St Marys Loch toilets lighting & wiring upgrade		5	(1)	5	0
Broughton toilets lighting & wiring upgrade		5	(1)	5	0
Selkirk HS DB upgrade		22	(2)	20	0
Edenside PS DB upgrade		16	(2)	14	0
Selkirk Municipal buildings portocabin removal		10	(1)	9	0
Selkirk Municipal buildings dry rot works		22	(2)	20	0
Selkirk HS carpark upgrade		11	(1)	10	0
Knowepark PS carpark upgrade		11	(1)	10	0
Philiphugh PS carpark upgrade		16	(2)	14	0
Peebles HS damp works		8	(1)	7	0
Tweedside Caravan park upgrades		22	(2)	20	0
Skirling & Innerleithen Cemetery walls upgrade		11	(1)	10	0
Greenlaw PS windows upgrade		220	(22)	198	0
Burgh Hall boiler upgrade		22	(2)	20	0
Reston PS boiler upgrade		33	(3)	30	0
Lanark Lodge boiler upgrade		55	(6)	49	0
Hawick HS boiler upgrade		29	(3)	26	0
Asbestos Management		22	(2)	20	1
Legionella works/upgrade water tanks		22	(2)	20	0
Haylodge Park boundary wall upgrade		11	(1)	10	0
Council HQ upgrade car park		6	(1)	5	0
Bongate Units Surface Upgrades		20	(2)	18	0
Knowepark PS Toilet Upgrade		20	(2)	18	0
Philiphugh PS Toilet Upgrade		8	(1)	7	0
School Security Works		50	(5)	45	0
Cultural Services property upgrades		28	(3)	25	0
Denholm PS replacement of external facias		22	(2)	20	0
Stirches PS External Drainage works		33	(3)	30	0
Ayton PS structural walling works - cladding		25	(3)	23	0
Cuddyside Path upgrade		8	(1)	7	0
Cemetery wall upgrades - Eddleston/Denholm/Drumelzier		11	(1)	10	0
Drumlanrig PS Asbestos Removal works		6	(1)	5	0
Industrial Unit Fabric Upgrade		0	2	2	2
Unallocated Balance		12	6	18	0
Management Fee		0	112	112	0
		0	1,117	0	1,117
					3

	CFO/ Service Dir Asset&Infr Approval	Latest approved budget	Proposed Movement	Projected Outturn	Actuals to 30/06/2019
Commercial Property Upgrades					
Lingle Mill		92	0	92	57
Timing Movement to 2020/21		0	0	0	0
	0	92	0	92	57
Building Upgrades					
Morebattle PS roof upgrade (corridor & toilets area)		33	(3)	30	0
Sprouston PS windows upgrade (final phase of classrooms)		11	3	14	0
Deanfield RHE roof upgrade (phase 1)		22	(2)	20	0
Trinity PS window upgrade		44	(4)	40	0
Katherine Elliot Centre fascia works		9	(1)	8	0
Lingle Mill roofing & external repairs		55	(6)	50	0
Philiphaugh PS roofing upgrade		33	(3)	30	0
Knowepark PS windows upgrade (phase 1)		44	(4)	40	0
Langlee CC/Centre windows upgrade		50	(5)	45	2
Chambers Institute roofing upgrade (phase 1)		55	(6)	50	0
Kirkurd Session House roof repairs		11	(1)	10	0
Corn Exchange upper hall roof upgrade		22	(22)	0	0
Lethenside workshops roofing upgrade		17	(2)	15	0
Coldstream workshops roofing upgrade		44	(4)	40	0
Saltgreens RHE windows upgrade		82	(8)	74	0
Cockburnspath PS roofing upgrade		44	(4)	40	0
Eyemouth CC roofing upgrade		55	(6)	50	0
Coldstream PS boiler room upgrade		66	(7)	59	0
Lifts - Mechanical infrastructure upgrades		33	(3)	30	0
Gala AC roof works (small)		6	(1)	5	0
Selkirk HS electrical upgrade		50	(5)	45	0
Electrical infrastructure upgrade		33	(3)	30	0
Morebattle PS window upgrade		9	(1)	8	0
Rosetta Road roof upgrade (leadwork)		12	(1)	11	0
Rosetta Road boiler upgrade		9	(1)	8	0
Eyemouth Industrial Estate Door/Window Upgrade		15	(2)	14	0
Council HQ Kitchen Upgrades		11	(11)	0	0
Reston PS Boiler Upgrade		6	(1)	5	0
Gala Volunteer Hall Toilet Upgrade		26	(3)	23	0
HQ Main Building Upgrades		5	(1)	5	0
Langlee Centre services upgrade		55	(6)	50	0
Grove RHE boiler/generator upgrade		22	(2)	20	0
Kelso Town House heating & lighting upgrade		0	7	7	3
Broughton Nursery heating upgrade		0	11	11	0
Unallocated		0	7	7	0
Management Fee		0	99	99	0
	0	989	0	989	5
Cleaning Equipment Replacement Block					
Cleaning Equipment		50	0	50	0
	0	50	0	50	0
Combined Depot Enhancements					
Combined Depot Enhancement Block/Unallocated		11	(11)	0	0
Duns Depot		28	(28)	0	0
Easter Langlee Depot		40	(40)	0	0
Reiver Complex Depot		28	(28)	0	0
Lower Mansfield Combined Depot		54	(54)	0	0
Eshiels Depot		55	(55)	0	0
Kelso Combined Depot		28	(28)	0	0
Wheatlands Depot, Galashiels		53	(53)	0	0
Unallocated		0	0	0	0
	0	297	(297)	0	0
Contaminated Land Block					
09/00059/PIIA		88	0	88	0
09/00038/PIIA		103	0	103	0
	0	191	0	191	0
Play Areas & Outdoor Community Spaces					
Home Park, Coldstream		275	10	285	0
Shedden Park, Kelso		248	30	278	0
Peebles Play Park & Skate Park		544	(49)	495	0
Wilton Lodge Park, Hawick		19	0	19	0
Play Facilities & Surfacing Review		21	0	21	0
Jedburgh Play Park & Skate Park		94	(94)	0	0
Harestanes			89	89	0
Virement to Melrose 3G			100	0	0
Management Fee			103	103	0
Timing movement from 2020/21			(189)		
	0	1,201	0	1,290	0
Asset Rationalisation					
HQ Reception and new canteen		634	(13)	621	0
Langlee Complex		10	0	10	0
Old Canteen Demolition & Surfacing Works		159	0	159	0
2 Bowden Road demolition		20	0	20	0
Paton Street Galashiels Agile Working		380	(230)	150	0
Hawick Town Hall Agile Working		700	(550)	150	0
HQ Agile Working		764	(384)	380	0
Redundant School Building Demolition		163	0	163	2
Unallocated		109	13	122	0
Timing Movement to 2020/21			1,164		
	0	2,939	0	1,775	2

	CFO/ Service Dir Asset&Infr Approval	Latest approved budget	Proposed Movement	Projected Outturn	Actuals to 30/06/2019
Energy Efficiency Works					
Energy Efficiency Works		1,245	(104)	1,141	122
Unallocated		296	(296)	0	0
Timing Movement to 2020/21			400		0
	0	1,541	0	1,141	122
Road & Transport Infrastructure					
Roads & Bridges -inc. RAMP, Winter Damage & Slopes					
Surface Dressing		2,400	335	2,735	656
Patching		1,700	(168)	1,532	0
Resurfacing/Overlays		1,838	(855)	983	48
Walls & Structures		250	55	305	13
Footways		330	105	435	18
Drainage		200	80	280	
Masonry Refurbishment		300	75	375	43
New Easter Langlee Roundabout		80	0	80	
STTS Funded Schemes			1,072	1,072	
Gross up external Income from STTS			(699)		
		7,098	0	7,797	778
Lighting Asset Management Plan					
Main Street, Earlston		40	0	40	0
Preston Road, Duns		40	0	40	17
Marmion Road, Galashiels		20	0	20	0
Bristol Terrace/Edinburgh Road, Galashiels		30	0	30	0
Wester Row, Greenlaw		2	(2)	0	0
Elm Row, Hawick		30	0	30	0
High Cross Avenue, Melrose		50	0	50	26
Minto Road, Denholm		30	0	30	0
Corroded Columns		20	2	22	0
		262	0	262	43
Accident Investigation Prevention Schemes Block					
AIP Schemes (Road Safety)		38	0	38	
Traffic Calming Measures		7	0	7	
Design fees		5	0	5	
		50	0	50	0
Cycling Walking & Safer Streets					
Cycle Related Activities		114	0	114	2
Walking Related Activities		112	0	112	7
		226	0	226	9
Waste Management					
CRC - Improved Skip Infrastructure					
Galashiels Community Recycling Centre		146	(146)	0	
Timing Movement to 2020/21			146		
		146	0	0	0
Finance, IT and Procurement					
Corporate ICT-Outwith CGI Scope					
PC replacement		67	0	67	56
Unallocated		0	0	0	0
		67	0	67	56
Children & Young People					
School Estate					
Early Learning and Childcare					
Coldstream ELCC			50	50	
Duns Primary School		75	125	200	71
Swinton		295	0	295	
Stow		150	0	150	
Stirches Primary School		341	0	341	71
Yetholm Primary School		(10)	30	20	4
Burgh Primary School		50	(40)	10	4
St Margaret's Primary School		17	0	17	
Chirside Primary School		38	(38)	0	
St Boswells Primary School Extension		108	(80)	28	
St Ronans Primary School Extension		446	954	1,400	
Galashiels New Build School		73	(73)	0	
Hawick New Build School		122	(122)	0	
Priorsford School		188	1,412	1,600	
Wilton Primary School ELCC		2	0	2	
Sprouston Alterations			10	10	
Lauder			40	40	
Unallocated Balance - Early Years Block		1,635	532	2,167	40
Timing Movement to 2020/21		0	0	0	
		3,530	2,800	6,330	190
School Estate Block					
<i>Improve and enhance school environments:</i>					
Priorsford Extension		1,190	(690)	500	22
Stirches Primary School		75	0	75	
Chirside Primary School		20	50	70	1
St Margaret's Primary School (Galashiels)		32	(32)	0	
Burnfoot Refurbishment		115	5	120	30
Primary School Refurbishments		580	150	730	
School toilet programme		395	(195)	200	
Hawick HS Window & Classroom Refurbishment		37	163	200	13
High School Social Areas (including Selkirk HS previously approved)		709	0	709	35
Earlston PS - Initial Design Study		17	(17)	0	
Eyemouth PS - Initial Design Study		25	(25)	0	
Coldstream Refurbishment work		78	72	150	2

	CFO/ Service Dir Asset&Infr Approval	Latest approved budget	Proposed Movement	Projected Outturn	Actuals to 30/06/2019
<i>Ensure school security, health and safety and legislative obligations are met:</i>					
		11	29	40	38
Kitchen refurbishment programme		200	38	238	
Accessibility works		200	271	471	
Eddleston Primary School - Secure Reception		37	(37)	0	
Reston Primary School - Secure Reception		7	13	20	2
Burgh Primary School - Secure Reception		48	37	85	
Melrose PS Security Legal Obligations		5	0	5	
Galashiels Academy Legal Obligations		317	(309)	8	
Earlston PS Legal Obligations		0	0	0	
Newcastleton Security Works		7	0	7	6
Lauder Security Works		5	0	5	
Knowepark Primary School Secure Reception		28	42	70	
Further enhancement to reception security		200	0	200	
<i>Enhancement to ASN provision in specialist resources:</i>					
Berwickshire HS Adaptations		500	0	500	
ASN Enhancements Galashiels Academy		100	0	100	
		28	(13)	15	11
<i>Respond to urgent issues arising unexpectedly in response to inspections by regulatory bodies, unplanned incidents or in relation to any of the key outcomes listed above:</i>					
		25	390	415	
Professional fees		140	(140)	0	
Earlston Primary Design		180	(180)	0	
Eyemouth Primary Design		72	(72)	0	
Unallocated Balance		0	0	0	
Timing Movement to 2020/21		0	0	0	
		5,383	(450)	4,933	160
Culture & Sport					
Sports Infrastructure					
Culture & Sports Trusts - Plant & Services					
Business Development		119	0	119	0
Building Energy Management System Upgrades		33	0	33	0
Pool Hall Humidity Sensors		30	0	30	0
Lighting		20	0	20	0
Heat Recovery		20	0	20	0
Pool Covers		8	0	8	0
External Remedials		72	0	72	0
Pool Tank Grouting/Expansion Joints		30	0	30	0
Pool Plant/Filtration/Sand Media		32	0	32	0
Lightning Protection		27	0	27	0
Heating/Air Handling Unit's		70	0	70	0
Berwickshire Recreation Education Sports Trust		38	0	38	0
Jedburgh Leisure Facilities Trust		102	0	102	5
Timing Movement to 2020/21		0	0	0	0
		601	0	601	5
Public Hall Upgrades					
Volunteer Hall		33	0	33	0
Unallocated		0	0	0	0
Timing Movement to 2020/21		0	0	0	0
		33	0	33	0
Economic Development					
Economic Regeneration					
Hawick Regeneration					
Former Armstrong/Almstrong Building		2,397	(1,897)	500	2
Galalaw Business Park		80	0	80	0
Unallocated		0	0	0	0
Timing Movement to 2020/21		0	0	0	0
		2,477	(1,897)	580	2
Borders Town Centre Regeneration Block					
Jedburgh Abbey Ramparts - contribution to CARS project		75	0	75	0
Hawick Public realm/ Former Armstrong Building		70	0	70	0
Other Hawick sites - feasibility study work or groundworks		39	0	39	0
Workshop Development		56	0	56	0
Town Centre Funds (Jedburgh, Hawick, Galashiels, Eyemouth, Selkirk)		0	1,421	1,421	0
Unallocated		0	0	0	0
Timing Movement to 2020/21		0	0	0	0
		240	1,421	1,661	0

	CFO/ Service Dir Asset&Infr Approval	Latest approved budget	Proposed Movement	Projected Outturn	Actuals to 30/06/2019
Health & Social Care					
Social Care Infrastructure					
Adult Services Facilities Upgrades					
Deanfield, Hawick		35	0	35	0
Grove House, Kelso		35	0	35	0
St Ronan's, Innerleithn		35	0	35	0
Saltgreens, Eyemouth		34	0	34	3
Waverly, Galashiels		34	0	34	0
Day Services		20	0	20	0
Unallocated		0	0	0	0
Timing Movement from 2019/20					
		193	0	193	3
Care Inspectorate Requirements & Upgrades					
Deanfield, Hawick		17	0	17	0
Grove House, Kelso		17	0	17	0
St Ronan's, Innerleithn		17	0	17	0
Saltgreens, Eyemouth		17	0	17	0
Waverly, Galashiels		17	0	17	0
Day Services		9	0	9	0
Unallocated		0	0	0	0
Timing Movement 2019/20		0	0	0	0
		91	0	91	0

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Appendix 3

SUMMARY OF CAPITAL FUND

	Balance as at 31/03/19 £'000	Balance as at 31/03/20 £'000
DEVELOPER CONTRIBUTIONS		
Waverley Railway	-	-
Technical Services	788	631
Education & Lifelong Learning	3,693	3,649
Planning & Economic Development	-	-
Social Work - Affordable Housing	676	567
Accrued Interest	535	535
Sub Total Developer Contributions	<u>5,692</u>	<u>5,382</u>
Capital Receipts	<u>1,876</u>	<u>1,784</u>
Total	<u><u>7,568</u></u>	<u><u>7,166</u></u>
		(92)

used to fund Commercial Property Upgrades projected at £92k

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ANNUAL PROCUREMENT REPORT

Report by Chief Financial Officer
EXECUTIVE COMMITTEE

20 AUGUST 2019

1 PURPOSE AND SUMMARY

- 1.1 **This report presents the Executive Committee with the 2018/19 Annual Procurement Report (APR), a mandatory report required by the Procurement Reform (Scotland) Act 2014.**
- 1.2 Organisations that require to prepare a procurement strategy must also publish an annual procurement report. These documents are now part of the reporting landscape for the public sector to support increased transparency and visibility of public expenditure and to embed sustainability into public sector procurement.
- 1.3 The purpose is to demonstrate to stakeholders that procurement spend is being used to best effect to achieve:
 - Better public services
 - Social, economic and environmental outcomes in the area; and
 - A range of local and national policies.
- 1.4 The key ambition of our procurement strategy is to support our local market and the economy. During 2018/19, and through delivering on our strategic objectives, the level of local spend continues to increase with £75.9m (45.2%) of the £168m Council spend (with third parties) being with businesses operating in the geographical boundaries of the Scottish Borders.
- 1.5 Following committee approval the APR must be submitted to the Scottish Government and published on the internet.

2 RECOMMENDATIONS

- 2.1 **It is recommended that the Executive Committee approves the submission of the Annual Procurement Report 2018/19 to the Scottish Government and its publication on the council's website.**

3 BACKGROUND

- 3.1 The Procurement Reform (Scotland) Act 2014 requires any public organisation, with an estimated total value of regulated procurement spend of £5 million or more (excluding VAT) in a financial year, to prepare and publish a procurement strategy.
- 3.2 The Council's procurement strategy for the period 2018-2023 was approved in December 2017 and is being taken forward by the Commercial & Commissioned Services team and the wider organisation.
- 3.3 Where an organisation is required to prepare a procurement strategy, it must also publish an annual procurement report to record and publicise its performance and achievements in delivering its strategy.
- 3.4 The strategy and annual report are now part of the reporting landscape for public sector organisations to support increased transparency and visibility of public expenditure, and to embed sustainability into public sector procurement.

4 ANNUAL REPORT

- 4.1 A copy of the APR for the period 1st April 2018 – 31st March 2019, developed in the format required by Scottish Government guidance, is attached to this report as Appendix 1.
- 4.2 The aim of report is to demonstrate to stakeholders that procurement spend is being used to best effect to achieve:
 - Better public services
 - Social, economic and environmental outcomes in the area; and
 - A range of local and national policies.
- 4.3 As part of the production of the report, an assessment has been undertaken to ensure delivery of procurement is in line with strategy objectives and the legislative landscape. The assessment has concluded all activities are compliant.
- 4.4 The APR also offers the opportunity to showcase activities and benefits delivered through procurement in the reporting period. Case studies have been included to demonstrate delivery is in line with the Corporate Plan.
- 4.5 The procurement strategy must be reviewed annually to ensure it remains aligned to corporate objectives. A review of the 2018-2023 strategy has been undertaken which confirms the direction of procurement remains in line with the ambitions of the new Corporate Plan – Our Plan and your part in it.
- 4.6 Following endorsement by the Committee, the approved APR will be submitted to the Scottish Government and published on the corporate website.

5 REPORT HIGHLIGHTS

- 5.1 During 2018/19, the level of local spend has increased to £75.9m (45.2%) of the £168m relevant overall Council spend (with third parties) being with

businesses operating in the geographical boundaries of the Scottish Borders.

- 5.2 Delivering sustainable procurement with social and economic impact is another area of key importance. Significant success with this ambition was achieved through working in partnership with JobCentre Plus and Borders College to help young and unemployed people gain work in the construction sector. The team was delighted to receive a highly commended award for the initiative at the Public Procurement Go Awards last year.
- 5.3 A further key ambition of the procurement strategy is to identify effective and efficient procurement improvements. Contract and Supplier Management (CSM) is crucial to unlocking the supply chain, through which performance improvement and efficiency savings can be realised. During 2018/19 the team led development work on a new framework for CSM and is now moving towards delivery of the new corporate approach.

6 IMPLICATIONS

6.1 Financial

There are no financial implications contained in the report.

6.2 Risk and Mitigations

If the annual report is not submitted to the Scottish Government and made available online then the Council will not be compliant with statutory legislation.

6.3 Equalities

An EIA has been carried out and there are no adverse equality issues arising from the report.

6.4 Acting Sustainably

Effective procurement supports a prosperous, fair and sustainable area, delivering best value as well as local economic, social and environmental benefits.

6.5 Carbon Management

There are no effects on carbon emissions associated with this report.

6.6 Rural Proofing

Not applicable.

6.7 Changes to Scheme of Administration or Scheme of Delegation

There are no changes to the Schemes of Administration or Delegation as a result of this report.

7 CONSULTATION

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

Approved by

David Robertson
Chief Financial Officer

Signature.....

Author(s)

Kathryn Dickson	Commercial & Commissioned Services Manager 01835 826646
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Background Papers:

Previous Minute Reference:

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

annual procurement report

2018 - 2019

Sustainable procurement - making a real difference



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INTRODUCTION

This annual procurement report has been prepared to meet the requirements of the Procurement Reform (Scotland) Act 2014, and throughout we will demonstrate how our performance and achievements during the period meet both the strategic direction set by the organisation, and all relevant procurement legislation. This report covers the period 1st April 2018 to 31st March 2019.

The Commercial and Commissioned Services Strategy 2018-2023 (CCSS) is in place to achieve the strategic procurement ambitions of Scottish Borders Council. By embedding a sustainable approach into the strategy themes and objectives we aim to make a real difference and positively influence the outcome of our procurement activities.

In February 2018 a new Corporate Plan for 2018-2023 called 'Our Plan and Your Part in it' was approved at Council. It sets the direction for the next five years to:

- Make the most of the new opportunities we now have
- Tackle the challenges we face
- Take account of what our Administration want to achieve
- Ensure we respond to national policies and other statutory requirements

The plan is structured across four key themes:

- Our Services for you
- Independent Achieving people
- A Thriving Economy with opportunities for everyone
- Empowered vibrant communities

The first annual review of the CCSS strategy has taken place to ensure the ongoing direction of procurement is in line with the new Our Plan and your Part in it.





PROCUREMENT STRATEGIC THEMES AND OBJECTIVES 2018-2023

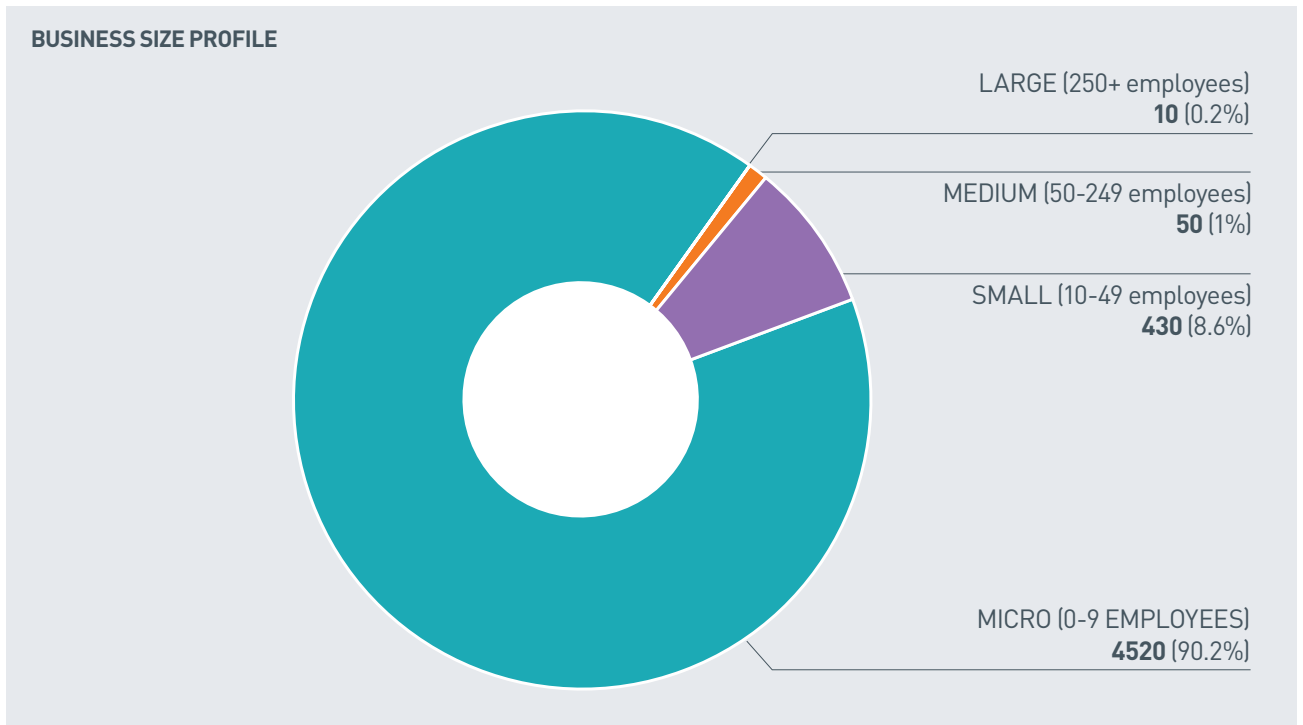
Our strategy focuses on a number of key themes and objectives. These aims have underpinned all activity during the year.

	Theme	Objective
1	Support our local market and the economy	to grow the Councils local supply base to increase the proportion of Council spend within the area
2	Deliver sustainable, flexible and innovative procurement	to capture opportunities while balancing priorities
3	Identify effective and efficient procurement policy improvements	to maximise the benefit from the investment in technology through the new ERP system
4	Deliver added value through savings and benefits	to make a positive and measurable impact through procurement opportunities
5	Develop commercial awareness across the organisation	to benefit from a commercial approach to key supplier and partner relationships


SCOTTISH BORDERS PROFILE



POPULATION 115,270 	HOUSEHOLDS 54,306 	SQ KM 4,732 
COUNCIL REVENUE BUDGET £284m to spend (18/19) on delivering services		COUNCIL CAPITAL BUDGET £386m to invest in projects over the next 10 years



KEY PROCUREMENT STATISTICS

INFORMATION 2018/2019 

COUNCIL SPEND £168m total Council spend with third parties	REGULATED CONTACTS 78 awarded	VALUE OF REGULATED CONTRACTS £52.9m during period
LOCAL SPEND 45.2% of expenditure with businesses operating in the geographical boundaries of the Scottish Borders	ACTIVE SUPPLIERS 2,598 number of active supplier accounts	PURCHASE ORDER TRANSACTIONS 41,585 number of purchase order transactions

Data Sources: Spikes Cavell, Scottish Borders Council ERP system

OUR APPROACH TO DELIVERY OF AMBITIONS

To meet the objectives of our strategy we actively utilise a variety of best practice tools, mechanisms and approaches. These are supported by operational process and procedures in line with corporate policy. A selection of these methods is noted below. The key is how we use these tools, rather than the tool themselves.

THE PROCUREMENT JOURNEY/PUBLIC CONTRACTS SCOTLAND (PCS)/PCS-TENDER

The use of this suite of national procurement tools facilitates best practice and consistency across all our activity by bringing together each of the steps involved in procurement.

SUSTAINABLE PROCUREMENT DUTY

The Council policy '*Adding Value to the Community through Procurement*' has been embedded into the new strategy to ensure every procurement project is considered for additional opportunities such as community benefits. Section 3 of this report summarises the positive outcomes from this policy.

In line with this and other strategy commitments, we have developed a Sustainable Procurement Charter. It can be found [here](#) (and at Appendix 1). The charter lays out each of our principles, standards and the expectations for suppliers who would like to work with us.

The Flexible Framework assessment tool is used to measure our overall performance across sustainability and to map our continuous improvement. The prioritisation tool is used to assess and identify the key spend areas with clear opportunity for sustainable benefit and the sustainability test is used to embed identified benefits into the development of frameworks and contracts.

FAIR WORKING PRACTICES

As can be noted from our Sustainable Procurement Charter, the Council has fully adopted the statutory guidance relating to the Selection and Award of Contracts addressing Fair Work Practices (FWP) including the Living Wage.

The Council continues to progress the adoption of the Living Wage Foundation Accreditation.

CONTRACT REGISTER

Our annually updated contract register is available [here](#).

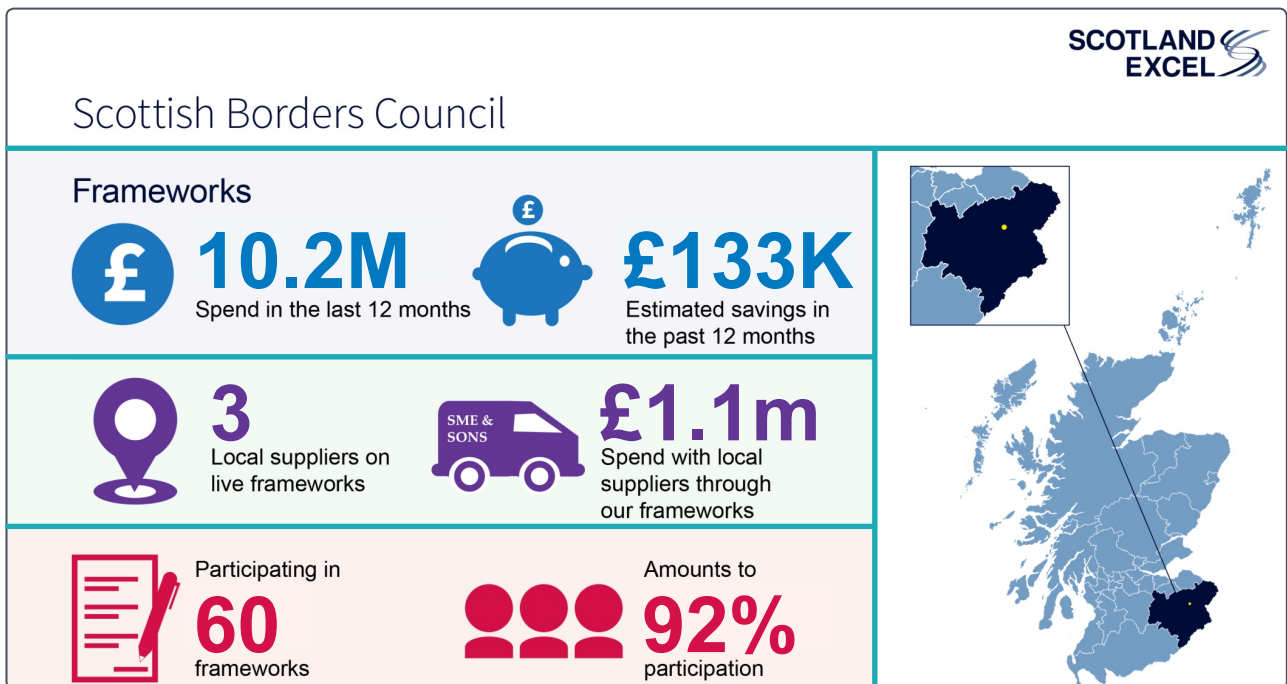
PROCUREMENT & COMMERCIAL IMPROVEMENT PROGRAMME

The national Procurement & Commercial Improvement Programme (PCIP) regime considers four key areas across Leadership & Governance, Development & Tender, Contract and Purchase Processes.

Our second assessment during 2018 resulted in overall total score of 78%, placing us in the top F1 Band and ahead of the Scottish local authority average. Further detail is provided later in this report.

COLLABORATIVE PROCUREMENT

Collaborative frameworks are utilised wherever possible, particularly with our shared service Scotland Excel as can be noted from the image below. Other collaborative opportunities include Crown Commercial Services, ESPO and other public sector based organisations. Regional collaboration is undertaken with neighbouring authorities such as City of Edinburgh, Midlothian and East Lothian Councils.



STAKEHOLDER CONSULTATION AND ENGAGEMENT

During the year, and with a particular focus on our activities across Social Care and Health, a number of external consultations and engagement opportunities have been undertaken.

CASE STUDY

Shared Lives is a regulated form of social care which has historically been used primarily for people with learning disabilities. In Shared Lives, an adult who needs support or accommodation is matched with an approved Shared Lives carer, who supports and includes the individual in their family and community life. Shared Lives can provide long term live in, short breaks and day support options for the local population.

Shared Lives has diversified across the UK to support other groups. However, in the short term, the Council intends to focus on the development of a new service for people with a learning disability identified as their primary support need.

It is the intention to commission this new service through a third party organisation, and so a Prior Information Notice outlining the opportunity was published through Public Contracts Scotland to measure the level of interest from providers in developing a service in the Borders.

As a result of receiving substantial interest, a Providers event was held to share the ambitions of the commissioning service. The team is now taking forward a procurement exercise to source a provider.

SECTION 1

SUMMARY OF REGULATED PROCUREMENTS COMPLETED DURING THE PERIOD

This section provides a record of the regulated procurement processes (any procurement with a value equal to or more than £50,000 for goods and services or £2M for works contracts) completed during 1st January 2018 – 31 March 2019.

Regulated procurement activity is governed by the rules set out within the Procurement Reform (Scotland) Act 2014.

TOTAL NUMBER OF REGULATED PROCUREMENT CONTRACTS AND EXPENDITURE FOR THE PERIOD

Number of Contracts	Category A (Scottish Procurement)	Category B (sectoral)	Category C (Local)	Total Value
78	£6,148,796	£6,238,173	£40,515,290	£52,902,259

Full details relating to each contract is provided in Appendix 2.

SECTION 2

REVIEW OF REGULATED PROCUREMENT COMPLIANCE

OVERALL ASSESSMENT

Compliance of our regulated procurement activities remains in line with the CCSS strategy aims and objectives and is achieved through the robust Council governance across Procurement and Contract Standing Orders and Financial Regulations.

Procurement Services are delivered by a centralised Commercial and Commissioned Services team, which facilitates and enables a strategic corporate approach to all requirements. The team applies our organisational values of fairness, equal treatment and openness to all that we do.

Each regulated procurement activity is reviewed to determine if and how it might contribute to the achievement of the Councils wider objectives. This review is carried out, in full partnership with the contract owner, through the development of a project procurement strategy. The detail contained in this document is used to develop and determine the most appropriate procurement route while considering sustainability and added value opportunities.

This approach creates a consistent, proportionate and effective mechanism to make certain these procurement activities are linked and aligned with the overall corporate and procurement strategic themes and associated objectives.

DELIVERING AGAINST OUR STRATEGIC THEMES - CASE STUDIES

Deliver Sustainable, flexible and innovative procurement

In February 2019, the Council awarded a new contract for Fresh Fruit, Vegetables, Bakery Products and Eggs. This contract requires the supplier to supply and distribute fresh perishable produce to our school kitchens.

During the procurement process, we explored with suppliers whether there was an opportunity to change the frequencies of deliveries to reduce our carbon footprint and the cost of the contract. At the same time, we arranged for our milk requirements to be distributed alongside the fresh produce. As a direct result all our fresh product requirements are received through a single delivery. This creates a more sustainable distribution approach for the supplier and delivers the carbon reduction and financial benefits previously mentioned.

Supporting our local supply market and the economy

During the year, the team developed our first Dynamic Purchasing System (DPS) for Passenger Transport Service contracts. A DPS offers much more flexibility, with new suppliers able to join at any point – a really important benefit to SME's, making procurement more open and transparent and crucially, removing the date based barrier linked with traditional frameworks.

As this was the first DPS to be put in place by the team, supplier engagement, support and training on PCS-T (the online tendering tool) was a crucial element of our preparations. Our membership of the Supplier Development Programme (SDP) proved to be an invaluable resource to help us deliver high quality support and training to suppliers, with the side benefit of improving our own knowledge of how the system can work best.

Another real advantage is that once suppliers have attended these events, they are provided with a step-by-step guide and encouraged to utilise resources on the SDP website. Feedback from the training was very positive and the approach taken made what can seem a daunting process much more straightforward. This partnership between the team and SDP resulted in a positive response to the DPS, fulfilling the key ambition of the procurement exercise



Identify effective and efficient procurement policy and process improvements

Building on the benefits of the Business World Enterprise Resource Planning System, a number of positive policy and process improvements have been delivered during the last financial year. Examples of these are noted below.

With responsibility to manage the supplier master data, the Payments team undertook a review of the data held in the system. As a result, the number of live records requiring management has halved through an archiving process. Separately, the number of supplier groups has reduced to streamline the data for reporting purposes and to support the management of our GDPR obligations.

Our Purchasing team led the P2P input to the Milestone 7 upgrade of the ERP system. This upgrade was a significant learning curve and so has improved our knowledge of the system, all while delivering on the timetable for the project. This team also leads the P2P Business World User Group. This group, from Services right across the Council, meet regularly to share knowledge of their processes and other system related matters.

Alongside these improvements, Purchase Cards were piloted as a replacement for our existing petty cash requirements. Following a successful outcome, these cards are being rolled out across appropriate areas of the Council.

Prepaid cards are also being tested as an alternative payment method for a number of areas of activity where payments are made to individuals.

Deliver Added Value through Savings and Benefits

During the year our team supported the delivery of cashable and other benefits by facilitating access to service based efficiencies through procurement activities.

The total estimated efficiencies delivered through regulated contracts is noted below. It should be noted that this figure relates to procurement related benefits during the period of this report and not to the overall savings made by the organisation through service redesign, specification reviews and other budget efficiencies.

Period	Category A (Scottish Procurement0	Category B (sectoral)	Category C (Local)	Total
2018/2019	£694,797	£133,179	£408,289	£1,236,265

Developing Commercial Awareness across the Organisation

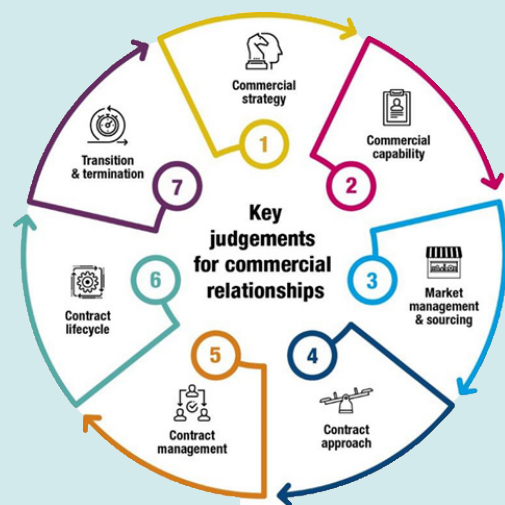
The delivery of contract and supplier management, (CSM), along with enhanced commercial skills, aims to equip the organisation for the future, to mitigate risk, save money and improve outcomes. CSM plays a vital role in the system of governance, risk management and control and is key to unlocking the supply chain value through which performance improvements and efficiency savings can be realised.

During 2018/19 a working group has completed the development of a corporate framework through which CSM will be put in place during 2019/20, supported by a digital tool attached to the ERP system.

The financial and performance benefits from contract management come from a number of areas including;

- Demand management - changing the scale and/or scope of the contract (doing less/fewer things without affecting quality but reducing cost)
- Reducing administrative/invoicing requirements can increase productivity or allow the redirection of resources to other priorities
- Introducing innovation/doing things differently
- Penalising poor performance
- Generating income

This project will also build on the existing commercial skills across the Council to support the delivery of contract management, bringing new and enhanced knowledge to the organisation.



SECTION 3

COMMUNITY BENEFIT SUMMARY

BACKGROUND

The Council has a well-established 'Adding Value to Communities through Procurement Policy'. This can be found on page 12 of the CCS strategy. Community benefit clauses (CBCs) are considered for every contract with an estimated value exceeding £50,000, with a clear process in place to ensure proportionate and appropriate application, particularly for regulated procurement activity. To ensure delivery of this important policy, the role of Sustainability Officer has been in place for a number of years.

Our CBCs include minimum requirements which are developed with consideration of the type, value and duration of the contract. Bidders must meet or, as appropriate, go further than the minimum requirements and explain how they intend to deliver the benefits they commit to. The quality and ambition of the proposed delivery plan is evaluated with the score making up a suitably weighted element of the final outcome.

COLLABORATION

The Scottish Borders Community Planning Partnership Sustainable Procurement group continues to work together to identify area wide collaborative opportunities that may have positive social, economic and environmental benefit outcomes. Close links have also been established with the local social enterprise chamber to identify potential opportunities for local social enterprise.

Our Co-ordinator also chairs a Community Benefit Stakeholder Group. This group brings together representatives from our wider partners including Department of Work and Pensions, Borders College, Skills Development Scotland, Criminal Justice, Economic Development and Employability groups to support seamless delivery of benefits, particularly to key priority groups.

The Construction Sector Work Academy is a joint programme created by partners from this group to help young and unemployed people. This programme was highly commended at the GO Awards Scotland 2018.



The project is delivered through a partnership across JobCentre Plus, the Council and Borders College which enables people to get their Construction Skills Certification Scheme card (CSCS). Community benefit clauses in our contracts facilitate work placements providing valuable experience of working on live construction projects.

Councillor Robin Tatler, Executive Member for Finance noted “This is an ambitious partnership project which has been operating for two years now and has helped a number of young and unemployed people gain work in the construction sector. It is also an excellent example of how Community Benefit clauses in our contracts can support the local community, people and economy and I’d like to congratulate all those involved in the project from across the partners.”

Building on the success of this programme, early discussions have taken place with the Scottish Prison Service (SPS) regarding the reintegration of individuals returning from a custodial sentence back to their local community.

The Council aims to use community benefit clauses to identify suitable employment opportunities on local construction projects and the Prison Service will deliver construction training and help individuals acquire their CSCS card prior to release. The SPS will then provide the through care to support the individual back into the community.

COMMUNITY

The Council has introduced a fully managed pool car fleet service. This has delivered significant financial savings and, importantly a reduction in carbon emissions which supports the Council’s efforts to meet climate change targets.

The service has now expanded to incorporate community use. As well as business use by SBC and other named partner organisations, it was agreed that minimum of 50% of the pool cars should be made available for community use.

This has provided communities across the Borders with increased access to sustainable, low emission vehicles at times when other public transport is less frequent. SBC’s Local Access and Transport Strategy seeks to make the Scottish Borders a more connected place by providing reliable, affordable, convenient transport which enhances accessibility and promotes connected town centres.



SUMMARY OF COMMUNITY BENEFITS DELIVERED DURING THE REPORTING PERIOD

Type of Community Benefit	Number delivered
Employment & Skills Activity	
a) Jobs Created / New Employment Opportunities	11
b) Apprentices – Starts	1
c) Apprentices – Existing	1
d) Apprentices – Completions	
Training and Work Experience	
a) Work Experience Placements (16 plus years)	6
b) Work Experience Placements - Employability programmes	8
Support Activities Education	
a) Education No. of Participants	1096
b) Education Support Activities - Schools	15
Community Engagement Events/Activity	
a) Engagement with Community Groups	12
b) Supporting Community Projects/Events	9
c) Sponsorship Activity	8
d) Donation of materials	2

SECTION 4

SUPPORTED BUSINESS AND THE THIRD SECTOR SUMMARY

The development of every procurement strategy considers the involvement of supported business or social enterprise as a delivery option and, as appropriate, we utilise the Scottish Government Supported Business Framework or consider our local providers for innovative ways of ensuring supported business and social enterprises have the opportunity to work with us.

The Council works closely with Scottish Borders Social Enterprise Chamber (SBSEC) to encourage supported business and other third sector organisations to access Council contract opportunities. This active role allows us to keep members updated with contract and community benefit opportunities.

The Council will continue to look for opportunities for supported businesses, investigating all procurement avenues to identify appropriate providers and matching them with our contract opportunities. Community benefit clauses also provide an opportunity to direct our third party contractors/ suppliers to consider supported businesses in their supply chain.

During this reporting period the Council has engaged with a number of supported businesses through both contract and grant award mechanisms:

- Home Basics (£14,167)
- The Borders Green Team (£11,465)
- Green Works (£4,000)
- The Lady Haig Poppy Factory (£798)

CASE STUDY – HAVEN RECYCLE

The Council has been working with Haven Recycle (a supported business based in Glasgow) on the removal, uplift and recycling of digital devices from our premises. This contract aligns with a replacement printer programme across schools and outlying offices. This project, as part of the wider digital transformation programme and, in a similar way to that already rolled out at Council Headquarters, substantially reduces our printing costs and paper consumption.

Haven Recycle specialise in providing an efficient flexible and secure data wiping and destruction, reuse and recycling of redundant IT and WEEE (Waste Electrical and Electronic Equipment).

Whilst operating as a business, Haven Recycle is first and foremost a social enterprise, their unique attribute being that the majority of the highly skilled and comprehensively trained workforce comprises of disabled and disadvantaged adults. The business activities therefore, address the needs and issues in both social and environmental sustainability.

SECTION 5

FUTURE REGULATED PROCUREMENT SUMMARY

The Procurement Reform (Scotland) Act 2014 states it is mandatory that this annual procurement report includes “a summary of the regulated procurements the authority expects to commence in the next two financial years.”

WHY?

Acting in a transparent and proportionate manner is an effective way by which an organisation can encourage competition and achieve better value for money in its procurements. This approach aims to widen participation in the public procurement process providing information to suppliers of future opportunities.

Appendix 4 contains details of the planned regulated procurement activities expected to be undertaken during financial years 2019/20 and 2020/21.

SECTION 6

PERFORMANCE

PROCUREMENT AND COMMERCIAL IMPROVEMENT PROGRAMME

In September 2018, Scotland Excel carried out the Procurement and Commercial Improvement Programme (PCIP) assessment of Scottish Borders Council (SBC). This assessment was focussed on areas of improvement.

Scottish Borders Council received an overall score of 78%, placing it in the F1 Band and well above the Scottish local authority average. This represents an increase of 8% on 2016, and demonstrates our continuous improvement across all areas of the programme

The areas of positive practice and opportunities for further improvement are highlighted below.

PCIP Section	Positive Practice	Opportunities for Improvement
1. Leadership and Governance	<ul style="list-style-type: none"> • Modern Apprentice programme and positive pathway for development created • Focussed priority through commercial Director role • Real time spend and use of Business World 	<ul style="list-style-type: none"> • Maturity in Commercial Improvement
2. Development and Tender	<ul style="list-style-type: none"> • Strong evidence of ensuring appropriate implementation and exit considerations in Social Care 	<ul style="list-style-type: none"> • Further embedding of good practice around implementation and exit strategies across portfolio
3. Contract	<ul style="list-style-type: none"> • Member led Major Contact Governance Group is a positive driver for overall contract management of key suppliers • Active and comprehensive monitoring in Social Care • Successful implementation of Business World has facilitated tangible improvements and evidence of cultural shift in behaviour and practice • Evidence of Demand Management practice in relation to Business Travel, Energy Consumption and Social Care 	<ul style="list-style-type: none"> • Continued focus on Contract and Supplier Management development • Continued focus on Evaluation Criteria
4. Key Purchasing Processes	<ul style="list-style-type: none"> • Well developed relationship with CGI • Establishment of P2P user group to manager continuous improvements 	<ul style="list-style-type: none"> • Further utilise the functionality and outputs of Business World • Continue to benchmark ICT capability in partnership with CGI

PAYMENT PERFORMANCE

Our BusinessWorld system P2P processes are now business as usual. As a result of delivering sustained improvements throughout our processes supplier payment performance has increased significantly.

The trend continues upwards and has reached 90% (June 2019). Further analysis of this figure demonstrates that 84% of payments are made in 21 days, 71% in 14 days and 40% paid within 7 days of receipt.

The average 2018/19 performance is noted below:

84% of payments to suppliers made within 30 days

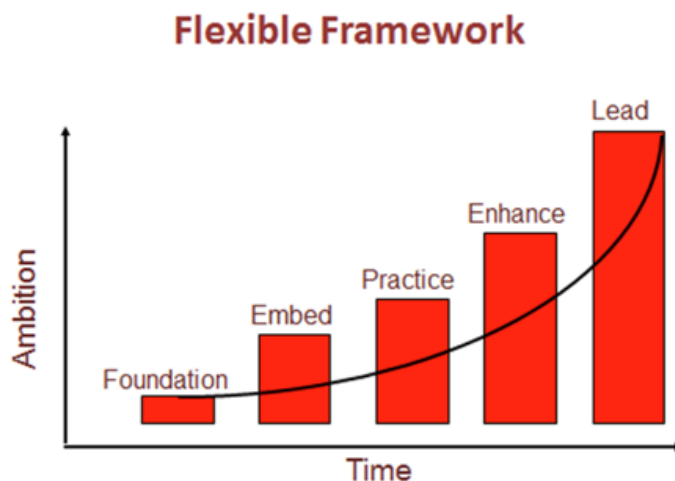
97% of payments to suppliers made electronically

SUSTAINABILITY PERFORMANCE - FLEXIBLE FRAMEWORK ASSESSMENT TOOL

The Scottish Government Flexible Framework assessment tool is used to help ensure we achieve sustainable outcomes by assessing our current level of performance and identifying the actions required to continuously improve our procurement practice in relation to sustainability.

The Councils well established Sustainable Procurement Policy Group has recently realigned to support the delivery of the UN Sustainable Development Goals in a Scottish Borders context. It is planned to revisit the remit to drive adoption of, implementation of and best practice on sustainable development throughout the Council. This will ensure that there is a clear link through the new National Performance Framework (approved by the Scottish Parliament on 24th May 2018) which incorporates the UN Sustainable Development Goals.

Embedding sustainable development into the culture of the organisation will ensure sustainability is a key feature of all buying decisions and support the Councils progress to level 4 of the flexible framework.



Annual Report Ownership	Further Information
Approval Process	Scottish Borders Council – Executive Committee August 2019
Led By	Mr David Robertson Chief Financial Officer david.robertson@scotborders.gov.uk
Delivered By	Ms Kathryn Dickson Commercial & Commissioned Services Manager kathryn.dickson@scotborders.gov.uk

GLOSSARY

Collaboration	Working with other partners to undertake joint or shared procurement activities with the intention of obtaining better value through the economies of scale and reduced procurement costs
Commissioning	This is the process used to assess the needs of people in the area, then to design and specify the appropriate services to deliver those needs in a cost effective and value for money way
Community Benefits	These are contract requirements that deliver wider benefits in addition to the core purpose of the contact. These will create added value and will be social, economic or environmental benefits
Contract Management	This is the management of contracts with suppliers or partners. It includes the tasks and activities to ensure the contract is delivered as per the terms. Activity can include the mobilisation of the contract, delivery throughout the term of the contract to expiry and decommissioning. It will also include supplier relationship and performance management
Demand Management	This is a way to reduce costs by managing requirements through many different methods such as forecasting, reducing options, increasing flexibility or considering distribution methods and frequency
Flexible Framework Self-Assessment Tool (FFSAT)	A tool used to assess and measure our level of performance of sustainable procurement and to build an action plan to build on that performance
Goods	Items that we buy include things such as catering provisions, office stationery and supplies, or the materials needed to build roads
KPI	Key Performance Indicators are measures put in place as part of the contract arrangements. These will be used to help manage delivery of the contract to a pre-agreed set of quality and quantity indicators
P2P	Procurement to Payment - electronic IT systems and processes used to manage the raising of purchase orders through to the payment of supplier invoices
PCIP	The Scottish Government led Procurement and Commercial Improvement Programme and its associated assessment programme
Procurement	This is process of acquiring goods, services and works
Purchasing	The transactional stages of placing orders for goods, services or works, using P2P systems to receipt goods, services or works received and then to pay for them
Regulations	Public Contracts (Scotland) Regulations 2015; Procurement (Scotland) Regulations 2016; The Procurement Reform (Scotland) Act 2014
Services	Services we buy might include care services, professional services to design works projects or repair and maintenance services
Small and Medium Enterprises (SME's)	Firms that employ less than 9 employees are classified as micro businesses, firms that employ less than 50 are classed as small and those employing less than 250 medium
Sustainable Procurement	A process where organisations meet their needs for goods, services and works in a way that achieves value for money on a whole life costs basis and generates benefits, not only for the organisation but for society, the economy and the environment
Third Sector	The group name for a range of organisations such as community groups, charities, voluntary organisations, social enterprises or community interest companies. They can be everything between small and local or large multinational companies or charities
Value for Money	Value for money is the optimum combination of whole life costs quality and sustainability to meet our requirements
Whole Life Costing	Whole life costing takes into account the total cost of a product or service over its lifetime, from concept to disposal and including purchase, hire or lease, maintenance, operation, utilities, training and end of life disposal. It is important to take all of these costs into consideration when making decisions as in some cases the purchase cost is only a small proportion of the cost of operating it
Works	Construction works that we buy, including the construction and/or refurbishment of new and existing buildings, roads, bridges, parks or other open spaces ⁹

APPENDIX 1 – SUSTAINABLE PROCUREMENT CHARTER

Sustainable Procurement Charter

Scottish Borders Council aims to be a responsible purchaser of goods, services and works. We set standards to make sure we undertake our activities in an ethical, responsible and sustainable way. This charter lays out a number of important principles and policy requirements of the Council to which we expect our suppliers to comply.



Achieving our Sustainable Procurement duty

Equalities

We view the Scottish Borders as a place where everyone matters, where everyone should have equal opportunities and where everyone should be treated with dignity and respect. As a responsible employer the Council is committed to promoting equal opportunities to all of the Scottish Borders community, employees and suppliers alike. Consideration of equal opportunities is fully integrated into our procurement practices and is fully committed to the values and ethos of the Equality Act 2010.

Disability Confident Scheme

The Council is an accredited Disability Confident employer. We are committed to the aims of Disability Confident and would encourage our partners, suppliers and providers to demonstrate their commitment to the scheme and also become accredited Disability Confident employers. As appropriate, contracts or framework agreements may include clear performance indicators relating to the positive benefits of such a scheme.

Facilitating SME's, third sector and supported businesses in the procurement process

Our procurement strategy aims to achieve a mixed economy of suppliers to support and develop our local rural market, particularly micro, small and medium sized enterprises, Third Sector organisations and supported businesses. This approach includes simplified and standardised public sector procurement practices, consideration of lotting and a range of hands-on assistance to the local supply chain to help reduce any barriers to involvement in procurement opportunities.

Promoting Innovation

Influencing the market towards innovative solutions can focus public spending on sustainable goods, services and works and create an important catalyst for local job creation, sustainable innovation and market development. Our procurement strategy notes the importance of innovation through procurement and we encourage all our suppliers to consider an innovative approach to the way goods and services are delivered.

Fair Work Practices

As a Living Wage employer, the Council is committed to encouraging the wider adoption of the Scottish Living Wage by suppliers and to support this has adopted the Scottish Government guidance on the Selection of Tenderers and Award of Contracts which addresses Fair Work Practices as part of the procurement for relevant contracts. The Living Wage is an hourly rate set by the Living Wage Foundation and is revised in November every year. The current rate is £9.00 (November 2018)

Consultation with Stakeholders

Service User and, where appropriate, wider community consultation is an integral part of commissioning considerations. The strategic importance and complexity of required outcomes will mainly govern the level of consultation undertaken and the choice of the procurement route followed. The final decision on these matters will always be considered in light of what is likely to provide best value for the local community.

Health & Safety Compliance

The Council is committed to achieving a culture that ensures it complies with all current Health and Safety legislation and in so doing endeavours to provide safe places and safe systems of work. This principal extends to those employed to do contracted works for and on behalf of the Council. The Council will only employ contractors who areSSIP accredited.

Fairly & ethically traded goods

The Council supports the Fair Trade initiative because it reflects our commitment to sustainable development and offers the prospect that marginalised producers across the world will receive fairer deals for their produce. The Council will promote the use of fair trade products across all its services and raise awareness of fair trade amongst its staff and customers. The Council will (to the extent permitted by EU procurement legislation) embed Fair Trade into contracts with suppliers where it has a direct bearing on the required goods, services and works.

Provision of Food

The procurement of food considers the wider community focus of improving the health and wellbeing of young people and communities in the Borders. Promoting a sustainable food supply chain by (where possible) the use of Scottish produce through collaborative contracts supports the delivery of healthy choices to support healthy eating. Food security and ethics are of equal importance and the Council follows Scottish Government guidance to ensure consideration of the highest levels of animal welfare.

Prompt payment within 30 days

The effect of late payment on SME's can be significant, impacting cash flow and the ability to trade. As direct support the Council has a prompt payment policy and related performance indicator which aims to make payment of invoices within 30 days of receipt of a valid invoice. To make sure this policy flows through all stages of the supply chain, our terms and conditions of contract obliges our contracted suppliers to make payment of valid invoices within a similar 30 day period.

Information/Data Management/Protection

The Council regards information as a valuable corporate asset which must be obtained, processed and protected diligently, lawfully and ethically. The approach to information governance focuses on safeguarding customers, providing business transparency and ensuring legislative compliance. Relationships with 3rd parties who handle data on behalf of the Council, or with whom we share data are carefully managed. Contracts include information governance compliance conditions with these arrangements being documented and monitored. We will expect all suppliers to take the same robust approach to information management as we do, even after their contract has expired.

Environmental Impact and Climate Change

The Council is committed to reducing its environmental impact, including carbon emissions, wherever possible. The Climate Change (Scotland) Act 2009 places duties on public bodies to deliver their services in a way which supports this, including both internal activities, such as energy saving within buildings, and its work with partners. The way that the Council procures goods and services can have a huge environmental impact, and by purchasing items which can demonstrate a reduced negative effect on wildlife, natural resources and carbon emissions, we can reduce our carbon footprint and support suppliers to do the same.

Improving the economic, social and environmental wellbeing of the area

Adding Value to Communities through Community Benefits or 'social' requirements in public sector procurement is intended to ensure that wider local economic and social issues are considered when delivering construction works, service or supplies contracts. This is achieved through the inclusion of specific clauses within contracts known as community benefit clauses (CBCs).

Conflict of Interest

Council Officers and Members conducting business on behalf of the organisation have a responsibility to do so in a manner that is objective and ethical. As such we require any individual whether employee or supplier to declare such an interest before any procurement activity commences as the best way to handle conflicts of interest is to avoid them entirely.

Modern Slavery Act 2015

The Council adopts a zero tolerance approach to modern slavery and human trafficking. We expect all those who work for and with us to adhere to this approach. As appropriate we will address areas of concern in the tendering process through requiring minimum standards and contract management.

APPENDIX 2 – REGULATED PROCUREMENT

CATEGORY A SCOTTISH GOVERNMENT FRAMEWORK AGREEMENTS – CONTRACT AWARD/SPEND CHARTER

Scottish Government Schedule	Supplier Name	Subject Matter	Start Date	End Date	Contract Value
PS-14-002	Hewlett Packard UK Ltd	Desktop Client Devices	01.04.18	31.03.19	£51,190
PS-11-010	EDF Energy Ltd	Electricity	01.04.18	31.03.19	£2,200,936
PS-11-001	Lyreco UK Ltd	General Stationery and office paper	01.04.18	31.03.19	£114,707
PS-11-004	Scottish Fuels	Liquid Fuel - Automotive fuel (Central)	01.04.18	31.03.19	£142,490
PS-11-004	Highland Fuels	Liquid Fuel - Automotive fuel (South)	01.04.18	31.03.19	£1,115,509
PS-11-004	Scottish Fuels	Liquid Fuel - Heating oil (South)	01.04.18	31.03.19	£690,232
PS-14-002	Hewlett Packard UK Ltd	Mobile Client Devices	01.04.18	31.03.19	£357,272
PS-12-009	XMA Limited	National Framework for Tablet Client Devices	01.04.18	31.03.19	£53,103
PS-12-005	Total Gas & Power Ltd	Natural Gas	01.04.18	31.03.19	£514,564
PS-15-814	Royal Mail Group	Postal Services - Ad-hoc and hybrid mail (2016)	01.04.18	31.03.19	£121,679
PS-15-814	Royal Mail Group	Postal Services - Scheduled/Regular Bulk Mail (2016)	01.04.18	31.03.19	£70,130
PS-15-005	Anglian Water Business (National) Ltd	Water and Waste Water Services	01.04.18	31.03.19	£716,984
Total Value					£6,148,796

CATEGORY B SCOTLAND EXCEL FRAMEWORK AGREEMENTS – CONTRACT AWARDS/SPEND

SXL Schedule Number	Supplier Name	Subject Matter	Start Date	End Date	Contract Value
0516	Nynas UK AB	Bitumen Products	01.04.18	31.03.19	£365,097
0516	Colas Ltd	Bitumen Products	01.04.18	31.03.19	£199,834
0517	Kibble Education & Care Centre	Children's Residential	01.04.18	31.03.19	£568,568
0517	Hillside School (Aberdour) Limited	Children's Residential	01.04.18	31.03.19	£247,613
0517	Care Visions Group Limited	Children's Residential	01.04.18	31.03.19	£191,189
0517	Spark Of Genius (training) Limited	Children's Residential	01.04.18	31.03.19	£133,178
0517	Harmony Education Trust Ltd	Children's Residential	01.04.18	31.03.19	£109,065
0115	Apetito Limited	Community Meals	01.04.18	31.03.19	£288,793
0815	The Furnishing Service Limited	Domestic Furniture and Furnishings	01.04.18	31.03.19	£353,399
0216	Langstane Press Limited	Education & Office Furniture	01.04.18	31.03.19	£74,592
0916	Yorkshire Purchasing Organisation	Education Materials	01.04.18	31.03.19	£74,345
0615	Edmundson Electrical Ltd T/A Edmundson Walsall	Electrical Materials	01.04.18	31.03.19	£80,645
0913	Energywise Scotland Ltd	Energy Efficiency Contractors	01.04.18	31.03.19	£119,578
1016	Brake Bros Ltd	Frozen Foods	01.04.18	31.03.19	£517,850
0515	Brake Bros Ltd	Groceries & Provisions	01.04.18	31.03.19	£643,049
1014	Simon Tullett Machinery	Ground Maintenance	01.04.18	31.03.19	£60,708
1414	Unico Limited	Janitorial Products	01.04.18	31.03.19	£116,355
0617	A.T Little & Sons (T/A Browns Books)	Library Books & Textbooks	01.04.18	31.03.19	£188,875
0617	Oxford University Press	Library Books & Textbooks	01.04.18	31.03.19	£72,773

SXL Schedule Number	Supplier Name	Subject Matter	Start Date	End Date	Contract Value
0214	Brake Bros Ltd	Meats - Fresh, Prepared & Cooked (inc. Fresh Fish)	01.04.18	31.03.19	£97,220
0214	Campbell Brothers Limited	Meats - Fresh, Prepared & Cooked (inc. Fresh Fish)	01.04.18	31.03.19	£50,324
0416	Bunzl UK Ltd (T/A Greenham)	Personal Protective Equipment	01.04.18	31.03.19	£50,090
1214	Avm Impact Ltd	Presentation & Audio Visual Equipment	01.04.18	31.03.19	£59,707
2013	Cleveland Potash Ltd	Salt	01.04.18	31.03.19	£358,208
2917	ICL	Salt	01.04.18	31.03.19	£249,806
0716	Kibble Education & Care Centre	Secure Care	01.04.18	31.03.19	£169,740
2017	The Social Care Community Partnership Limited	Social Care Agency Workers	01.04.18	31.03.19	£196,295
0417	Redpath Tyres Ltd	Tyres for Vehicles & Plant	01.04.18	31.03.19	£195,383
0217	Cooks Van Hire Limited	Vehicle & Plant Hire	01.04.18	31.03.19	£124,666
0217	ACL Hire Limited	Vehicle & Plant Hire	01.04.18	31.03.19	£50,074
0116	AM Phillip Trucktech Ltd	Vehicle Parts	01.04.18	31.03.19	£111,253
0116	Dingobro Ltd.	Vehicle Parts	01.04.18	31.03.19	£62,341
0116	Bramall Quicks Dealerships T/a Quickco	Vehicle Parts	01.04.18	31.03.19	£57,560
Total Value					£6,238,173

APPENDIX 2 – REGULATED PROCUREMENT

CATEGORY C CONTRACT AND FRAMEWORK AWARDS

SBC Ref	Supplier Name	Subject Matter	Award Date	Start Date	End Date	Ext'n Period	Estimated Contract Value
1365	Police Scotland	Provision of Dedicated Police Officers	01/04/2018	01/04/2018	31/03/2021	24 Months	£405,000
1365	NHS Borders	Contribution to Community Children's Nurses Service	01/04/2018	01/04/2018	31/03/2021	24 Months	£221,800
1522	Children 1st	Abuse and Trauma Recovery Service	01/04/2018	01/04/2018	31/03/2021	24 Months	£198,875
EL8	NHS Borders	Drug Treatment and Testing Orders Service	01/04/2018	01/04/2018	31/03/2019	12 Months	£64,848
1548	Insight Direct UK Limited	Provision of Microsoft Enterprise License Agreement	30/04/2018	01/05/2018	30/04/2020		£1,077,891
1527	IHS Markit Limited	Online Technical Resource Library	14/05/2018	14/05/2018	13/05/2020	24 months	£160,533
1496	Various (framework participants)	Road Surfacing Materials Aggregates (Dry) & Ready Mixed Concrete	21/05/2018	21/05/2018	20/05/2021	12 Months	£15,000,000
1561	Levenseat	Organic Waste - Food Waste Treatment	22/05/2018	29/05/2018	28/05/2019		£54,000
1475	RNLI	Beach Life Guarding Services - Coldingham Bay	26/05/2018	26/02/2018	02/09/2022		£81,389
1574	McKenzies Waste and Wood Recycling	Recycling of Wood	31/05/2018	31/05/2018	30/05/2019	12 Months	£100,000
1500	Action for Children	Drugs & Alcohol Children & Families and Young Carers Service	01/06/2018	01/06/2018	31/05/2021		£663,147
1463	George Beattie & Sons	School Demolitions	05/07/2018	05/07/2018	15/01/2019		£243,664
1568	Everwarm Limited	Energy Improvements (EWI) at Properties in Galshiels, Clovenfords, Town Yetholm and St Boswells	13/07/2018	23/07/2018	31/05/2019		£606,500
1497	E-ON Energy Solutions	NDEE Framework Project (Non Domestic Energy Efficiency)	22/07/2018	01/09/2018	31/03/2020		£1,502,233

SBC Ref	Supplier Name	Subject Matter	Award Date	Start Date	End Date	Ext'n Period	Estimated Contract Value
2017	Various (framework participants)	Social Care Agency Workers	27/07/2018	01/08/2018	31/07/2022		£280,600
1583	Europcar Group Limitd	Managed Pool Vehicles	29/07/2018	29/07/2018	28/09/2020	12 Months	£1,154,822
1593	BCA Insulation Limited	IWI Energy Improvements within Berwickshire	31/07/2018	15/08/2018	31/05/2019		£227,982
1280	Proactis Group Limited	Provision of Supplier Management Portal	31/07/2018	31/07/2018	01/08/2020	48 Months	£152,000
1570	Everwarm Limited	Energy Improvements (HTTC)	08/08/2018	01/09/2018	31/05/2019		£250,000
1479	Penumbra	Community Based Housing Support Service - Homelessness	18/07/2018	01/08/2018	31/07/2021	12 Months	£845,085
755	Various (framework participants)	Local Bus Services - Extended Routes	12/08/2018	12/08/2018	13/10/2019		£2,036,340
PTU/002	Various (framework participants)	Local Bus Services - Extended Routes	20/08/2018	15/10/2018	17/10/2021		£5,086,680
1150	Connect Communications (Scotland) Ltd	Publishing of SB Connect Council Newspaper	01/10/2018	01/10/2018	30/09/2020	12 Months	£103,631
2113	Parentpay	Online School Payments	01/11/2018	01/11/2018	30/10/2020	12 Months	£90,000
1628	Siemens Mobility Limited	Traffic Equipment Maintenance & Ancillary Support Services	13/11/2018	13/11/2018	12/11/2021		£108,336
1602	George Carruthers & Sons	Fresh Fruit & Vegetables, Bakery Products & Eggs	01/02/2019	01/02/2019	31/03/2023		£1,280,000
1667	Union Advertising Agency Limited	Digital Marketing Agency	14/02/2019	01/03/2019	30/09/2020		£61,815
1545	Zurich Municipal Services Limited	Insurance Services	01/03/2019	01/04/2019	31/03/2022	24 Months	£3,102,347
5000 8039 1 & 5000 8155 1	Corona Services Limited	Assessors Software Services	20/03/2019	01/04/2019	31/03/2020		£56,849

SBC Ref	Supplier Name	Subject Matter	Award Date	Start Date	End Date	Ext'n Period	Estimated Contract Value
1661	Chargemaster	Electric Vehicle Chargers	17/01/2019	31/01/2019	31/01/2029		£71,450
1687	White Stag Tourism	Travel Trade Consultancy	22/03/2019	01/04/2019	30/09/2020		£250,000
50000 0820 77	SCC	Renewal of Cognos Maintenance and Support	27/03/2019	01/04/2019	31/03/2020		£79,076
1509	Ogilvie Construction Limited	Great Tapestry of Scotland Visitor Attraction	30/03/2019	10/06/2019	20/09/2020		£4,898,397
Total Value							£40,515,290

SOCIAL CARE & HEALTH CONTRACTS

The Council uses a number of specialist providers across Adult and Children's Social Care & Health Services. These include Residential, Fostering, Educational and other specialist needs. The contracts for these services are put in place with multiple providers (both locally and out of the area) through existing framework agreements or via spot contracts. The use of the EU light touch regime ensures compliance with legislation.

After consideration it is believed that the individual nature of these arrangements creates a significant risk of a data breach occurring if they are publicised in more detail. These contracts are excluded from the above list.

APPENDIX 3 – CONTRACTS AWARDED DURING THE PERIOD WITH COMMUNITY BENEFIT CLAUSES

SBC Ref	Supplier Name	Subject Matter	Contract Award Date	Regulated or Below Threshold
1526	James Swinton	St Margaret's Primary School Galashiels Early Years Provision	02/05/2018	Below Threshold
1496	Various – framework	Road Surfacing Materials, Aggregates and ready Mixed Concrete Framework	17/05/2018	Regulated
1538	Keith Renton	Chirnside Primary School Early Years Provision	06/06/2018	Below Threshold
1539	Finlayson	Burgh Primary School Early Years Provision	06/06/2018	Below Threshold
1519	James Swinton	Jim Clark Museum	12/06/2018	Below Threshold
1550	Scotmac	Burnfoot Primary School Kitchen Refurbishment	27/06/2018	Below Threshold
1551	Scotmac	Chirnside Primary School Kitchen Refurbishment	27/06/2018	Below Threshold
1463	George Beattie & Son (demolitions)	Eyemouth, Duns and Kelso School Demolition	05/07/2018	Below Threshold
2917	Cleveland Potash Ltd	Salt for Winter Maintenance	01/04/2018	Regulated
1568	Everwarm Ltd	Energy Efficiency - External Wall Insulation Various Locations	13/07/2018	Regulated
1479	Penumbra	Community Based Housing Support	18/07/2018	Regulated
1593	BCA Insulations Ltd	Energy Efficiency - Internal Wall Insulation Berwickshire	31/07/2018	Regulated
1570	Everwarm Ltd	Energy Improvements - HTTC Peebles	08/08/2018	Regulated
1549	David Morton	Eildon Mill Demolition	23/08/2018	Below Threshold
1603	Connect Communications Ltd	SB Connect Publication	01/10/2018	Regulated
1583	Europcar Group Limited	Provision of Managed Pool Vehicles	29/07/2018	Regulated
1612	Keith Renton	Reston Primary School Early Years Provision	10/10/2018	Below Threshold
1576	Wicksteed	Multiple Playparks	23/11/2018	Regulated
1631	KRJ Construction	Yetholm Primary School	30/11/2018	Below Threshold
1502	Central Demolition	Almstrongs Hawick Demolition	14/12/2018	Below Threshold
1624	Finlayson	Alterations to Unit 2 Linglie Mill Selkirk	01/02/2019	Below Threshold
1602	George Curruthers & Sons	Fresh Fruit and Vegetables, Bakery Products and Eggs	01/02/2019	Regulated
1675	James Swinton	Duns Primary School Early Years Provision	15/02/2019	Below Threshold
1545	Zurich Municipal Services Limited	Insurance and Support Services	01/03/2019	Regulated
1679	Finlayson	Greenlaw Primary School Window Replacement	06/03/2019	Below Threshold
1509	Ogilvie Construction Ltd	Great Tapestry of Scotland Visitor Attraction	30/03/2019	Regulated

APPENDIX 4 – FUTURE REGULATED PROCUREMENTS SUMMARY

2019/2020

Contract/Framework Title or Subject Matter	Renewal or New	Estimated Contract Value	Expected Contract Start Date
Water System Risk Assessment & Water Hygiene Monitoring Services	Renewal	£534,120.00	01/08/2019
Provision of Telephone Calls and Line Rentals	Renewal	£540,000	01/08/2019
iPads for Inspire Learning Programme	New	£2,823,228	01/08/2019
NFM Study - Hawick	New	£225,000	01/08/2019
Eyemouth Coastal Study	New	£150,000	30/08/2019
Liquid Fuels	Renewal	£2,500,000	01/09/2019
Community Meals	Renewal	£1,160,000	01/09/2019
Border Playparks	New	£495,000	01/09/2019
Laboratory Services for Private Water Supply Samples	Renewal	£90,000	01/10/2019
Property Repairs and Maintenance Framework Agreement	Renewal	£19,000,000	01/10/2019
Employee Benefit Scheme: Childcare Vouchers and Car Salary Sacrifice Scheme	Renewal	£2,430,000	01/10/2019
Glass Collection	Renewal	£65,000	01/10/2019
HR Training - Health and Safety Training	New	£120,000	01/11/2019
Mobile Client Devices	Renewal	£1,440,000	01/11/2019
Shared Lives Scheme	New	£824,846	19/11/2019
NDEE Project (Phase 2)	New	£1,800,000	01/12/2019
Mobile Voice and Data Services	Renewal	£150,000	01/12/2019
Desktop Client Devices	Renewal	£200,000	01/12/2019
Banking Services Contract	Renewal	£240,000	15/01/2020
Almstrong Building Hawick - Main Works	New	£2,000,000	15/01/2020
NFM Study - Gala Water	New	£225,000	01/02/2020
Water and Waste Water Services	Renewal	£2,860,000	01/03/2020

APPENDIX 4 – FUTURE REGULATED PROCUREMENTS SUMMARY

2019/2020

Contract/Framework Title or Subject Matter	Renewal or New	Estimated SBC Total Contract Value	Expected Contract Start Date
Alcohol and Drug Treatment Service	Renewal	£1,677,800	01/04/2020
Children's Residential Respite and Play Scheme	Renewal	£1,635,388	01/04/2020
Residential Care for People with Autism/Learning disability	Renewal	£1,311,028	01/04/2020
Core and Cluster Supported Accommodation	Renewal	£1,140,054	01/04/2020
Carers Support Service	Renewal	£681,080	01/04/2020
Care and Repair Service	Renewal	£637,914	01/04/2020
Helpline providing support, information and assistance	Renewal	£356,913	01/04/2020
Core Service and Supported Childminding Scheme	Renewal	£293,684	01/04/2020
Emotional Health and Wellbeing Service	Renewal	£1,134,946	01/04/2020
Public Convenience Service	New	£2,600,000	01/04/2020
Pension System Support and Maintenance - Heywood Solution	Renewal	£1,300,000	01/04/2020
Sheriff Officer Services	Renewal	£190,000	01/04/2020
IT Consumables	Renewal	£565,000	01/04/2020
Security Services and Cash Collection	Renewal	£100,000	01/04/2020
Border Playparks	New	£315,000	01/04/2020
Path Vegetation Clearance	Renewal	£99,000	01/04/2020
Microsoft Enterprise License Agreement	Renewal	£1,100,000	01/05/2020
Licenses and Support Agreement for HR Payroll System	Renewal	£60,000	01/05/2020
Groceries and Provisions	Renewal	£1,900,000	01/05/2020
General Stationery and Office Paper	Renewal	£450,000	31/05/2020
Income Management Solution	Renewal	£330,000	31/05/2020
Court of Session /Edinburgh Agency Work	Renewal	£160,000	01/06/2020
National Tablet Client Devices	Renewal	£450,000	01/06/2020
Recycling of Wood	Renewal	£100,000	01/06/2020
Electronic Homecare Monitoring and Scheduling Solution	Renewal	£310,000	01/07/2020
Horticultural Products	Renewal	£500,000	01/07/2020
Short Term Ad hoc Vehicle Hire	Renewal	£300,000	03/07/2020
Catering Sundries	Renewal	£185,000	31/07/2020
Provision of Supplier Management Portal	Renewal	£152,000	01/08/2020
Occupational Health Service	Renewal	£440,000	30/09/2020
Publishing of SB Connect Council Newspaper	Renewal	£103,631	30/09/2020
Postal Services	Renewal	£1,100,000	01/10/2020
Online School Payments	Renewal	£90,000	30/10/2020
Domestic Furniture and Furnishings including White Goods	Renewal	£1,200,000	31/10/2020
LGSAS Pension Software	Renewal	£712,661	18/12/2020
Eyemouth Primary School - Main Works	New	£15,000,000	01/01/2021
Early Years Partnership Training	Renewal	£400,000	09/06/2021
Sir Walter Scott Court House - Main Works	New	£2,600,000	01/08/2021
Residential Care for People with Learning Disabilities	Renewal	£3,534,321	01/09/2021

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PROCUREMENT SERVICES

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TWEED VALLEY TOURISM BUSINESS IMPROVEMENT DISTRICT PROPOSAL

**Report by Executive Director
EXECUTIVE COMMITTEE**

20 August 2019

1 PURPOSE AND SUMMARY

- 1.1 This report outlines the Tweed Valley Tourism Business Improvement District (BID) Proposal, which has been developed by a local business group, Tweed Valley Tourist Consortium (TVTC). The report highlights the role of the Council and its contribution and recommends appropriate support.**
- 1.2 The Tweed Valley BID Steering Group has developed an exciting vision for the future of tourism in the Tweed Valley. The BID business plan has a clear objective of growing a strong, sustainable tourism industry in the Tweed Valley. The Steering Group has engaged with a wide range of businesses during the consultation process and understands the ambitions of local businesses to develop and grow.
- 1.3 The key aims of the Tweed Valley Tourism BID are to
1. Develop the Tweed Valley into a world-class activity destination
 2. Ensure the long-term sustainability of tourism in the area
 3. Improve the visitor experience
 4. Increase the number of visitors
 5. Give visitors more reasons to stay longer and spend more
 6. Help create local jobs

The BID levy will provide an estimated income of £350,000 over 5 years to deliver a range of tourism development and marketing activity, potentially supplemented by other external funding opportunities.

2 RECOMMENDATIONS

2.1 I recommend that the Executive Committee:-

- (a) Supports the Tweed Valley Tourism BID and notes the intended 14 November 2019 ballot date;**
- (b) Agrees that the Council's Democratic Services team manages the BID Ballot process and the Council's Customer Service Team provides the financial management of the BID levy on the basis of full cost recovery;**
- (c) Notes the financial implications of £280 per annum for the Council for their BID Levy contributions and agrees to support the BID initiative with a 'Yes' vote for the Council's respective property; and**
- (d) Agrees that a local Elected Member is nominated to represent the Council on the BID Levy Board, along with a Council officer for advisory support.**

3 BACKGROUND

- 3.1 Business Improvement District (BID) initiatives are promoted by the Scottish Government to support sustainable economic growth. The BID model, led by the private sector, stimulates partnership working to enable investment in improvements to the local business environment, while contributing to the wider regeneration of the local community. BIDs can focus on a specific geographical area or thematic sector and have been developed in town and city centres, tourism areas and business parks.
- 3.2 There are over 40 operating BIDs across Scotland, providing a substantial input to Scotland's growth and economic development. A national review in September 2016 indicates that £41.3 million has been invested as a result of the BID levy since 2008 and has leveraged in over £19.6 million of additional investment. BIDs have also added 80 directly created jobs generating a Gross Value Added (G.V.A.) of £3 million. These figures are anticipated to rise over the next five years as further BIDs become operational.
- 3.3 A BID is established through a series of steps:
- 1) identifying the BID area;
 - 2) identifying key issues for businesses within that area;
 - 3) drafting a five year business plan with relevant actions and levy contributions;
 - 4) in-depth consultation with businesses on the business plan;
 - 5) finalising the business plan;
 - 6) a ballot to vote in favour, or not, to adopt the BID approach and deliver the business plan. Businesses within the proposed BID area must vote in favour of it before a BID can be established.
- 3.4 The key principle behind BIDs is that local businesses pay an additional levy on top of their normal Non-Domestic Rates (NDR) bill. Each person liable to pay the BID levy will be able to vote to support the BID or not. The interests of both large and small businesses are protected through a voting system that requires a majority for both the number of votes cast and the rateable value of votes cast. If a BID ballot is successful, the BID business plan will be implemented over a five-year period. Businesses then have the choice to progress a BID for a further five years through the same ballot process.

4 TWEED VALLEY TOURISM BUSINESS IMPROVEMENT DISTRICT

- 4.1 The Tweed Valley BID Steering Group is led by local businesses seeking to further promote the area, encourage longer stays, and generate a higher spend from those who visit. The BID opportunity was initiated by the proactive local marketing group Tweed Valley Tourist Consortium (TVTC) based on the successes of the Loch Ness Tourism BID in Inverness-shire (currently in its second BID term). The Tweed Valley BID Steering Group has developed an exciting vision for the future of tourism in the Tweed Valley. The BID business plan has a clear objective of growing a strong, sustainable tourism industry in the valley. The Steering Group has engaged with a wide range of businesses during the consultation process and understands the ambitions of local businesses to develop and grow. The key aims of the BID are to:
- Develop the Tweed Valley into a world-class activity destination
 - Ensure the long-term sustainability of tourism in the area
 - Improve the visitor experience
 - Increase the number of visitors

- Give visitors more reasons to stay longer and spend more
- Help create local jobs

4.2 The Tweed Valley Tourism BID covers a core area that extends east from West Linton and Stobo, following the River Tweed as far as Selkirk (but NOT overlapping with the current Selkirk Town Centre BID). There are 103 businesses included, all of which operate in one of the following tourism-related sectors:

- Accommodation
- Visitor attractions
- Activities
- Galleries and museums
- Events and festivals
- Restaurants/cafes
- Transport services
- Activity-related retailers (such as bike shops)

4.3 The Steering Group anticipates the BID levy will provide an estimated £70,000 per annum with an overall income of £350,000 over the five year lifetime of the BID. The Tourism BID offers a financially sustainable model that will help to invest in and deliver on five key priority areas:

1. Comprehensive destination marketing and promotion
2. Creating a broad mix of events and festivals throughout the calendar year
3. Improving the area's tourism infrastructure (including creating new visitor experiences)
4. Targeting corporate tourism (from meetings to incentives, conferences and exhibitions)
5. Providing strong business support and advocacy

On a successful ballot, and once elected, the BID Board of Directors and BID management team will proactively seek match funding and other in-kind support for specific projects from public bodies, lobby on behalf of local businesses and work jointly with other tourism groups for the benefit of the Tweed Valley.

4.4 The Tourism BID Steering Group has agreed a banded scale of levy fees as an equitable way of ensuring that all tourism businesses, including those owning multiple properties, participate in and contribute to the Tourism BID. The threshold RV level has been set at £2,000. Activity and tour businesses without premises, or below the RV threshold of £2,000, but which would still like to participate in the Tourism BID, will be able to pay an 'opt-in' fee that will be commensurate with that paid by levy-paying businesses. Non-tourism-specific businesses can also opt in as sponsors or supporters as part of their wider corporate social responsibility commitments.

<i>Rateable Value</i>	<i>Annual Charge to business</i>
Less than £2000	Voluntary by donation
2-10k	£280
10-20k	£490
20-30k	£630
30-50k	£910
50-80k	£1,120

80-100k	£1,540
100-150k	£2,800
150-200k	£3,500
200k +	£4,200

- 4.5 At the 98 day formal submission of the Proposal to the Scottish Government and Council on the 8 August 2019, a significant level of business consultation had progressed. In early 2018 consultation took place with a small number of businesses. This was designed to gauge likely response to the idea of a BID and to get a feel for common areas of concern, it was felt that the BID represented a sustainable model for the creation of a destination level tourism organisation.
- 4.6 A comprehensive survey was sent by email to businesses in April 2018. Of the surveys issued (173) - 36.42% were returned and this Survey Monkey consultation was supported by one-to-one consultation with 69.09% of businesses. The overall aim of the consultation was to assess opinions on ways to enhance and improve the BID area and give more incentive to visit and invest in the town centre. The results of these surveys and consultations have been combined and form the basis of the Business Plan and BID Proposal. A refreshed brand and website was launched in July 2018 www.GOTweedvalley.co.uk
- 4.7 Three public meetings were held in October 2018, January 2019, and July 2019 where 35 businesses attended. By the Spring of 2019, the information gleaned from the launch event, survey responses, and 1:1 consultation allowed the Steering Group to identify six key areas on which to focus the Business Plan. A draft business plan was launched during the first week of April 2019 on the website and by email. 300 hard copies were printed and distributed to businesses and relevant community organisations with intensive consultation taking place throughout April, May and June 2019
- 4.8 One-to one consultations with businesses representing 69.09% of the electorate have taken place to date. There are indications from the business community that a BID will be looked upon positively: 36 (35%) businesses including some of the larger hotels and businesses are supportive of the BID.
- 4.9 For a ballot to be valid, at least 25% of the persons entitled to vote, must do so and this must represent at least 25% of the total RV of the properties. For a successful ballot, the BID Proposals must receive the support of more than half of those who vote, and also more than half of the rateable floorspace. For the Tweed Valley Tourism BID, this means that a minimum of 25 (25% of 103) people/ properties must vote and this must represent 831,625RV (Total RV 3,326,500) of properties.

5 SUPPORT FROM SCOTTISH BORDERS COUNCIL

- 5.1 Officers from Scottish Borders Council and BID Scotland have provided advisory and financial support during the BID development process.

5.2 BID Ballot Process

The Tweed Valley Tourism BID ballot date is set for 14 November 2019. It is proposed that the Council's Democratic Services team will manage the ballot process. The format for the ballot is set out in statutory instruments. The costs involved in the ballot would be an in-kind contribution from the Council towards the BID proposal.

5.3 **BID Levy Collection/ Financial Management**

The levy collection process is usually managed by the relevant local authority in conjunction with the collection of Non Domestic Rates. The Council's Customer Services team has been liaising with the Tweed Valley BID Steering Group and a draft Operating Agreement has been developed. This outlines the key principals and protocols for managing and delivering the service. Estimated costs to deliver this service by the Council are £5,200 per annum. It is proposed that the Council will provide the levy collection service at full cost recovery.

5.4 **Council Liabilities & Voting Rights**

The Council has only one property within the proposed BID area, the John Buchan Museum in Peebles and are therefore, liable to pay the business levy if the ballot is successful. The total BID levy is calculated at £280 per annum (the lowest levy rate). As a property owner in the BID Area, the Council has the opportunity to vote in the ballot. Officers recommend that the Tweed Valley Tourism BID proposal should be supported by the Council as the business led initiative will contribute positively to tourism activity in the Scottish Borders. It is recommended that 'Yes' votes should be returned by the Council during the ballot process.

6 PROGRESSING TO THE BALLOT/ FORMAL APPROVAL

- 6.1 Within the BIDS legislation, the Council has powers in terms of vetoing the proposals if they conflict with any structure plan, local plan or development plan; conflict to a material extent with any policy formally adopted; or lead to a significantly disproportionate financial burden being imposed on any person entitled to vote. Council Officers have reviewed the BID Proposals and business plans and there are no specific concerns in relation to a Local Authority's powers of veto.
- 6.2 The Tweed Valley Tourism BID Steering Group has undertaken extensive business consultation during the development period including surveys, meetings and 1-1 meetings. The Steering Group will progress with a positive and proactive campaigning programme in the run up to the ballot date to encourage as many positive votes as possible.
- 6.3 Officers recommend that the Council supports the overall BID Proposal as the project will be led by the business community and contribute to the continuing development of tourism as a key economic driver in the Tweed Valley. The Tweed Valley Tourism BID is being driven by local businesses of all shapes and sizes, working and investing collectively to build on the area's existing strengths and to develop the Tweed Valley into a world-class activity destination.

7 RISKS AND MITIGATIONS

- 7.1 The level of business consultation to date is outlined in Section 4. There is a risk that the Ballot is either not valid or not successful with a 'YES' vote. Further promotional activity and business consultation by the Steering Group between now and the ballot date will help to mitigate this risk. If unsuccessful, the Tweed Valley Tourism BID Steering Group could undertake a further Ballot, but this cannot be run until 12 months have elapsed and would require further funding to be sourced for project management and campaigning.

- 7.2 It is important that governance processes and procedures are established to ensure appropriate transparency of funding and resources. In order to monitor the Council's financial input and contribution to the project, it is recommended that a local Elected Member representative is nominated on to the Tweed Valley Tourism BID Board. An appropriate Council officer should also provide advisory support and act as an observer on the Board. Financial monitoring of the BID levy collation will be provided by the Council's Customer Services team. A draft Operating Agreement has been progressed and this will be finalised following the outcome of the ballot and the establishment of the new BID company.
- 7.3 Non-payment by local businesses is a risk to the BID in relation to cashflow and the delivery of its projects. A higher level of default could have a potential impact on the delivery of projects. A structured approach to risk assessment and risk management will be recommended to the BID board on approval of the ballot along with appropriate governance and financial management arrangements.

8 IMPLICATIONS

8.1 Equalities

A key aspect of the Council's Economic Development service work is to reduce barriers to economic inequality. The Economic Development Service will recommend to the Tweed Valley Tourism BID Steering Group and BID company to undertake Equality Impact Assessments at the appropriate stages of project proposals.

8.2 Acting Sustainably

Business Improvement District (BID) initiatives are promoted by the Scottish Government to support sustainable economic growth. The BID model, led by the private sector, enables the private and public sectors to work together and invest in improvements to the local business environment, while contributing to the wider regeneration of the local community.

8.3 Carbon Management

There is no anticipated net increase in carbon emissions at a Scottish Borders level. Individual projects which are taken forward as part of the project will be assessed appropriately to minimise impacts and maximise low carbon opportunities.

8.4 Rural Proofing

Rural Proofing is not required as the proposal does not relate to new or amended Council policy or strategy. Town centres act as a potential hub for rural communities and it is anticipated that any actions/ activities would add value to the wider rural economy rather than having a negative impact.

8.5 Changes to Scheme of Administration or Scheme of Delegation

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

9 CONSULTATION

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

Approved by

Rob Dickson
Executive Director

Signature

Author(s)

Name	Designation and Contact Number
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Julie Hogg	Principal Officer (Regeneration), Chief Executives - Tel: 01835 826527

Background Papers: None

Previous Minute Reference: None

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EYEMOUTH – PRIORITY ACTIONS FOR REGENERATION

Report by Executive Director EXECUTIVE COMMITTEE

20 August 2019

1 PURPOSE AND SUMMARY

- 1.1 The purpose of this report is to provide an update on the priority regeneration actions identified for Eyemouth and East Berwickshire. The report also seeks approval to commit funding already allocated in the Council’s Capital programme to progress specific priority projects in support of the economic regeneration of Eyemouth.**
- 1.2 The Council’s Executive previously agreed to focus economic regeneration activity on key towns, including Eyemouth, based on the Town Centre Resilience Index. To support the regeneration of Eyemouth, an allocation of £799,000 of capital funding has been approved within the Council’s Financial Plan and a grant of £100,000 towards the installation of an ice plant at the harbour to support the fishing fleet was approved by the Executive Committee in April 2018 leaving an unallocated balance of £699,000.
- 1.3 In 2018, the Council established an Eyemouth and East Berwickshire Economic Regeneration Group as an informal sub group of the Executive. An Eyemouth and East Berwickshire Economic Regeneration Action Plan has been drafted for the area with input from representatives from the sub-group. A range of priority activity areas have been identified to support the regeneration of Eyemouth and these are outlined in this report.
- 1.4 Based on the priority areas identified, a number of indicative allocations are recommended from the Council’s capital programme. These have been reviewed and agreed as recommendations by the Eyemouth and East Berwickshire Economic Regeneration Group.

2 RECOMMENDATIONS

- 2.1 It is recommended that the Executive Committee:-**
- (a) Notes the priority regeneration actions identified for Eyemouth and East Berwickshire by the Eyemouth and East Berwickshire Economic Regeneration Group; and**
 - (b) Approves the recommended project funding breakdown set out in Section 6.1 for the £699k capital funding that is allocated to Eyemouth in the Council’s Financial Plan, in order to progress priority projects to support the regeneration of Eyemouth.**

3 BACKGROUND

- 3.1 In 2017, the Council's Executive agreed to focus economic regeneration activity on key towns based on the Town Centre Resilience Index. The least resilient towns have been identified as Eyemouth, Hawick, Jedburgh, Galashiels and Selkirk based on a range of statistics and indicators. To support the regeneration of Eyemouth, a capital allocation of £799,000 has been made within the Council's Financial Plan.
- 3.2 In 2018, the Council established an Eyemouth and East Berwickshire Economic Regeneration Group as an informal sub group of the Executive. Council Officers have drafted an Eyemouth and East Berwickshire Economic Regeneration Action Plan highlighting key issues and opportunities for the area with input from representatives from the sub-group. A range of priority activity areas have been identified to support the regeneration of Eyemouth.
- 3.3 The draft Action Plan is aligned to the Scottish Government's Economic Strategy with the key objective of inclusive economic growth: "Growth that provides increased prosperity along with greater equality. By creating opportunities for all, it helps to distribute the benefits of increased prosperity fairly." The activities within the Action Plan have been based on the six themes agreed by the Vision for Eyemouth (V4E) Group, who drafted an initial Action Plan for the town in 2012.

Theme 1. Centre for Excellence for Marine Economy

Theme 2. First Port of Call

Theme 3. Carbon Positive

Theme 4. Live in a Healthy Town

Theme 5. Live in a Beautiful Town

Theme 6. Live in a Friendly Town

4 PRIORITY THEMES FOR ACTION

- 4.1 Key actions that will help to drive inclusive economic growth in Eyemouth and East Berwickshire are prioritised across these six themes. The actions are summarised in the following paragraphs and a full list of the actions is set out in Appendix 1.

- 4.2 **Theme 1. Centre for Excellence for Marine Economy**

The draft Action Plan recognises that the harbour is the heart of Eyemouth and that everything that can be done to help ensure its sustainability will also help support the community and local businesses. This theme seeks to support key diversification opportunities related to the marine economy, especially the potential to act as an operations and maintenance base for offshore windfarms currently being planned in the Forth area. There will be a need for feasibility work as well as enabling infrastructure to take advantage of potential opportunities. The theme encourages local schools, Borders College and local businesses to work together to ensure education and training requirements are developed to support the operations and maintenance related sectors. The importance of the Eyemouth Boatyard as a key marine asset and potential facility to support skills development, training and innovation is highlighted too.

- 4.3 The theme picks up on the importance of continuing to support Eyemouth Harbour Trust as a key local economic enabler and deliverer. Supporting the Harbour Trust to initiate the Harbour Road redevelopment, focused on the former Fishmarket site, is a key action. Progressing the education focused 'Hub & Spoke' model for skills and training opportunities as part of the South of Scotland Colleges project Page 102 with Eyemouth High School being part

of the pilot approach. A number of transport issues and potential actions are raised, with the priority to progress Reston Station on the East Coast Rail line as a key new transport node.

4.4 **Theme 2. First Port of Call**

This theme focuses on the potential of tourism and the visitor economy for the area. It proposes an action to develop more effective signage to guide visitors to the town. There is a need to progress a range of marketing initiatives to promote and improve the tourism experience and to maximise the opportunities around 'Visitberwickshirecoast', which is already successfully marketing the area. There is an opportunity to promote the high quality seafood that is available locally, helping to develop the local food and drink sector. The theme also focuses on the need to develop additional visitor attractions and facilities such as a skate park for younger visitors, and caravan and vehicle storage for regular visitors. The Community Council are also keen to deliver a shopfront improvement grant scheme to enhance the High Street with a co-ordinated colour scheme.

4.5 **Theme 3. Carbon Positive**

The third theme aims to promote a circular economy and continue to encourage businesses and residents to adopt a zero waste approach, building on existing projects such as Eyemouth Community Fridge. It seeks to support businesses to identify low carbon or clean technology market opportunities by liaising with Zero Waste Scotland, Scottish Enterprise, Edinburgh Centre for Carbon Innovation and other experts. It is proposed that additional charging points for electric cars are installed in Eyemouth town centre and other village centres. The theme also suggests the need for research into the opportunities for community based renewable energy generation projects which can provide a local energy supply and future income streams for communities across Eyemouth & East Berwickshire. Finally, the theme highlights the need to work with private house builders and local housing associations to deliver more affordable housing and support the regeneration of existing housing.

4.6 **Theme 4-6. Live in a Healthy, Beautiful, Friendly Town**

These themes are important to the local community, and can make a useful contribution to the economic regeneration of the area by improving quality of life in the town and making Eyemouth a more attractive destination for day trips and tourist visits. Employment and volunteering opportunities are encouraged via the successful 'Splash' project and other local initiatives. Support for local community enhancement initiatives via Eyemouth Enhancement Group is highlighted. It is proposed that safe walking and cycling routes are created, to benefit both residents and visitors. It is also proposed to promote and encourage healthy living for all age groups through local projects and organisations like Ace, EyeRun, LiveBorders and local businesses.

5 PRIORITY FUNDING ALLOCATIONS

5.1 Based on the priority themes identified as above, the following indicative allocations are recommended from the Council's capital programme. These have been reviewed and agreed as recommendations by the Eyemouth and East Berwickshire Economic Regeneration Group.

5.2 **Theme 1. Centre for Excellence for Marine Economy**

Eyemouth Ice Plant Improvements - The fishing industry and the harbour continue to make a significant contribution to the local Eyemouth economy. The Harbour Trust is proactive in seeking to identify new opportunities to increase income from the harbour. The Trust is developing a new ice-making facility at the harbour in order to service local boats and

importantly to attract visiting boats to land their catch in Eyemouth. £100k has already been approved for this project and the equipment has been purchased and delivered. However, unanticipated additional works associated with the installation of the equipment have arisen. This will require additional reinforcement of the floor of the ice plant room before the equipment can be commissioned adding to the cost of the project. The Trust has requested a further grant of up to £25k to complete the project. Officers are working with the Scottish Government to try to identify additional sources of funding that may reduce this additional requirement from the Council.

- 5.3 **Former Fishmarket/ Museum redevelopment** – The project will progress the redevelopment of the Old Fishmarket, a high profile site on Harbour Road that owned by Eyemouth Harbour Trust (EHT). The vacant redundant building will be demolished and redeveloped into a thriving, vibrant space on the harbour front for use by the local community, businesses and visitors, based on a scheme developed by local architects, Bain Swan. An application has been submitted to the Scottish Government’s Regeneration Capital Grant Fund (RCGF). Up to £300k of Council capital funding is recommended for match funding for the RCGF application, with an initial Stage 1 application submitted in June 2019.
- 5.4 **Offshore Windfarm Operations & Maintenance (O&M)** – The potential development of the Neart Na Gaoithe offshore windfarm may offer a major regeneration opportunity for Eyemouth to provide operations and maintenance facilities in support of the energy generation activity. This opportunity has the potential to help diversify the local economy with major capital investment in infrastructure, direct employment and training, as well as indirect benefits such as related supply services, housing and accommodation. It is expected that the contract for the O&M servicing will be tendered in the coming months, with the Council supporting Eyemouth Harbour Trust, if the Trust is given the chance to compete in the process.
- 5.5 The Harbour Trust has already undertaken some pre-development work to enhance and support the potential tender process, such as the submission of a planning application for a heliport and related facilities. The allocation within the Council’s Capital Financial Plan is intended to help progress enabling infrastructure such as new road access, business facilities and other site services to ensure the development opportunity can be proceed if a future tender is successful. Up to £324k is recommended to be allocated to support the tender process as well as allow for facilitation and other enabling infrastructure.
- 5.6 A total of £649,000 is recommended for allocation to these priority projects under this theme.
- 5.7 **Theme 2 & 3: First Port of Call & Carbon Positive**
A number of smaller scale projects, have been identified by the community to provide an opportunity for town centre enhancements and improved visitor services for the town. These include feasibility studies for the former Whale Hotel on Harbour Road, which has remained vacant for many years, as well as a feasibility study for a potential Skate Park at Gunsgreenhill to develop the visitor offer. Funding is also being recommended for the provision of storage facilities for local businesses and visitors (caravans) at Gunsgreenhill Farm as well as additional charging points for electric cars in the town centre to encourage visitors to stay and spend in Eyemouth. A total of £50,000 is recommended for allocation to these priority projects under these themes.

6 IMPLICATIONS

6.1 Financial

The recommended funding allocation is set out below. Additional funding and investment will be secured through potential major private sector investment, as well as through other grant funding sources such as the Scottish Government's Regeneration Capital Grant Fund.

Eyemouth Ice Plant Additional Costs	Up to £25k
Former Fishmarket/ Museum redevelopment	Up to £300k
Eyemouth Off-shore Operations & Maintenance	Up to £324k
Feasibility Study for Former Whale Hotel	Up to £5k
Eyemouth Gunsreen Hill farm storage proposal	Up to £20k
Skate Park Feasibility Study	Up to £10k
Additional charging points for electric cars	Up to £15k
TOTAL	£699,000

6.2 Risk and Mitigations

The key risk is that without the proposed support, Eyemouth will continue to face major economic challenges based on its fragile rural economy. The proposed approach, to support a variety of economic development projects, will contribute to supporting regeneration for Eyemouth and the wider economy. To help ensure successful delivery and positive outcomes, risks will be managed at individual project level following the Corporate Risk Management Policy and framework. Significant risks are escalated when necessary in line with the policy.

6.3 Equalities

A key aspect of the Council's Economic Development service work is to reduce barriers to economic inequality. Equality Impact Assessments will be undertaken at the appropriate stages of project proposals, typically during the development stages of the individual projects.

6.4 Acting Sustainably

The proposed projects will contribute to the sustainability of the local economy and coastal communities by helping to encourage and secure additional economic activity and growth in Eyemouth.

6.5 Carbon Management

Individual projects which are taken forward as part of the project will be assessed appropriately to minimise impacts and maximise low carbon opportunities. The new Sustainable Procurement Duty requires the Council to consider how it can improve the well-being of the area. Where elements of the project require construction works there will be opportunities, through the procurement process, to consider how individual construction projects can improve community well-being through the creation of new employment opportunities and the provision of potential tendering opportunities for local SME's.

6.6 Rural Proofing

Rural Proofing is not specifically required as the proposal does not relate to an amended Council policy or strategy. However, it is likely that the various proposals will have a positive impact on the coastal economy by providing significant diversification opportunities, as well as supporting the local

fishing and tourism industries.

6.7 Changes to Scheme of Administration or Scheme of Delegation

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

7 CONSULTATION

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

Approved by

**Rob Dickson
Executive Director**

Signature

Author(s)

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Julie Hogg	Principal Officer (Regeneration), Chief Executives - Tel 01835 826527

Background Papers: None

Previous Minute Reference: Executive,

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PRIORITY THEMES FOR ACTION

Theme 1. Centre for Excellence for Marine Economy

- Business development opportunities – fishing & related
- Development of Eyemouth Boatyard project as a key facility to support skills development, training & innovation
- Support key diversification opportunities – Offshore Windfarm O&M – feasibility, enabling & infrastructure
- Work with school, colleges & employers to ensure education and training requirements are developed to support O&M and related sectors.
- Support to Eyemouth Harbour Trust as key stakeholder / enabler / deliverer
- Support key diversification opportunities – marine leisure activity
- Progress Harbour Road redevelopment focusing on the former Fishmarket site
- Development of commercial sites & properties in the town in line with current and future business needs
- Support the development of local business and community enterprise activity via Business Gateway, Third Sector, Community Enterprise support and other local partners
- Progress the education hub & spoke model for career development, education & training opportunities as part of the South of Scotland Colleges project. Eyemouth HS is part of the pilot approach
- Ensure High School & Borders College engage more effectively with local industries and provide the right courses and training to encourage better uptake of job opportunities in fishing, agriculture, food processing, land based industries, retail, trades etc
- Progress options appraisal on former secondary school site.
- South of Scotland Alliance to continue to lobby mobile phone operators to expand service coverage.
- Progress Reston Station on the East Coast Rail line as a key transport node.
- Maximise connectivity opportunities / ensure appropriate transport links are in place to other East Berwickshire settlements for commuters, businesses and visitors.
- Improve transport links and provide localised facilities for learning and education sites

Theme 2. First Port of Call

- Develop more effective signage to /into the town
- Progress a range of marketing initiatives to improve the tourism experience
- Support the seafood and developing local F&D sector. Promote and increase the profile of the sector
- Maximise opportunities around Visitberwickshirecoast
- Develop visitor packages - Focus on developing day / overnight experiences targeting key sectors
- Develop additional visitor attractions & facilities eg Skate park/ caravan & vehicle storage
- Deliver a shopfront improvement grant scheme to enhance the High Street with coordinated colour scheme
- Collate details of attractions and experiences, both existing and in development, and other essential tourist facilities
- Work with Chamber of Trade to progress local business initiatives – eg generate directory for all businesses
- Procure & share better photography to promote the different activities and interests

Theme 3. Carbon Positive

- Promote a circular economy and continue to encourage businesses and residents to adopt a zero waste approach eg Eyemouth Community Fridge
- Provide/offer all local businesses with free resource efficiency support working directly with Resource Efficient Scotland
- Support businesses to identify low carbon/clean technology market opportunities by liaising with Zero Waste Scotland, Scottish Enterprise, Edinburgh Centre for Carbon Innovation, etc
- Install additional charging points for electric cars in Eyemouth town centre and other village centres
- Research opportunities for community based renewable energy generation projects which can provide a local energy supply and future income streams for communities across Eyemouth & East Berwickshire
- Local promotion to encourage minimising waste & encouraging recycling: work with SBC Waste Services to develop key actions
- Town centre housing contribution statement for Eyemouth in 2019/20 to explore a range of options to support town centre living: Potentially targeting energy efficiency works and funding for domestic properties in the town centre
- Work with private house builders and local housing associations to deliver more affordable housing and/ or support the regeneration of existing housing

Theme 4-6. Live in a Healthy, Beautiful, Friendly Town

- Encourage employment and volunteering opportunities via Splash & other local initiatives
- Encourage & support local community enhancement initiatives via Eyemouth Enhancement Group
- Create safe walking and cycling routes
- Promote & encourage healthy living for all ages via Ace, EyeRun, LiveBorders, local businesses etc
- Create more sports facilities and opportunities



LIVE BORDERS PERFORMANCE REPORT 2018 – 19

(ANNUAL SUMMARY AND DATA FOR QUARTER'S 3 & 4 2018/19)

Report by Executive Director

Executive Committee

20 August 2019

1 PURPOSE AND SUMMARY

- 1.1 **This report presents a high level summary of Live Borders' performance during 2018/19, with details contained within Appendices 1 and 2.**
- 1.2 On 1 April 2016, a new Integrated Culture and Sport Trust, Live Borders, was established. As part of the Service Provision Agreement (the contract), SBC developed a Performance Management Framework to ensure effective oversight of the work of the integrated trust, ensuring that six key outcomes were being addressed. A set of performance indicators were developed at this time and have been used to report performance to Executive Committee.
- 1.3 During 2018, Live Borders developed and agreed a new Strategic Plan, with a vision and 6 strategic goals. Underpinning this is a revised set of performance indicators. As a result, a new format for performance reporting has been established and is presented at **Appendices 1 and 2.**
- 1.4 Section 4 summarises the key successes and challenges during 2018/19 and the work being done to either maintain or improve performance. Section 5 summarises financial performance.
- 1.5 The information contained within the appendices will be made available on [SBC's website](#), ensuring that the duty to report publicly and demonstrate Best Value is met.

2 RECOMMENDATIONS

2.1 I recommend that the Executive Committee:-

- (a) Notes the changes that have been made to Live Borders' performance reporting;
- (b) Notes Live Borders' performance and the action being taken to maintain or improve performance.

3 BACKGROUND

- 3.1 On 1 April 2016, a new Integrated Culture and Sport Trust, Live Borders, was established. As part of the Service Provision Agreement (the contract), SBC developed a Performance Management Framework to ensure effective oversight of the work of the integrated trust, ensuring that six key outcomes were being addressed. Within this Framework, a set of performance measures were proposed under each outcome, and have been used to report performance (reports can be accessed on [SBC's website](#)).
- 3.2 During 2018, Live Borders developed a [new strategic plan](#) for the period 2018 – 2023 which was approved by their Board in February 2018. The Strategy contains a new vision ("*Everyone living in, working in, and visiting the Borders will be healthier, happier and stronger*") and 6 strategic goals that are aligned to the outcomes specified in the contract:
- i. Expand levels of participation
 - ii. Grow earned income
 - iii. Develop plural funding streams
 - iv. Build on reputation for great customer service
 - v. Create a sustainable charity
 - vi. Nurture staff to be proud of what they do

The table below shows how the Strategic Plan goals will assist Live Borders in working towards the 6 outcomes in the contract with SBC:

Contract Outcomes	Live Borders Strategic Goals					
	Expand levels of participation	Grow earned income	Develop plural funding streams	Build Reputation	Create a sustainable charity	Nurture staff to be proud of what they do
Improved mental and physical health and wellbeing	X					
Enhanced learning opportunities	X					
Increased economic benefits to the Scottish Borders	X	X	X			
Enhanced partnerships, pathways and access	X	X	X	X	X	
Stronger communities	X	X	X	X	X	
Increasingly effective operations	X	X	X	X	X	X

- 3.3 A range of Key Strategic Indicators (KSI) has now been developed under the 6 strategic goals, along with a range of financial measures; these measures are presented at **Appendix 1**. Where possible, comparisons have been made with 2017/18, but a number of indicators are new and therefore no data is available for comparison purposes.

- 3.4 KSI 16 (Communicating our charitable objectives) is a new indicator. It is proposed that Live Borders uses a response to the question “*are you aware that we are a charity?*” in a quarterly independent online survey (already conducted to give the Net Promoter Score, included in performance reporting for 2017/18). It should be recognised however, that Live Borders is at the very beginning of a process of communicating charitable purpose and as a consequence, a modest target of 60% is proposed.

4 PERFORMANCE

- 4.1 **Appendix 1** presents a range of information for each of the KSIs including why the indicator is important, a performance gauge (based on set criteria presented within Appendix 1), an annual target (approved by the board), actual performance, quarterly performance compared to the same time last year. The position based on green, amber or red (defined within Appendix 1). Appendix 2 presents a range of case studies to showcase the work being done across Live Borders and the impact that it is having on people’s health and well-being in the Scottish Borders.

- 4.2 Key successes during the year included:

Active Membership: Strong performance continues throughout the year with growth of 9% over the 12 month period. This has been supported by the move to 12-month membership contracts and refurbishment of 4 of gyms in late 2018.

Other sports membership: There is a mix of membership types covered in this category. The introduction of a successful hockey development programme has contributed greatly to the increase. In addition, growth of 15% in the gymnastics and mini programme has been seen over the year.

Net Promoter Score: NPS is an indicator that measures the willingness of customers to recommend Live Borders services. It is used as a proxy for gauging overall customer satisfaction and is an index ranging from -100 to +100. Continual improvement to levels of customer service is core to service delivery and can be seen since last quarter, with the target of 34 now being achieved.

- 4.3 Key challenges during the year included:

Participants involved in multiple activity: this was a new indicator to show Live Borders’ ability to engage participants across the services. While this remains a key focus of our marketing activity, the measure currently looks at the data we hold for One Club and Library membership as this is the data held for unique participants. GDPR also had an impact on our ability to push promotional materials, as individual positive consent is required. No individual data is recorded for visits to other services, e.g. Museums, Harestanes, and Towermill. As we develop our online capacity, we may review this. Meantime we will continue to drive our marketing activity and seek to develop and engage new audiences.

Staff participation in sport activity: We are not capturing staff participation in any other area of the business, or staff engagement in the 50 day challenge and step count challenge. Staff engagement is a key focus of the HR work plan in 2019/20 and we will seek to develop meaningful indicators as part of this process that starts with a staff engagement survey.

Energy consumption: A disappointing increase in consumption. An organisation wide focus on energy consumption is required to ensure greater control. This will ensure unnecessary energy consumption is minimised. As part of this focus, internal energy monitoring systems put in place which will enhance the organisation's ability to manage energy usage more effectively and investment, through the Non Domestic Energy Efficient Fund will start in 2019/20.

5 FINANCIAL PERFORMANCE

- 5.1 **Earned income as a % of turnover:** Strong growth in membership income and increasing income from events were positive and balanced the underperforming budget areas of swimming and pitch hire.
- 5.2 **Surplus/Deficit:** Services supported by the Service Provision Agreement were £46k behind budget in the full year, with income from other activities (Trifitness) supporting this work. The operational position was behind budget, as a result of some very challenging income targets set in 2018/19. However, the delay in implementation of job evaluation and one-off funding in 2018/19 has allowed us to return a surplus. The surplus allows us to meet our reserves policy.

Staffing was managed within budget for commercial services with the under-spend largely in Managed Services (£47k/2% of budget) as a result of vacancies.

- 5.3 Overheads were significantly overspent on utilities (£112k/12% of budget), partly as a result of changing contract but consumption was high across a number of sites. Plans are in place to improve analysis (see 4.3) and usage in the new year through capital spend, actively managing pool plant, and staff engagement including starting a "green team" to drive more sustainable behaviour across all areas of the business.
- 5.4 While income is below budget, it has improved (£300k) from prior year. Income in our facility hire has been challenging as our events programmes embeds and we reach new markets (25% behind budget target of £238k). Learn 2 numbers have fallen across all sites (7% behind target number and 6% behind budget), it is anticipated that implementation of the new Scottish Swimming framework will reverse this trend. Pool admissions in 2018-19 were 17% higher than previous year at 354k, a 51k increase.
- 5.5 A good performance was achieved against our donations income which increased from £4k to £30k, this was largely due to the work in our museum service to proactively engage with customers and promote our charitable status.

6 IMPLICATIONS

6.1 Financial

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

6.2 Risk and Mitigations

As specified in the agreed Performance Management Framework, a Live Borders /SBC Joint Officers Group meets quarterly to discuss performance and financial information and agree actions that need to be taken in order to maintain or improve performance. On an ongoing basis, Live Borders uses SBC's agreed approach to identifying and managing risk.

6.3 Equalities

(a) n/a

6.4 Acting Sustainably

The outcomes specified within SBC's contract with Live Borders and the strategic goals within the Live Borders strategic plan are focussed on creating a sustainable integrated trust, focused on improving the health and wellbeing of people in the Scottish Borders, as well as continuing to the local economy. By monitoring performance on a regular basis, and across a number of key areas, the Joint Officer Group is well placed to ensure future sustainability - socially, economically and environmentally.

6.5 Carbon Management

There are no effects on carbon emissions as a result of the recommendations in this report.

6.6 Rural Proofing

(a) n/a.

6.7 Changes to Scheme of Administration or Scheme of Delegation

(a) There are no changes to be made.

7 CONSULTATION

7.1 The Chief Financial Officer, the Monitoring Officer, the Chief Legal Officer, the Chief Officer Audit and Risk, the Service Director HR, Communications and the Clerk to the Council have been consulted and any comments received have been incorporated into the final report.

Approved by

Name
Philip Barr, Executive Director

Signature

Author(s)

Name	Designation and Contact Number
Linda Ross	Director of Business Development, Live Borders

Background Papers: Performance Management Framework for the Integrated Sport and Culture Trust

Previous Minute Reference: Executive Committee, 8 March 2016; Performance Report- Executive Committee Feb 12, 2019

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

Contact us at Alasdair Collison, Scottish Borders Council Headquarters, Newtown St Boswells, Melrose, Tel 01835 824000 Ext 8023, Alasdair.Collison@scotborders.gov.uk

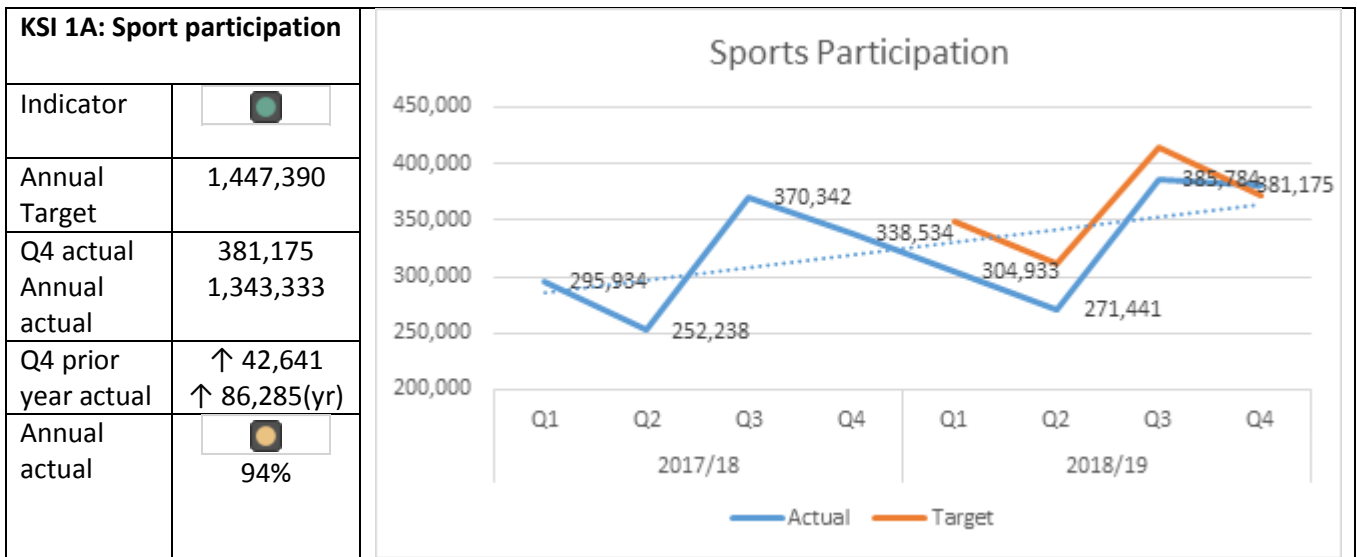
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Appendix 1.1: Detail of Performance Indicators and trends

Ref	Key Strategic Indicator	Quarterly Gauge	Annual Actual
EXPAND LEVELS OF PARTICIPATION			
KSI 1A	Sports participation		
KSI 1B	Culture visits		
KSI 2	Sport Active Membership (One Club)		
KSI 3	Learn 2 Swim Membership		
KSI 4	Other sport/active membership		
KSI 5	Library Membership		
KSI 6	Health Referrals		
KSI 7	Total number of participants engaged in more than one leisure activity		
GROW OUR EARNED INCOME			
KSI 8	Earned income as percentage of total turnover		
KSI 9	Staff costs as percentage of total income less management fee		
DEVELOP PLURAL FUNDING STREAMS			
KSI 10	Funding income achieved and as percentage of total turnover	Annual	No target
KSI 11	Donations income achieved and as percentage of total turnover	Annual	
KSI 12	Percentage success rate for external funding applications	Annual	
BUILD ON OUR REPUTATION FOR GREAT CUSTOMER SERVICE			
KSI 13	Net Promoter Score		
KSI 14	Number of staff trained in World Host (as percentage of front line staff)	Annual	
KSI 15	Percentage of active members retained each year		
CREATE A SUSTAINABLE CHARITY			
KSI 16	KSI11: Communicating our charitable objectives		
NURTURE OUR STAFF TO BE PROUD OF WHAT THEY DO			
KSI 17	Staff participation in sport activity		
KSI 18	Staff absence rate		
KSI 19	Staff turnover	Annual	
KSI 20	Volunteer numbers	Annual	
FINANCIAL			
KSI 21	Energy consumption by square meter (KW/sqm)		
KSI 22	surplus/deficit (Service Provision Agreement)		
KSI 23	Cost per attendance – Sport (plus other key ratios)		
KSI 24	Cost per attendance – Library (plus other key ratios)		
KSI 25	Cost per attendance – Museum (plus other key ratios)		

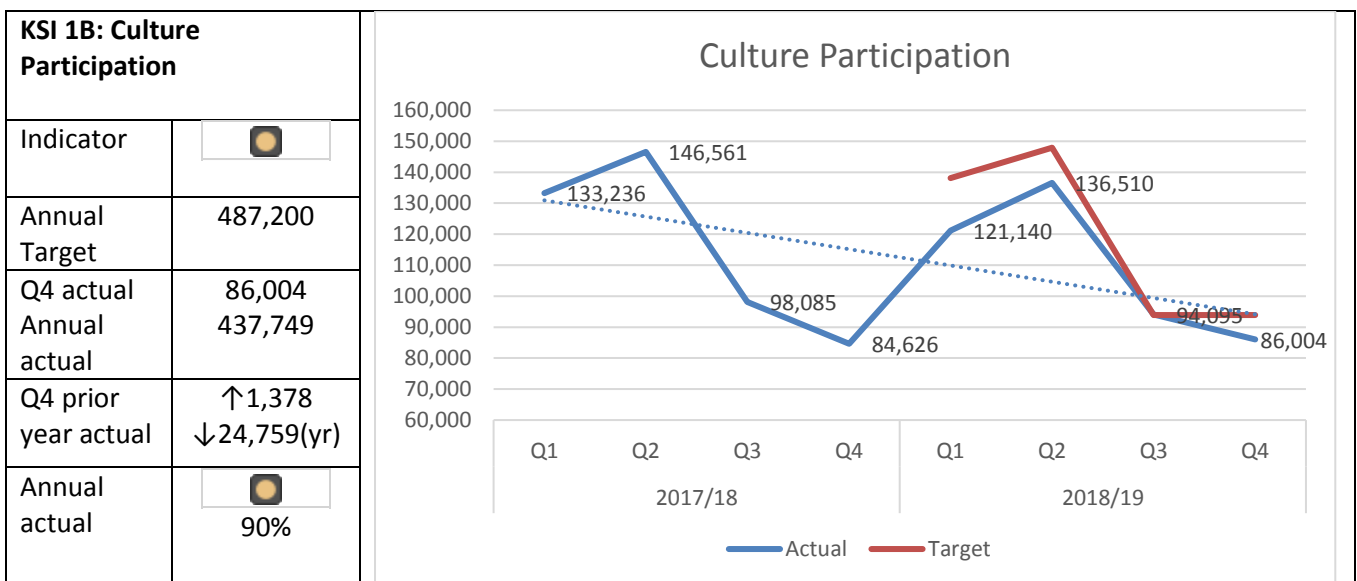
Quarterly	
	95% plus of target met
	85-94% of target met
	Significant under achievement

Annual	
	Within 5% or exceeds target
	Within 15% of target
	Significant under achievement



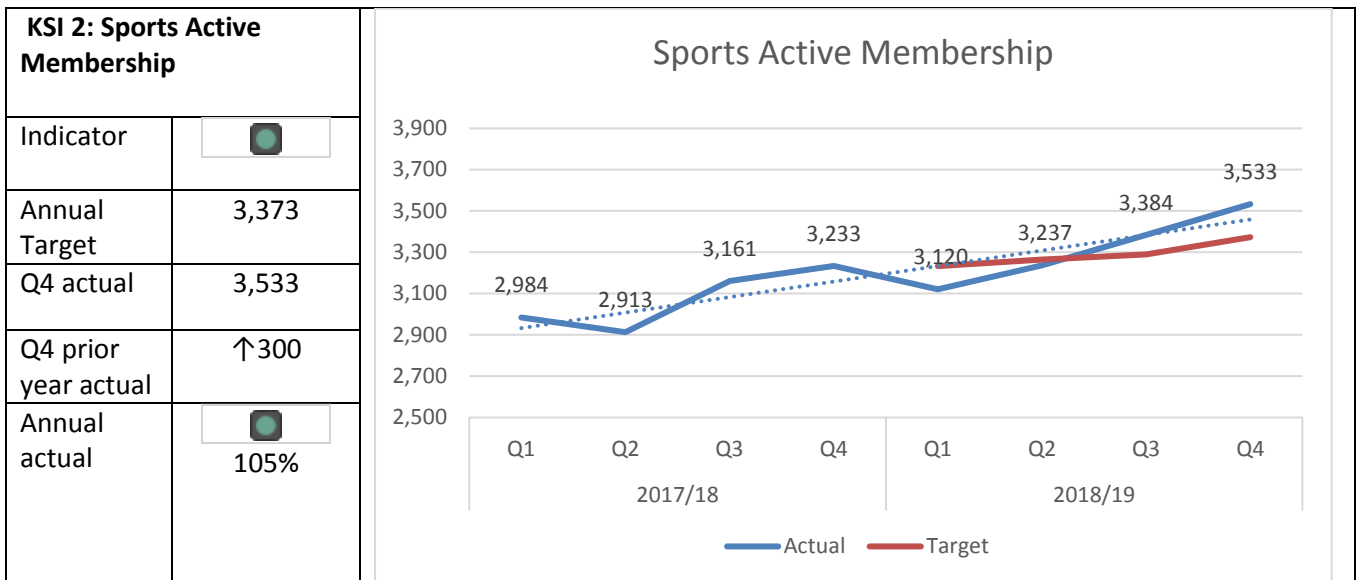
Why: This measure captures the participation numbers engaged in sport and physical activity and demonstrates the reach of the Trust. Participation is not only important to the economic viability of the Trust but it also demonstrates we are contributing to improving health and wellbeing of the Borders population. Quarters 1, 3 and 4 include ASMO (active schools participation data).

Performance: Participation was strong in quarter 4 with the launch of new activities (see case studies) in January and active schools participation making gains in majority of clusters after a disappointing quarter 3. As reported in KSI 2 and 3, One Club membership continues to perform well, however wet side activities such as Learn 2 are failing to reach the levels of previous year.



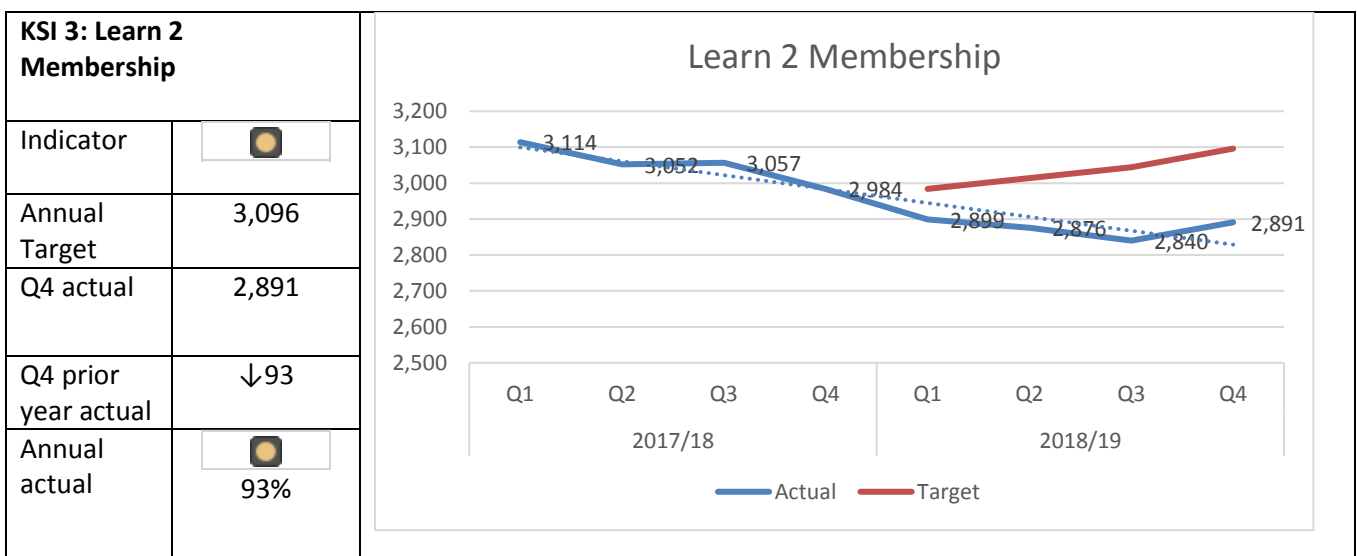
Why: This measure captures the participation numbers engaged in cultural activity and demonstrates the reach of the Trust. Participation is not only important to the economic viability of the Trust but it also important to improving health and wellbeing of the Borders population. 9 of our 12 museums close in October/ November and re-open in March /April.

Performance: Museums and Hub admissions have been lower than anticipated, 9,882 less than the previous year; Jim Clark room is closed for redevelopment. Outreach for museums are considerably down for the year as a whole. Visitors to live events at Towermill continue to be strong, although we continue to struggle with cinema admission. Libraries have strong book bug attendance in the quarter, 15% increase in sessions (30% increase in attendances). The larger libraries are all reporting a positive increase this quarter in the number school visits. Introducing live music sessions in libraries was a success in quarter 4 with 3 events on the history of the Borders Pipes at capacity.



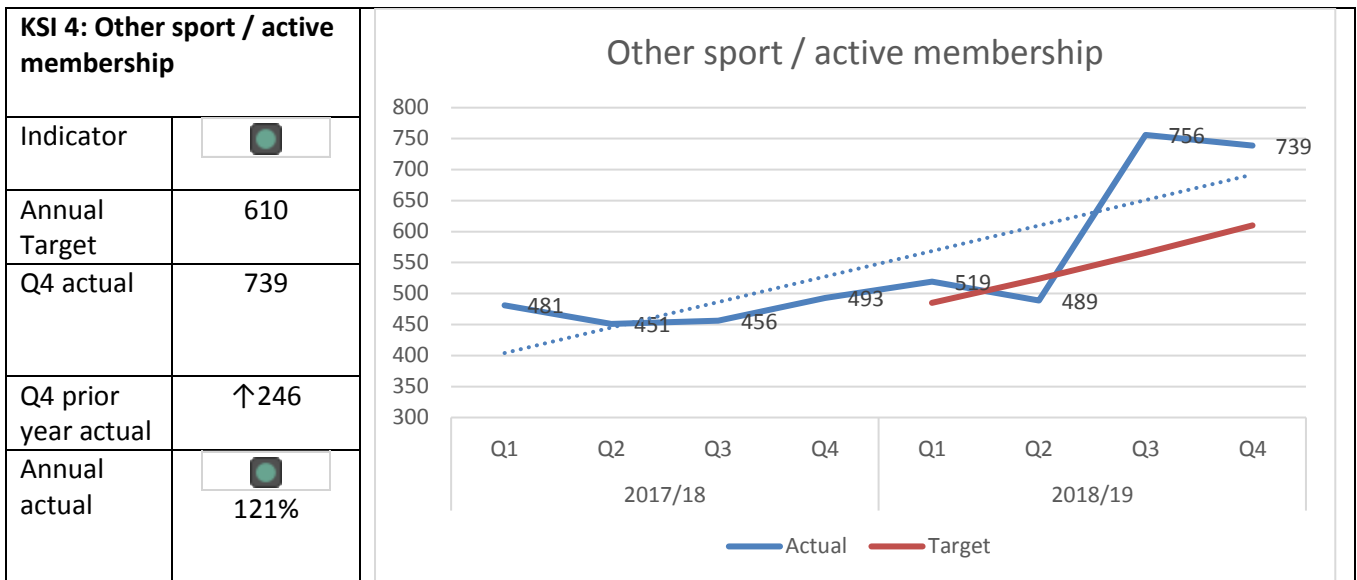
Why: This measure captures the number of distinct users who pay for our gym, swim and fitness membership. Payments are through direct debit, a scheme that provides the Trust with a regular, stable source of income and encourages users to become more active more often. Member attendance is included in the participation numbers reported in KSI 1A.

Performance:
One Club membership and Trifitness membership continues to perform well with significant growth again this quarter. Membership finished the year 160 members ahead of target and 300 ahead of prior year. Growth has been seen across the four recently refurbished gyms.



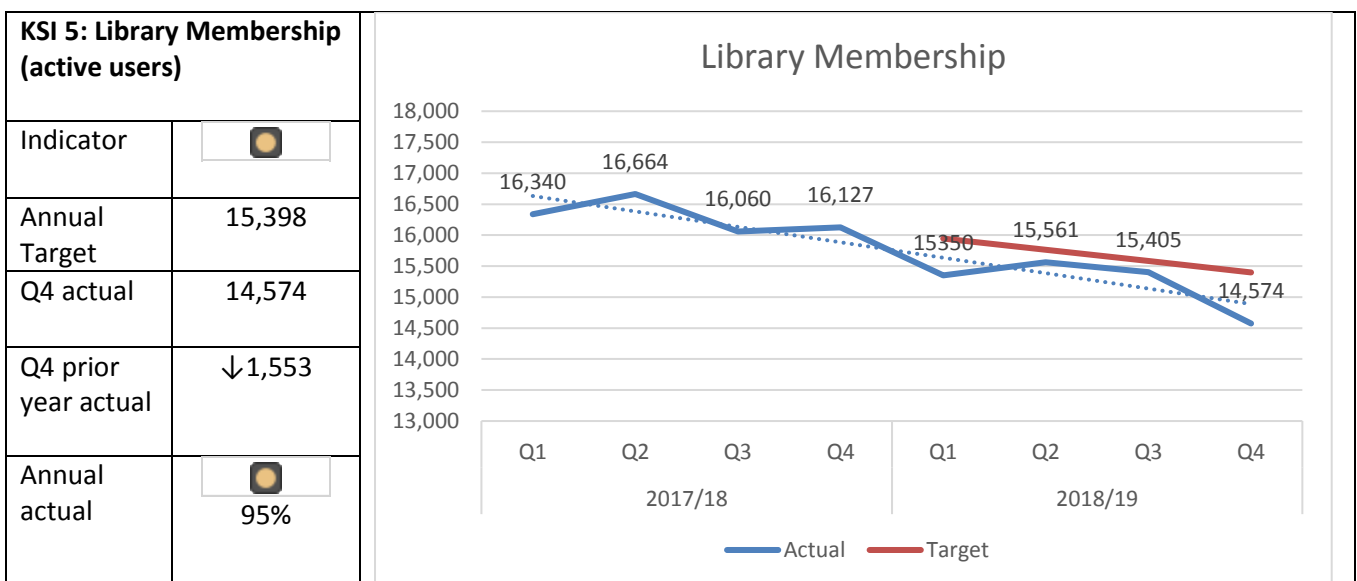
Why: This measure captures the number of distinct users who pay for our swim tuition. Their attendance is included in the participation numbers above (KSI 1A). Payments are through direct debit, a scheme that provides the Trust with a regular, stable source of income and encourages children to become more active more often and stay safe around water.

Performance:
Our Learn 2 Swim programme has showed a drop in numbers across all pools as reported in quarter 2 and 3. Class occupancy continues to be proactively managed and following the transfer to the new Scottish Swimming framework in January, we expect to see numbers improve with April already showing an uplift.



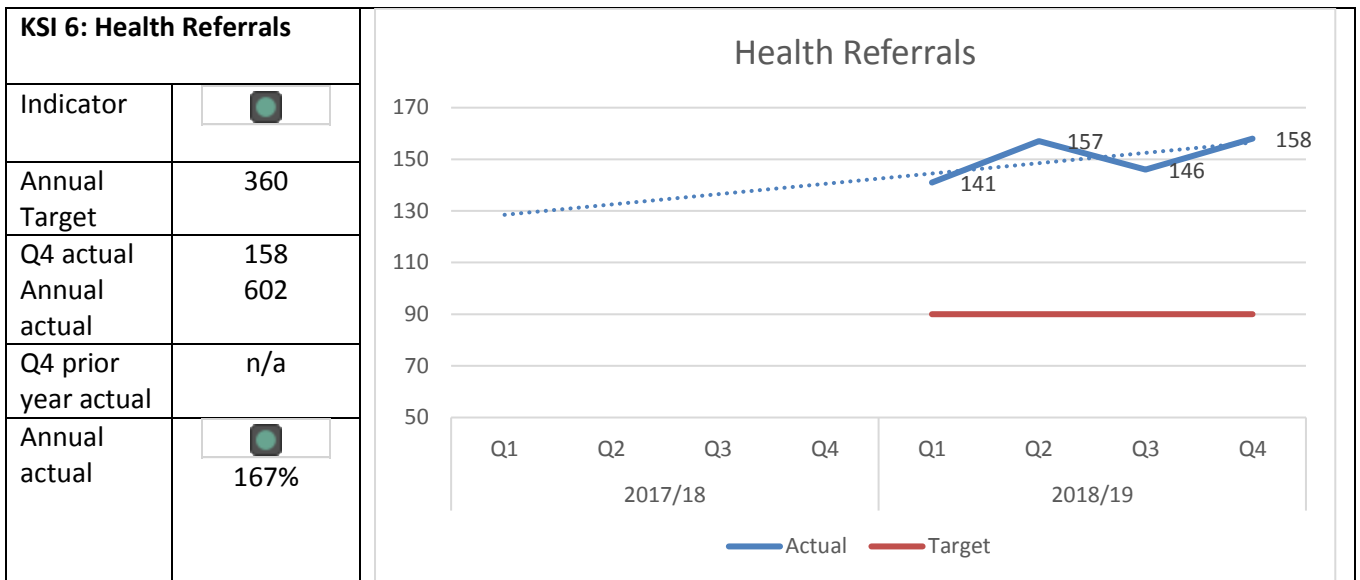
Why: This measure captures the number of distinct users who pay for our services. Their attendance is included in the participation numbers above (KSI 1A). Payments are through direct debit, a scheme that provides the Trust with a regular, stable source of income and encourages users to become more active or in the case of the advance player development supports players through a performance pathway.

Performance:
The new hockey development programme continues to grow as do the mini programme and gymnastics direct debits, which are consistently over 400, a growth 15% from prior year.



Why: This measure captures the number of distinct users who use our library service. Their attendance is included in the participation numbers above (KSI 1B). With the evolving demands on libraries this a key measure to report the reach of library services.

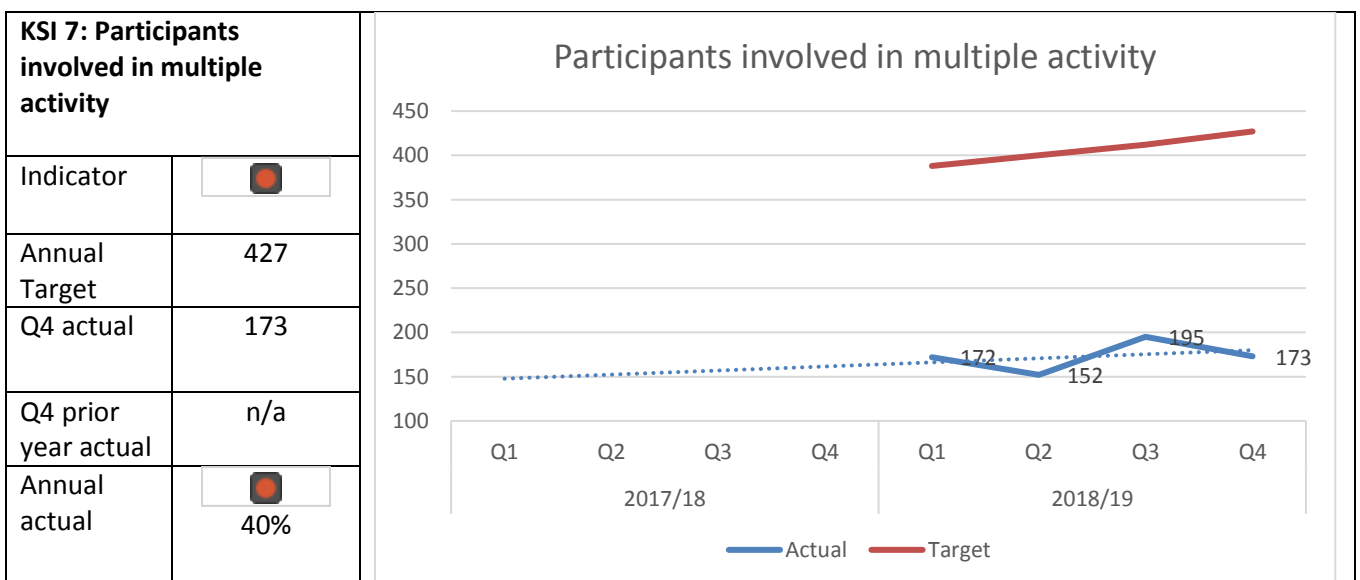
Performance:
In line with national trend on reducing visitor numbers we continue to focus on extending our offering through activities such as code and lego clubs. 2019/20 will bring a focus on digital usage and membership.



Why: Early intervention advice and medical referrals are increasingly taking the form of exercise and social prescribing. The number of referral demonstrates our active engagement and ability to influence key partners (NHS) and funders in an area of growing demand.

Performance:

Another excellent quarter with referrals reaching their peak for the whole year. General awareness of the programme has increased as have the quantity of opportunities available to communities. Excellent uptake into general health conditions classes as part of Live Borders multi-conditions approach.

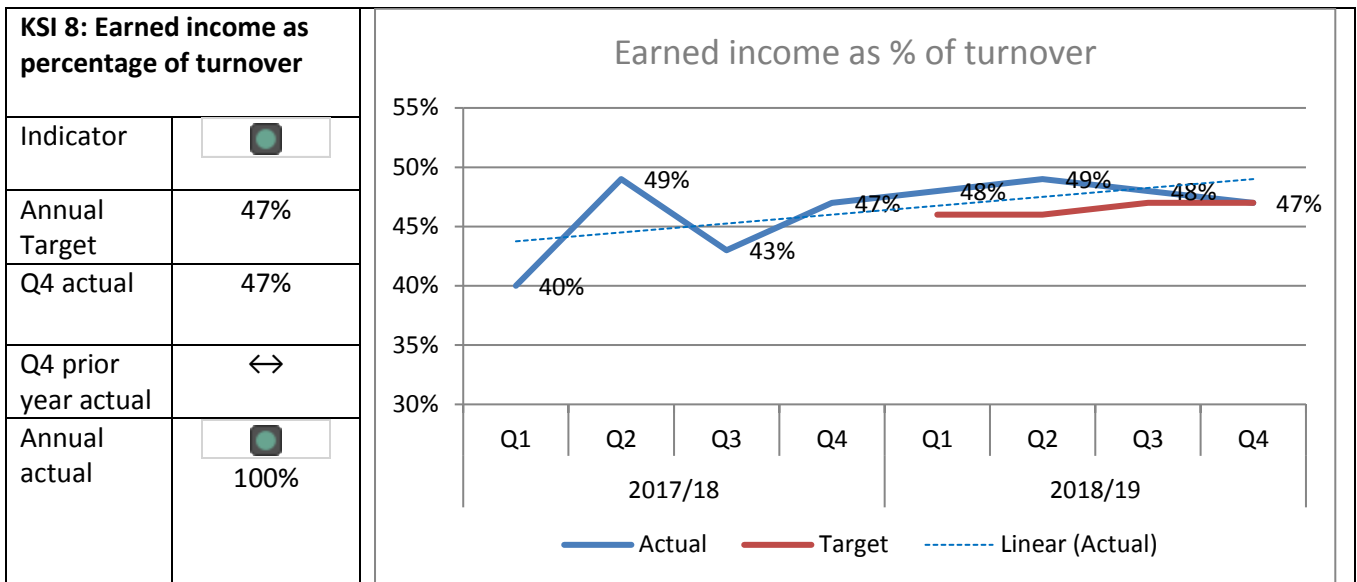


Why: This measure broadens our understanding of participation in activity and our ability to engage participants in the range of Live Borders services. Numbers are limited to Active and Library membership as we have no way of measuring participation in other service areas such as museums, hub, events, arts where there is no distinct participant data held.

Performance:

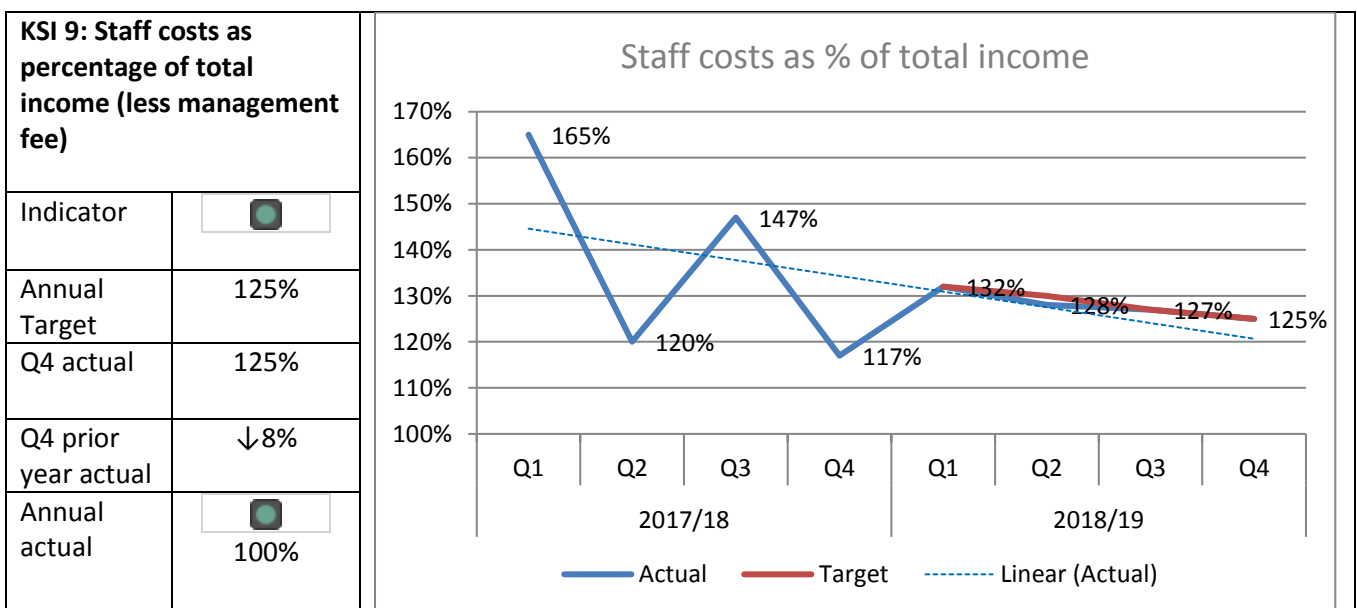
Marketing has undertaken analysis to review where more cross-selling can be delivered and a tactics plan has been developed.

As agreed in February 2019 this indicator will be removed from 2019/20.



Why: This measure shows our reliance on income we generate rather than grant or management fee. It is important measure to our strategic goal of growing our earned income.

Performance:
The financial year saw a strong growth in membership income, and increasing income from events. Swimming and pitch hire, whilst showing an improvement from last year are still not hitting budget targets. However, overall target for the year has been achieved.

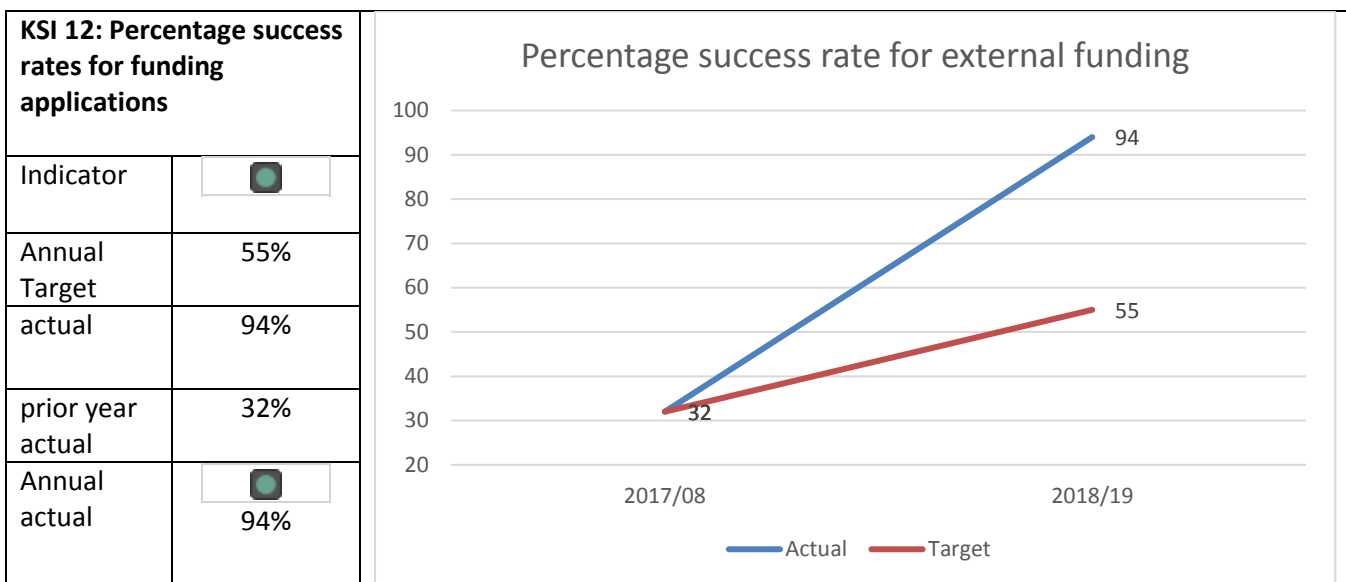


Why: This measure shows how we are managing staff costs in relation to our income. Income includes grants, reflecting grant funding often involves staff costs. It is an important measure to demonstrate how we are effectively managing our business.

Performance:
Staffing costs for the year have shown an improvement of 6% on target for the year. A favourable budget variance was reported in the accounts, mainly due to vacant posts in libraries and Teviotdale Leisure Centre not being filled.

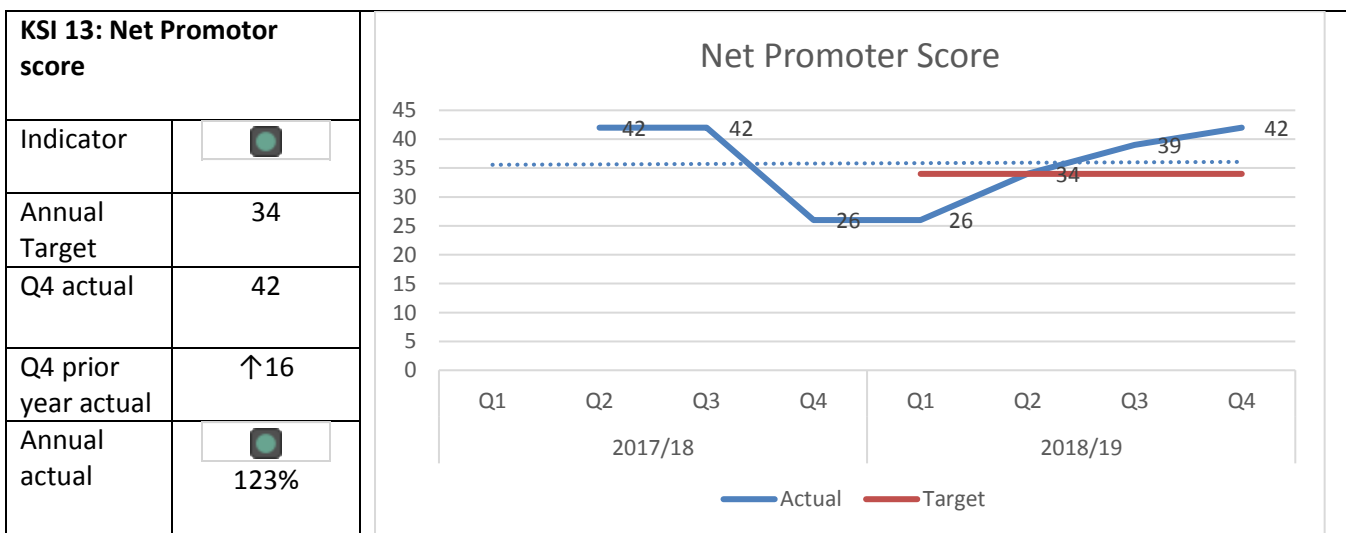
KSI 10: funding income achieved and as % turnover		<div style="text-align: center;"> <p>£'000s</p> <h3>Funding income achieved</h3> </div>
Indicator	N/A	
Annual Target	none	
Q4 actual	£317,766 3%	
Q4 prior year actual	↓£155,000 ↓33%	
Annual actual	£317,766	
<p>Why: It is an important measure to monitor progress against our strategic goal to develop plural funding streams.</p>		
<p>Performance: Funding will vary year on year depending on the projects targeted. The level of funding achieved is down compared to 2017-18, this is in line with our Funding Plan approach to ensure we apply for funding that supports delivery of our objectives, rather than chase a financial target. Our success rate reported under KSI 12 is much higher.</p>		

KSI 11: Donations income achieved and as % of total turnover		<div style="text-align: center;"> <p>£'000s</p> <h3>Donations income achieved</h3> </div>
Indicator	<input checked="" type="checkbox"/>	
Annual Target	£14K (0.3%)	
Actual	£30K (0.6%)	
Prior year actual	£4K (0.1%) ↑ £26k (yr)	
Annual actual	<input checked="" type="checkbox"/> 214%	
<p>Why: It supports our demonstration of our charitable status and a shift in proactive customer engagement.</p>		
<p>Performance: Strong performance with donations increasing 214% as we continue to promote our charitable status (“every penny you spend with us is reinvested into supporting active, creative and healthy communities in the Scottish Borders”). Museums and Archives donations contributed significantly to exceeding the annual target.</p>		



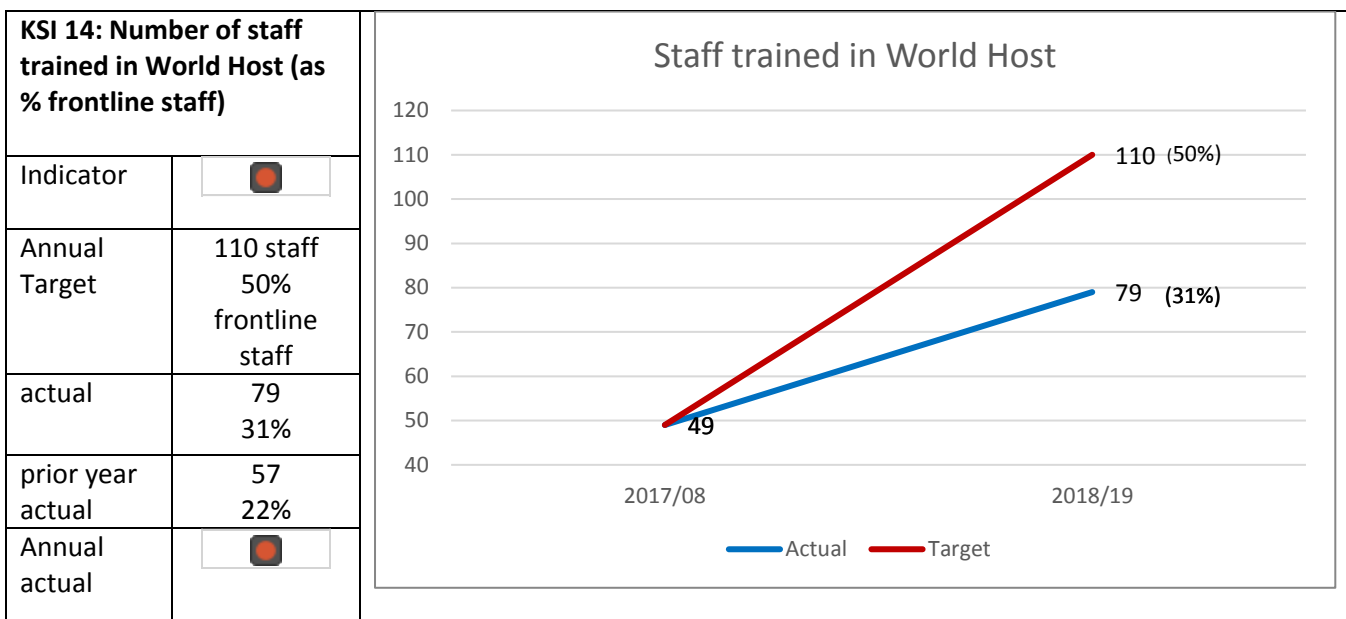
Why: This measure shows the success rate for funding applications as it is important to demonstrate that the applications being submitted meet the objectives and plans of Live Borders. It reflects our desire not to chase funding, but to deliver improved services in support of our strategic goals.

Performance:
 In line with our Funding Plan approach, funding applications were targeted to support delivery of Live Borders objectives. 94% success rate would suggest we have been able to demonstrate the link and our ability to deliver effectively.



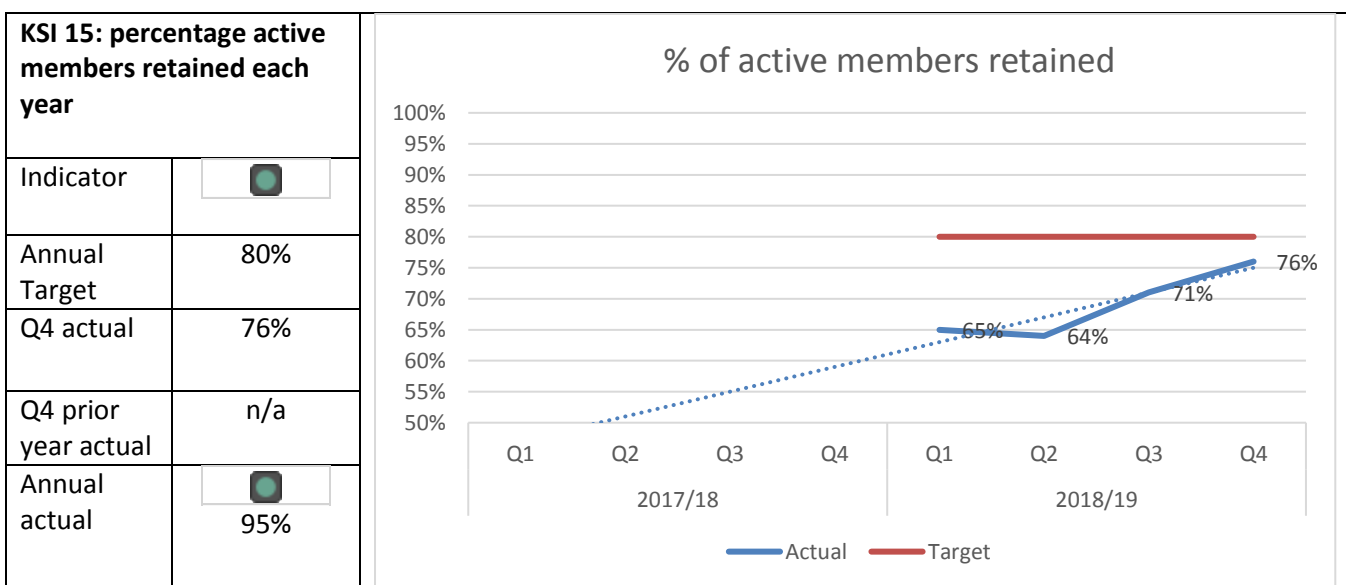
Why: NPS is an indicator that measures the willingness of customers to recommend and is used as a proxy for gauging customers overall satisfaction. Continual improvement to our level of customer service is core to our service delivery.

Performance:
 The upward trend has continued in quarter 4, reflecting the investment in the facilities and customer service training. Between 400 and 500 people are now participating each quarter. Graphs detailing the trends over the year have been circulated to the teams. Action plans created for the teams to celebrate good week and identify the areas for improvement.



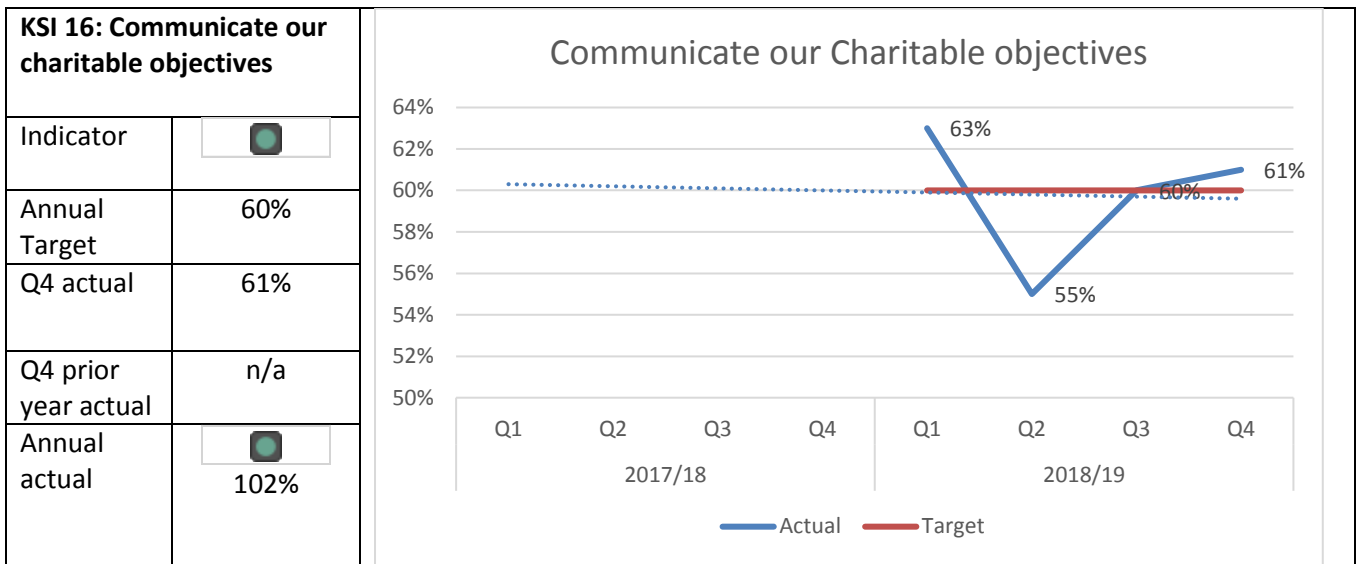
Why: Good customer service will lead to satisfied customers who will be regular users of facilities and services and advocates of the Trust.

Performance:
Target number of courses were not delivered, one session in March 2019, was cancelled due to illness of trainer but delivered in April. Further courses are planned for 2019/20 to meet target.



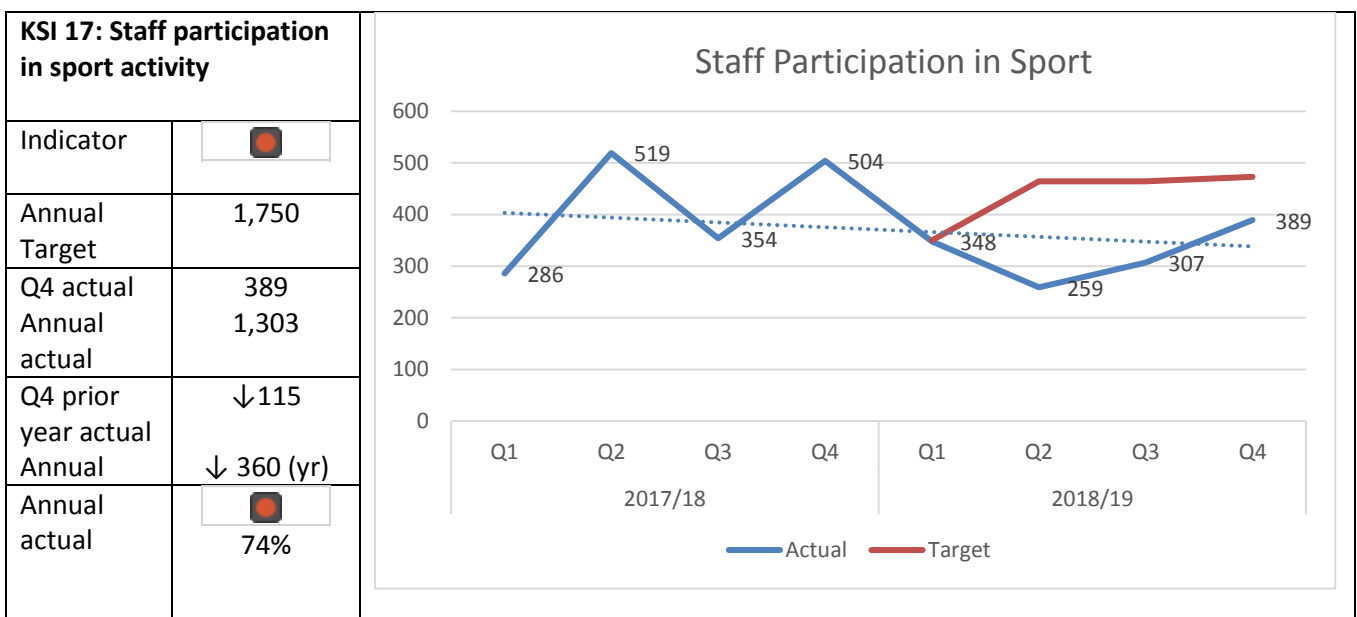
Why: Measuring retention allows us to understand the effectiveness of our marketing and operational teams retaining customers. This measure is crucial to retaining earned income for longer periods.

Performance:
5% growth on quarter 3 as we continue to recover from the drop off in members in quarter 1 following the transfer of 'old' memberships to new. Investment in our facilities and staff engagement are contributing to this upward trend.



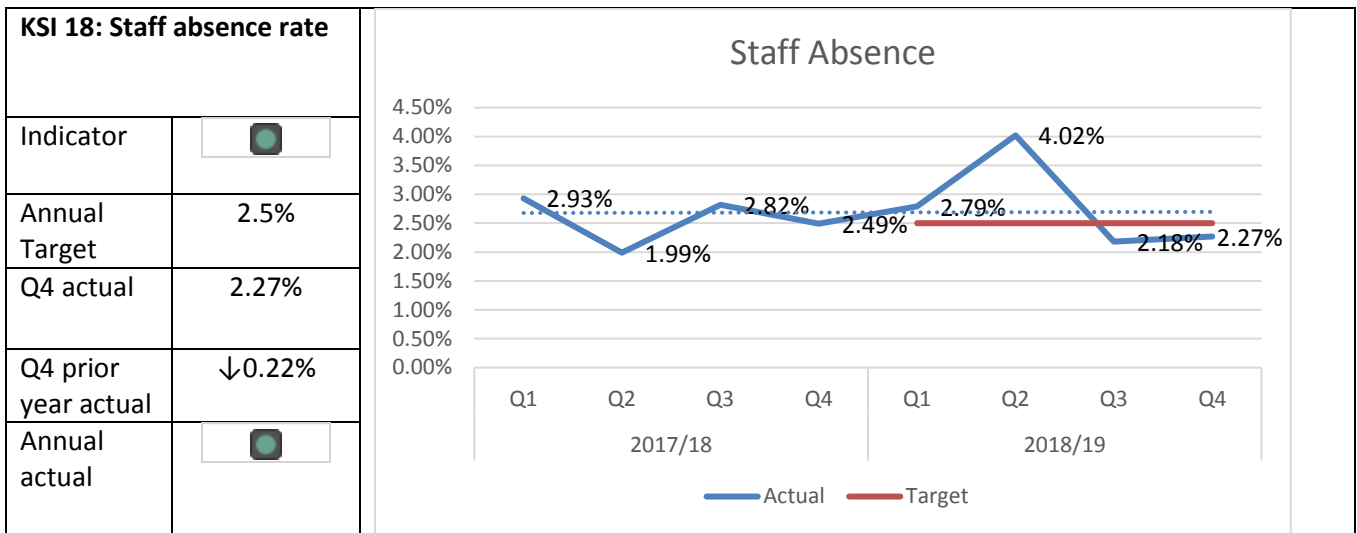
Why: This measure illustrates the success of key messages that Live Borders is a Charity. Our Charitable status is considered a unique part of our proposition and differentiates us from competitors.

Performance:
Results are in line with strategic targets with ongoing marketing in place to reinforce the charitable messages in press, email marketing, print and social. Details by service have been shared, identifying the areas which are below the average/ strategic target.



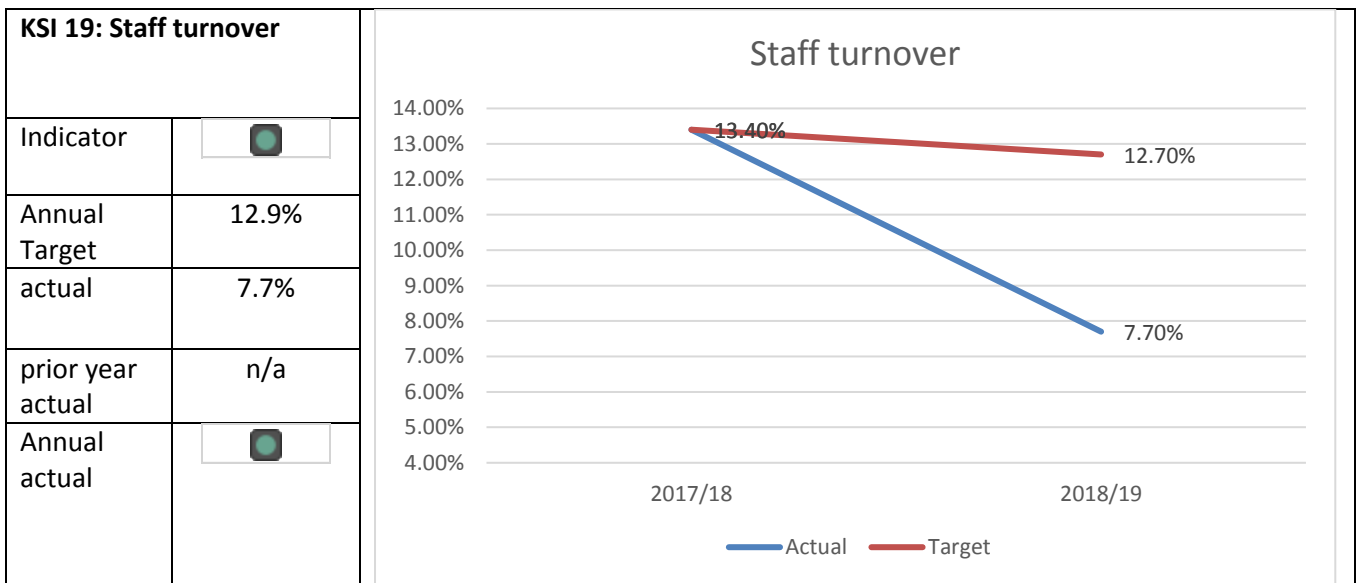
Why: Our strategy objective to nurture our people to be proud of what they do is supported by staff using and benefitting directly from the use of the services we offer.

Performance:
We have communicated with staff in facilities to remind them to swipe staff cards when using our venues as this is not the practice. Staff were actively encouraged to engage in the Step Count Challenge and 60 Day Challenge, which both took place in quarter 4 (although not reflected in these figures). A tactics plan has been developed to reinforce to staff about the benefits of activity and their free membership. As agreed in February 2019 this indicator will be removed from 2019/20.



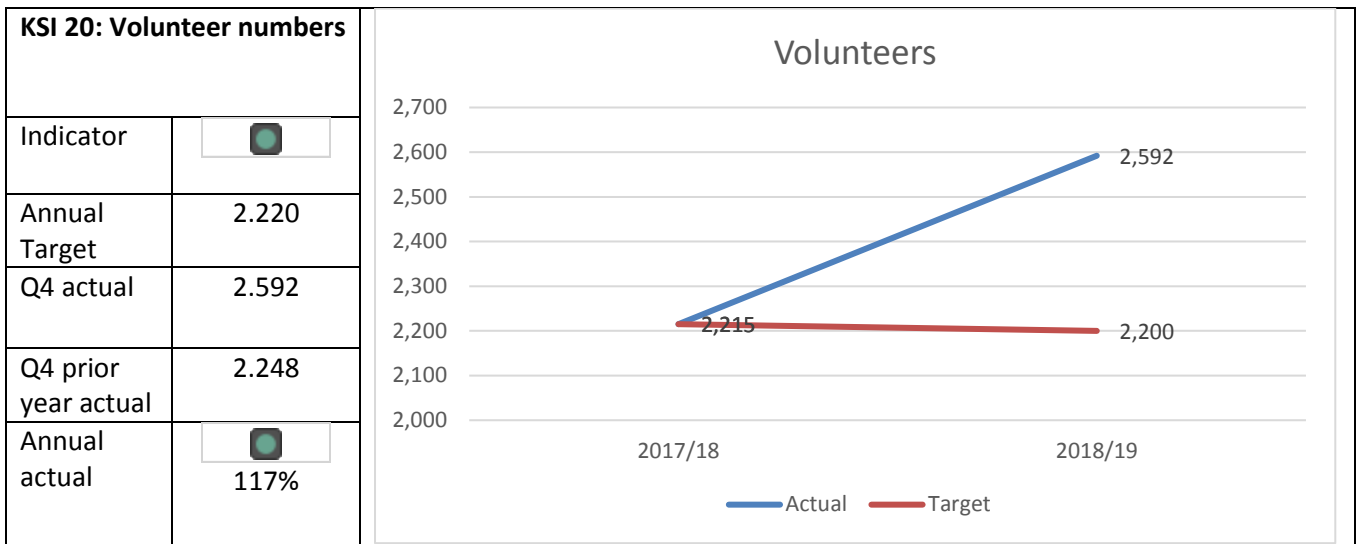
Why: This measure allows us to review frequency, types of absence or patterns to help better inform our people management strategies

Performance:
 A positive performance as we continue to manage staff absences proactively making best use of occupational health to guide and support individuals to successfully return to work.
 Long term 1.44%
 Short term 0.94%



Why: This measure allows us to review patterns of staff turnover to help better inform our people management strategies

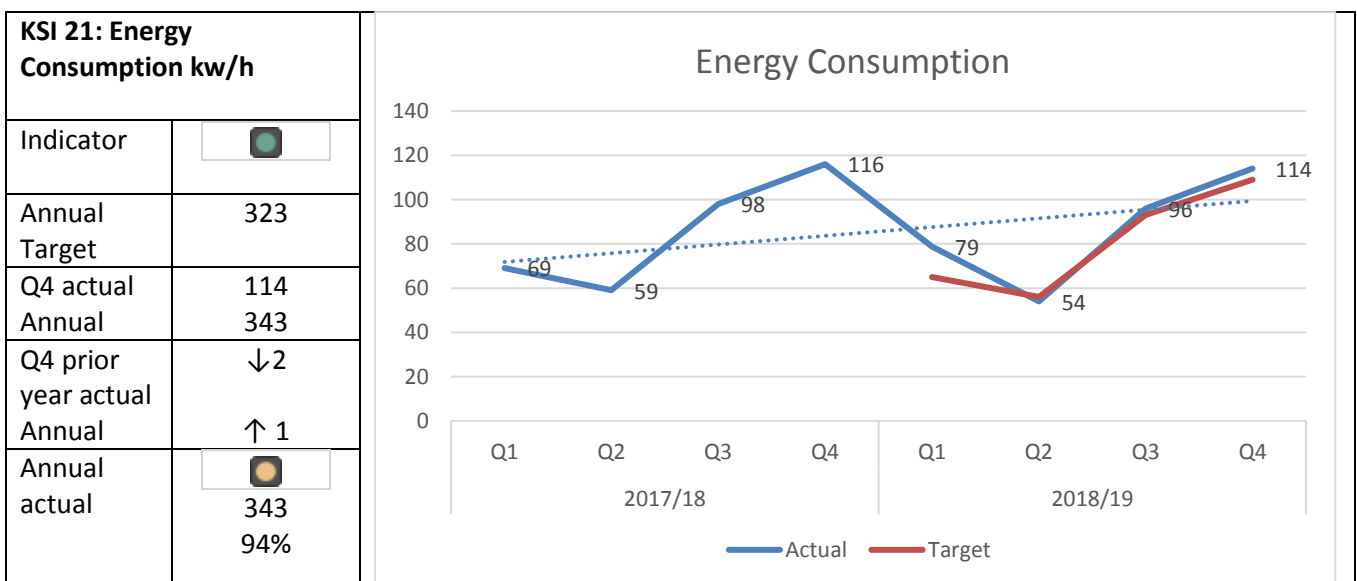
Performance:
 Our staff turnover remains low at 7.7%; this is below our target of 12.9%. This is positive as every organisation would like a degree of turnover; reducing turnover allows us to reduce cost. It is also a positive indicator for the impact of job evaluation and harmonisation as the figure remains low, when it may have been expected to spike in the last quarter.



Why: This measure gives an indication of how engaged our communities are in our events and programmes through active volunteering.

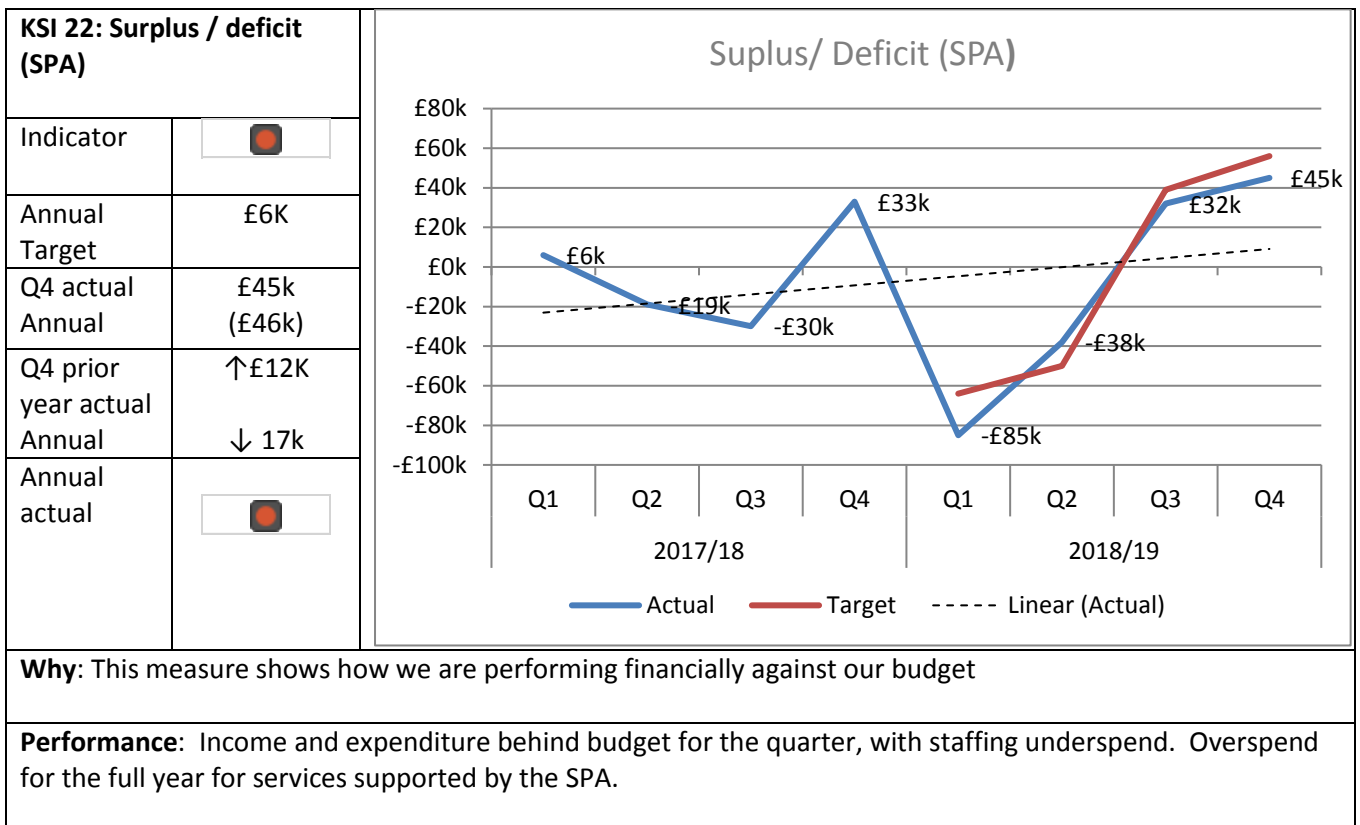
Performance:

Strong performance of Active Schools and community sports clubs across the year. Active Schools volunteers up 8% on previous year. Small growth in sports clubs coaches and officials, many of whom have been supported through Live Borders coach scholarship scheme. Further work required in culture/libraries to develop co-ordinated approach to volunteer recruitment; give staff confidence in teams to support volunteers and also to engage with youth groups who are seeking placements.



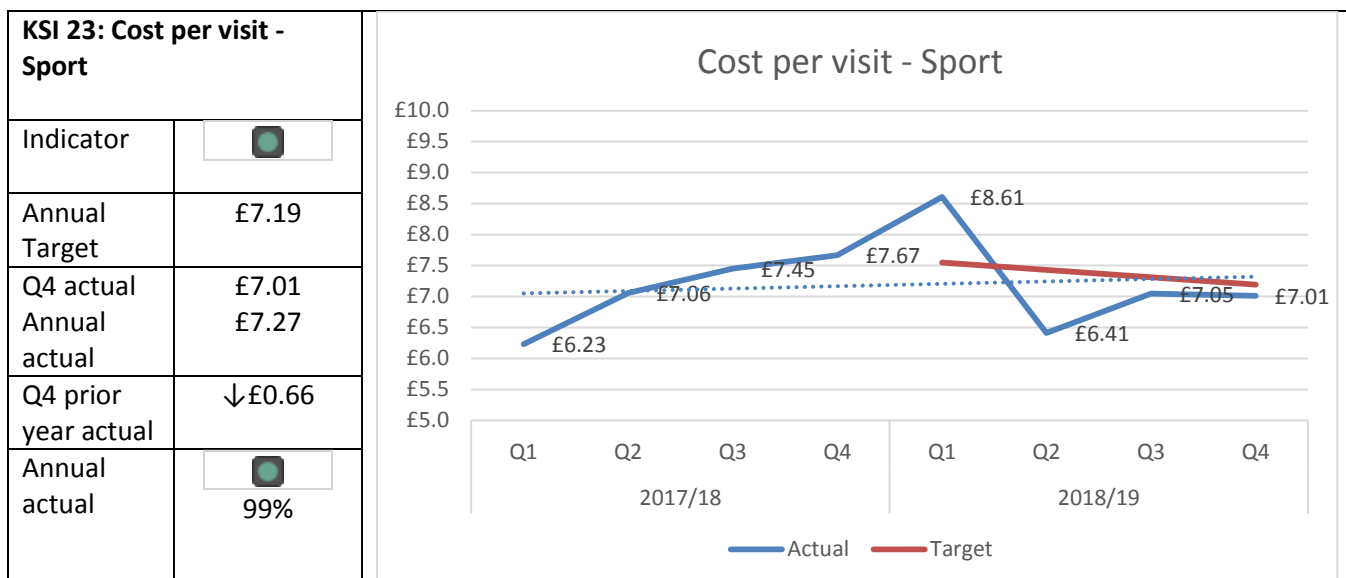
Why: Running especially pool facilities, uses a huge amount of energy and will account for significant amount of Trust's expenditure (10%). Taking steps to reduce energy consumption means that the Trust has money to invest elsewhere.

Performance: Performance has again tracked behind target in quarter 4 although was again stronger than prior year. Target for full year has not been achieved and consumption has also tracked slightly behind prior year overall (largely due to high consumption in quarter 1). An organisation wide focus on energy consumption is required to ensure greater control of energy usage to ensure unnecessary usage of energy is minimised. As part of this focus, internal energy monitoring systems put in place which will enhance the organisation's ability to manage energy usage more effectively. The first meeting of the Green Team is also scheduled to take place in quarter 1 and this will drive more sustainable behaviour in all areas of the business.



Why: This measure shows how we are performing financially against our budget

Performance: Income and expenditure behind budget for the quarter, with staffing underspend. Overspend for the full year for services supported by the SPA.



Why: Nationally reported comparable indicator and provides year on year trend for analysis and shows how we are managing costs in relation to participant visits.

Performance: Although overheads were higher than expected in sports sites largely due to overspends in utilities, cost per visits are down from quarter 3 and 66p down on prior year as we continue to focus on driving participation and efficiencies across the centres.

Quarter 4		SPORT				
		2017/18		2018/19		Growth %
Subsidy/Visit	$([-F]+[H])/[A]$	£3.16		£2.88		9
Income/Visit	$([B])/[A]$	£4.41		£4.13		-6
Cost/Visit	$([D])/[A]$	£7.57		£7.01		7
Staff Cost/Visit	$([C])/[A]$	£4.44		£4.08		8
Visits/000	$([A])/[G]$	6.85		7.67		12
Rate of Return	$([B])/[D]$	59.32		60.11		1
Admissions	Quarter 1	205,432	26	210,233	24	2
	Quarter 2	205,130	26	222,058	25	8
	Quarter 3	174,185	22	208,087	24	19
	Quarter 4	194,957	25	232,734	27	19
Total Admissions	[A]	779,704	100	873,112	100	12
Pool Activities		302,885	39	353,998	41	17
Other Activities (Non Swim)		476,819	61	519,114	59	9
		779,704	100	873,112	100	12
	Swim Borders DD	2,984		2,891		-3
	Membership	3,233		3,533		9
Income	[B]	£3,437,682		£3,606,005		5
	Cost of Sales	£126,017	4	£199,726	6	
	Staffing [C]	£3,458,674	101	£3,558,793	99	
	Expenses	£2,210,451		£2,240,907		
Expenditure	[D]	£5,795,142		£5,999,426		-4
Operating Loss	[E]	(£2,357,460)		(£2,393,421)		-2

KSI 24: Cost per visit – Library	
Indicator	●
Annual Target	£3.46
Q4 actual	£3.63
Annual actual	£3.54
Q4 prior year actual	↑ £0.31
Annual actual	● 98%

Cost per visit - Library

Year	Quarter	Actual (£)	Target (£)
2017/18	Q1	4.08	-
	Q2	3.97	-
	Q3	3.79	-
	Q4	3.32	-
2018/19	Q1	3.54	3.46
	Q2	3.53	3.46
	Q3	3.45	3.46
	Q4	3.63	3.46

Why: Nationally reported comparable indicator and provides year on year trend for analysis and shows how we are managing costs in relation to participant visits.

Performance:
The number of visits to libraries were higher this quarter (8.5% from quarter 3), however, overheads and running costs were up which has increased the cost per visit figure this quarter.

		Libraries			
		2017/18		2018/19	Growth %
Subsidy/Visit	[(F)+[H])/[A)]	£3.20		£3.46	
Income/Visit	[(B)/[A)]	£0.12		£0.17	
Cost/Visit	[(D)/[A)]	£3.32		£3.63	
Staff Cost/Visit	[(C)/[A)]	£2.31		£2.27	
Visits/000	[(A)/[G)]	2.73		2.57	
Rate of Return	[(B)/[D)]	3.70		4.71	
Energy Consumption m2 (KWH)					
Admissions			R%		R%
	Quarter 1	76,426		72,979	
	Quarter 2	77,957		75,858	
	Quarter 3	79,393		68,818	
	Quarter 4	76,740		74,684	
Total Admissions	[A]	310,516		292,339	
Income	[B]	£38,119		£49,950	
					%Income
	Cost of Sales	£255			
	Staffing [C]	£716,349		£664,620	
	Expenses	£313,882		£395,787	
Expenditure	[D]	£1,030,486		£1,060,407	
Operating Loss	[E]	(£992,367)		(£1,010,457)	

KSI 25: Cost per visit – Museum	
Indicator	<input checked="" type="checkbox"/>
Annual Target	£5.32
Q4 actual	£6.67
Annual actual	£5.61
Q4 prior year actual	↓ £0.46
Annual actual	<input checked="" type="checkbox"/> 95%

Cost per visit - Museum

Year	Quarter	Actual (£)	Target (£)
2017/18	Q1	4.04	5.32
	Q2	3.66	5.32
	Q3	5.78	5.32
	Q4	7.13	5.32
2018/19	Q1	5.60	5.32
	Q2	4.70	5.32
	Q3	5.48	5.32
	Q4	6.67	5.32

Why: Nationally reported comparable indicator and provides year on year trend for analysis and shows how we are managing costs in relation to participant visits

Performance:
A small reduction from prior year quarter 4 mainly through reduction in staffing costs.

		MUSEUMS			
		2017/18		2018/19	Growth %
Subsidy/Visit	$[(F)+[H])/[A]]$	£5.83		£4.87	
Income/Visit	$[(B)/[A]]$	£1.31		£1.80	
Cost/Visit	$[(D)/[A]]$	£7.13		£6.67	
Staff Cost/Visit	$[(C)/[A]]$	£5.09		£4.46	
Visits/000	$[(A)/[G]]$	1.20		1.12	
Rate of Return	$[(B)/[D]]$	18.31		26.93	
Energy Consumption m2 (KWH)					
Admissions			R%		R%
	Quarter 1	49,733		43,514	
	Quarter 2	60,168		55,932	
	Quarter 3	17,983		20,263	
	Quarter 4	8,245		7,363	
Total Admissions	[A]	136,129		127,072	
Income	[B]	£177,780		£228,148	
					%Income
	Cost of Sales	£30,172		£11,935	
	Staffing [C]	£693,156		£566,831	
	Expenses	£247,620		£268,437	
Expenditure	[D]	£970,948		£847,203	
Operating Loss	[E]	(£793,168)		(£619,055)	

EVERYONE LIVING IN, WORKING IN AND VISITING THE BORDERS WILL BE HEALTHIER, HAPPIER AND STRONGER

Expand our participation/Grow Earned income through new activity – Pop Up Play



In January 2019 we launched a new range of products in an attempt to increase participation, grow our earned income and offer inclusive activities in locations where we had been inactive before. In the last 3 months around **850** children have attended these sessions.

Nerforce: Where participants all had plastic nerf guns firing foam pellets, (wore protective eye glasses) and engaged in various fun combat battle games, including “capture the flag” and “last person standing”. The venues are dressed with cargo netting, barricades, tents and other obstacles and hiding points.

Pop up inflatables: We took various inflatables to alternative venues and created sessions which were fun for a range of different age groups.

Neon Sports: participants painted their faces (and arms and legs and hair) with neon crayons and then participated in a range of sports and games, whilst in blackout conditions but under special UV lights. Activities included dodgeball, badminton, relay races, basketball, roller skating, football, frisbee and hockey.



Rollerblading in the community: previously this only ever happened at Gytes or Queens, so we invested in some new skates and rolled this out to some of our public halls.

Expand levels of participation through new Big Screen Sporting Events



New programme development at Heart of Hawick included a trial of Live Sport on the cinema screen; the Six Nations Rugby was the first to be shown in February and March.

This free ticket event was family friendly. Booking was 51% capacity on ticketing.

Feedback: “Fantastic to watch the rugby on the big screen”; “will be back to watch the other matches”; “brilliant venue”; “fantastic atmosphere”.

Each match had a buzz and the atmosphere was amazing, the last match Scotland v England had people jumping out of their seats and a lot of friendly banter was had between supporters of both teams.

Heart of Hawick will continue to promote Live Sports on the big screen with the Women’s Football World Cup in June and the Rugby World Cup in September. Heart of Hawick will build on the success of these events with a ‘Rugby Gold’ event in September.

Nurture Our People through Live My Future project

The aim of **Live My Future** is to take up to 10 young people (aged 16 to 26) who are not currently in education, employment or further training through a tailored 14 week programme to upskill them and prepare them to step into employment or further education. £8.5K Year of Young People funding was secured to deliver the programme.



The first four weeks focus on the Sports Leadership course, which culminates in delivering actual sessions. Through written and practical work the young people develop their leadership skills, deliver 3 types of session, carry out risk assessments and run an event.

The young people attend the Safeguarding and protecting children course and undertake a first aid qualification. Their personal development is enhanced as they build up transferrable skills such as communication and time management and working under their own initiative.

The final 8 week block allows the young person to choose 1 of 4 routes in either coaching, operations, catering/events or creative. Further qualifications may be gained during this placement such as NPQL (lifeguarding).



LOCAL HOUSING STRATEGY 2017-22 YEAR 2 PROGRESS

Report by Service Director Regulatory Services

EXECUTIVE COMMITTEE

20 August 2019

1 PURPOSE AND SUMMARY

- 1.1 This report provides an overview on the Annual Progress Report which sets out what has been achieved in the delivery of year two of the Local Housing Strategy (LHS) 2017-22 (Appendix 1) and seeks Council endorsement to submit to Scottish Government.**
- 1.2 The Housing (Scotland) Act 2001 places a statutory requirement on local authorities to develop a Local Housing Strategy, supported by an assessment of housing need and demand. This strategy sets out the strategic direction for housing investment and service delivery in the Scottish Borders for 2017-22 and is informed and developed through extensive research and consultation with partners and the wider community. The LHS was approved by Scottish Borders Council and submitted to the Scottish Government in September 2017.
- 1.3 The Council and its partners have made good progress since the LHS was formally approved by Council. Work in 2018/19 includes the delivery of 192 new affordable homes, the submission of a very ambitious Strategic Housing Investment Plan underpinned by up to £162m of investment, development of a new Rapid Re-Housing Transition Plan, the establishment of a new Homelessness and Health Strategic Partnership and a Borders Home Energy Forum, the development of a new Housing Needs Action Plan for Young People, a draft Affordable Warmth Strategy and 94 major adaptations being completed, are just some of the main achievements over the last year.

2 RECOMMENDATIONS

- 2.1 **I recommend that the Committee:-**
- (a) Note the progress made in delivering on the Strategic actions as set out in the appended Annual Update Report and Monitoring and Evaluation Matrix.**
 - (b) Approve submission of the Annual Report and Matrix to the Scottish Government.**

3 LOCAL HOUSING STRATEGY BACKGROUND

- 3.1 The Housing (Scotland) Act 2001 places a statutory requirement on local authorities to develop a Local Housing Strategy (LHS), underpinned by an assessment of housing need and demand. The LHS sets out the strategic direction for housing investment and service delivery in the Scottish Borders for 2017-22 and was approved by Scottish Borders Council and submitted to the Scottish Government in September 2017.
- 3.2 As a statutory housing authority the main focus in the delivery of the LHS is ensuring that the Council meets its statutory duties regarding access to, and the provision of, affordable housing and the prevention of homelessness. Already over the initial two year period of the LHS there have been some significant successes and achievements. A detailed monitoring and evaluation matrix has been developed to track the delivery of the strategic actions and is appended to the LHS. An annual progress report for 2018-19 illustrating key highlights and ongoing challenges for the future is also appended at Appendix 1.

4. LOCAL HOUSING STRATEGY 2017-22 – YEAR 2 ACHIEVEMENTS

- 4.1 The Scottish Government increased its Affordable Housing Investment Programme funding allocation to Scottish Borders to £14.065m, which is a record level of investment and has supported the delivery of 192 affordable homes, exceeding our annual 128 unit target. Bridge Homes has now provided 54 homes through the National Housing Trust/Local Authority Variant Initiative, and there were also 21 assisted purchases through Scottish Government's Open Market Shared Equity Scheme. The current SHIP 2019-24 has identified 1047 affordable homes for anticipated completion from 2019-2024, and the new SHIP 2020-25 is currently in development.
- 4.2 Over £1.2 million has been invested in energy efficiency measures for private homes across the region; the energy efficiency pilot project in Peebles has been extended to cover Tweeddale; RSL's have continued to make good progress towards the Energy efficiency Standard for Social housing (EESH); and a new Home Energy Forum was established, all supporting a reduction in fuel poverty across the area.
- 4.3 During 2018/2019 843 households approached the Council's Homelessness Team for advice and/ or assistance. 100% of clients are now provided with housing options advice and the level of repeat homelessness remains low. A new Borders Homelessness and Health Strategic Partnership was established and the Council and its partners developed a Scottish Borders Rapid Rehousing Transition Plan which was submitted to Scottish Government in March 2019.
- 4.4 Almost 6,000 Private Landlords are now registered within the Scottish Borders, with almost 9000 rental properties. The Private Sector Liaison and Enforcement Officer continues to work with landlords to help improve management and property standards, and to support landlords and tenants through recent legislative changes. A fully booked and well attended Landlord forum was held in June 2018, as well as several training events throughout the year.

4.5 In 2018/19, under Scheme of Assistance, £405,651 was spent on 94 completed major adaptations and £81,946 on 421 small adaptations and repairs.

4.6 The Indigo House Group were commissioned to undertake an assessment on the housing needs and aspirations of young people in the Scottish Borders. The work involved a multi-method approach and a wide range of engagement with young people and professional stakeholders. A steering group including a range of Community Planning partners have overseen the research and development of the new five year Action Plan.

5 IMPLICATIONS

5.1 Financial

- (a) There is no direct financial implication contained in the report. However delivery of the LHS is dependent on SBC's continuous provision of core services, financial resource allocations from Scottish Government, the continuing support from the affordable housing budget (2nd homes council tax) and resources arising from the affordable housing policy, partner agencies and private individuals.
- (b) However, where there are specific actions considered as having a resource implication for the Council, Officers it has been agreed that Officers would bring back proposals for consideration by the Executive Committee as they arise over the period of the strategy.

5.2 Risk and Mitigations

- (a) Delivery of the LHS aims and objectives is largely dependent upon a number of variables, not least of which relate to resource and other political and organisational decision making processes beyond the control of the Local Authority.
- (b) A Strategic Environmental Impact Assessment (SEA) Screening Report was undertaken when the LHS was developed. This concluded that a full SEA would not be required for the LHS as it is unlikely to have significant environmental effects. Any potential environmental effects from any specific proposals or plans which may relate to the LHS will be individually considered and addressed through the planning process and full SEAs in due course.

5.3 Equalities

An Equality Impact Assessment has been undertaken. This shows that there are positive impacts across all equality groups. The strategy is based on a wide range of evidence, including the SESplan Housing Need and Demand Assessment (2015).

5.4 Acting Sustainably

- (a) The LHS promotes sustainable development. Priorities include making better use of existing stock, promoting energy efficiency and tackling fuel poverty.

- (b) By seeking more new affordable houses, improving the quality and sustainability of existing houses, setting targets for homelessness, fuel poverty and climate change, the LHS will promote sustainable communities and help to overcome many of the challenges we face locally.

5.5 Carbon Management

It is considered that there are no direct effects on the Council’s carbon emissions arising from the report recommendations. There are likely to be positive effects through fuel poverty and energy efficiency outcomes, as well as promoting sustainability through better use of existing stock.

5.6 Rural Proofing

The LHS 2017-22 has been rural proofed and it is anticipated there will be no adverse impact on the rural area from implementation. There is likely to be a wide range of positive outcomes for rural communities, including improvements in health, fuel poverty levels and availability of affordable housing in a variety of tenures.

5.7 Changes to Scheme of Administration or Scheme of Delegation

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

6 CONSULTATION

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

Approved by

Brian Frater

Service Director Regulatory Services Signature

Author(s)

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**Previous Minute Reference: 5 September 2017
2 October 2018**

Background Papers: The Local Housing Strategy 2017-22

APPENDICES APPENDIX 1: LHS Progress Update Report 2018/19
APPENDIX 2: Monitoring and Evaluation Matrix 2017-22

Note – You can get this document on tape, in Braille, large print and various computer formats by contacting the address below. Donna Bogdanovic can also give information on other language translations as well as providing additional copies. Contact us at Scottish Borders Council, Council Headquarters, Newtown St Boswells, Melrose, TD6 0SA, Tel 01896661392, email: donna.bogdanovic@scotborders.gov.uk.

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Local Housing Strategy 2017-22

annual report 2018-19



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SCOTTISH BORDERS LOCAL HOUSING STRATEGY 2017-2022

1. INTRODUCTION

The Housing [Scotland] Act 2001 places a Statutory Duty on all Local Authorities to produce a Local Housing Strategy, framed by Statutory Guidance published by Scottish Government. The current Scottish Borders Local Housing Strategy covers the five year period from April 2017 to March 2022.

The strategy was developed with our partners, stakeholders and voluntary sector over an 18 month period and was formally approved in September 2017. The strategy addresses a wide range of challenges and issues, and sets out outcomes, priorities and actions to deliver our shared vision for housing in the Scottish Borders.

The Local Housing Strategy sets out the vision and priorities for the future of housing and all housing related services across the Scottish Borders

It considers all tenure and types of accommodation and reflects both national priorities and local needs



The vision for the LHS is:

Every person in the Scottish Borders lives in a home that meets their needs

In order to deliver this vision successfully; the following four LHS priorities were defined:

- **LHS Priority 1:** The Supply of Housing Meets the Needs of Our Communities
- **LHS Priority 2:** More People Live In Good Quality, Energy Efficient Homes
- **LHS Priority 3:** Fewer People Are Affected By Homelessness
- **LHS Priority 4:** More People Are Supported To Live Independently In Their Own Homes

Some of the key objectives of the Local Housing Strategy include:

- To help ensure adequate housing supply across all tenures to address the varying and diverse housing need in the Borders.
- To promote and increase awareness of energy efficiency and reduce fuel poverty through the development and implementation of a new Home Energy Efficiency & Affordable Warmth Strategy.
- To increase the supply of new affordable housing that meets the needs of our community through the ongoing development and delivery of the next and future Strategic Housing Investment Plans.
- To tackle disrepair and below tolerable standard in the private sector stock and address landlord compliance in the private rented sector.
- To address the Housing, Support and Care needs of the growing Older People population through the implementation of an Integrated Strategic Plan for Older People's Housing, Support and Care Needs.
- To improve the health and wellbeing for people experiencing Homelessness; and ensure fewer people are affected by homelessness.
- To gain a better understanding of the housing aspirations and needs of young people in the Borders

This annual report provides an update on progress from 2018 to 2019; including any key highlights and significant achievements, as well as ongoing challenges for the future.

SCOTTISH BORDERS LOCAL HOUSING STRATEGY 2017-2022

2. HOUSING SUPPLY

Addressing Priority 1: The Supply of Housing Meets the Needs of Our Communities

Highlights

- Record level of Scottish Government funding secured in 2018/19
- SHIP 2018/19 submitted to Scottish Ministers prior to deadline
- SHIP 2018/19 received very positive feedback from Scottish Government
- Site works begin on extra care housing developments in Duns and Galashiels
- 191 affordable homes delivered throughout the Scottish Borders
- Bridge Homes LLP acquires 9 homes and completes its development phase
- SBHA won a Borders Design Award in October 2018, in the Regeneration & Placemaking category, for Stonefield

AFFORDABLE HOUSING SUPPLY

Scottish Government has set an ambitious national target to deliver 50,000 affordable homes over the lifetime of the current Scottish Parliament. Scottish Borders Council area was allocated £14.065m Affordable Housing Investment programme funding from Scottish Government in 2018/19. This is a record level of funding allocated to support affordable housing delivery in Scottish Borders.

The Strategic Housing Investment Plan [SHIP] is the sole document for targeting affordable housing investment in the Scottish Borders and provides a rolling 5 year planning horizon. The SHIP 2019/24 annual submission was approved by Council in October 2018 and was submitted to Scottish Ministers prior to the November deadline. This current SHIP sets out proposals for up to 1,047 new affordable homes, and is underpinned by an estimated investment of £162m over the five year plan period. Work has already begun to inform preparation of the next SHIP submission.

192 affordable homes delivered across Scottish Borders in 2018/19

These were provided as follows:

130 new build affordable housing by RSLs:

- 30 at Acredale Phase 3 Eyemouth by Berwickshire Housing Association
- 47 at Easter Langlee Phase 3 Galashiels by Eildon Housing Association
- 34 at Sergeant's Park Phase 1 Newtown St Boswells by Eildon Housing Association
- 9 at Craigpark Gardens Galashiels by Eildon Housing Association
- 10 at Rose Court Galashiels by Scottish Borders Housing Association

9 new build affordable homes for mid-market rental:

- 4 at Hydro Gardens Peebles by Bridge Homes LLP
- 5 at Washington Avenue Kelso by Bridge Homes LLP

31 RSL purchase of existing homes by RSLs:

- 24 at James Hogg Court Innerleithen by Eildon Housing Association
- 1 by Scottish Borders Housing Association
- 6 by Waverley Housing

22 assisted purchases through Scottish Government's Open Market Shared Equity Scheme (OMSE).



COMPLETED DEVELOPMENTS IN 2018/19



Washington Avenue, Broomlands, Kelso



Hydro Gardens, Peebles



Rose Court, Upper Langlee, Galashiels



Acredale Phase 3, Eyemouth



Sergeant's Park, Newtown St Boswells



James Hogg Court, Innerleithen

ADDRESSING HOUSING NEED AND DEMAND

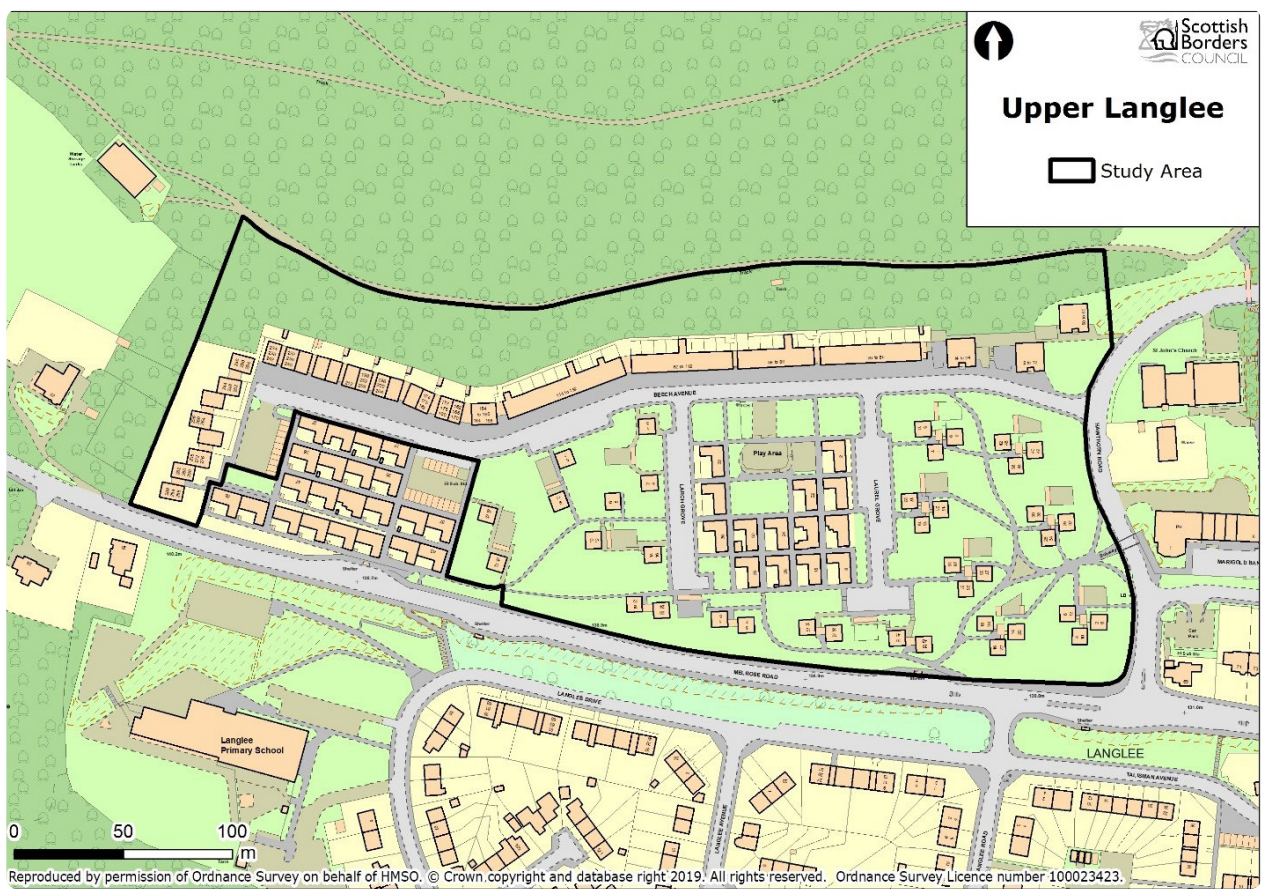
During 2018/19 The Council worked with Waverley Housing on the procurement,

- Berwickshire Housing Association to carry out a master planning study for Beanburn/ Lawfield sites at Ayton
- Master planning study to provide options for the regeneration of Beech Avenue and associated streets in Upper Langlee, Galashiels
- Housing needs and aspirations of young people study
- Complete the delivery of the Scottish Borders Integrated Older Peoples Housing, Care and Support Strategic Plan

MASTERPLAN FOR UPPER LANGLEE, GALASHIELS REGENERATION

The Council led on the procurement, selection and appointment of consultants to carry out a master planning study to develop proposals for a housing led regeneration of Waverley Housing owned housing at Beech Avenue in Galashiels and neighbouring streets. The final report was agreed in summer 2018.

Following a wider residents community consultation exercise, a number of phased projects have been identified and have been included in the Council's current Strategic Housing Investment Plan 2019/24. In addition the Council has also agreed to grant assist Waverley to buy back a number of privately owned flats as a precursor to demolition of unpopular and hard to let flatted housing blocks.



BRIDGE HOMES

Bridge Homes is a Limited Liability Partnership established by the Council and Scottish Futures Trust to provide affordable housing for mid-market rental. During 2018/19 Bridge Homes acquired another 4 flats at Hydro Gardens Peebles and 5 houses at Washington Avenue Kelso. This brings an end to Bridge Homes development phase with 54 homes being provided via the National Housing Trust/ Local Authority Variant initiative by the 31 March 2019 deadline.



TWEEDSIDE

Tweedside is a Limited Liability Partnership that was also established by the Council, Scottish Futures Trust and a local developer to provide affordable housing for mid-market rental. During 2016/17, Eildon Housing Association acquired Tweedside's homes at Chris Paterson Place Galashiels, and followed up in 2018/19 by acquiring all Tweedside's remaining 24 homes at James Hogg Court Innerleithen. This was supported by grant funding from Scottish Government's More Homes Division, and enabled the tenants to remain living in their homes.

LOWOOD, TWEEDBANK

During 2018/19, the Council concluded the acquisition of the Lowood Estate which has been identified as providing a key mixed use development site opportunity which is aligned to the Borders Railway Corridor and to City Region Deal partnership working. Work has begun on development of Supplementary Planning Guidance in order to frame the phased development of the area. Work has also been initiated to explore ideas to create a care village as one element of delivery of opportunities for market and affordable housing.

HOUSING SUPPLY STRATEGY

The Housing Supply Strategy 2018 - 2028 has been developed to help better understand how the Council can work with partners, to effectively respond to the challenge of increasing the supply of new and suitable housing for the local area, while achieving the strategic vision for housing growth in the Borders over the next ten years and beyond. The Housing Supply Strategy supports the Local Housing Strategy (2017-2022) with particular focus on strategic priority 1 of the LHS: The supply of housing meets the needs of our communities.

Providing an adequate supply of new affordable, high quality and appropriate housing will aid in not only sustaining rural communities, but also attracting potential new residents.



YOUNG PEOPLE'S HOUSING STUDY

The Indigo House Group were commissioned to undertake an assessment on the housing needs and aspirations of young people in the Scottish Borders. In order to deliver our strategic priorities, the Council and its partners needed to better understand the housing needs and changing aspirations of young people and what models of housing or accommodation might meet their future hopes or requirements.

The work has involved a multi-method approach and a wide range of engagement with young people and professional stakeholders.



A steering group including a range of Community Planning partners have overseen the research and development of the Action Plan. This has included involvement of the Scottish Borders Children's and Young People Leadership Group. Feedback from these groups has shaped the outcomes and priorities identified in the action plan. These priorities and outcomes are:

- **Priority 1:** A holistic strategic approach for jobs, housing and transport
 - o Outcome 1 - Community planning partners take a holistic and strategic approach to the skills and employment, housing and transport needs of young people in the Scottish Borders
- **Priority 2:** Increasing housing choice and options
 - o Outcome 2 - Young people are able to access a range of different housing options which enable continued skills development and access to employment in the Scottish Borders
- **Priority 3:** Meeting the needs of vulnerable young people
 - o Outcome 3 - Young people are able to access a range of housing information, advice and support to enable independent living
- **Priority 4:** Monitoring and review of the Action Plan
 - o Outcome 4 - The housing needs of young people are understood and services implemented in the context of a wider Local Housing Strategy and the Integrated Children and Young People's Plan

TOWN CENTRE WORK

The Conservation Area Regeneration Scheme (CARS) is part of a national programme to conserve Scotland's traditional buildings and support the regeneration of town centres. CARS activity supports the Scheme of Assistance which helps address issues of housing quality and condition. Information and advice is provided to owner occupiers, landlords and tenants of privately let properties; helping address disrepair and supporting owners of empty property to bring them back into use.

SELKIRK CONSERVATION AREA REGENERATION SCHEME (CARS)

2018/19 brought the curtain down on the five year Selkirk CARS project. All of the CARS funded works and activities were complete by 31st March 2018 with additional, externally funded works completing to compliment the CARS investment, notably at the Sir Walter Scott's Courthouse and the Streetscape Improvement works in the Market Place.

The five year CARS project has strengthened the community capacity who are now progressing with a variety of initiatives following on for the CARS regeneration activities such as the successful monthly Farmers Market in the Market Place, as well as delivery of the Selkirk BIDS project.

Works are also continuing to regenerate problem/ empty sites within the town with new buildings nearing completion at High Street/ Chapel Street, Scott's Close and Scott's Place/ Viewfield Lane.



JEDBURGH CONSERVATION AREA REGENERATION SCHEME (CARS)

Jedburgh CARS completed year 2 of its 5 year duration at the end of 2018/19. Over 60 enquiries for building repair funding have been received with 39 applications being submitted to support repairs to 24 buildings within the Conservation Area.

By the end of the year, 12 grant offers totalling over £110k had been made with projects progressing on site. A number of strong applications have been received which require some further development prior to being offered funding. It is anticipated that these will lead to a significant investment during 2019/20 and 2020/21.

An additional component of Jedburgh CARS is the development of a Public Realm project which has focused on the essential repairs to the Abbey Ramparts retaining wall. Investigative works have been carried out and the target is to start on site in August 2019. Discussions regarding complimentary works/enhancements within this area that could be carried out simultaneously have been taking place with the community, although these will likely require additional external funding to deliver.

HAWICK CONSERVATION AREA REGENERATION SCHEME (CARS)

Historic Environment Scotland announced Round 8 of CARS funding in August 2018 and invited applications for a share of a £10million funding pot.

Scottish Borders Council developed another strong bid, this time for Hawick town centre, and were awarded £1.314million to support building repairs and wider regeneration activities. The project is likely to launch in summer 2019 for 5 years.

EMPTY HOMES

The Empty Homes Strategy sets out how the Council aims to identify and bring back empty homes into residential use. It identifies potential for new investment to help return empty homes to use, particularly as affordable rented accommodation.

Working with the Scottish Empty Homes Partnership, the Council have achieved significant outcomes in relation to developing processes for engaging with owners and maximising opportunities to assist owners getting their properties back into use.

An Action Plan sets out a pathway for developing intervention options in the form of information, advice and support, giving owners' options for their consideration.





SCOTTISH BORDERS LOCAL HOUSING STRATEGY 2017-2022

3. GOOD QUALITY AND ENERGY EFFICIENT HOMES

Addressing Priority 2: More People Live In Good Quality, Energy Efficient Homes

Highlights

- Affordable Warmth and Home Energy Efficiency Strategy has been developed with significant engagement
- SBC allocated £1,293,459 grant funding from Scottish Government for 2018/19
HEEPS: ABS
- Over 2,000 referrals for support via Home Energy Scotland on energy efficiency and fuel poverty
- Change Works in Peebles continues to operate and has been expanded to cover the whole Tweeddale locality
- Borders Home Energy Forum has been established
- Scottish Borders Council currently has almost 6,000 approved registered Landlords and over 8,700 rental properties approved

AFFORDABLE WARMTH AND HOME ENERGY EFFICIENCY STRATEGY

To support Priority 2 of the LHS, the new Borders Home Energy Forum was established, and has developed the draft Affordable Warmth and Home Energy Efficiency Strategy (AWHEEs) which is currently out for consultation. The Strategy will run to 2023 and will be regularly reviewed by the LHS Partnership Group and the Borders Home Energy Forum. It takes lead and inspiration from commitments on fuel poverty and home energy efficiency, as well as the ongoing wider Scottish Government support, to provide an effective Strategy that delivers for all in the Scottish Borders.

The Strategy provides actions to deliver affordable warmth for those that need it most and, a commitment to increase the energy efficiency of all homes regardless of circumstance – providing multiple benefits that reach out to the householder, providers and the wider supply chain.

Covering the period 2019-23, the Vision is that 'more people live in energy efficient and affordably warm homes'. The Priorities that work towards fulfilling this Vision are:

- **Priority 1:** To collectively work with our partners to improve affordable warmth and energy efficiency in homes.
- **Priority 2:** To explore wider measures to better manage energy and increase warmth in the home.
- **Priority 3:** To ensure that the AWHEEs provides opportunities for all in the Scottish Borders.

HOME ENERGY EFFICIENCY PROGRAMMES AREA BASED SCHEMES (HEEPS:ABS)

Over the last ten years of working on private tenure energy efficiency programmes in the Scottish Borders, there have been a significant number of installations of a range of measures. Key achievements over ten years of programmes in the Borders include:

1. 10,784 measures have been installed across 8,171 households;
2. This has been funded using £8.5m of Scottish Government funding and leveraged £1.1m of CERT funding and £2.6m ECO funding;
3. Installations have resulted in lifetime financial savings of £49m – the equivalent of a £4 financial saving per £ spent; £5,960 per household assisted (£149 per annum) and; £4,516 per measure (£113 per annum).
4. Installations have resulted in lifetime CO2 savings of 136,573 tonnes – the equivalent of 0.01 tonnes per £ spent; 17 tonnes per household assisted (0.41 tonnes per annum) and; 13 tonnes per measure installed (0.32 tonnes per annum).

Before and after photos for External Wall Installations:



The total amount of Scottish Government HEEPS: ABS 2018/19 awarded is almost £1.3m, and it's anticipated that around 350 homes will receive free or subsidised insulation measures across the Borders. The programme is still live and is due to finish in September 2019. It is targeting the following areas:

1. **External Wall Insulation (EWI):** Targeting specifically Mossilee Crescent, Galashiels; Meigle Row, Clovenfords; Town Yetholm and St Boswells.
2. **Internal Wall Insulation (IWI):** Targeting East Berwickshire specifically.
3. **Hard to treat Cavity Wall Insulation (HTTCs):** Targeting overspill from the 2017/18 Peebles funding and extended to other areas across the Scottish Borders.

So far there have been two well attended public events in Town Yetholm and St Boswells to raise awareness of the EWI scheme with residents. Furthermore, the project has partnered with Home Energy Scotland in Peebles to run an after-care event. This was attended by 15 households and its purpose was to provide support, advice and aftercare for households that received home energy efficiency installs in Peebles during the 17/18 programme.

Table 1: Estimated fuel bills and CO2 savings for 2018/19 HEEPS:ABS based on anticipated measures

Measure	Tenure				CO ₂ Savings (tonnes)		Financial Savings (£)	
	Owner Occupied	Private Rented	Social Landlord	Total	Annual	Lifetime	Annual	Lifetime
Internal Wall Insulation (solid wall)	40	0	0	40	30	229	£21,500	£903,000
External Wall Insulation (solid wall)	87	0	50	137	104	785	£7,200	£259,200
Hard to treat CWI (CWI solution)	215	0	0	215	97	741	£24,660	£887,760
Total	342	0	50	392	231	1755	£53,360	£2,049,960

enhanced monitoring on a sample of households, activities include customer satisfaction surveys; energy usage monitoring and; enhanced monitoring on a sample to households to include effect on temperature and energy and carbon reduction.

HOME ENERGY SCOTLAND REFERRALS

Home Energy Scotland (HES) is funded by the Scottish Government and managed by the Energy Saving Trust to provide free and impartial advice on ways to save energy, reduce fuel bills and make homes cheaper and easier to heat. They have a network of five advice centres across Scotland to help them reach householders, community organisations, businesses and local authorities and to reduce fuel poverty and carbon emissions. They can provide advice on energy efficiency, switching suppliers, renewables, saving water, sustainable transport and refer for benefits and tax checks.



Table 2 shows the last four years of interactions data from Home Energy Scotland for the Scottish Borders.

Table 2: Number of Home Energy Scotland interactions

	2015/16	2016/17	2017/18	2018/19
Inbound Calls	1,223	1,175	934	1,245
Outbound Calls	815	592	705	977
Events	330	299	1379	945
Other (e.g. emails, letters, home visits)	1,343	2,521	2106	2,244
HEEPS:ABS	238	0	0	0
Total advice interactions	3,949	4,587	5,124	5,411

ENERGY EFFICIENT SCOTLAND (EES) PILOT PROJECT

Energy Efficient Scotland is the renaming of Scotland’s Energy Efficiency programme (SEEP). The purpose of the 20-year Route map is to define a set of actions aimed at making Scotland’s buildings near zero carbon by 2050, in a way that is socially and economically feasible. It considers two main policy areas: fuel poverty and climate change. The two main objectives are to:

1. Remove poor energy efficiency as a driver for fuel poverty.
2. Reduce greenhouse gas emissions through more energy efficient buildings and the decarbonisation of heat supply.

There are 5 measures proposed to improve the energy efficiency in domestic buildings:

1. By 2040 all Scottish homes achieve an EPC C, where technically and financially feasible.
2. Maximise the number of social rented homes achieving EPC B by 2032.
3. Privately rented homes to reach EPC E by 2022, EPC D by 2025, and EPC C by 2030, where technically and financially feasible.
4. All owner occupied homes to reach EPC C by 2040, where technically and financially feasible.
5. All homes with households in fuel poverty to reach EPC C by 2030 and EPC B by 2040, where technically and financially feasible.

The Energy Efficient Scotland pilot project in Peebles (Change Works in Peebles hub – CWiP) focuses specifically on behavioural change and is engaging and supporting local householders and businesses to reduce energy consumption and fuel bills, as well as increasing the uptake of energy efficient measures.



**Change Works
in Peebles**

To date, over 1,400 people have visited the hub (this includes repeat visits and multiple person visits); and there have been over 500 referrals to Home Energy Scotland for support. Additionally, workshops and events are being held regularly; a survey of all Peebles based businesses has been carried out; school interviews have been completed for the capital works programme and; there has been research across the supply chain on barriers and opportunities to implement energy efficiency measures.

The grant has also funded a Changeworks Senior Education Officer to engage with all schools in Peebles to support the area-based approach to energy efficiency. There have been meetings with all school Heads and Changeworks are now developing up a programme including energy assemblies and workshops for this current school year.

In the recent Energy Efficient Scotland funding (2018-19), the Council have partnered again

with Changeworks and were awarded funding to expand the CWiP Hub to cover the whole of Tweeddale, exploring specifically the self-funded market. This is seen as the first stage to cover all 5 localities during the funding period of Energy Efficient Scotland. The primary target for this self-funded project is owner occupiers with an EPC rating lower than C.

LOCAL HEAT AND ENERGY EFFICIENCY STRATEGY (LHEES)

Local Heat and Energy Efficiency (LHEES) is designed to be a coordinated programme to support the local planning and delivery for improving the energy efficiency of homes and buildings in the public, commercial and industrial sectors, in addition to supporting the decarbonisation of their heat supply. It will sit inside the remit of the Energy Efficient Scotland Route Map. To date, local authorities have been encouraged on a voluntary basis, to develop district heating strategies, as well as to outline plans to improve energy efficiency and heat decarbonisation within households.

Over the last year, the Council have worked in collaboration with Changeworks and the local community to develop a pilot LHEES in Peebles. The output is a draft pilot strategy and implementation plan to increase the level of energy efficiency measures and low carbon heat in Peebles. The implementation plan will provide a series of short term and aspirational targets for the support of owner occupied, private rented, social rented and fuel poor households.

BORDERS HOME ENERGY FORUM

The Borders Home Energy Forum was established in March 2018, to ensure that a strategic, multi-agency approach is taken to help reduce fuel poverty, improve energy efficiency and improve health and well-being in the Scottish Borders, particularly for the most vulnerable households.

The Partnership comprises organisations representing housing associations, statutory bodies, advisory groups, bodies associated with energy, affordable warmth, health and income maximisation, and representatives from Scottish Borders Council.

The Forum has acted as a catalyst for building collective support for ongoing strategies including HEEPS:ABS and the Energy Efficiency Standard for Social Housing (ESSH). Funding opportunities are also being discussed at the Forum; joint proposals have been planned and submitted by RSLs and; upcoming funding opportunities are being discussed proactively and in advance of calls being released. It has additionally served as a platform to promote and facilitate measures and schemes that target alleviating fuel poverty and increasing energy efficiency in households; as well as improving health and wellbeing.

ENERGY EFFICIENT STANDARD FOR SOCIAL HOUSING (ESSH)

The Energy Efficient Standard for Social Housing (ESSH) aims to improve the energy efficiency of social housing in Scotland. Social landlords are required to reach a set energy efficiency rating for a household based on the housing type and fuel type used to heat it. The first milestone (ESSH 1) is for all applicable social housing to reach the minimum rating of no lower than an EPC C or D by 31st December 2020.

Progress for 2018/19 against EESSH includes:

- Waverley Housing have spent £349k to achieve 307 EESSH compliant homes this year
- SBHA have progressed to 79% EESSH compliance with a target of 92% by the end of March 2020
- BHA spent £530,755 on improved energy efficiency measures throughout 2018/19, with improvements delivered to 310 homes

COMMUNITY WIND FARM

The Hoprigshiels community windfarm – “Fishermen Three” – is located near Cockburnspath in the Scottish Borders and is a joint venture between Berwickshire Housing Association (BHA) and Community Energy Scotland. By supplying energy to the National Grid, the wind farm will create revenue for BHA of around £20 million over the next 25 years – enough to allow them to build 500 new homes over that period.

The amount of energy the wind farm has produced in its first year is equivalent to the annual energy needs of 7,758 homes according to Ofgem figures, which means it’s powering the equivalent of all the Berwickshire Housing Association homes, and a further 6,000 households in the area - or enough to boil a full kettle about 106 million times.

For the 2017/18 year of operation, the wind farm paid £18,750 to Cockburnspath Community Fund and £18,750 to Oldhamstocks Community Fund, so £37,500 in total.



THE IDEA FOR THE WIND FARM CAME WHEN BHA REALISED THAT WE HAD TO BE INNOVATIVE IN ORDER TO SOLVE THE DILEMMA OF HOW TO KEEP BUILDING NEW HOMES FOR SOCIAL RENTAL, WHICH ARE SO BADLY NEEDED IN THIS AREA, AT A TIME WHEN FUNDING FOR NEW HOUSING THROUGH TRADITIONAL CHANNELS WAS IN DECLINE

(Helen Forsyth, Chief Executive of Berwickshire Housing Association)

PRIVATE LANDLORD REGISTRATION

All private landlords and their agents are required to register with the local authority in which they let their property. Landlord Registration gives local authorities the ability to control and regulate who can operate legally as a private landlord.

There are almost 6,000 approved registered Landlords and over 8,700 rental properties approved within the Scottish Borders.

Statutory guidance emphasises the importance of liaising with private landlords and their tenants, including considering a range of actions to help landlords reach the standards required in privately letting properties, and keeping them informed of any changes in legislation.



The Service provided is focused on engagement, and enforcement is applied as a last resort.

Key engagement activities include:

- Delivering the landlord forum; presenting a range of private renting topics and providing opportunity to meet with other landlords, agents, and key council members to raise and discuss issues.
- Promoting training programmes provided by various representative organisation such as Landlord Accreditation Scotland.
- Engaging with landlords and tenants to provide general advice about what constitutes good practice in the letting of houses.
- Providing updates on relevant legislative changes, information and guidance through newsletters.
- Promoting landlord accreditation schemes.
- Reporting upon condition & repairing standards following inspections.

The Liaison & Enforcement Officer has initiated action against 51 private landlords in relation to registration issues. 34 inspections have been undertaken in relation to complaints regarding condition, repairing standards and management practices. This work involves close working with affected parties to reach a satisfactory conclusion.

SCHEME OF ASSISTANCE

Introduced by the Housing (Scotland) Act 2006, to address issues of housing quality and condition in the private sector, the Scheme of Assistance changed the way local authorities can help homeowners and the private rented sector to carry out repairs, maintenance and improvements.

The Scheme of Assistance is aimed at private home owners including owner-occupiers, landlords and tenants of privately let properties, who are looking for advice and assistance regarding property repairs and adaptation works.



The Scheme of Assistance helps to achieve the Local Housing Strategy's vision, with particular contribution to Priority 1, Priority 2 and Priority 4. These priorities are supported through a range of services which:

- Help older people and people with disabilities who are living in the private sector to make adaptations to their homes (Priority 4)
- Address disrepair in private sector homes (Priority 2)
- Support owners of empty property to bring them back into use (Priority 1 & 2)

The Scheme of Assistance offers:

- Information and advice for private sector housing residents on home repairs, maintenance, improvements and adaptations.
- Practical assistance through services offering help relating to repair and maintenance of private sector homes.
- Financial help to cover some (or all) of the costs of eligible adaptations.
- Information and advice to support empty homes owners to bring them back into use.

The Scheme of Assistance sets out procedures which can offer assistance and support to influence a change of homeowner, tenant and private landlord attitudes towards maintaining the condition of private sector housing. This is complimented by support and advice provided through landlord registration processes.

The Council have further developed the information and advice available, in particular relating to organising common repair which includes working towards a pilot project to introduce missing shares.

SCOTTISH BORDERS LOCAL HOUSING STRATEGY 2017-2022

4. HOMELESSNESS

Addressing Priority 3: Fewer People Are Affected By Homelessness

Highlights

- 843 households approached the Council's Homelessness team for advice and/or assistance
- 629 were assessed as unintentionally homeless or threatened with homelessness
- Only 4% of new homelessness assessments had applied within the previous year
- 78% of unintentionally homeless households were permanently rehoused
- Over 90% of respondents expressed satisfaction with the quality of temporary accommodation
- A new Borders Homelessness and Health Strategic Partnership was established
- The Council and its partners developed a Scottish Borders Rapid Rehousing Transition Plan
- RSLs have made changes to their Allocations Policies that will help to prevent homelessness, along with the commitment to improving the housing options approach

KEY HOMELESSNESS STATISTICS

- During 2018/2019, 843 households approached the Council's Homelessness team for advice and/ or assistance.
- 770 of these households were assessed under the homelessness legislation. This is the highest number of statutory homelessness applications received since the implementation of the housing options model of homelessness prevention during 2011/2012 and 2012/2013. It appears likely that there are a number of contributory factors to this increase and it is expected that the implementation of the Scottish Borders Rapid Rehousing Transition Plan 2019/2024 will help prevent and alleviate homelessness in the Scottish Borders.
- 629 households were assessed as homeless or threatened with homelessness under the homelessness legislation, of which 578 households were assessed as unintentionally homeless or threatened with homelessness.
- The proportion of homelessness assessments which were completed within 28 days continued to improve and increased to 87%.
- The level of repeat homelessness applications in Scottish Borders remains low, with only 4%, of new applications having already made an application within the previous year in comparison with the most recent national average of 6%.

- There was a significant reduction of over 30% in the proportion of homelessness cases where contact with the applicant was lost.
- Between April 2018 and March 2019, the number of open cases was reduced by over 10%. This indicator is especially encouraging in the context of the Scottish Governments 'Ending Homelessness Together' commitment, and our corresponding Rapid Rehousing Transition Plan commitment, to reducing the 'backlog' of homelessness cases and, correspondingly, the level of need for temporary accommodation.
- 78% of households assessed as unintentionally homeless secured settled accommodation. This was a significant increase in comparison with the previous year and compares favourably with the most recent national average of 69%.
- 270 households entered temporary accommodation during 2018/2019.
- Over 90% of respondents expressed satisfaction with the quality of temporary accommodation provided.
- The use of bed and breakfast as a temporary accommodation option in Scottish Borders remains minimal with only 5 households in bed and breakfast during the year.



PARTNERSHIP WORKING

Scottish Borders Council works in partnership with Registered Social Landlords and other providers to improve housing and support services for care leavers and care experienced young people. Under Scottish Borders Corporate Parenting approach issues of housing, employability and support are being developed and are a priority area in the Corporate Parenting Action Plan. The 'Housing Options Protocol for Care Leavers in the Scottish Borders', which was developed and implemented in partnership with the four locally based Registered Social Landlords in 2017/2018, seeks to ensure that the priority accommodation and support needs of care leavers are recognised in order that their needs for suitable housing are met in a planned and sustainable way and that they do not need to enter the homelessness system in order to access housing. Continuing application of the Protocol during 2018/2019 saw the number of statutory homelessness applications received from care leavers fall by a further 25%, an overall reduction of 46% since the introduction of the Protocol in 2018/2019.

The 'Sustainable Housing On Release for Everyone' (SHORE) standards, which were launched nationally 2017, are intended to ensure that the housing needs of individuals in prison are addressed from an early stage and in a consistent way across Scotland. The standards are designed to ensure that people leaving prison can access services and accommodation in the same way as people living in the community. During 2018/2019 SBC continued to work with RSL partners, Four Square, and the Scottish Prison Service to implement the locally agreed arrangements for SHORE. This included continuing the arrangement with Four Square to provide tenancy sustainment support and resettlement advice for people who are in custody at HMP Edinburgh. In partnership with the Scottish Prison Service, SBC started providing a homelessness assessment service at HMP Edinburgh for prisoners who need it. In addition, the Homelessness Service work with our Housing Options Hub partners and with the Scottish Prison Service to develop an information sharing protocol to assist with meeting the needs of prisoners upon release.



The "flipping" of temporary accommodation into RSL permanent tenancies has been recently piloted and although applied in only a small number of cases so far, it has produced successful results and is a tool that could be developed and utilised further where this outcome would benefit the tenant and reduce disruption on the household.

BORDERS HOMELESSNESS AND HEALTH STRATEGIC PARTNERSHIP (BHHSP)

To support the priorities identified in the Local Housing Strategy (2017-22), in particular priorities 3 and 4, in 2018/19 a new Borders Homelessness and Health Strategic Partnership (BHHSP) was established. The BHHSP includes senior officers from the Scottish Borders Council and NHS Borders with responsibility in homelessness, health and social care, public health, social work, property management and housing strategy, and senior officers from the 4 locally based Registered Social Landlords (RSLs) who own the majority of the social rented housing stock in the Borders, Berwickshire Housing Association, Eildon Housing Association, Scottish Borders Housing Association (SBHA) and Waverley Housing.

RAPID REHOUSING TRANSITION PLAN

All 32 local authority areas in Scotland have been asked to produce Rapid Rehousing Transition Plans (RRTPs) by December 2018, for implementation over the 5 years from April 2019. A 'first iteration' RRTP was required to be submitted to the Scottish Government by 31 December 2018 and a finalised RRTP completed and submitted by the end of March 2019, ready for commencing implementation from April 2019.



Rapid Rehousing is a key element of a whole-system approach whereby the responsibility for tackling homelessness lies not just with Local Authorities but with housing providers, Health and Social Care Partnerships and the broad range of organisations that provide support. Housing First is a key component of this. Housing First provides general settled housing as a first response for people with complex needs, recognising that a safe and secure home is the best base for recovery, and offers personalised, open-ended, flexible support for people to end their experience of homelessness and address wider needs.

Development of the Scottish Borders RRTP has been led by the Borders Homelessness and Health Strategic Partnership and has included consultation with key partners including the Borders Housing Alliance and the Health and Social Care Integration Strategic Planning Group. As required, a 'first iteration' RRTP was submitted to the Scottish Government in December 2018 and further work has since been done to complete our RRTP for submission to the Scottish Government in early 2019.

SCOTTISH BORDERS LOCAL HOUSING STRATEGY 2017-2022

5. SUPPORT TO LIVE INDEPENDENTLY

Addressing Priority 4: More People Are Supported To Live Independently In Their Own Homes

Highlights

- Integrated Strategic Plan for Older People's Housing Care and Support launched in June 2018
- The Council have agreed to contribute up to £3.4m to assist Eildon and Trust Housing Associations to deliver developments in Galashiels and Duns
- The needs of vulnerable Young people have been considered through the development of Young People's Housing Need Study
- Health & Social Care Strategic Plan, and Housing contribution Statement published in 2018
- Funding secured to carry out study on Wheelchair Accessible Housing in the Borders
- SBHA and SBC have committed to jointly fund 16+ transitions Project Housing options Worker post for 3 years to enable continuation of housing options advice and support to Care Leavers in the Scottish Borders
- SBHA has augmented its SG grant allocation by an additional £100k in 2018/19 and will do the same in 2019/20. This additional funding has come from SBHA's annual Planned Maintenance Programme

INTEGRATED STRATEGIC PLAN FOR OLDER PEOPLE'S HOUSING, CARE AND SUPPORT 2018-2028

Working with commissioned consultants, along with our strategic partners, the Council have developed an Integrated Strategic Plan for Older People's Housing, Care and Support 2018-2028, which was launched at an event in Tweed Horizons in June 2018. This recognises that most people want to remain living in the community for as long as possible. Scottish Borders partners agree that suitable housing has a pivotal role to play in helping to meet older peoples' health and well-being. As well as offering security and independence, housing provides



the residential setting within which other elements of care and support services will be delivered. Getting the residential right also provides a basis for reforming services, allowing partners to better meet need as demands increase in the future.

A number of key outcomes and an action plan as well as governance arrangements have been agreed. Governance, monitoring and evaluation of the Plan will be led by the Council's Corporate Management Team, with regular reports on achievement against the action plan and target also being provided to the Integrated Joint Board.

DELIVERING EXTRA CARE HOUSING

Following a needs assessment exercise, in 2016 the Council agreed a delivery framework to provide new extra care housing developments in Duns, Eyemouth, Galashiels, Hawick, Kelso and Peebles. Delivery of these developments is now being overseen as one work stream of the Integrated Strategic Plan for Older Peoples' Housing Care and Support arrangements. 2018/19 has been an especially busy and productive year with the Council agreeing to contribute up to £3.4m to assist Eildon and Trust Housing Associations to deliver developments in Galashiels and Duns, where site works have started on both. The Council has disposed of a site in Hawick to Eildon Housing Association, and the Association is in discussions with a developer in order to provide a development in Kelso as part of the proposed re-development of a former school. A site has now also been identified for the proposed Eyemouth development.

CARE AND REPAIR

The Council has a contract with Eildon Housing Association to deliver the Borders Care and Repair Service. The aim of the service is to enable older people and people with disabilities living in the private sector to have warm, well maintained and safe homes. Care & Repair helps to achieve this by:

- Providing help and advice on housing repairs, improvements and adaptations, and to ensure the work is carried out in accordance with The Care & Repair Standards.
- Providing a Home Handyperson service to help to support community care groups (prioritising older people and people with disabilities), to continue to live at home through the provision of practical household help and support.

The Service includes project managing adaptations, including grant application submissions for major adaptations, on behalf of private sector clients.

The Care and Repair Service ensures that the Council meets the mandatory duty set out in the Housing (Scotland) Act 2006, to provide assistance to households seeking to meet the needs of a disabled occupant.

DISABLED ADAPTATION OUTCOMES

A major adaptation involves permanent changes to the structure of a person's home. These works are subject to mandatory grant provision and are prioritised for financial assistance by Scottish Borders Council. These include:

- Provision of standard amenities which can include an extension to provide any or all of the standard amenities;
- Provision of structural adaptations with the exception of extensions, to provide living accommodation.

Table 4: Major Adaptations Completed in 2018/19

Type of Adaption	Number Completed	Spend
Level Access Shower	45	£203,654
Platform Lift	1	£9,775
External Ramp	11	£37,848
Level Pathway	1	£915
Create Showerroom	1	£4,883
Curved Stairlift	3	£9,152
Straight Stairlift	18	£51,856
Wet Floor Shower	2	£3,325
Wetroom	3	£31,062
Through Floor Lift	1	£1,050
Create Bedroom with ensuite in Garage	1	£20,423
Create Bedroom	1	£12,515
Adapt Livingroom into Bedroom	1	£3,587
Tracking Hoist	2	£6,256
Clos-o-mat	2	£5,938
Level Path and Driveway	1	£3,413
Total	94	£405,651

Table 5: Small Repair & Adaptations & Handyperson 2018/19

	Number Completed	Spend
Small Repairs & Adaptions	421	£81,946.23
Handyperson Jobs	4,058	Subscription Service

In 2011 there was a significant move to the development of a 'One Stop Shop' model for all adaptations in the Borders, which was achieved through an agreement with each of the four local Registered Social Landlords (RSLs). This provides a consistent adaptation service to all people in the Borders regardless of tenure. Through the One Stop Shop approach, Care and Repair effectively spend the funding awarded from the Scottish Government national budget, referred to as Stage 3 funding, for each of the RSLs.

Table 6: Adaptations in RSLs in 2018/19

RSL	Number Completed	Spend
Berwickshire Housing Association	17	£73,435
Eildon Housing Association	37	£122,301
Scottish Borders Housing Association	61	£219,604
Waverly Housing	13	£37,257
Total	128	£452,615

WHEELCHAIR HOUSING STUDY

As part of the Strategic Housing Investment Plan (SHIP) Guidance 2018, local authorities are required to support a greater focus on wheelchair accessible housing, providing a position statement in the SHIP on the following:

- What their current evidence base tells them about the requirement for wheelchair accessible housing, and any plans to develop this work further.
- The approach, if any, they have set in their Local Housing Strategy/ Local Development Plan to wheelchair accessible housing including any target/ quota that the local authority currently has in place.
- The number of affordable wheelchair accessible houses they plan to deliver over the five years as part of their broader plans for specialist provision.

The Council is in the process of commissioning consultants to develop an assessment of the requirements and need for wheelchair accessible housing in the Scottish Borders. This will provide the Council and its partners with key information around what the current and future need is. This study will be of particular support to Priority 1 and Priority 4 of the LHS. The work will be undertaken during 2019/20.

SCOTTISH BORDERS LOCAL HOUSING STRATEGY 2017-2022

6. KEY DEVELOPMENTS FOR THE YEAR AHEAD

The year ahead will see continued efforts, and a significant amount of work being undertaken, to help ensure that every person in the Scottish Borders lives in a home that meets their needs. This will be through the delivery of more affordable homes; ensuring people live in good quality, energy efficient homes and ensuring people have the support they need to live independently. Scottish Borders Council greatly appreciate the hard work that our local partners and communities have already contributed towards the delivery of our ambitious targets set out in the LHS and will continue to build on those excellent foundations, maintaining the momentum of delivering on the Local Housing Strategy.

STRATEGIC HOUSING INVESTMENT PLAN (SHIP) 2020-2025

The Scottish Government has now allocated the 2019/20 Resource Planning Assumptions and the Scottish Borders will receive £15.998m to assist the planned programme of new affordable homes which will be outlined in the new Strategic Housing Investment Plan (SHIP), developed in 2019/20.

TOWN CENTRE WORK

Housing has a significant role to play in contributing to, and helping to maintain, the vibrancy of our Town Centres. Through implementing actions outlined in the LHS, in 2019 the Council will continue to work with partners on initiatives to improve our town centres, including support to reduce the number of vacant properties, the preparation of Town Centre Housing Contribution Statements for Hawick and Eyemouth, targeting energy efficiency measures within CARS areas, such as Jedburgh; as well as piloting an approach to missing shares in these areas.

IMPLEMENTING THE YOUNG PEOPLES HOUSING NEEDS ACTIONS PLAN

This 5 year Action Plan aims to improve the housing options and outcomes available to all our young people aged from 16 to 34 across the Borders. The plan has developed a range of policy and practical responses, with commitment from a range of partners, which will enable young people to make more successful and sustainable transitions into their own housing. In 2019 the new plan will be presented to all our community planning partners and put in to action.

UNDERTAKING AN ASSESSMENT OF SUPPLY AND DEMAND IN THE SOCIAL HOUSING SECTOR

Undertaking an assessment into the demand and supply of housing in the Scottish Borders will provide key information around the mismatch that may be present within the Scottish Borders social housing sector, as the gap between demand and supply of housing of the right type and quality in the right places is considered to be an issue in some areas. With social housing under increasing pressure it is important to understand what can be done to better utilise current stock and ensure that future stock is addressing the need and demand of the Borders population, including those at risk of, or currently facing, homelessness.

This study will be of particular support to Priority 1 and 3 of the LHS. This Action Plan will also play a vital role in the delivery of the Scottish Borders Rapid Rehousing Transition Plan, which aims to prevent, and ultimately eradicate, homelessness through the timely provision of a stable and suitable home.

PRIVATE SECTOR HOUSING

The private sector is the biggest tenure in the Scottish Borders with a large percentage of the population either owning their own homes or renting privately. One of the key challenges in this sector is to ensure everyone is living in good quality homes. Good quality housing makes an important contribution to many aspects of a successful Borders including supporting local economies, improving individual's health and well-being and by making communities safer.

Over the next year, the Council will be undertaking a significant amount of work to improve our understanding of the condition of private sector housing through the development of an action plan. The plan will set out how the Council, with partners, will support the improvement of private sector house conditions by tackling disrepair and below tolerable standards across tenures. The draft Private Sector Housing Condition Improvement Action Plan has been developed and will be finalised in June 2019.

FUEL POVERTY AND ENERGY EFFICIENCY

Living in a warm, comfortable and energy efficient home is something that everyone should have access to and this is why it is a priority in the LHS. The Affordable Warmth and Home Energy Efficiency Strategy has been developed throughout 2018/19 and the first year of the strategy will be implemented throughout 2019/20.

The Borders Home Energy Forum is in a strong position to deliver, and monitor progress against the Affordable Warmth and Home Energy Efficiency Strategy. It will continue to work closely to deliver against Scottish Government targets, as well as targeting efforts to work collectively on issues of fuel poverty and energy efficiency.

HOMELESSNESS

The Council's vision for Rapid Rehousing in the Scottish Borders is:

- Homelessness is prevented wherever possible but where homelessness cannot be prevented a settled, mainstream housing outcome is secured as quickly as possible.
- When temporary accommodation is needed it will be mainstream, furnished accommodation within a community, and time spent in it will be minimal, with as few transitions as possible.
- Housing First will be the first response for people with complex needs and facing multiple disadvantages and the Council will work collaboratively with the Health and Social Care Partnership, and other relevant services, to ensure tenancies are supported and sustained.

To achieve this vision over the period to March 2024 we aim to do the following:

- The Council and its partners will continue to improve the quality and integration of our housing, homelessness, social care and health and other support services to maximise housing sustainment, optimise housing options, and prevent homelessness occurring wherever possible.
- This will be done in such a way that allows us to reduce our stock of temporary accommodation by 75% on a year by year basis to a maximum of 30 properties by 2024; and when homelessness cannot be prevented our aim is to make time spent in temporary accommodation a maximum of 60 days by 2024.
- Temporary accommodation provision will continue to be high quality, mainstream, fully furnished accommodation within the community which meets the needs and choice of homeless households as far as is possible in a rural context.
- We will seek to develop and implement a Housing First model that meets the needs of people with multiple needs in the Scottish Borders and which, as far as is possible in a rural context, conforms with the 7 principles of Housing First.

WHEELCHAIR ACCESSIBLE HOUSING STUDY

Housing, planning, health and social care policy agendas all seek to increase the supply of greener, affordable and accessible homes that contribute to social inclusion and sustain communities. In particular, the requirement for accessible homes which are suitable for wheelchair users is being driven upwards by demographic changes and medical advances.

Living in unsuitable homes makes it hard for wheelchair users to develop relationships and to participate in the economic and social life of their communities. In response to these drivers, the Scottish Government has asked that Strategic Housing Investment Plans (SHIPs) clarify the proposed number of affordable wheelchair homes to be delivered in the next 5 years alongside supporting evidence and any plans to improve this evidence further.

2019 will see the completion of this study which, through partnership working and knowledge sharing, will have identified clear targets for the delivery of new wheelchair accessible housing in the Scottish Borders.

HOUSING AND COMMUNITIES

Housing has an important role to play in our communities, not just by providing safe, secure and affordable homes but by contributing on a wider scale to the places and spaces in which we live and where communities can thrive. There is a significant stimulus to the local economy with the development of new housing, but Housing Associations also support a range of community initiatives and provide a wide scope of additional services such as befriending services, support services, financial inclusion activity, community gardens, supporting the third sector and many other examples from all our local RSLs. Some examples from Berwickshire Housing Association planned for 2019/20 include:

- Developing a dementia friendly sensory garden at Todlaw in partnership with A Heart for Duns, CIC and with HARTS who are main contractors in the housing development at Todlaw.
- A Community Garden at Todlaw in a slightly larger gap site between new housing developments. This will be done in partnership with Abundant Borders and will include an orchard, raised beds and other facilities to encourage use of the garden by tenants and their families.
- BHA will sponsor and support the Living and Caring for Dementia Event due to be held in Duns in September 2019 which will give information about the services, organisations and practical support that is available locally to people affected by dementia and their carers / families.

There are a number of challenges facing us over the lifetime of this Local Housing Strategy, however, Scottish Borders Council and LHS Partners recognise the opportunities not only to provide good quality homes for all within sustainable communities, but to also stimulate community regeneration, the local economy, protect the environment and improve social wellbeing and inclusion.

Collaborative working to deliver on the ambitions of this LHS is paramount, and through continued effective partnership working the vision of the LHS is being taken forward. Collectively we will build upon our achievements to ensure the Scottish Borders remains a place where everyone is able to enjoy affordable, good quality housing in a pleasant and safe environment.

You can get this document on audio CD, in large print, and various other formats by contacting us at the address below. In addition, contact the address below for information on language translations, additional copies, or to arrange for an officer to meet with you to explain any areas of the publication that you would like clarified.

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LHS 2017-2022 Monitoring Tool

2018/19 – Year Two



There are significant issues that require immediate remedial action. **WILL IMPACT ON SERVICE DELIVERY**




















Issues have been identified that will require remedial action if work is to remain within tolerance. **NOT ON SCHEDULE BUT WILL NOT IMPACT SERVICE DELIVERY**














Progressing to plan.

LHS Priority 1: The supply of housing meets the needs of our communities

Outcomes:

1.1 Increase the supply of affordable housing					
Strategic actions	2018-2019 Actions	2018-2019 Progress	2018/19 Status	Partners	Related documents
Review and update Strategic Housing Investment Plan (SHIP) in accordance with Scottish Government Guidance	Liaise with RSLs for SHIP Project Prioritisation	Ongoing work with RSLs		SHIP Working Group	Strategic Housing Investment Plan (SHIP) 2019-2024 SHIP 2018-2019 Progress Delivery Report
	Liaise with Scottish Government quarterly through SGMHD Liaison Meetings	Ongoing work with Scottish Government, meetings continue on a regular basis			
	Establish the new SHIP Delivery Support Group	The group was established in 2017/18 and continues to improve working relationships with the development management team and help unlock a number of projects in the Borders.			
	Submit SHIP 2019-2024 to Scottish Government in November 2018	The SHIP was submitted within the timescales			
Identify mismatch of supply and demand in social rented housing, including need for re-provisioning, to inform investment priorities	Continue frequent meetings with the Borders Housing Alliance	Meetings are on frequent basis		LHS Partnership Group	Border Housing Alliance Minutes SHIP 2019-2024 Learning Disability Service Strategic Commissioning Plan 2016-19 Langlee Steering Group minutes
	Working with the Learning Disability Service to identify and deliver on re-provisioning	SBC Housing attend the Learning Disability Commissioning Group to provide link with delivery of SHIP projects			
	RSLs developing individual site proposals for SHIP sites	Ongoing work as part of affordable housing delivery			
	Liaise with RSLs to gather information on tenants and those on their housing registers to better understand stock and client groups across the Borders, and explore the potential to commission a piece of work to identify this (if appropriate).	A Mis-Match Project Brief has been developed and agreed with the RSLs. Work on this will be begin in April 2019			
	Continue to work in Partnership with Waverley Housing to progress work on Upper Langlee Regeneration and consider recommendations from Masterplan report and develop project proposals for inclusion in SHIP.	The Council led on the procurement, selection and appointment of consultants to carry out a master planning study. The final report was agreed in summer 2018. A number of phased projects have been identified and have been included in the Council's current Strategic Housing Investment Plan 2019/24.			
Accelerate infrastructure projects to enable affordable housing projects to proceed; engage with infrastructure development agencies and national/regional construction firms to identify housing led growth opportunities (in/around the Border railway corridor)	Maximise opportunities through the City Region Deal (agreed in March 2018) to accelerated infrastructure opportunities.	The Council concluded the acquisition of the Lowood Estate which has been identified as providing a key mixed use development site opportunity which is aligned to the Borders Railway Corridor and to City Region Deal partnership working.		SBC, HfS, Developers, Scottish Enterprise	City Deal Workstreams Minutes SHIP 2019-2024
	Identify potential Housing Infrastructure Fund project bids	HIF bids have been identified though SHIP. We are currently working through a process with Scottish Government to assist project delivery via AHSP funding rather than HIF Discussion being progressed via the City Region arrangements for HIF post March 2021			
Build capacity in the construction sector through training and employment initiatives to ensure businesses compete more efficiently	Work together with other LA's within the City Deal Region to promote training and working in the construction sector via the skills and innovation work stream.	As part of the City Deal, the Edinburgh and South East Scotland (ESES) Regional Housing Partnership was established, and aims to accelerate the delivery of affordable and low-cost market homes, enable the development of seven major strategic housing sites, drive efficiencies across the public sector estate and increase housing land supply. Proposals include supporting innovative training and skills opportunities to support the regional delivery of housing. SBC continue to engage with developments as part of this partnership. City Region Housing Board was arranged for 5 th April 2019		SBC, Borders College, South East Scotland Housing Forum	City Deal Workstreams Minutes Integrated Strategic Plan for Older People's Housing, Care and Support 2018-2028
	Hold Housing Event in June 2018 and ensure the construction sector is represented.	The Integrated Strategic Plan for Older People's Housing, Care & Support 2018-2028, was launched at an event in Tweed Horizons in June 2018.			
	Work with Economic Development, particularly in response to the establishment of the South East Scotland Enterprise Agency, to support increasing capacity in the construction sector.	SBC Housing officers fed in to the SBC's corporate response to the SOSEA consultation in 2018. Housing Associations also provided individual responses. The Borders Housing Alliance continues to meet regularly, and considers potential opportunities from the emergence of the agency and the interlinkages between housing, skills, jobs, transport and digital connectivity.			
	Monitor and evaluate Eildon Housing Association working in partnership with Harts builder to create apprenticeships and training opportunities through the delivery of affordable housing projects	Eildon Housing Association and Harts working in partnership to create apprenticeships and training opportunities through the delivery of affordable housing projects Eildon and Harts have jointly funded a Community Benefits Officer			
Proactively engage with housing land owners to improve communication, share market intelligence, influence value expectation and cultivate development opportunities	Continue to engage with landlord owners and developers	Ongoing work through discussion planning, prior to pre-planning application through SHIP and through Housing Land Audit processes		SBC, RSL's	SHIP 2019-2024 Integrated Strategic Plan for Older People's Housing, Care and Support 2018-2028
	Hold Borders Annual Housing Event in April 2018	The Integrated Strategic Plan for Older People's Housing, Care and Support 2018-2028, was launched at an event in Tweed Horizons in June 2018.			

1.2 Increase options for affordable housing

Strategic actions	2018-2019 Actions	2018-2019 Progress	2018/19 Status	Partners	Related documents
Based on improved intelligence of the economies of development in the Borders, examine innovative procurement techniques, construction technologies, partnership agreements and funding models to maximise the delivery of housing supply	Ensure improved intelligence is in the SHIP and is part of the development of the SHIP	Short life working group established to look at modern methods of construction and other off site construction methods and opportunities		South East Scotland Housing Forum, SHIP Working Group	Strategic Housing Investment Plan (SHIP) 2019-24
Improve understanding of the economics of development in a Borders context including development costs, construction industry capacity and land values through analysis and research across development partners	Meet with RSLs to discuss sites through the project prioritisation process within SHIP, weighting each site by a range of factors including construction	Ongoing work with RSLs, developers and Scottish Government. Discussions and information sharing		South East Scotland Housing Forum, SHIP Working Group	SHIP 2019-2024
Explore options to make house purchase an attractive option for young economically active people encouraging them to come to or stay in the Scottish Borders	Provide information and advice on shared equity schemes	Information is available on SBC website and we continue to provide information and advice to promote the schemes. In 2018/19 posters were sent out to a range of locations in the Scottish Borders		SBC, South East Scotland Housing Forum	Communications Plan Young Persons Housing Needs and Aspirations Study (including all appendices) Border Housing Alliance Minutes
	Commission Young Persons Housing Needs and Aspirations Assessment	Consultants (Indigo House) were commissioned in April 2018 to carry out the assessment on Young People			
	Consider outputs from the Young Persons Needs Assessment and use evidence to identify ways to effectively target and improve the range of housing advice for young people and to support the delivery of more affordable housing options for young adults.	As part of the young people's housing needs and aspiration study, detailed secondary data analysis and engagement with young people (focus groups, interviews) has been carried out and has have helped to inform the final report and action plan			
	Incorporate the housing recommendations of the <i>Life Chances of Young People in Scotland</i> Report into the evidence for young people's housing plan. (Improve housing advice for young people & Deliver more affordable housing options for young adults)	The recommendations have been incorporated into Young People's Housing Need and Aspiration Plan			
	Continue to engage with SFT to contribute to the development of the 5k and 40k home.	Discussions are ongoing with Scottish Futures Trust and Eildon to explore opportunity to pilot the 5k and or 40k home			
Work in partnership with economic development partners to address gaps in construction industry/skills capacity which create a barrier to housing led economic growth	Work together with other LA's within the City Deal Region to promote training and working in the construction sector	As part of the City Deal, the Edinburgh and South East Scotland (ESES) Regional Housing Partnership was established, and aims to accelerate the delivery of affordable and low-cost market homes, enable the development of seven major strategic housing sites, drive efficiencies across the public sector estate and increase housing land supply. Proposals include supporting innovative training and skills opportunities to support the regional delivery of housing. SBC continue to engage with developments as part of this partnership.		Skills Development Scotland Business Gateway	City Deal Workstreams Minutes Border Housing Alliance Minutes
	Regular representation of Economic Development at Borders Housing Alliance.	Relevant papers or information from discussions at the Alliance are shared with colleagues in Economic Development.			
	Eildon working in partnership with development partners to capitalise on local employability opportunities through recruitment of a Community Benefits/Employability coordinator.	Eildon Housing Association and Harts working in partnership to create apprenticeships and training opportunities through the delivery of affordable housing projects Eildon and Harts have jointly funded and appointed a Community Benefits Officer			
	Consider skills and opportunities emerging from Energy Efficient Scotland and how this can align with broader construction opportunities	As part of the Change Works in Peebles project, completed supply chain exercise to understand better the barriers, challenges and opportunities for tradespeople with regards energy efficiency. Led to recommendations regarding next steps for networking and forums within Tweeddale locality.			














1.3 Review and progress delivery of locality plans					
Strategic actions	2018-2019 Actions	2018-2019 Progress	2018/19 Status	Partners	Related documents
Support the development of a town centre living strategy	Housing officers will continue to engage and support economic development partners in developing town centre strategies	Support the delivery of CARS i.e. Selkirk, Jedburgh and Hawick		CPP	Town Centre Strategies CARS SHIP 2019-2024 Town Centre Contribution Statements
	Identify town centre opportunities in the SHIP and report on progress.	Town centre projects are monitored through the SHIP. A number of projects are not within the town centre boundaries but are immediately adjacent to the TC boundary			
	Monitor the number of town centre affordable housing completions annually	121-123 High St Selkirk [10 units] started on site Jan 2017, anticipated completion 2018/19			
	Prepare Housing Contribution Statement to Support Town Centre Living	Work has begun on developing housing contribution statements for Hawick and Eyemouth			
Improve understanding of housing need and aspirations through community engagement and by sharing information across services and partnerships	Engage with the locality working groups	Housing Strategy Team liaise with locality planning officers		SESplan Housing Market partnership	Strategic Planning Group Minutes Community Led Steering Group Minutes Young Persons Housing Needs and Aspirations Study Integrated Strategic Plan for Older People's Housing, Care and Support 2018-2028
	Contribute to the community led support steering group 'What Matters'	Housing Strategy regularly attend and contribute to the 'What Matters' Community Led Support Steering group			
	Engage with Health and Social Care through the Integrated Joint Board	RSL and Housing Strategy Team are represented on the Strategic Planning Group			
	Finalise the Integrated Strategic Plan for Older People's Housing, Support and Care Needs and begin implementation	The Plan was finalised and launched at an event in June 2018			
	Secure funding and commission Young Persons Housing Needs and Aspirations Assessment	The study was funded through Affordable Housing Developer Contributions and consultants were appointed in April 2019 to undertake the work			
1.4 Reduce the number of empty homes					
Strategic actions	2018-2019 Actions	2018-2019 Progress	2018/19 Status	Partners	Related documents
Page 268 Reduce the number of empty properties by offering information and advice to property owners	Provide information, advice and practical assistance regarding; condition, remedial actions, standards to be applied & incentives including VAT exemptions.	Continuous - as part of Scheme of Assistance & Empty homes remit		SBC, RSL's	Scheme of Assistance Communications Plan Housing Supply Strategy 2018-2028
	Work with the Customer Service Team to consider applications where the 200% Council Tax may be exempt to home owners actively bringing properties back into use	Dual approach adopted. Work with owners to agree package of work and timescales. Case application made to Customer Services requesting discretion – including supporting statement from Empty Homes Officer.			
	Continue to update the corporate website with information and advice on empty properties	Information is up to date and relevant. Agreement with Communications and marketing for revision to provide a Private Sector Landing page – to improve linkage between other private sector initiatives			
	Continue to promote Empty Homes Loan Scheme and work in partnership with Shelter Scotland Empty Homes Initiative	Empty homes loan scheme is drawing to an end with repayment to Scottish Government scheduled for the end of the year. Consequently promotion to invite new schemes has stopped. Work continues with Shelter Empty Homes Partnership.			
	Monitor the impact of the council raise of 200% on long term empty properties	Increased requirement to support long term empty home owners in regard to discretion. Continue to monitor effect on overall empty homes numbers in the Scottish Borders.			
	Development of the housing supply strategy over 2018/19 which will include empty homes	The strategy was developed throughout 2018/19. The strategy went out for consultation in January until the 1 st April 2019			
	Develop The Private Sector House Condition Strategy which will reduce the number of empty homes through improvement of stock condition across the Borders	The strategy is currently being developed and is expected to be finalised in Summer 2019.			
1.5 Contribute to strategic planning					
Strategic actions	2018-2019 Actions	2018-2019 Progress	2018/19 Status	Partners	Related documents
Use the land reform and community empowerment agendas to promote and offer opportunities for land assembly through local communities	Gain a better understanding of the potential to use this legislation to assist affordable housing delivery	Discussions with Rural Housing Service and Dumfries and Galloway Small Communities Housing Trust		SBC, RSL's, South East Scotland Housing Forum	Housing Supply Strategy 2018-2028

Performance Indicators:



Strategic outcome	Relevant Indicators	Baseline (date)	Targets	Previous Performance	Performance 2018-19	Data type & source	Timescale
1.1 Increase the supply of affordable housing	Total number of completions	325 per annum (ave: 2011/12 – 2014/15)	348 pa	2015/16 – 373 2016/17 – 250 2017/18 – 222	268 (provisional figure)	SG house building statistics	2017-22
	Number of affordable homes completed	87 pa (2011/12 – 2014/15)	128 pa	2015/16 – 197 (184 RSL and 13 NHT) 2016/17 – 97 (75 RSL and 22 NHT) 2017/18 – 87 RSL	139 (130 RSL and 9 NHT)	SG house building statistics	2017 - 2022
	Number of new social rented homes completed	79% of affordable completions in 2014/15 were social rent	85% of affordable housing to be social rent	2015/16 – 93% 2016/17 – 77% 2017/18 – 100%	94% (includes RSL purchases)	SBC, SG AHIP	2017 - 2022
	Number of other affordable homes delivered (all subsidised and un-subsidised intermediate tenures and mid-market rented homes)	21% of affordable completions in 2014/15 were not social rent	15% of affordable housing to be 'other' affordable housing	2015/16 – 219 (10%) 2016/17 – 127 (24%) 2017/18 – 145 (40%)	192 (28%)	SBC, SG AHIP	2017 - 2022
1.2 Increase options for affordable housing	Options identified	None	Complete option identification	n/a	Exploring SFT 5k and 40k house model	SBC Committee reports	2020
	Feasibility studies undertaken	None	Complete feasibility studies	n/a	Not applicable	SBC operational information	2020
	No. of MMR units	None	Increase provision of MMR	2015/16 – 25 (13 NHT & 12 RSL) 2016/17 – 22 (NHT) 2017/18 – 45 (Bridge Homes)	9 (Bridge Homes)	SBC, RSL information	2017-22
1.3 Review and progress delivery of locality plans	No of Locality Plans reviewed and delivered	SOA agreed 2013	Locality Plans in place and increase supply of affordable housing in Town Centres in line with Whole Town Plans e.g. Selkirk, Kelso, Hawick and Galashiels	n/a	Locality Plans are currently being finalised	SBC, SG returns, SLAED	2017-22
1.4 Reduce the number of empty homes	No. of long-term empty homes	1,421 (2014 figure)	< 1,421 homes	2015 – 1,362 2016 – 1,379 2017 – 1,419	1,469 (2018 figure)	Revenues and benefits data	2017-22
	Enforcement orders used – e.g. CPOs	0	>0	2015/16 – 0 2016/17 – 0 2017/18 – 0	0	SBC data	2017-22
	Homes brought back into use	9 (ave 2011/12 – 2014/15)	> 9 homes	2015/16 – 37 2016/17 – 2017/18 – 5	6	SBC operational information	2017-22
1.5 Contribute to strategic planning	Adoption of SESplan2	SESplan	Adopt SESplan2 in 2018, as basis for HSTs, LDP and wider strategic planning	n/a	SDP2 yet to formally adopted	SBC Committee reports	2018
	Delivery of HNDA3	HNDA2	Set in place partnership arrangements to deliver HNDA3 and inform the next LHS	n/a	Discussions are continuing at SESHof	South East Scotland Housing Forum, HNDA3	2022
	Engage with Planning Review	HNDA3, SHIP	Mechanisms to streamline and enable new housing supply	n/a	HNDA3 issues paper being developed	HNDA3, SHIP	2017-22

LHS Priority 2: More people live in good quality energy efficient homes










Outcomes:

2.1 Social housing stock meets the SHQS					
Strategic actions	2018-2019 Actions	2018-2019 Progress	2018/19 Status	Partners	Related documents
SBC and RSL's partner will work together to develop a plan for addressing SHQS failures, exemptions and abeyances	Monitor progress through the Borders Housing Alliance	The Borders Housing Alliance continues to meet regularly		SBC, RSLs	Borders Housing Alliance Minutes
	RSLs to carry out stock condition surveys	Waverley will have a close to 100% stock condition survey completed by 31/3/19 and information from the survey will be used to assist in the preparation of planned and cyclical maintenance programmes in the future. Request made to RSLs (May 2019) to complete data spreadsheet regarding condition of stock, building type, energy efficiency performance and renewable energy opportunities. Currently awaiting response to this.			
2.2 Social Housing stock meets EESSH 2020 target					
Strategic actions	2018-2019 Actions	2018-2019 Progress	2018/19 Status	Partners	Related documents
Work in partnership to improve the quality of the social housing stock: to meet SHQS and EESSH targets, and support improved energy efficiency standards in new build developments	Launch the new home energy database and train staff and partners on its functions	The database launched was launched in 2018. The database has been used to target areas for Affordable Warmth Strategy. Now that the Borders Home Energy Forum is established, this will be rolled out at a future meeting.		SBC, RSLs	Borders Home Energy Database BHEF Minutes Affordable Warmth and Home Energy Efficiency Strategy
	Carry out an audit on energy efficiency measure installed and planned installations in the social rented sector	Information is being collated from RSLs on energy efficiency measures to update the home energy database			
	Identifying funding opportunities through partnership working and Scottish Government initiatives	3 locally based RSL's who have the greatest number of properties failing EESSH have agreed to meet regularly after meetings of the Borders Home Energy Forum. Possible funding opportunities and partnership working will be explored at these meetings. Consideration to be given to submitting bids to the Warm Homes Fund for the next round of funding in spring/summer 2019. Progress will be monitored through BHEF			
RSLs to prepare annual reports on their progress on achieving EESSH	Collate and monitor annual reports from RSLs, and report progress through the local Home Energy Forum	RSL's provide annual updates on EESSH compliance as part of their reporting to the Scottish Housing Regulator. These can be considered at the Borders Home Energy Forum.		SBC, RSLs	Affordable Warmth and Home Energy Efficiency Strategy
2.3 Significant improvement in fuel efficiency of housing stock					
Strategic actions	2018-2019 Actions	2018-2019 Progress	2018/19 Status	Partners	Related documents
Explore the potential to support communities to come together to negotiate discounted rates for fuel provision in rural areas or acknowledged areas of deprivation	Work in partnership with RSLs, Home Energy Scotland and Changeworks to identify opportunities and examples of good practice	Best practice on working with tenants, successful campaigns, support mechanisms etc shared through the Borders Home Energy Forum.		SBC, SG, Utility Companies, Developers, East Scotland Home Energy Forum	Affordable Warmth and Home Energy Efficiency Strategy BHEF Minutes
	The newly established Home Energy Forum to consider opportunities to work with utility companies and other agencies to explore ways to offer cheaper energy to households across the Borders.	This is unlikely to be actioned through the forum, Nonetheless, it is being covered as an action in the Affordable Warmth Strategy.			
	Home Energy Forum to consider opportunities to promote Our Power as an energy option for householders in the Borders and consider whether this is appropriate	Our Power ceased trading in January 2019			
	Support communities to bid for the Climate Challenge Fund as appropriate, and before the deadline for applications in August 2018.	Waverley, SBHA and Berwickshire Housing Associations submitted a bid, but were not successful. HES supported 3 community groups in the Scottish Borders with their CCF applications by providing letters of support. These were Selkirk Regeneration Company, Heart of Duns and Macfie Hall, Heriot. The groups should find out next month whether they have been successful.			
Incentivise mixed tenure approaches to improve energy efficiency	Continue to proactively look for opportunities through HEEPS and SEEP	HEEPS 2019/20 planning commenced early, working proactively with RSLs and Changeworks. Application to be submitted. Energy Efficient Scotland planning commenced early.		SBC, SG, RSLs, Developers,	Affordable Warmth and Home Energy Efficiency Strategy BHEF Minutes
	Consider mixed tenure solutions as part of the HEEPS: ABS/SEEP programme development and funding bid process.	Proactively organised meetings with HEEPS: ABS team and the 4 local RSLs to engage on this issue for 18/19 funding. Solutions developed and collaborative working achieved. Several collaborative projects for targeted areas to be included in 19/20 HEEPS: ABS application for funding.			
	Liaise with RSLs to identify opportunities regularly and through the Home Energy Forum	Discussed at each BHEF. Example opportunities are mentioned above.			

Target resources, information and advice to ensure owner occupiers and private landlords benefit from opportunities for insulation, double glazing, upgraded heating systems etc.	Respond to the Energy related consultations from Scottish Government as they emerge	Energy Efficient Scotland, Fuel Poverty Bill and ESSSH 2 consultations responded to.		SBC, SG, RSLs, Developers, SAL, Private Landlords, East Scotland Home Energy Forum	3 consultation documents noted Affordable Warmth and Home Energy Efficiency Strategy
	Continue to keep the website up to date and make appropriate signposting to Home Energy Scotland	Plan to update the website underway, to be completed within 1 st quarter of 2019. Once the website has been completed RSL's can include reference to this in their own websites.			
	Work with Home Energy Scotland on local home energy engagement	Ongoing. The Change Works in Peebles Hub has trialled HES officers attending the hub and other events to support households; HES have trialled a post HEEPS support event in Peebles; HES have attended several What Matters Hubs Further opportunities will be covered in the Affordable Warmth Strategy, which include working with NHS Borders Healthy Living Network, Health and Social Care and the SBC Communities and Partnerships team.			
	Work with the Private Landlord Liaison Officer at Home Energy Scotland	Ongoing – engagement opportunities trialled in the Change Works in Peebles Hub (SEEP Phase 2). This included the HES officer attending the Hub for a dedicated private landlord drop in session. Further actions outlined the Affordable Warmth Strategy, which include sharing of HES support material and a dedicated training session for landlords.			
	Continue to deliver the local HEEPS/SEEP projects which are aimed at improving the efficiency in the private sector	Ongoing. SEEPs (now Energy Efficient Scotland) due to run till March 2020. Plan to apply for additional funding.			
	Submit Funding bid to Scottish Power in Partnership with Changeworks and Midlothian Council for intensive, targeted local support to households experiencing, or at risk of experiencing fuel poverty.	This funding bid has been delayed. Changeworks Affordable Warmth Team is now submitting a bid to Ofgem in April, applying for funding from Scottish Power and SSE to deliver 'Rural Affordable Warmth' for intensive, targeted outreach support service for people living in fuel poverty. Changeworks AWT are exploring partnerships to deliver income maximisation support as part of the support package and have had a meeting with Roxburgh and Berwickshire CAB in the first instance.			
Page 271 Ensure effective targeting of energy efficiency measures on those who are experiencing fuel poverty	Monitor publication of a new definition of Fuel Poverty from Scottish Government	Publication released, Government consultation responded to, release of data due Dec 2019.		SBC, RSLs, SG, East Scotland Home Energy Forum, SPAP	SG Fuel Poverty Bill Affordable Warmth and Home Energy Efficiency Strategy
	Develop & Implement An Energy Efficiency & Affordable Warmth Strategy	The strategy has been developed with a considerable amount of engagement from key partners and stakeholders, the strategy will be implemented in April 2019.			
	Carry out an audit on all fuel poverty activity in the area, working in partnership with RSLs, Changeworks, Home Energy Scotland and through the local Home Energy Forum	A Fuel Poverty Annual Activity Report is currently being developed. There will be discussions how this can be taken forward as part of the Borders Home Energy Forum and through the reporting on the Affordable Warmth Strategy.			
	RSLs to continue financial inclusion activity and develop bespoke projects with key partners (such as Changeworks) to delivery targeted home energy advice to tenants.	Waverley Housing have a Financial Inclusion Officer and Tenant Support Officer who can provide basic support to tenants with items such as claiming for Warm Homes Discount and can signpost tenants to more appropriate sources of support for energy efficiency/fuel poverty issues. Changeworks Affordable Warmth Team has delivered the following targeted home energy advice to tenants: <ul style="list-style-type: none"> Canny Tenants service targeting Eildon Housing Association's new tenants and delivering bespoke preventative energy advice. HELP (Home Expenses: Lessening the Pinch) supporting SBHA tenants. Supported SBHA with their EESSH works programme, providing a Tenant Liaison Officer to help promote EESSH works to tenants, and support tenants to understand their new heating system, get new meters in place, demonstrate how to work their controls, and provide energy efficiency advice. (Full update provided in annual Fuel Poverty update report)			
	Continue to prioritise HEEPS investment in fuel poor areas and effectively target programmes utilising information from a wide range of resources, including the home energy database and local knowledge	Within this ongoing partnership with Changeworks, during our 19/20 HEEPS application we have continued to target fuel poor areas and have explicitly partnered with RSLs to support mixed tenant blocks. We have also targeted IWI areas in Hawick and Jedburgh, working in part alongside SBCs CARS project and; hope to be working more closely with community groups to support the uptake of measures in remote rural areas.			
Develop a local, multi-agency home energy forum to support the development and implementation of the strategic approach to tackling fuel poverty	During Year 1 of the forum being established monitor progress of the forum, agree priorities for action and monitor/review membership as the forum evolves.	Terms of Reference agreed by the Forum, 2019/20 action is to ensure it remains fit-for-purpose in terms of content and membership.		SBC, RSLs, East Scotland Home Energy Forum	BHEF Minutes
	Lead officer/ Chair to prepare Annual Activity Report detailing the forums progress over 2018/19	Annual report prepared and shared with the BHEF detailing progress against objectives and deliverables. The priorities and challenges for the Forum and its partners for 19/20 have also been detailed.			

Explore the development of a comprehensive local network of delivery options to provide enhanced fuel poverty and energy efficiency advice	Home Energy Forum to review Healthy Homes (Highland Council) model and consider other approaches, which could be applied locally	Ongoing. Range of delivery options being considered for future home energy efficiency and affordable warmth projects.		SBC, RSLs, East Scotland Home Energy Forum	Affordable Warmth and Home Energy Efficiency Strategy
	With partners, assess the feasibility of implementing similar models in the Scottish Borders				
	Work with Home Energy Scotland to engage with the health sector (and particularly with GP practices and community pharmacies and hospitals), to reach people who are in or at risk of fuel poverty.	HES has engaged with 3 medical practices in the Borders this year, Stow and Lauder, Eyemouth and West Linton and will be looking to build on this in 2019/20 as well as continue to support other relevant activity such as the Bump to Baby work run by NHS Borders. Scottish Government and EST will be working with NHS Health Scotland to bring together HES fuel poverty leads across south east Scotland to encourage more collaboration.			

2.4 Improved functioning of the private sector housing portfolio










Strategic actions	2018-2019 Actions	2018-2019 Progress	2018/19 Status	Partners	Related documents
Work in partnership to improve condition of empty homes in rural areas and town centres	Work in partnership with Shelter Scotland Empty Homes Initiative	Housing Strategy, Policy and Development work with Shelter Empty Homes Partnership on a regular basis		SBC, SG, RSLs, Developers, CPP	CARS Empty Home Report
Develop effective routes to liaise and collaborate with the private landlord sector to maximise the quality and impact of the private rented sector in Scottish Borders	Hold Private Landlord Forum & facilitate landlord training events	A Private Landlord Forum was held in June 2018 in partnership with LAS. Continued partnership with Landlord Accreditation Scotland has been agreed. In addition to the forum 3 training events were also held in 2018/19.		SBC, RSLs, Private Landlords, SAL	Communication Plan
	Develop a private rented sector engagement strategy to support effective engagement with private landlords and tenants across the Scottish Borders.	This has been developed and is now part of the Housing Strategy, Policy and Development Teams Communication plan.			
	Work closely with Scottish Government, managing agents, private landlords and other organisations to support and facilitate effective communications.	As per Landlord Registration remit. Supported with a Forum, training and newsletters.			
	Ensure actions to maximise the quality and impact of the private rented sector in Scottish Borders are incorporated in RRTP	Scottish Borders RRTP 2019/20-2023/24 action 2.15 was agreed to “Develop communication plan for improving awareness across the private sector”.			
Deliver multi-tenure information and advice to enable households to manage the condition of their property	Develop a new Private Sector House Condition Strategy	The strategy is currently being developed and is expected to be finalised in Summer 2019.		SBC, RSLs, Shelter, CAB	Scheme of Assistance
	Develop process and policy to ensure SBC’S duty to deal with BTS property is met, including enforcement actions	BTS will be addressed within the House Condition Strategy. Environmental Health have the delegated responsibility to deal with BTS property and will therefore play a key role.			
	Better align private sector initiatives such as Scheme of Assistance, private landlord engagement, empty homes and enforcement	Working closely with colleagues to improve upon delivery. In particular linking Scheme of Assistance with enforcement procedures and PRS			
Explore and implement mixed tenure solutions to improve stock condition	Improve functions to deal common repair issues, linking through to other private sector initiatives	Guidance on how to organise common repair has been drafted. Agreed to propose a pilot to introduce missing shares as a pilot project. Working with Building Standards Enforcement on specific projects to apply defective building notices.			Common Repair Guidance




Performance Indicators:

Strategic outcome	Relevant Indicators	Baseline (date)	Targets	Previous Performance	Performance 2018-19	Data type & source	Timescale
2.1 Social housing stock meets the SHQS	% of dwellings that meet the SHQS	91% compliance (2014/15)	100%	2015/16 – 90% 2016/17 – 92% 2017/18 – 94%	• Not yet available	RSL SHR returns	2018
	% of dwellings with failures, abeyances or exemptions	9% (2014/15)	0%	2015/16 – 10% 2016/17 – 8% 2017/18 – 6%	• Not yet available	Audit Scotland return	2020
2.2 Social Housing stock meets EESSH 2020 target	% of dwellings that meet the EESSH 2020 target	Baseline to be established as a key priority.	100% compliance	2015/16 – 49% 2016/17 – 53% 2017/18 – 68%	2018/19 - 80%	RSL SHR returns; Audit Scotland return	2017-20
2.3 Significant improvement in fuel efficiency of housing stock	Production of a 2017 Fuel Poverty Delivery Strategy	N/A	Complete	n/a	Draft Affordable Warmth and Energy Efficiency Strategy is currently out for consultation	SBC operational	2018
	Households in fuel poverty	40% fuel poor and 11% extreme fuel poor (2011-2013)	Reduce households in fuel poverty	2012-2014 – 39% fuel poor and 14% extreme fuel poor 2013-2015 – 38% fuel poor and 14% extreme fuel poor 2014-2016 – 34% fuel poor and 13% extreme fuel poor	31% fuel poor and 8% extreme fuel poor. (2015-2017)	SHCS	2017-22
	HEEPS-ABS investment in Scottish Borders	£1,623,023 (2014/15)	Full HEEPS:ABS spend	2015/16 – £1,870,000 2016/17 – £1,055,458 2017/18 – £1,409,119	HEEPS: ABS 2018/19 awarded is almost £1.3m	SBC	2017-22
	Social rented sector stock built to Silver energy standard	N/A	100%	2017/18 – 87 (100%)	• Not yet available	RSL data	2017-22
	No. of private sector measures installed	420 (370 External wall insulation, 50 cavity wall insulation) (2014/15)	>420	2015/16 – 461 (73 CWI, 110 loft & 278 EWI) 2016/17 – 915 (662 CWI, 87 EWI, 148 loft & 18 under floor) 2017/18 – Over 700 (600 Hard to Treat cavities, 37 External wall insulation, 35 internal wall insulation)	732 private measures and 3 social measures (10 virgin loft, 39 loft top-up, 32 room in roof, 50 CWI, 8 underfloor, 44 IWI, 26 EWI, 526 HTTCs)	Operational data	2017-22
	No. of households provided with energy advice/information	4,041 Engagements; 895 referrals (Home Energy Scotland) (2014/15)	>4,041	2015/16– 3,949 Engagements; 1,249 referrals – Home Energy Scotland 2016/17– 4,587 Engagements; 761 referrals – Home Energy Scotland 2017/18 – 5,124 Engagements; 2,034 referrals – Home Energy Scotland	5,411 engagements; 847 referrals (Home Energy Scotland) (2018/19)	Operational data	2017-22
2.4 Improved functioning of the private sector housing portfolio	Finalise private sector strategy, including provision for BTS strategy	N/A	Complete	-	Will be finalised in Summer 2019	SBC operational	2018
	No. of private sector properties where disrepair has been reduced	TBC	80 units per annum	2017/18 - 18 supported with Advice and practical Assistance. 11 resulting in action	2018/19 25 supported with Advice and practical Assistance.	SBC: Environmental Services data;	2017-22
	Enforcement orders used	0	>0	2015/16 – 0 2016/17 – 0 2017/18 – 0	0	SBC data	2017-22

LHS Priority 3: Fewer People are affected by homelessness

Outcomes:

3.1 Use effective housing options and preventative intervention to successfully prevent homelessness					
Strategic actions	2018-2019 Actions	2018-2019 Progress	2018/19 Status	Partners	Related documents
Develop and analyse client group profiles for homeless applicants to identify reasons for homelessness, housing support needs and how to target prevention activity to specific groups	<p>Homelessness and RSL officers to regularly review all people who are currently in the statutory homeless system to ensure all options are explored to resolve their homelessness as quickly as possible</p> <ul style="list-style-type: none"> Review the circumstances and housing needs of all cases open over 6 months Considered temporary to permanent lets for all applicants that have been resident in temporary accommodation for over 6 months 	<p>SBC Homelessness team and RSLs engaged in ongoing joint review of all cases open over 6 months contributing to a 10% reduction in the number of open homelessness cases by March 2019.</p> <p>Scottish Borders RRTP 2019/20-2023/24 action 3.4 was agreed with a target for ongoing reduction of the number of open homeless applications of over 6 months.</p> <p>'Flipping' temporary to permanent lets was successfully piloted in a small number of cases.</p> <p>Scottish Borders RRTP 2019/20-2023/24 action 1.11 was agreed for "all relevant agencies to review data collections to reflect the aims of the RRTP".</p>		SBC, RSLs, Housing Support providers, Information & advice agencies	Rapid Rehousing Transition Plan 2019-2024
Re-establish a strategic homelessness approach, which incorporates a variety of partners, and develop a detailed homelessness action plan	Monitor and Review year 1 of the Homelessness and Wellbeing Strategic Partnership.	The Scottish Borders Homelessness and Health Strategic Partnership (BHHSP) has been established and meetings have been taking place regularly.		SG, SBC, RSLs, private landlords, Housing Support providers, Information & advice agencies	BHHSP Minutes
	Agree agendas and circulate in a timely manner	The agenda and minutes are circulated to all members in a timely manner			
	Ensure meetings are minuted appropriately	The frequency of the meetings will be agreed partnership			
3.2 Improve access to & impact of Housing Options model					
Strategic actions	2018-2019 Actions	2018-2019 Progress	2018/19 Status	Partners	Related documents
Page 27 Conduct research and analysis of the reasons behind sustainment outcomes for previously homeless households to ensure that effective support models are identified and are made more widely available	Undertake further local modelling to continue to better understand the whole picture of homelessness in the Scottish Borders including with regard to homelessness demand, housing supply, range and availability of housing options, housing options advice and assistance services, access to housing, homelessness prevention, housing sustainment, support services.	<p>Local modelling on a range of relevant factors was undertaken as part of the development of the Scottish Borders RRTP 2019/20-2023/24.</p> <p>Scottish Borders RRTP 2019/20-2023/24 action 1.4 was agreed to undertake "further local modelling to continue to better understand the whole picture of homelessness in the Scottish Borders including with regard to homelessness demand, housing supply, range and availability of housing options, housing options advice and assistance services, access to housing, homelessness prevention, housing sustainment, support services"</p>		SBC, RSLs, Housing Support providers, Information & advice agencies	Rapid Rehousing Transition Plan 2019-2024
Improve access and links to education, training or employment opportunities within homelessness and resettlement processes	Identify as an action in the first RRTP	Scottish Borders RRTP 2019/20-2023/24 was developed. This included agreement on a number of actions in relation to education, training and, in particular under action 4 - Ensure homeless and potentially homeless households can access the right type of support		Employability services, SBC, RSLs, Housing Support providers	Rapid Rehousing Transition Plan 2019-2024
Implement a common approach to housing options which stimulates collaboration, considers all tenures, focuses on prevention and early action and creates a single point of access	Commence development of common approach to housing options.	Scottish Borders RRTP 2019/20-2023/24 was developed. This included agreement on a number of actions in relation to achieving a common approach to housing options, including action 1.16 to review "housing advice availability within Scottish Borders with the aim of creating a consistent response to people experiencing housing difficulties across all sectors" and actions 1.17 and 1.18 in relation to the development and roll-out of the National Housing Options Training Toolkit.		SBC, BWA, RSLs, private landlords, Housing Support providers, Info & advice agencies, IJB, H&SCP,	Rapid Rehousing Transition Plan 2019-2024
Develop a range of Housing Options pathways tailored to the needs of specific client groups and communities	Commence development of client group specific housing options pathways	Scottish Borders RRTP 2019/20-2023/24 action 2.8 was agreed to develop "pathways to prevent homelessness for the groups who are predictably at highest risk of rough sleeping and homelessness".		SBC, BWA, RSLs, private landlords, Housing Support providers, Info & advice agencies, IJB, H&SCP	Rapid Rehousing Transition Plan 2019-2024
3.3 Improve access to a range of settled accommodation options					
Strategic actions	2018-2019 Actions	2018-2019 Progress	2018/19 Status	Partners	Related documents
Improve access to a better range of settled accommodation options for homeless households	Develop the first RRTP for the Scottish Borders	The Scottish Borders RRTP 2019/20-2023/24 was developed and submitted to Scottish Government in March 2019.		SG, DWP, SBC, BWA, RSLs, private landlords, Housing Support providers, Info & advice agencies	Rapid Rehousing Transition Plan 2019-2024

3.4 Lessen the impact of residing in temporary accommodation					
Strategic actions	2018-2019 Actions	2018-2019 Progress	2018/19 Status	Partners	Related documents
Review the strategy for temporary accommodation to ensure financial sustainability and to continuously improve customer outcomes	Develop the first RRTP for the Scottish Borders	The Scottish Borders RRTP 2019/20-2023/24 was developed and submitted to Scottish Government in March 2019.		SG, DWP, SBC, BWA, RSLs, private landlords, Housing Support providers, Infor & advice agencies	Rapid Rehousing Transition Plan 2019-2024
Explore ways to expand the range of transitional accommodation options for homeless households	Develop the first RRTP for the Scottish Borders	The Scottish Borders RRTP 2019/20-2023/24 was developed and submitted to Scottish Government in March 2019.		SG, SBC, RSLs, private landlords, Housing Support providers, Information & advice agencies	Rapid Rehousing Transition Plan 2019-2024
3.5 Promote independent living & tenancy sustainment through effective delivery of housing support duty					
Strategic actions	2018-2019 Actions	2018-2019 Progress	2018/19 Status	Partners	Related documents
Improve access to health and social care services for homeless people, particularly for those with complex needs by working with integration partners	Establishment of the Borders Homelessness and Health Strategic Partnership and the development of the Integrated Homelessness and Wellbeing Strategy	The Scottish Borders Homelessness and Health Strategic Partnership has been established. An Integrated Homelessness and Wellbeing Strategy hasn't been developed as this has been superseded by the Scottish Borders RRTP 2019/20-2023/24		SBC, RSLs, IJB, H&SCP	Rapid Rehousing Transition Plan 2019-2024 BHSP Minutes















Performance Indicators:

Strategic outcome	Relevant Indicators	Baseline (date)	Targets	Previous Performance	Performance 2018-19	Data type & source	Timescale
Page 275 3.1 Use effective housing options and preventative intervention to successfully prevent homelessness	Number Housing Options cases assisted to a. maintain existing accommodation b. access settled housing	(a) 10% remained in existing accommodation: 2014/15 (b) 26% accessed settled accommodation – 17% social/9% PRS: 2014/15	a. 2% increase per annum b. 2% increase per annum per annum	2017/18 – (a) 13% (b) 15%	(a) 11% remained in existing accommodation: (b) 7% accessed settled accommodation – 3% social/4% PRS	SBC Homeless Case Management Prevention Data	2017-22
	Number & % assessed as homeless	535 (83% of all applications): 2014/15	Not applicable	2015/16 – 493 2016/17 – 578 2017/18 – 590 (84% of applications)	629 (82%)	SBC HL1 data – assessed in period	2017-22
	% applicants reassessed as homeless in same year	44 (4.5% of all applications): 2014/15	1% reduction per annum	2015/16 – 44 (7%) 2016/17 – 45 (6%) 2017/18 – 30 (4.5%) 650	29 (3.8% of all applications)	SBC HL1 data – assessed in period	2017-22
	% young people presenting as homeless	210 (34% applications): 2014/15	5% reduction per annum	2015/16 – 185 (30% applications) 2016/17 – 186 (27% applications) 2017/18 – 171 (24% applications)	197 (26% applications)	SBC HL1 data – open in period. 16-24yr old	2017-22
3.2 Improve access to & impact of Housing Options model	Number accessing Housing Options service	636: 2014/15	5% increase per annum	2015/16 – 538 2016/17 – 505 2017/18 – 403	268	SBC Homeless Case Management Prevention Data	2017-22
	Number partners delivering Housing Options model	1 (Homelessness Team) 2014/15	5 partners offering full Housing Options service	2017/18 – For consideration in 2018/19 by Borders Homelessness & Health Strategic Partnership	Agreement of Scottish Borders RRTP 2019/20-2023/24 including actions 1.16, 1.17 and 1.18.	SBC data	2022
	% housing options cases that progress to homeless application	37%: 2014/15	Not applicable	2017/18 – 62%	65%	SBC Homeless Case Management Prevention Data	2017-22
3.3 Improve access to a range of settled accommodation options	% homeless cases closed in period accessing settled accommodation as outcome a. Social housing b. Private housing	(a) 55% accessed social housing: 2014/15 (b) 3% accessed assured PRS tenancy: 2014/15	a. 1% increase per annum b. 2% increase per annum	2015/16 – (a) 55% (b) 5% 2016/17 – (a) 54% (b) 9% 2017/18 – (a) 57% (b) 6%	(a) 58% accessed social housing (b) 7% accessed PRS tenancy:	SBC HL1 Data – closed in period	2017-22
	% unintentionally homeless household access settled accommodation	59% (2014/15)	90%	2015/16 – 59% 2016/17 – 63% 2017/18 – 62%	78%	SBCHL1 Data – closed in period	2022
	Number of homeless people housed through rent deposit scheme	84 (2014/15)	10% increase per annum	2015/16 – 64 2016/17 – 14 2017/18 – 21	(figure not yet available)	DGS Data	2017-22

	% RSL lets to homeless households	23% (2014/15)	50%	2015/16 – 19% 2016/17 – 24% 2017/18 – 22%	(figure not yet available)	SHR data	2022
3.4 Lessen the impact of residing in temporary accommodation	Number of self-contained temporary accommodation spaces	104 spaces: 2014/15	104 spaces	2015/16 – 106 2016/17 – 105 2017/18 – 107	104	SBC data	2017-22
	Number of supported accommodation spaces	8 spaces (5 x refuge, 4 x looked after children): 2014/15	13 spaces	2015/16 – 8 spaces (4 x refuge, 4 x looked after children) 2016/17 – 8 spaces (4 x refuge, 4 x looked after children) 2017/18 – 8 spaces (4 x refuge, 4 x looked after children)	8 spaces (4 x refuge, 4 x looked after children)	SBC data	2017-22
	% accessing temporary accommodation (i.e. not emergency placements)	94%: 2014/15	100%	2015/16 – 100% 2016/17 – 99% 2017/18 – 99%	98%	SHR data	2022
	% of households who occupied temporary accommodation - B&B accommodation	7%: 2014/15	0%	2015/16 – 0 2016/17 – 1% 2017/18 – 1%	2%	SHR data	2022
	Average length of stay in temporary accommodation	100 days: 2014/15	10% reduction in length of stay per annum	2015/16 – 92 2016/17 – 116 2017/18 – 118	128 days	SHR data	2017-22
	% satisfaction of temporary or emergency accommodation	83% very and fairly satisfied (2015/16)	90% satisfaction rate	2015/16 – 83% 2016/17 – 77% 2017/18 – 90%	90% satisfaction rate	SHR data	2017-22
	% of offers of temporary or emergency accommodation refused	15%: 2015/16	Reduce refusals by 5%	2015/16 – 15% 2016/17 – 22% 2017/18 – 14%	3%	SHR data	2017-22
Page 27 3.5 Promote independent living & tenancy sustainment through effective delivery of housing support duty	Number of referrals received to Housing Support services(inclusive of Commissioned service(s))	425 cases: 2014/15	Not applicable	2015/16 – ?? SBC & 268 Penumbra 2016/17 – 387 SBC & 193 Penumbra 2017/18 – 476	592 (note: this figure is for referrals and not cases)	SBC Better Futures data and commissioned service annual return	2017-22
	Number of cases open within Housing Support Services(inclusive of Commissioned service(s))	237 cases: 2014/15	Not applicable	2015/16 – 260 SBC & 123 Penumbra 2016/17 – 179 SBC & 177 Penumbra 2017/18 – 278	296 cases opened during the year	SBC Better Futures data and commissioned service annual return	2017-22
	Number of housing support cases closed as a result of service users achieving their individual housing support plan outcomes, as a proportion of total number of housing support cases closed by SBC Homelessness housing support service and its commissioned service(s)	67% 2014/15	3% increase per annum	2015/16 – 120 SBC & 122 Penumbra 2016/17 – 120 SBC & 193 Penumbra 2017/18 – Collective 73% of total cases closed (291 cases)	74%	SBC Better Futures data and commissioned service annual return	2017-22

LHS Priority 4: More people are supported to live independently in their own homes

Outcomes:

4.1 More people being able to live independently in their own homes					
Strategic actions	2018-2019 Actions	2018-2019 Progress	2018/19 Status	Partners	Related documents
Liaise with RSL partners to consider a range of new and existing provision that could be adapted to suit changing needs and service configuration.	Explore potential opportunities to re-provide mental health supported housing service, and also explore potential opportunities for supported housing for people with challenging behaviour	Discussion continuing to define and explore needs service development and site opportunities Extra Care Housing delivery is being progressed for Duns, Galashiels, Kelso, Hawick and Eyemouth		SBC, RSLs	Integrated Strategic Plan for Older People's Housing, Care and Support 2018-2028 SHIP 2019-2024
	Consider findings and recommendations of the Integrated Housing for Older People Study	The Integrated Strategic Plan for Older People's Housing, Care and Support 2018-2028, was launched at an event in Tweed Horizons in June 2018. Governance arrangements have been developed and agreed to monitor and evaluate the plan			
	Consider potential projects for the inclusion in SHIP	Projects identified in the SHIP			
Investigate the feasibility of developing shared ownership and equity release schemes for older people to finance property adaptations	Explore the SFT Home Scheme (5k and the 40k home)	Discussions are ongoing with Scottish Futures Trust and Eildon to explore opportunity to pilot the 5k and or 40k home		SBC, SG, RSLs	Border Housing Alliance Minutes
Explore the future potential of the Borders Care & Repair scheme to further provide a wider range of services which will enable people to live independently.	Consider findings and recommendations of the Integrated Housing for Older People Study	The Integrated Strategic Plan for Older People's Housing, Care and Support 2018-2028, was launched at an event in Tweed Horizons in June 2018.		SBC, Eildon, SWD	Integrated Strategic Plan for Older People's Housing, Care and Support 2018-2028
		Governance arrangements have been agreed to oversee implementation of the Integrated Housing for Older Peoples Study, and role of Care and Repair included within one of the workstreams			
Make better use of digital infrastructure and telephony to enable individuals to live independently.	Support the implementation of the health and social care strategic plan and commissioning plans	Draft Housing Contribution Statement developed. Housing Contribution Statement assimilated into text of revised Strategic Plan		IJB,RSLs, SBC	Housing Contribution Statement Strategic Plan
	Engaging with partners to identify opportunities and best practice	IJB/ HSC exploring new TEC opportunities and options			
	Housing providers to promote the use of Technology Enabled Care	Eildon and Trust exploring TEC via Extra Care Housing programme			
	Consider findings and recommendations of the Integrated Housing for Older People Study	Governance arrangements agreed , four working groups to be established			
4.2 Increased provision of specialised housing					
Strategic actions	2018-2019 Actions	2018-2019 Progress	2018/19 Status	Partners	Related documents
Develop and Implement an Older People's Housing Strategy in partnership with the Health and Social Care Partnership	Hold a Housing Event in June 2018 to launch the Older People's Plan	The Integrated Strategic Plan for Older People's Housing, Care and Support 2018-2028, was launched at an event in Tweed Horizons in June 2018.		IJB,SWD, RSLs	Integrated Strategic Plan for Older People's Housing, Care and Support 2018-2028
	Continue to work with the Steering Group to deliver the strategy	The Integrated Strategic Plan for Older People's Housing, Care and Support 2018-2028 was finalised and launched in June			
	Work with consultants to develop the Older People's Plan				
Assess the extent and nature of needs within the gypsies and traveller community; and develop appropriate response.	Ensure gypsies and traveller community are on the agenda at SESHof	SESHof regularly consider a strategic approach to Gypsy travellers in the South East of Scotland. Ne draft LHS guidance will be available in 2019 with increased focus on Gypsy Travellers. SBC has established a new Gypsy / Traveller Policy Development group to lead on the development of services for Gypsy / Travellers in the Scottish Borders. Information for Gypsy / Travellers on the Council's website has also been reviewed and there has been the creation of a new post of Gypsy / Traveller Liaison Officer post.		SESHof, SBC, G&T community	SESHof Minutes Scottish Borders Gypsy Travellers Liaison Initiative Minutes
	Monitor occupancy of seasonal travelling people site in Innerleithen	Information on gyps travellers is monitored through the Scottish Borders Gypsy Travellers Liaison Initiative			

4.3 Effective housing input to process of health and social care integration					
Strategic actions	2018-2019 Actions	2018-2019 Progress	2018/19 Status	Partners	Related documents
Include housing within integration and locality planning processes to make sure that housing provision for a range of client groups is in the right place with sufficient connectivity to transport and digital infrastructure developments.	Attend locality working groups regularly and contribute to implementation of locality plans	Regularly liaise with the locality planning officers		IJB, RSLs, Third sector	Locality Plan
	Review and Renew Housing Contribution Statement for Health and Social Care Strategic Plan	Draft Housing Contribution Statement developed. Housing Contribution Statement assimilated into text of revised Strategic Plan			Housing Contribution Statement
	Ensure housing continues to be represented at the H&SC Strategic Planning Group	Lead Officer for Housing Strategy, Policy and Development and RSL representative both attend the Strategic Planning Group			Strategic Plan
	Attend the Housing Strategy and Planning Liaison Meeting	Meetings take place regularly with housing strategy and planning. Both teams now sit under the same service			
Enable a collaborative approach to a mapping exercise with the integration joint board to establish the availability of local advice and support services as part of the locality planning process (rural exclusion analysis)	Contribute to development of locality plans and area partnerships	Locality Plans are currently being developed and SBC Housing been involved in this process		SBC, IJB, RSLs, Third sector	Locality Plan
	Regularly attend and contribute to the Community Led Support Group for the Borders – ‘What Matters’	Housing continues to be represented at this meeting			Community Led Support Group Minutes
4.4 Improved availability of housing support services					
Strategic actions	2018-2019 Actions	2018-2019 Progress	2018/19 Status	Partners	Related documents
Monitor availability and impact of housing support for young people and other vulnerable client groups through the implementation of the homelessness strategy.	Commission work on the Housing Needs and Aspirations of Young People in the Scottish Borders	Consultants were appointed in April 2018 and work has been ongoing throughout 2018/19		SBC, RSLs	Young Persons Housing Needs and Aspirations Study (including all appendices)
4.5 Increase in prevention and early intervention					
Strategic actions	2018-2019 Actions	2018-2019 Progress	2018/19 Status	Partners	Related documents
Ensure RSLs work in partnership with care and support providers to improve intelligence of need across a range of client groups plus developments in technology and design innovation.	Contribute to the development of the Physical Disability Strategy	Housing Strategy have been involved in the reference group and the consultation of the Physical Disability Strategy		SBC, RSLs	Physical disability Reference Group Minutes
	Ensure continued Housing Representation on the Strategic Planning Group	RSL and SBC housing representatives attend			Strategic Plan
	Ensure continued Housing Representation on the Learning Disability Commissioning Group	SBC Housing representative attends regularly			
Provide information and advice to a range of client groups on the options available to them as their housing and care needs change, encouraging and supporting pre-planning.	Identify key outcomes and actions from the Older peoples strategy development	Strategy and actions agreed by SBC being overseen by new governance arrangements		SBC, RSLs Third sector	Border Housing Alliance Minutes
	RSLs provide Information and advice on their allocation processes on their stock	RSL websites kept up to date Customer Engagement Strategies - ensuring everyone has access to information and advice from a wide range of platforms			Communication Plan
	Continue to keep the website up to date	Council’s Corporate website is routinely updated. Housing strategy are currently working on updating a wide range of their pages to ensure they are up to date and easy to navigate			

Performance Indicators:

Strategic outcome	Relevant Indicators	Baseline (date)	Targets	Previous Performance	Performance 2018-19	Data type & source	Timescale
4.1 More people being able to live independently in their own homes	Number of persons receiving aids/adaptations and handyman services	Minor adaptations – 355 Minor repairs – 20 Handyperson – 4495 Major adaptations – 75	Minor adaptations – > 355 Minor repairs - > 20 Handyperson – > 4495 Major adaptations – > 88 Targets to be agreed annually with Care and Repair service.	2015/16 – Small adaptations - 393 Small repairs - 3 Handyperson – 4,632 Major adaptations – 102 2016/17 – Small adaptations - 419 Small repairs - 10 Handyperson – 4,256 Major adaptations – 81 2017/18 – Minor adaptations – 153 Minor repairs – 2 Handyperson – 4,154 Major adaptations – 85	Small repairs and adaptations - 421 Handyperson – 4,058 Major adaptations – 94 RSL adaptations - 128	SBC data / annual	2017-22
4.2 Increased provision of specialised housing	Number of specialist housing places	ECH/HwC places = 129 (Dec 2014)	ECH/HwC = 180	2017/18 – 14	4	SBC and AHIP	2017-22
	Number of new homes to wheelchair and varying needs standard	ECH/HwC places = 129 (Dec 2014)	ECH/HwC = 180	2015/16 – 8 2016/17 – 3 2017/18 – 4	4	SBC and AHIP	2017-22
4.3 Effective housing input to process of health and social care integration	Recognition of HCS by HSCP	N/A	Housing involved in service redesign plans.	n/a	Housing Contribution Statement is part of the Strategic Plan	Reference SCP and HCS and emerging plans for localities	2020
	Housing represented at strategic planning level	N/A	Housing involved in service redesign plans.	n/a	Housing Contribution Statement is part of the Strategic Plan	Reference SCP and HCS and emerging plans for localities	2020
	Housing representation on locality planning groups	N/A	Housing involved in service redesign plans.	n/a	Housing Contribution Statement is part of the Strategic Plan	Reference SCP and HCS and emerging plans for localities	2020
4.4 Improved availability of housing support services	Outsourcing of housing support	N/A	Evaluation of benefits in outsourcing housing support	n/a	Due in 2019/20	SBC	2020
	No of people receiving housing support	N/A	Increase in number receiving support	2015/16 – 260 SBC & 123 Penumbra 2016/17 – 179 SBC & 177 Penumbra 2017/18 – 278 (No. of cases open within Housing Support Services (inclusive of Commissioned service(s)))	296 cases opened during the year	SBC data annual	2017-22
	Greater transparency and assessment of sufficiency of Housing support services	N/A	Assessment of impact of changes in support of objective	n/a	Due by 2020	SBC data	2020
4.5 Increase in prevention and early intervention	Maximise use of Care and Repair budget	Social Rented Sector = £322k, Private Sector = £375k (2016/17)	Monitor and evaluate procedures, value for money and impact of adaptations and equipment provision. Maintain existing level of budget provision.	17/18 – Social Rented Sector = £423k Private Sector = £442k	Social Rented Sector = £452k Private Sector = £406k	SBC	2017-22
	Increased use of technology to support individuals	No. receiving community alarm or telecare: Aged 18-64 = 239 and Aged 65+ = 1,690	Introduction of new technologies. Evaluation report on outcomes.	Aged 18 – 64: 219 Aged 65+: 1,445	Aged 18 – 64: 239 Aged 65+: 1,637	SBC social work and health	2017-22
	Evaluation of housing options advice and general advice/information services	n/a	Evaluation report on outcomes.	Initially considered as part of Homelessness restructure on 2017/18	Will be taken forward as part of the R RTP	SBC Homelessness team	

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AFFORDABLE WARMTH AND HOME ENERGY EFFICIENCY STRATEGY 2019-2023

Report by the Services Director, Regulatory Services

EXECUTIVE

20th August 2019

1 PURPOSE AND SUMMARY

- 1.1 **This report seeks endorsement of the Affordable Warmth and Home Energy Efficiency Strategy, which has been developed to support Local Housing Strategy Priority 2: More people live in good quality energy efficient homes.**
- 1.2 The Housing (Scotland) Act 2001 places a statutory duty on Local Authorities to develop Local Housing Strategies that aim to ensure that, “so far as reasonably practicable, persons do not live in fuel poverty.” This obligation relates to housing in all tenures.
- 1.3 The Local Housing Strategy (LHS) 2017-2022 is the Council’s key strategic document for planning and delivering initiatives to reduce fuel poverty and improve home energy efficiency. Priority 2 of the LHS is that “More people live in good quality, energy efficient homes”.
- 1.4 The new LHS 2017-22 identified a need to develop a new Fuel Poverty and Home Energy Efficiency strategy to support the delivery of actions under LHS priority 2, in particular those which address the following policy issues:
- National fuel poverty target (2016) and links to energy efficiency
 - Housing’s contribution to climate change; and
 - Meeting the Energy Efficiency Standards for Social Housing (ESSH).
- 1.5 The Affordable Warmth and Home Energy Efficiency Strategy covers the period 2019-23. The vision is that ‘more people live in energy efficient and affordably warm homes’

2 RECOMMENDATIONS

- 2.1 **It is recommended that Members:**
- (a) **Endorse the Strategy and agree to the implementation of the Action Plan where there are no additional financial resource implications and;**
 - (b) **Note that officers will bring back proposals relating to those actions identified as potentially having resource implications.**

3 BACKGROUND TO THE AFFORDABLE WARMTH AND HOME ENERGY EFFICIENCY STRATEGY 2019-2023

- 3.1 The outcomes and framework for action developed by partners to address Local Housing Strategy (LHS) Priority 2: "More people live in good quality, energy efficient homes" is based on analysis of the condition of the housing stock; how house condition and energy efficiency can impact on fuel poverty; the link between energy efficiency of housing and climate change; and the impact poorly heated housing can have on both housing conditions and on health and wellbeing.
- 3.2 This Affordable Warmth and Home Energy Efficiency Strategy continues with the strategic direction initiated by the LHS but builds on, and updates these, with regard to a changing political, economic and financial context.
- 3.3 Affordable warmth is the ability for a homeowner to heat their home to an adequate level to achieve household comfort and health without incurring a debt. In Scotland, a household is considered to be in fuel poverty if it spends more than 10% of household income on fuel, and in extreme fuel poverty if it spends more than 20%. A new definition is currently being considered by Scottish Government.
- 3.4 Under the current definition for fuel poverty 31% of households in the Scottish Borders are fuel poor and 8% are extreme poor. Table 1 below shows fuel poverty levels since 2010.

Table 1: % of households considered to be Fuel Poor (SHCS)

	2010-12	2011-13	2012-14	2013-15	2014-16	2015-17
	Fuel Poor	Fuel Poor	Fuel Poor	Fuel Poor	Fuel Poor	Fuel Poor
Scottish Borders	34%	43%	39%	38%	34%	31%
Scotland	27%	36%	35%	34%	31%	27%

- 3.5 Scottish Borders Council is committed to creating a region that is fair for everyone and where we all have an equal and positive chance to succeed; tackling fuel poverty will be a key step towards achieving this. The aim of this strategy is to provide affordable warmth and healthy homes for everyone living in the Borders.
- 3.6 There is already a significant amount of activity underway across the Borders to reduce fuel poverty and increase the energy efficiency of homes. In 2018/19 almost £1.5 million has been invested in energy efficiency measures for private homes across the region; a new energy efficiency pilot project was established in Peebles and has since been rolled out to the whole of the Tweeddale locality; RSLs have made good progress towards meeting the Energy Efficiency Standard for Social housing (EESH); and a new Borders Home Energy Forum was established, all supporting a reduction in fuel poverty across the area.
- 3.7 A diverse range of partners, stakeholders and housing experts have participated in developing this strategy. A wide programme of engagement activity has been undertaken to collect a range of views, and enable these to systematically inform the development of the action plan and through public consultation communities have had their say on whether the priorities will make a positive contribution to meeting the needs of people in the Borders.

4 DEVELOPMENT OF THE CONSULTATIVE DRAFT AFFORDABLE WARMTH AND HOME ENERGY EFFICIENCY STRATEGY 2019-23

4.1 A diverse range of partners, stakeholders and experts have participated in developing the Affordable Warmth and Home Energy Efficiency Strategy 2019-23. A wide programme of engagement activity among stakeholders has been undertaken to collect a range of views, and enable these to systematically inform the development of the strategy. This includes:

- **Borders Home Energy Forum:** The forum has built on the vision, priorities and outcomes from the 2017-22 LHS and assisted in defining the draft priorities and outcomes. Twelve organisations are members of the forum and includes representation from the four main Registered Social Landlords, Home Energy Scotland, NHS Borders, Borders College, Citizens Advice Scotland, Changeworks and a range of service areas from SBC.
- **Options identification and appraisal sessions:** 3 sessions were held with the Borders Home Energy Forum to inform the definition of key priorities together with a range of viable options for addressing them. Stakeholders appraised a range of options and provided valuable input into the draft outcomes and actions. The participants were specialist stakeholders drawn from across the Council and its partner organisations referenced in paragraph 4.2.
- **Wider engagement** has taken place with stakeholders across the Borders and also nationally through a series of semi-structured interviews conducted either face to face or by telephone and email. These stakeholders include: Scottish Association of Landlords, Health and Social Care, Department for Work and Pensions, SBC financial inclusion team, SBC Communities and Partnerships, Warmworks, Voluntary Service representatives, University of Edinburgh and Energy Savings Trust.

4.2 The consultation document presented the key issues and the framework for action, together with a series of consultation questions to prompt a structured response. The formal consultation used Citizen Space, the Council's online platform for public participation. The link to the consultation was widely circulated and published on the Council's and partner websites; sent to key stakeholders such as Community Councils and various third sector groups; and advertised through social media. It was open for three months from February 2019, and the responses informed the final drafting of the Strategy.

5 Vision and Priorities

5.1 The vision is that '**more people live in energy efficient and affordably warm homes**' and the draft priorities identified that will work towards fulfilling this vision.

5.2 **Priority 1:** To collectively work with our partners to improve affordable warmth and energy efficiency in homes.

The priority here is that partners across the Borders are able to collectively work together to improve affordable warmth and energy efficiency in homes. With the release of the new Fuel Poverty Bill and the Energy Efficient Scotland Route Map by the Scottish Government there is considerable effort and interest in delivering energy efficiency and affordable warmth to all households across Scotland. Success will be determined by delivering on the Strategic Outcomes and by actions that can attract funding for and deliver mechanisms towards achieving

national Government priorities.

The Outcomes for Priority 1 are:

1. Deliver successful projects under the Energy Efficient Scotland programme.
2. Fuel poverty in the Scottish Borders decreases.
3. Social housing meets EESSH 1 target and works productively to meet EESSH 2 target.

- 5.3 **Priority 2:** To explore wider measures to better manage energy and increase warmth in the home.

This Priority focuses on wider measures, approaches and mechanisms that are able to support poorer households and energy inefficient homes. In particular it outlines wider measures to address affordable warmth in addition to increasing energy efficiency.

The Outcomes for Priority 2 are:

1. Increase in referrals to trusted organisations on advice relating to energy efficiency measures and behavioural change; fuel debt advocacy services and; income maximisation and money advice.
2. Operate a thriving website as a central point of call for affordable warmth and energy efficiency advice, referral mechanisms and funding opportunities.
3. More partners, community hubs and training services are able to provide advice and support on affordable warmth and energy efficiency and host relevant events.

- 5.4 **Priority 3:** To ensure that the strategy provides opportunities for all in the Scottish Borders.

This Strategy should mean something to all individuals in the Scottish Borders. It should support all tenure types and homeowners to be more energy efficient and to have access to affordable warmth. Additionally, the plan needs to consider the full supply chain and provide enablers for all relevant stakeholders to progress and prosper in the opportunities the energy efficiency agenda presents.

The Outcomes for Priority 3 are:

1. Significant increase in the number of referrals to Home Energy Scotland for households that reside in rural, off-gas grid properties and/or contain elderly and vulnerable individuals.
2. Significant increase in the number of referrals to Home Energy Scotland for the self-funded, owner occupied market.
3. Clear support routes to encourage members of the supply chain to engage in energy efficiency work.

6 IMPLICATIONS

6.1 Financial

- (a) There are no direct financial implications but delivery of the Affordable Warmth and Home Energy Efficiency Strategy is dependent on SBC's continuous provision of core services, financial resource allocations from Scottish Government and resources arising from partner agencies and

private individuals.

- (b) However, where there are specific actions considered as having a resource implication for the Council, Officers will bring back proposals to Council as they arise over the period of the strategy.

6.2 Risk and Mitigations

- (a) Delivery of the Affordable Warmth and Home Energy Efficiency Strategy is largely dependent upon a number of variables not least of which relate to resource and other political and organisation decision making processes beyond the control of the Council.
- (b) The draft priorities and outcomes have been developed in co-operation with a range of partners to ensure it is based on evidence and shared priorities.

6.3 Equalities

- (a) In line with both Council policy and legislative requirement, the consultative draft Affordable Warmth and Home Energy Efficiency Strategy has been subjected to an Equalities Impact Assessment. The outcome of that impact assessment shows that there are likely to be positive impacts across all equality groups. The EQIA will be updated when the final draft strategy is developed.

6.4 Acting Sustainably

- (a) The LHS 2017-22 and this Affordable Warmth and Home Energy Efficiency Strategy promotes sustainable development. Actions include investment in, and the promotion of energy efficiency. By improving the quality and sustainability of existing houses, working towards alleviating fuel poverty and tackling climate change the draft plan will promote sustainable communities.
- (b) Priority 3 of the draft strategy is to ensure the strategy provides opportunities for all. It should support all tenure types to be more energy efficient and to have access to affordable warmth. Additionally, the action plan considers the full supply chain and aims to provide enablers for all relevant stakeholders to progress and prosper in the opportunities the energy efficiency agenda presents.

6.5 Carbon Management

- (a) It is considered that there are no direct effects on the Council's carbon emissions arising from the report recommendations.
- (b) It is worth noting that The Energy Efficient Scotland project referenced on page 6 of the consultative draft has contributed £200k in grant funding over the last year to support energy efficiency improvements to Peebles High School, supporting a reduction in the Council's carbon emissions. It is anticipated there will be further similar opportunities through future Energy Efficient Scotland projects and implementation of this new Affordable Warmth and Home Energy Efficiency Strategy for the Borders.
- (c) In more broad terms there are very likely to be positive effects and a reduction in carbon emissions across the Borders through improvements to the energy efficiency of the housing stock, supporting behavioural change, making effective referrals to trusted organisations and raising awareness of this activity.

6.6 Rural Proofing

- (a) Rural proofing applies to all areas of Scottish Borders classified by Scottish Government as 'remote rural' or 'accessible rural'. This applies to all areas of Scottish Borders out with the towns of Hawick, Galashiels/Tweedbank, Peebles, Selkirk, Eyemouth, Jedburgh and Kelso
- (b) The LHS 2017-22 (the overarching strategy) has been rural proofed and it is anticipated there will be no adverse impact on the rural area from the proposals contained in this report. There is likely to be a wide range of positive outcomes for rural communities, including improvements in health and fuel poverty levels.

6.7 Changes to Scheme of Administration or Scheme of Delegation

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

7 CONSULTATION

- 7.1 The Borders Home Energy Forum has been consulted and contributed to this report.
- 7.2 The Chief Financial Officer, Monitoring Officer, Chief Legal Officer, Chief Officer Audit and Risk, Clerk to the Council, and Chief Officer HR have been consulted and their comments will be incorporated in the final report.

Approved by

Brain Frater
Service Director Regulatory Services

Signature

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Background Papers: Affordable Warmth and Home Energy Efficiency Strategy 2019-2023 & Associated Appendices (Appendix 1)
 Affordable Warmth and Home Energy Efficiency Strategy 2019-2023 Executive Summary (Appendix 2)
 Consultation Response Report (Appendix 3)

Previous Minute Reference:

Affordable Warmth and Home Energy Efficiency Strategy Consultation Executive Committee 26th February 2019
 Local Housing Strategy 2017-22 Executive Committee Report 20th June 2017
 Local Housing Strategy 2017-22 Year 1 Progress Executive Committee Report 2nd October 2018

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.

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AFFORDABLE WARMTH & HOME

ENERGY EFFICIENCY STRATEGY - 2019-2023



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1. Introduction

Scottish Borders Council is committed to creating a region that is fair for everyone and where we all have an equal and positive chance to succeed. Tackling fuel poverty will be a key step towards achieving this. Our aim is to provide affordable warmth and healthy homes for everyone living in the Borders.

Our Community Plan sets out the commitment to reduce inequalities and one of the key identified outcomes of that plan is that “More people are able to afford to heat their homes”. The Local Housing Strategy (LHS) 2017-2022 is our key strategic document for planning and delivering initiatives to reduce fuel poverty and improve home energy efficiency. Priority 2 of the LHS is that “More people live in good quality, energy efficient homes”.



Fuel poverty occurs when households cannot afford to keep their homes adequately warm because the costs of heating are higher than average and paying for those costs leave them below the poverty line. This affects around 31% of households in the Borders, where the rural nature of the area, the type of housing and the low wage economy, contributes to higher levels than the Scottish average.



To support Priority 2 of the LHS the new Borders Home Energy Forum has developed this Affordable Warmth and Energy Efficiency Strategy (AWHEEs) with a series of Priorities, Outcomes and Actions. The Forum consists of council officers from different service areas, Registered Social Landlords, Health and Social Care and third sector organisations. The Strategy will run to 2023 and will be regularly reviewed by the LHS Partnership Group and the Borders Home Energy Forum.


Our work will support the Scottish Government’s ambitious policies and strategies in place to reduce greenhouse gas emissions (Scottish Government, 2018a and 2018b). From a housing perspective the Government’s Energy Efficient Route Map (Scottish Government, 2018c) sits at the heart of addressing both climate change and fuel poverty – targeting an increase in the energy efficiency of existing buildings. Addressing fuel poverty in tandem with energy efficiency is essential, as poor energy efficiency at a household level is a contributor to those in fuel poverty. The negative impacts of fuel poverty on individuals, households and communities can cause distress, discomfort, ill-health and debt. Living in a cold home can be very damaging to physical and mental health and older people, children and those with disabilities are often at the most risk. The Scottish Government issued recently the new draft Fuel Poverty Bill (Scottish Government, 2018d) and have set a target that by 2040, no more than 5% of households in Scotland are in fuel poverty.

With such momentum and commitment at a national level, there is a need to deliver it in practice at the local level. The AWHEEs takes lead and inspiration from the Councils commitments to fuel poverty and home energy efficiency, as well as the ongoing wider Scottish Government support to provide an effective Strategy that works for all in the Scottish Borders. It accounts for the interests, challenges and priorities that make the Scottish Borders what it is. Importantly, it provides Actions to deliver affordable warmth for those that need it most and, a requirement to increase the energy efficiency of all homes regardless of

circumstance – providing multiple benefits that reach out to the homeowner, providers and the wider supply chain. There is substantial evidence of the wider co-benefits associated with pursuing energy efficiency; there are also wider benefits associated with raising households out of fuel poverty. An overarching priority for the Strategy is that the co-benefits are maximised and any unintended impacts of installing energy efficiency measures are minimised, ensuring appropriate mitigation plans are put in place. All actions and interventions within this Strategy are based around the particular needs of homeowners and not just the house and tenure type, as well as being outcome focused, rather than just target compliance based.

Covering the period 2019-23, the Vision is that:

‘More people live in energy efficient and affordably warm homes’



The Priorities that work towards fulfilling this Vision are:

<p>Priority 1</p> <p>To collectively work with our partners to improve affordable warmth and energy efficiency in homes.</p>	<p>Priority 2</p> <p>To explore wider measures to better manage energy and increase warmth in the home.</p>	<p>Priority 3</p> <p>To ensure that the AWHEEs provides opportunities for all in the Scottish Borders.</p>
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1.1 Engagement and Consultation

Engagement and consultation is an essential part of the development and implementation of the Strategy. The main aspects for the engagement and consultation centred on:

1. The successful development and finalisation of the Vision and Priorities.
2. Identifying the main opportunities, challenges and issues related to home energy efficiency and affordable warmth in the Scottish Borders.
3. The proposal of a suitable Implementation Plan and solutions that will address these challenges and issues, as well as Outcomes that demonstrate the actions have been met.

A diverse range of partners, stakeholders and housing experts participated in developing the AWHEEs. The programme of engagement activity included the following:

- Consultation across the Strategic Housing Services and wider services at SBC.
- Engagement with the Borders Home Energy Forum focusing on the technical elements of the Actions, and the advice and support elements.
- An online public consultation.
- A series of semi-structured interviews, face-to-face or over the phone, with members of the Borders Home Energy Forum and their relative colleagues.
- Engagement with community representatives, NHS Borders and Health and Social Care.
- Engagement with the Energy Efficient Scotland Change Works in Peebles Working group and academics working on the monitoring and evaluation programme at the University of Edinburgh.

The content and outcomes from the engagement was collated, reviewed and analysed. The engagement helped to support the emerging Priorities, challenges and wider key themes. The information from the consultations was used throughout the drafting of the AWHEEs, to inform the development of the Priorities and Actions. As the AWHEEs moved towards its final draft, the material from the consultations contributed to the sense-checking and validation of the Strategy, particularly around the vision, the range of issues covered by the Strategy and the Priorities.

1.2 Equalities Statement

Scottish Borders Council embraces the commitments required under the Equality Act 2010, which brings the general duty to nine equality strands of age, disability, race, sexual orientation, gender reassignment, religion and belief, pregnancy and maternity, marriage and civil partnership. We view the Scottish Borders as a place where:

- Everyone matters
- Everyone should have equal opportunities
- Everyone should be treated with dignity and respect

SBC's Equality Impact Assessment (EIA) is a 3 stage process which: enables development of policies, strategies, functions & services that meet the demands of Equality and Human Rights legislation and do not discriminate. Local authorities are required to start the EIA early in the development process of a Strategy, so it can help shape and steer it to meet the public sector equality duties to:

1. Eliminate discrimination;
2. Promote equality of opportunity; and
3. Foster good relations between those who have an equality characteristic and those who do not.

The equality impact assessment process started at the beginning of the development of AWHEEs and will be completed when the final draft is signed off. Officers have considered the range of people who might be affected by the AWHEEs. The assessment shows that the strategy has many positive impacts on all of the equality impact groups.

A full copy of the impact assessment is located in Appendix 3.

2 Defining Affordable Warmth and Energy Efficiency

This Section defines relevant terms that feature in the AWHEEs. It starts by covering affordable warmth and fuel poverty and then goes on to discuss energy efficiency and energy intensity. It outlines the industry, policy and academic literature on the links between energy efficiency and fuel poverty, as well as the multiple benefits and potential trade-offs of addressing both priorities in parallel.

2.1 Defining Affordable Warmth and Fuel Poverty

Affordable warmth is the ability for a homeowner to heat their home to an adequate level to achieve household comfort and health without incurring a debt. In Scotland, a household is considered to be in fuel poverty if it spends more than 10% of household income on fuel, and in extreme fuel poverty if it spends more than 20%. Within the new draft Fuel Poverty Bill it is proposed that a household is in fuel poverty if the fuel costs necessary for the home in which members of the household live are more than 10% of the household's adjusted net income and; after deducting such fuel costs, benefits received for a care need or disability and the household's childcare costs, the household's remaining adjusted net income is insufficient to maintain an acceptable standard of living for members of the household (Scottish Government, 2018d). The proposed future target is that in the year 2040, no more than 5% of households in Scotland are in fuel poverty and no more than 1% in extreme fuel poverty.

2.1.1 Factors that influence those in fuel poverty

There are three main factors that influence whether a household is in fuel poverty:

1. Household income – the cost of heating a property forms a greater proportion of total income for those on low incomes.
2. Fuel costs – the prices of different types of fuels varies considerably; in some areas/properties consumers are unable to choose an economical type of heating systems. Even with high levels of investment in energy efficiency measures, the recent increases in fuel prices have pushed many families back into fuel poverty.
3. Energy efficiency – thermal quality of the building and the efficiency of the heating source impact on heating costs.

A fourth factor has also been identified as a cause of fuel poverty:

4. How people use their heating systems and live within their home.

While this fourth factor is not unique to fuel poor households, the absence of energy efficiency behaviours can increase vulnerability to, and entrench people within, fuel poverty. Vulnerable households can also find it more challenging to develop strategies to tackle fuel poverty themselves and participate in support programmes.

2.1.2 The direct and indirect health impacts of fuel poverty

The main direct health impacts of fuel poverty are (Marmot Review Team and Friends of the Earth, 2011):

- There is a relationship between Excess Winter Deaths (EWD), low indoor temperatures and house thermal efficiency. Houses with a higher level of energy efficiency have lower EWD.

- There is a strong relationship between cold homes and respiratory and cardio-vascular diseases. Children living in fuel poverty are twice as likely to suffer from these diseases compared to those that are not in poverty.
- Mental health is affected negatively by fuel poverty and cold housing.
- The level of minor illnesses such as flu and colds increases in cold houses; conditions such as arthritis and rheumatism are also exasperated.

The main indirect health impacts of fuel poverty are as follows:

- Cold housing affects negatively children's education achievement, emotional well-being and resilience.
- Fuel poverty affects negatively dietary opportunities and food choices.
- Cold housing affects negatively dexterity, resulting in an increased level of accidents and injuries in the home.

2.1.3 Considerations for rural and off-gas grid areas

The Scottish Borders is a largely rural region, with many off-gas grid houses. It is worth considering the implications of improving affordable warmth opportunities in these types of regions. The Scottish Rural Fuel Poverty Task Force has set out actions to deliver affordable warmth in Scotland (Scottish Rural Fuel Poverty Task Force, 2016). The main rural dimensions to fuel poverty are summarised below and were considered during the development of the AWHEEs:

- Individuals living in rural areas on average spend more to achieve the UK average 'Minimum Income Standard' level, with typically higher costs for travelling, heating homes (including delivery of fuel) and purchasing goods.
- Fuel poverty levels are significantly higher in rural Scotland than the national average; over 50% of rural or remote households live in fuel poverty and 23% live in extreme fuel poverty.
- There is a greater exposure to extreme weather such as cold, strong wind and driving rain, resulting in a more pronounced heat loss and damage to property.
- Proportionally higher level of larger, detached and older houses in poor condition, with hard to treat features such as solid walls.

- The term rural is characterised here as a number of small, scattered and often hard to reach communities, which bring additional policy, service delivery, cost and funding challenges.
- There is proportionally much less social housing and much more owner occupied and privately rented housing. These tend to be older houses in poorer condition and are generally less exposed to energy efficient opportunities.
- More rural communities tend to have a higher level of elderly people, in particular pensioners living alone, in old hard to treat properties and in fuel poverty.
- Only 40% of rural households have access to the gas grid and the most remote communities remain off-gas. Consequently, these households rely on alternative, more expensive fuels to provide hot water and space heating for example, coal, oil and electricity.
- Although many households could save money by switching providers, there is a lack of confidence and an absence of a trusted voice to receive advice from.
- Many vulnerable households in remoter areas have not received the same level of priority service. Furthermore, knowledge of one-to-one poverty advice and support is not yet penetrating into rural areas.

2.2 Understanding Energy Efficiency

Energy efficiency from a household perspective is defined as providing the same goods and services using less energy.

2.2.1 Measures to reduce emissions

For Governments and households to reduce their emissions there is the energy management hierarchy to refer to; this is displayed in Figure 1 below. To use this hierarchy effectively, Government, Local Authorities and homeowners should target the top of this hierarchy first, exhausting all cost effective measures before looking at measures lower down the hierarchy – accepting that not all measures are relevant for all homeowners and that some measures may not be compatible.

Figure 1: The energy management hierarchy for households

<p>Energy Reduction Demand management, behavioural change, smart systems, passive design</p>
<p>Energy Efficient Systems Better insulation, efficient appliances and lighting, upgraded boilers</p>
<p>Renewable Energy Solar PV, wind, biomass, hydro</p>
<p>Low carbon energy Heat pumps, CHP</p>
<p>Conventional Energy Efficient conventional options, offsetting</p>

The main resource for homeowners to manage their energy use in the home and in turn, reduce their emissions is Home Energy Scotland. The advice and support provided by Home Energy Scotland is detailed in Section 4.3 and forms a central part of the Implementation Plan outlined in Section 6.

To support the pledges made in the National climate change policy (see also Section 3.1.2), a wide range of efforts are required around energy reduction, behavioural change and demand management. These measures are generally challenging to incentivise and equally challenging to quantify, in terms of effectiveness. Yet, they are measures that can be introduced in the short-term, and can be cost beneficial for the homeowner. The three key behavioural change measures identified in the Scottish Government’s Behaviours Framework are (Natural Scotland, 2010):

- Keeping the heat in through insulation, draft proofing, double glazing.
- Improved heating management and control.
- Installing more energy efficient heating systems and appliances.

Based on this, this Strategy provides Actions that targets behavioural change, advice and support in addition to technological solutions. Furthermore, it will provide support in terms of education and training, to ensure the technology measures are taken up and function as intended.

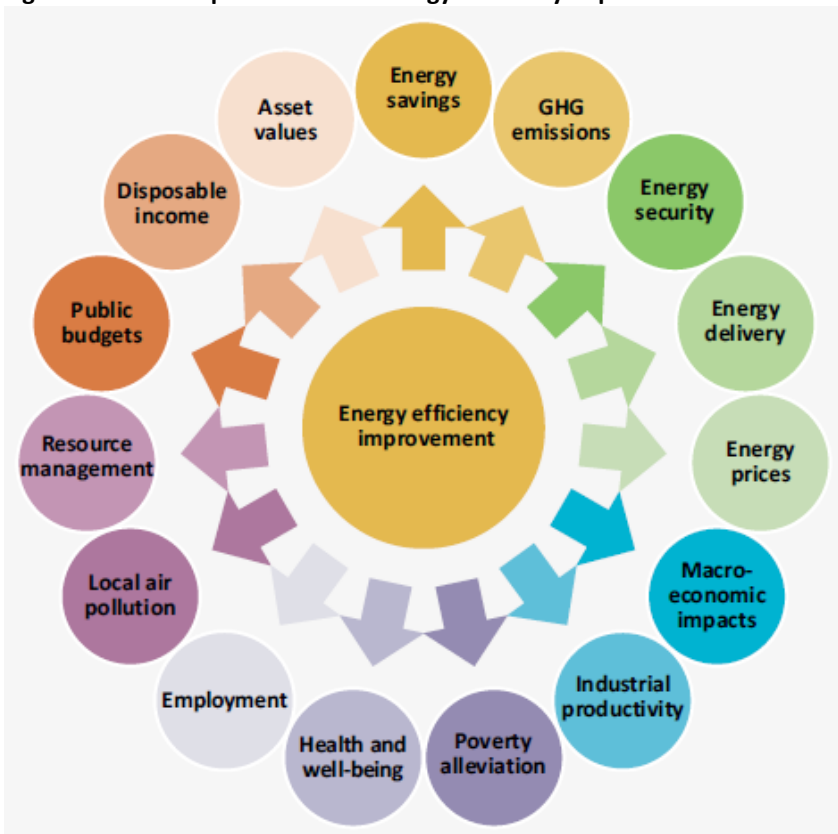
2.3 The Links between Energy Efficiency and Affordable Warmth

We recognise the importance of energy efficiency in supporting the wider climate change and fuel poverty agendas; however, there are wider benefits to the homeowner and society that becoming more energy efficient in the home can provide. The sub-sections below detail these multiple benefits as well as potential trade-offs of energy efficiency and addressing energy efficiency and affordable warmth in parallel.

2.3.1 Multiple benefits approach to energy efficiency

The International Energy Agency (IEA) has explored the multiple benefits of energy efficiency beyond reducing energy demand and carbon reduction (International Energy Agency, 2014). The benefits are captured in Figure 2 below.

Figure 2: The multiple benefits of energy efficiency improvements



(Source: International Energy Agency, 2014)

The multiple benefits are separated into 5 main themes: economic development, social development, environmental sustainability, increasing prosperity, enhancing the sustainability of the energy system. These are covered below taking insight from the IEA and the Scottish Government (Scottish Government, 2018b).

Economic development

- Positive macroeconomic impacts, such as boosting GDP and employment.
- Wider indirect impacts such as lower energy expenditure, economy wide investment in energy efficiency and increased consumer spending.
- At a local level there is improved business competitiveness by ensuring money invested in energy is maximised in productivity.

Social development

- Affordable energy bills, supporting the eradication of fuel poverty, and enabling the investment in more energy efficient measures and other activities.
- Deliver health, well-being and early years improvements through warmer homes, in particular for vulnerable group such as elderly, children and those with existing illnesses.
- Relief of wider impacts associated with fuel poverty outlined in Section 2.1.2, page 4.
- Support to regenerate communities through the improvement of building stock.
- Installing energy efficiency measures can provide direct and indirect benefits relating to employment. A reduction in unemployment can improve household income as well as reducing budgets required for unemployment benefits.

Environmental sustainability

- Contribution to reducing greenhouse gas emissions, allowing Scottish Government to meet their climate change targets.
- Increasing the level of energy efficient measures in society and reducing energy consumption, resulting in the reduction in use of fossil fuels can reduce the level of local and regional air pollution – improving air quality.
- Reducing energy consumption and emissions via energy efficiency contributes to the reduction in waste and associated pollution of land and water – leading to reducing the impacts on biodiversity.

Increasing prosperity

- Support the creation of a Scottish market and supply chain for energy efficiency services.
- Energy efficiency measures are able to reduce energy bills and increase disposable income for home owners.
- Evidence suggests that individuals are often willing to pay a premium for more energy efficient housing.

Enhancing the sustainability of the energy system

- All else being equal, if there is an improvement to energy efficiency with a subsequent reduction in demand for energy services across a range of sectors, there should be a reduction in energy prices. This would reduce the burden at the household level, as the provision of energy is more affordable.

3 Policy and Strategy Context

This Section outlines the main national and local policies and strategies, their aims and intended outcomes, as well as other integral documents that support the framing of the AWHEEs.

The linkages between the national and local policies and strategies are outlined in Figure 3. The intended delivery mechanisms for this at the domestic and non-domestic level, as proposed by Scottish Government, are outlined in Figure 4.

Figure 3: National and Local Policies and Strategies related to climate change, energy efficiency and fuel poverty

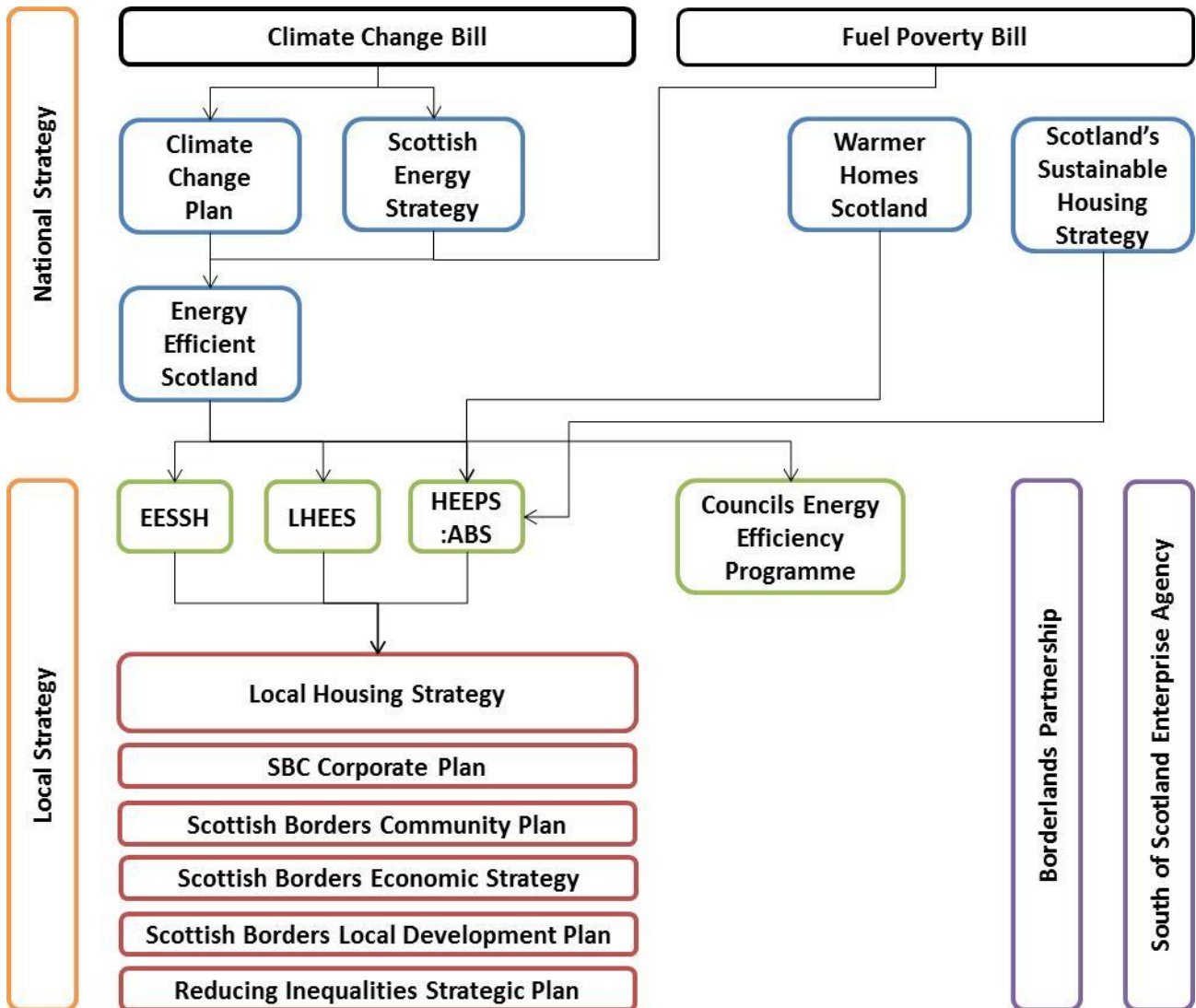
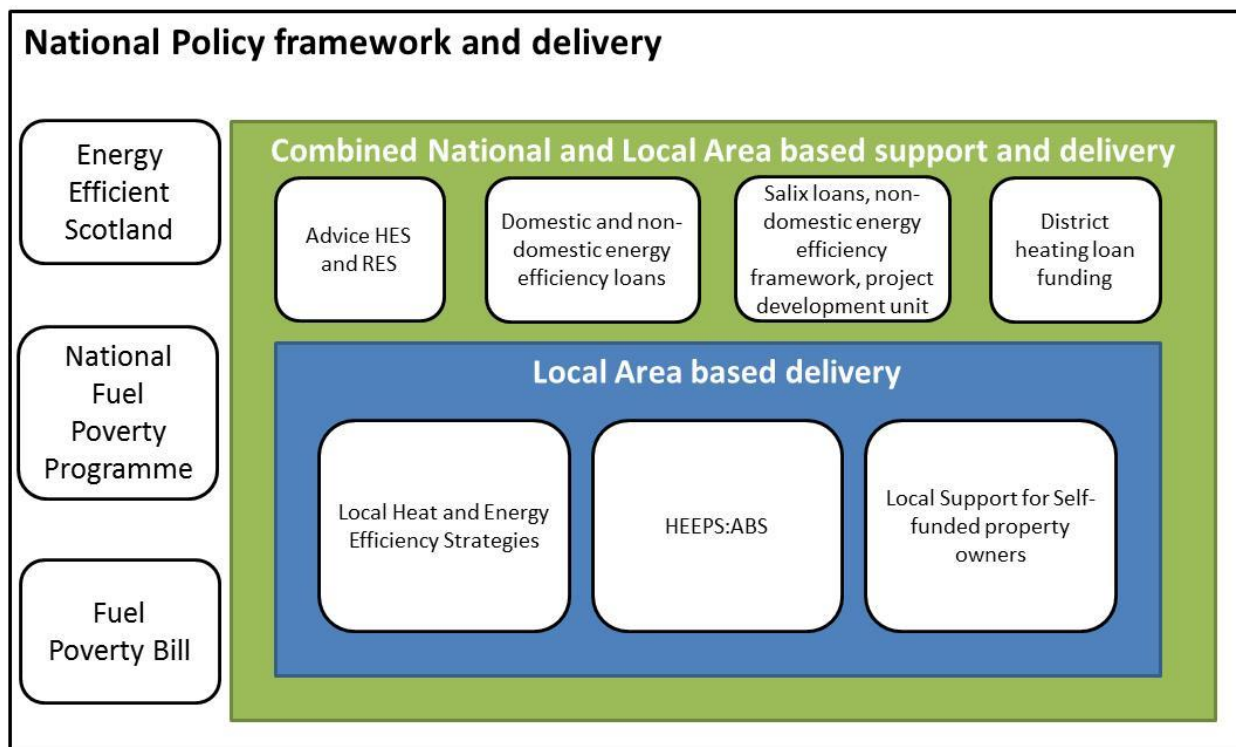


Figure 4: Delivery Mechanisms for Energy Efficiency and Fuel Poverty



3.1 Scottish Government

The following Scottish Government policies and strategies are separated out into those that consider housing and fuel poverty, and those that consider energy efficiency and climate change – noting that there are strong linkages between these two sub-sections.

3.1.1 Housing and fuel poverty

Fuel Poverty (Target, Definition and Strategy)

The new draft fuel poverty target and definition are outlined in Section 2.1 (Scottish Government, 2018d). The Scottish Government are now to develop a long-term fuel poverty strategy, alongside updates against the strategy every 5 years. The three principles for the Strategy are (Scottish Government, 2018e):

1. It is based on the principle of social justice and creating a healthier, fairer and more equal society, irrespective of whether individuals live in urban or rural Scotland, placing people and their needs at the heart of our approach to service design and delivery.
2. It addresses all four drivers of fuel poverty: income (earnings and benefits), energy costs, poor energy efficiency, and how energy is used in the home.
3. It sets out a statutory target relating to the eradication of fuel poverty, measured and overseen by Ministers and delivered via partnership structures at a local level.

The targets will be achieved through:

- Continuing to grant fund low income households to install energy efficiency measures through area based and national fuel poverty programmes.
- Improving energy efficiency by introducing new standards for all tenures within the Energy Efficient Scotland Route Map.

- Providing advice and support to householders on ways to save energy and improve access to affordable energy, including by switching suppliers.
- Maximising incomes, through increasing the availability of low carbon jobs in local communities and addressing poverty and inequalities through actions set out in the Fairer Scotland Action Plan, such as encouraging benefits take-up.

Scotland's Sustainable Housing Strategy

In 2013, the SG set out its Sustainable Housing Strategy (Scottish Government, 2013), which outlined its position for warm, high-quality, affordable and low carbon homes, and a housing sector that supports the establishment of a low carbon economy. The 3 main actions within the Strategy are:

- Delivery of the Home Energy Efficiency Programmes for Scotland (HEEPS).
- Appropriate use of standards and regulation.
- Market transformation.

The initiation of these actions were largely set in motion in 2013; yet, the upcoming milestones on the route-map include delivering: the 2020 target for EESSH; the 2020 milestones on insulation, energy efficient boilers and renewable heat and; the Energy Efficient Action Plan target to ensure energy consumption is 12% lower than 2005-07.



Joint Housing Delivery Plan

The delivery of Scotland's Economic Strategy in 2015 (Scottish Government, 2015a) provided an appropriate time to restate and refocus Scotland's housing policies. Consequently, through building on previous policies and completing an in-depth consultation process resulted in the delivery of the Joint Plan (Scottish Government, 2015b). Actions 14-16 within the Plan aim to develop long-term plans to tackle fuel poverty and energy efficiency issues in off-gas and rural areas, and behavioural change. They are outlined below and are already being taken up in policies outlined above.

- **Action 14:** Develop a long-term plan to cover climate change and fuel poverty with more robust and measureable milestones and resource allocation to ensure delivery of the Sustainable Housing Strategy.
- **Action 15:** Tackle issues of persistent high levels of fuel poverty and low energy efficiency in rural and off gas areas.
- **Action 16:** Change people's perceptions to place more value on energy efficiency of their homes and in investing in energy efficient measures.

Child Poverty Act

The Act is a series of targets aimed to eradicate child poverty by 2030 (Scottish Government, 2017b). Specifically of children living in households in Scotland, the target stipulates that: less than 10% fall within relative poverty; less than 5% fall within absolute poverty; less than 5% fall within a household which has combined low income and material deprivation and; less than 5% fall within persistent poverty. Scottish Ministers are to prepare a delivery plan at 3 points over the duration of the Act, the first one for the period 1 April 2018 to 31 March 2022 – setting out the progress made to deliver the Act. At the end of each reporting year, local authorities and each relevant Health Board are to jointly prepare and publish a Local child poverty action report.

3.1.2 Energy efficiency and climate change

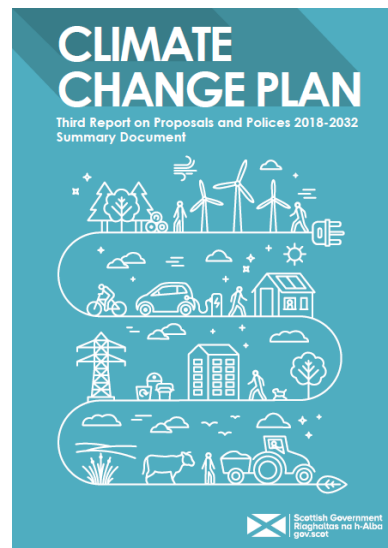
Climate Change (Emissions Reduction Targets) Bill

This new draft Bill (Scottish Government, 2018a) is to replace the existing Climate Change Act (2009) and sets a target of a 90% reduction in carbon emissions by 2050, from 1990 levels. It also plans to go further by looking to achieve ‘net-zero’ emissions by 2050 (100% reduction) when demonstrably feasible. This tightening of the target is to impact the rate at which the residential sector is to reduce its emissions out to 2050, as well as the total carbon budget it is able to consume. The pathway for the residential sector out to 2032 is outlined in the Climate Change Plan.

Climate Change Plan

The Climate Change Plan (Scottish Government, 2018b) outlines the strategic framework to transition to a low carbon Scotland. The plan includes policies and strategies to reduce the emissions associated with buildings (residential and non-residential), as well as all other sectors of the economy, as part of the wider goal of meeting the emission reduction targets in the years 2018-2032.

In 2015, emissions from residential buildings were 6.1 Mt CO₂e (~13% of Scotland’s emissions). Since the introduction of the Climate Change Act in 2009, the emissions from this sector have fallen by 1.1 Mt CO₂e. Over the period of the Plan, the target is to reduce the emissions from the residential sector by 23%.



The plan aims to achieve the following:

- Where technically feasible by 2020, 60% of walls to be insulated and 70% of lofts to have at least 200mm of insulation.
- Where technically feasible by 2032, 35% of domestic heat to be supplied using low carbon technologies (including electrification of heat) and the buildings to be insulated to the maximum level
- By 2032, improvements to the building fabric of domestic buildings to result in a 15% reduction in domestic heat demand.

The effectiveness of the plan is measured against reducing energy and emission intensity in the sector. The 2 policy outcomes related to the residential sector are as follows:

1. By 2032, the energy intensity of Scotland's residential buildings will fall by 30% on 2015 levels.
2. By 2032, the emissions intensity of residential buildings will fall by at least 30% on 2015 levels.

To deliver these 2 policy outcomes there are a series of additional policies, policy development milestones and policy proposals. The policies are centred on delivery of the Energy Efficient Scotland Route Map, low carbon and district heating (including Renewable Heat Incentives (RHI)) and roll-out of smart metering. The policy milestones are measured through the delivery of the Energy Efficient Scotland Route Map.

The implementation indicators relevant for the policy outcomes above are detail below and helped to formulate the indicators for the AWHEEs:

1. Average energy efficiency levels of domestic buildings increases.
2. Grouped domestic energy efficiency ratings improve.

3. Percentage of domestic properties with loft and wall insulation increases.
4. Total renewable heat generation in Scotland increases.
5. Amount of renewable heat paid for under the domestic RHI scheme in Scotland increases.

Scottish Energy Strategy: The future of energy in Scotland

The 2050 vision for energy in Scotland is to provide a 'flourishing, competitive local and national energy sector, delivering secure, affordable, clean energy for Scotland's households, communities and businesses' (Scottish Government, 2017a, Page 6). The strategy will support and guide decisions to deliver climate change targets and address the impact of poor energy provision. Its 3 core principles are to: take a whole-system view; provide an inclusive energy transition and; have a smarter local energy model. By 2030, the strategy has set a target that by 2030, the equivalent of 50% of the energy for Scotland's heat, transport and electricity consumption to be supplied from renewable sources.

Energy Efficient Scotland

Energy Efficient Scotland is the renaming of Scotland's Energy Efficiency programme (SEEP). The purpose of the 20-year Route map (Scottish Government, 2018c) is to define a set of actions aimed at making Scotland's buildings near zero carbon by 2050, in a way that is socially and economically feasible. It considers two main policy areas: fuel poverty and climate change. It is one of the main Scottish Government policies relevant for the AWHEEs.

The two main objectives are to:

1. Remove poor energy efficiency as a driver for fuel poverty.
2. Reduce greenhouse gas emissions through more energy efficient buildings and the decarbonisation of heat supply.



To achieve these objectives there will be long-term mandatory energy performance targets for all buildings in Scotland to reach by 2040 (with more ambitious targets for properties with fuel poor households). This will be achieved in a phased way, noting that domestic and non-domestic buildings will improve at different rates, from different starting points. The standards will be achieved via a mix of encouragement and regulation, in addition to encouraging and supporting low carbon heat; advice and support to meet these standards will be provided. The Route Map will not cover new buildings.

There are 5 measures proposed to improve the energy efficiency in domestic buildings. They are summarised in turn below.

1. **By 2040 all Scottish homes achieve an EPC C, where technically and financially feasible.** EPC will remain the favoured metric for now, but the SG is consulting on how it may be improved. Work will be completed in the next 2 years to identify building stock that will not meet this EPC standard.
2. **Maximise the number of social rented homes achieving EPC B by 2032.** This aims to continue on the success of the Energy Efficiency Standard for Social Housing (ESSH) (see further below). The target will also include air quality and environmental impact requirements. It is also proposed that no social housing should be rented if the EPC rating is D or lower.
3. **Privately rented homes to reach EPC E by 2022, EPC D by 2025, and EPC C by 2030, where technically and financially feasible.**
4. **All owner occupied homes to reach EPC C by 2040, where technically and financially feasible.** These homes account for 61% of domestic housing; 34% of these are EPC C or above. This measure will not be mandatory, but there will be encouragement and support for local authorities to deliver area based schemes. It is proposed that this standard will be considered a

requirement post-2030.

5. **All homes with households in fuel poverty to reach EPC C by 2030 and EPC B by 2040, where technically and financially feasible.**

Home Energy Efficiency Programmes for Scotland: Area Based Schemes (HEEPS:ABS)

This is a grant award made available by Scottish Government for local authorities to develop and deliver fuel poverty programmes in areas they identify as having high fuel poverty (Energy Savings Trust, 2018). Depending on individual circumstances, all private households are eligible. Programmes typically include external and internal wall insulation installation and cavity wall insulation.

Energy Efficiency Standard for Social Housing (EESH)

The Standard aims to improve the energy efficiency of social housing in Scotland and will be delivered alongside the Energy Efficient Scotland Route Map. In the first phase (EESH1) social landlords are required to reach a set energy efficiency rating for a household based on the housing type and fuel type used to heat it. For all applicable social housing, the first milestone to reach the minimum rating is 31st December 2020 – so, by this date in the main, no social property will be lower than an EPC C or D. The Standard has been funded by public and regulated energy company funded energy programmes. As part of the Energy Efficient Scotland Route Map, there is an additional £3.5m available for social landlords. The EESH2 is currently under review and consultation to provide guidance and to set longer-term milestones (including incorporating more innovative technology measures).

Local Heat and Energy Efficiency Strategies (LHEES)

LHEES is designed to be a coordinated programme to support the local planning and delivery for improving the energy efficiency of homes and buildings in the public, commercial and industrial sectors, in addition to supporting the decarbonisation of their heat supply. A key arm of LHEES is to be the regulation and strategic delivery of district heating. It will sit inside the remit of the Energy Efficient Scotland Route Map. To date, local authorities have been encouraged on a voluntary basis, to develop district heating strategies, as well as to outline plans to improve energy efficiency and heat decarbonisation within households.

3.2 Scottish Borders Council and wider initiatives

The following are SBC policies and strategies and wider initiatives that support the framing of the AWHEEs.

Local Housing Strategy

As discussed in Section 1, the LHS is the key planning document, providing a framework of action, investment and partnership-working to deliver on a series of local priorities. The main priority related to the AWHEEs is Priority 2: ‘More people live in good quality, energy efficient homes’.

In terms of improving housing quality and energy efficiency, the LHS is required to address the following policy issues. The outcomes of Priority 2 are outlined in Table 1.

- National fuel poverty target (2016) and links to energy.
- Housing’s contribution to climate change.
- Maintaining the Scottish Housing Quality Standard.
- Delivering EESH.



Table 1: LHS Priority 2 Outcomes

Collaboration	Prevention	Innovation
Establish a local Home Energy Forum	Educate households on disrepair, poor energy efficiency and fuel poverty	Using local intelligence to target: <ul style="list-style-type: none"> • Energy efficiency of homes • Income maximisation • Mechanisms to local domestic fuel costs
Work in partnership with RSLs to ensure all properties meet EESSH Standards by 2020	Proactively engage with private landlords to support property maintenance	
Work in partnership to maximise opportunities for HEEPS and SEEP funding	Organise fuel poverty awareness sessions	
	Strategic review of the Scheme of Assistance to shift activity to preventative investment	

Scottish Borders Council Strategic Plan for 2018-2023

The Corporate Plan sets a direction for SBC for the period 2018-2023. It aims to empower and enable communities to contribute to a prospering and thriving local economy.

Scottish Borders Community Plan

The Community Plan focuses on improving outcomes and reducing inequalities for the whole of the Scottish Borders. It is best addressed through a Borders-wide approach, with community planning partners collectively working together, and with local communities and businesses. The 4 core themes relate to: economy, skills and learning; health, care and well-being; quality of life and; place and sustainability.



Scottish Borders Local Development Plan

The Local Development Plan outlines the key challenges faced for the Scottish Borders in the coming years on demographics, economy, infrastructure, environment and climate change. It sets a clear plan in place to deliver a series of key outcomes. The two relevant outcomes for the AWHEEs are:

- The focus of development on sustainable locations.
- The development of the area’s full potential for electricity and heat from renewable sources, in line with national climate change targets, giving due regard to relevant environmental, community and cumulative impact considerations.

There are two policies that support the delivery of the above outcomes: Policy making and design – sustainability and; Economic development – renewable energy development.

Concerning sustainability, in preparing development briefs and planning applications the Council will have regard to the efficient use of energy and resources; the support to community services and facilities; the provision of new jobs and support to the local economy; the involvement of the local community in the design, management and improvement of their environment.

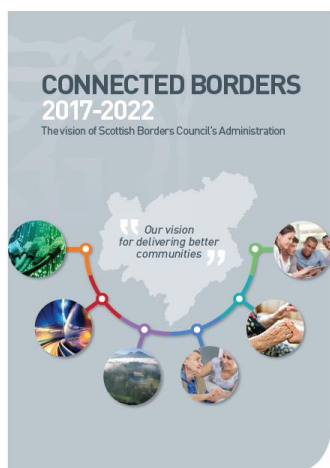
Concerning renewable energy development, small-scale or domestic renewable energy developments including community schemes, single turbines and solar PV will be encouraged where they can be satisfactorily accommodated into their surroundings in accordance with the protection of residential amenity and the historic and natural environment.

Scottish Borders Economic Strategy

The economic strategy sets out a vision for a prosperous economy in the Scottish Borders and a strategic approach for the development of the economy. It includes the development and implementation of infrastructure, support to business, increasing employment, the facilitation of external funding and European investment, and national, UK and European lobbying. As part of the objective: 'creating the conditions for businesses to compete', a key focus is to attract and generate entrepreneurial people who can start a new business or 'bring one with them' when they relocate to the Scottish Borders; increasing market share export sales of existing firms and/ or cost reduction, for example around energy efficiency.

Strategic Housing Investment Plan

The Strategic Housing Investment Plan (SHIP) is the key document for identifying strategic housing projects to assist in supporting the operational delivery of the programme. The SHIP is a five year operational plan that, not only assists Government meet its ambitious affordable housing target, but reinforces Councils as the strategic housing authority and sets out its strategic investment priorities for affordable housing in order to achieve the priorities identified in its LHS and, to inform the Scottish Government's investment Decisions.



Connected Borders 2017-2022

This document presents the Administration of Scottish Borders Council's vision for the years 2017-2022. As well as stating the key principles that will guide the Councils work, it articulates the type of communities it wants to create and the progress that needs to be made in order to achieve a more Connected Borders.

Scottish Borders Health and Social Care Partnership Strategic Plan

This Plan sets out what the Health and Social Care Partnership want to achieve to improve health and well-being in the Borders through integrating health and social care services. There are issues in the Scottish Borders related to health and social care, as there is an increasing demand for services, resulting in an increased pressure on a limited set of resources.

3.3 Summary of the Local Profile

This summary provides an overview of the local context that shapes and influences the operation of the local housing system in the Scottish Borders. In particular, it provides headline data on the Scottish Borders population, economy, rurality, deprivation, localities and the existing and planned housing stock. It then provides information and data on fuel poverty and fuel costs, as well as the energy profile of housing in the Scottish Borders. Further detail on the local context is located in Appendix 2.

Population and household profile

- Estimated population for the Scottish Borders in 2017 was 115,020.
- Between 2016 and 2026 the overall population of the Scottish Borders is not expected to change significantly (+2.0%).
- However, the proportion of over 75s are projected to increase by almost 34%.
- There were 54,306 households in the Scottish Borders in 2017.
- Household projections suggest that number of households will continue to rise, with the projected increase for the Scottish Borders of around 7% for the period 2012-37.

Household economy

- In 2017, 53,500 people were employed in the Scottish Borders.
- The median full-time gross weekly earnings by place of work nationally in 2017 was £547.30 and in the Scottish Borders it was £467.80.
- Unemployment rate in the Scottish Borders in 2017 was 3.4% (1,900 individuals) and in Scotland it was 4.1%.

Rurality

- 53% of the population in the Scottish Borders live in rural areas, compared with the national figure of 21%.
- The Scottish Borders has no large urban areas and only two settlements are classed as other urban areas, Hawick and Galashiels.
- Accessible rural areas accounts for 39% of new private dwellings built over the past ten years; this area has the largest of the Scottish Borders population, with 36% of people in the Borders staying in accessible rural areas.

Deprivation

- Using the Scottish Index of Multiple Deprivation, 7 datazones fall into the “20% most deprived” in Scotland: these are located in Hawick Central, Burnfoot, Langlee and Selkirk areas.
 - These datazones account for 5.8% of the Scottish Borders population.
- Two datazones fall into the “10% most deprived” in Scotland in Burnfoot and Langlee.
 - These datazones account for 1.4% of the Scottish Borders population.

Localities, population spread and housing stock

- The 5 localities are Berwickshire, Cheviot, Eildon, Teviot and Liddesdale, and Tweeddale.
- There is a higher proportion of 65+ in Cheviot and Teviot and Liddesdale.
- Berwickshire has significantly higher % population in small settlements (<500).
- 56% of households are owner occupied, 18% are privately rented, and 26% are socially rented.
- 36% of households are pre-1945 and 64% are post 1945; 73% are houses and 27% are flats.

Fuel poverty and fuel costs

- 31% of households in the Scottish Borders are fuel poor under the current definition; 8% are extreme poor.
- National measurement of fuel poverty under the new definition is not available currently until December 2019.
- Teviot and Liddesdale has the highest proportion of homes in a Council Tax band A-C (78.6%), whilst Tweeddale has the least (46.8%).
- UK average expenditure on electricity increased by 7.3% between 2016 and 2017; gas expenditure decreased by 4.5%.
 - There has been a gradual increase in total household expenditure on energy over the last 10 years.

Energy profile and housing quality

- Approximately one third of properties are off the gas grid.
 - Berwickshire has less homes connected by mains gas and consequently, there are more homes dependent on alternative forms of heat, namely solid fuel, electric heaters and oil.
 - Eildon also has a large proportion of homes that are dependent on electricity with limited dependency on solid fuels, LPG and oil in comparison to the other localities.
- 68% of appropriate households have had cavity wall insulation; whilst the level of solid wall insulation for appropriate households is relatively low (and in line with the Scottish average).
 - Houses eligible for solid wall insulation account for approximately two thirds of the households in the data set.

4 Ongoing work and Performance against Fuel Poverty, Energy Efficiency and Climate Change Targets

This Section provides an overview of some of the ongoing work on improving affordable warmth and energy efficiency of households in the Scottish Borders. It is not an exhaustive summary, but provides an indicator of the work being completed by a range of stakeholders and serves as the foundations for a lot of the Actions in Section 6. It also presents approximate, current progress against existing and planned climate change, energy efficiency and fuel poverty targets. The Scottish House Condition Survey and Home Analytics are used mainly to explore this progress. Although many of these targets reside out into the future at 2032 and 2040, it is appropriate to understand the current progress for the Scottish Borders.

4.1 Home Energy Efficiency Programme Scotland: Area Based Schemes

This is one of the main fuel poverty programmes of work we are involved with. Table 2 below outlines the total spend to the Scottish Borders, from the Scottish Government for HEEPS:ABS. Over the last 10 years of working on private tenure energy efficiency programmes in the Scottish Borders, there have been a significant number of installations of a range of measures. Key facts across all programmes include:

1. 10,784 measures have been installed across 8,171 households;
2. This has been funded using £8.5m of Scottish Government funding and leveraged £1.1m of CERT funding and £2.6m ECO funding into the Scottish domestic energy efficiency sector;
3. Installations have resulted in lifetime financial savings of £49m; £5,960 per household assisted (£149 per annum) and; £4,516 per measure (£113 per annum);
4. Installations have resulted in lifetime CO₂ savings of 136,573 tonnes; 17 tonnes per household assisted (0.41 tonnes per annum) and; 13 tonnes per measure installed (0.32 tonnes per annum).

In 2017/18 funding was received to deliver targeted schemes focusing on external and internal wall insulation and hard to treat cavity wall insulation. In 2018/19 additional funding has been awarded to continue the installation of measures, again in targeted areas. Areas are prioritised in the first instance using available data on council tax and fuel poor areas and the extent to which homes in these areas are insulated (walls and loft).

Table 2: Allocated spend to the Scottish Borders for HEEPS:ABS

	Scottish Government Spend	ECO Spend	No of measures installed	No. Households supported
HEEPS ABS 2013/14	£1.62m	£1.28m	1,231	545
HEEPS ABS 2014/15	£1.62m	£323k	328	328
HEEPS ABS 2015/16	£1.46m	£220k	311	311
HEEPS ABS 2016/17	£1.1m	£614k	1,256	1,256
HEEPS ABS 2017/18	£1.23m	£173k	735	678

The HEEPS:ABS Programme has delivered multiple social, local economic and community benefits. These include:

- Residents finding that their homes are easier to keep warm post installation of external wall insulation.
- The level of mould and/or condensation has reduced post installation of external wall insulation.
- Homeowners feeling less stress and anxious about energy bills.
- Homeowners reporting that the external appearance of their home is more appealing.
- Local school engagement on the practical aspects of, and importance of insulation.
- Employment of local tradespeople from the area when recruiting contractors.
- Local work experience opportunities and education support activities.

4.2 Fuel Poverty Delivery Plan 2013-16

The overall aim of the delivery plan was to eradicate fuel poverty so far as reasonably practicable by implementing a range of actions in the period 2013 - 2016. The plan had four aims:

1. Continue to monitor fuel poverty in the Scottish Borders to improve targets
2. Provide good quality information and advice on fuel poverty and energy efficiency
3. To facilitate fuel poverty programmes in private sector and housing association properties
4. Improve access to information and advice to help maximise incomes

In 2016 a health check was carried out on the plan to review the current delivery, identifying any strengths and gaps. The health check identified key achievements and recommendations to be taken forward for the next plan.

4.3 Advice and support on affordable warmth and energy efficiency

Home Energy Scotland

Home Energy Scotland (HES) is funded by the Scottish Government and managed by the Energy Saving Trust to provide free and impartial advice on ways to save energy, reduce fuel bills and make homes cheaper and easier to heat. They have a network of 5 advice centres across Scotland to help them reach householders, community organisations, businesses and local authorities and to reduce fuel poverty and carbon emissions. They can provide advice on energy efficiency, renewables, saving water and sustainable transport.

HES advise householders on ways to make simple changes in the home to save money. They also offer income maximisation services such as signposting and referring for benefit checks and tariff support, as well as signposting and referring customers to their switching services if they want to find out about switching energy supplier. They can check if someone might be eligible for support in the form of government grants and loans. This could be for a range of energy efficiency improvements including insulation, or a new boiler or heating system to make their home warmer and cosier. Lastly, they offer a home visit service for those householders who may struggle to speak over the telephone.



Table 3 to Table 4 show the last 3 years of data from Home Energy Scotland for the Scottish Borders for interactions, by type and referrals, by type.

Table 3: Number of Home Energy Scotland interactions per year, by type in the Scottish Borders

	2016/17	2017/18	2018/19
Inbound calls	1,175	934	1,245
Outbound calls	592	705	977
Events	299	1,379	945
Other (e.g. emails, letters, home visits)	2,521	2,106	2,244
HEEPS:ABS	0	0	0
Total advice interactions	4,587	5,124	5,411

Table 4: Number of Home Energy Scotland referrals per year, by type in the Scottish Borders

	2016/17	2017/18	2018/19
Benefits and Tax Check	157	81	3
Domestic LCT Application	n/a	15	16
Social Tariff	49	117	49
HEEPS - Area Based Schemes	95	230	165
HEEPS - ABS Loan	30	2	5
HEEPS - Cashback	58	0	0
HES - Loans	75	202	30
eBike - Loans	n/a	n/a	30
HEEPS - Warmer Homes Scotland	106	173	97
HHCRO	3	0	0
Renewables Loan	56	16	0
Gas Infil	8	3	0
Third Party Local Referral	6	2	11
Citrus Energy Supplier Switching	100	290	39
Water Saving Pack	18	1,002	187
Change Works in Peebles	n/a	n/a	32
Other	0	0	6
Total	761	2,133	847

Warmworks

Warmworks delivers the Scottish Government's nationwide energy efficiency scheme, Warmer Homes Scotland. The scheme provides grant funding for insulation, efficient heating and renewable technologies in the homes of households who are struggling with the cost of high energy bills. It receives referrals to the Warmer Homes Scotland scheme from Home Energy Scotland.



Over 1,600 householders who live in the Scottish Borders have been referred to the scheme, with the average fuel bill savings for householders who have had energy efficiency measures installed running at £395 per year, which is 9% higher than the national average. Nearly 70% of householders in this area have received multiple energy efficiency measures as part of their application. This is because the scheme relies on a 'whole house approach' and seeks to install the most appropriate, holistic package of improvements for all households, taking into account specific circumstances and characteristics.

Warmer Homes Scotland plays a key role in tackling fuel poverty in the Scottish Borders and beyond and is driven by a high-quality service to those who are identified as the most in need of help.

Citizens Advice Scotland

Citizens Advice Scotland is a registered charity which supports Scottish Citizens Advice Bureau by providing expertise on things like management and fundraising, resources such as IT support, tools and training to support advice giving, and help with running campaigns. As part of this support, they are also able to advice on issues related to energy bills and utilities.

Table 5: Border CABx Enquiries related to Utilities

Year	Regulated (gas & electricity)			Non-Regulated			Total
	CB	R & B	P	CB	R & B	P	
2014	188	358	86	3	6	3	644
2015	195	440	94	2	10	2	743
2016	185	439	115	0	1	2	742
2017	134	314	69	3	4	3	527
2018	141	240	71	1	6	7	466

CB – Central Borders CAB; R&B – Roxburgh and Berwickshire CAB; P – Peebles and District CAB

Registered Social Landlords

Many of the RSLs have the support of Financial Inclusion Officers and Tenant Support Officers that are able to assist tenants with issues such as obtaining Warm Homes Discount and switching utility provider. SBHA have continued to receive Warm Homes Grant aligned to delivering gas infrastructure and gas heating systems, which amounted to £218k in 18/19. They are also working with Changeworks Affordable Warmth team, engaged to assist tenants with energy advice aligned with their heating programmes and help with meters, tariffs, system training etc.

Changeworks Affordable Warmth team

Since April 2015, the Affordable Warmth team have worked with over 525 households in the Scottish Borders. Their service supports people to manage their energy use and costs, as well as advocating on their behalf where complaints need to be escalated or taken to an ombudsman level. They deliver their service via home visits, telephone advice, surgeries, workshops and other public engagement events, to help people:

- Keep their home affordably warm and dry, even if they are on a low income
- Understand their electricity, heating and/or gas bills
- Access the best way to pay for clients' needs
- Manage energy debt
- Know how to save energy in the home, including how to use their heating system to the best advantage
- Read and understand their meters, pre-payment meters, smart meters
- Switch to cheaper suppliers or tariffs
- Access energy efficiency grants for large or small measures

The Affordable Warmth Team currently operates 3 projects in the Borders region:

- **Borders HELP with SBHA.** This is a People and Communities Fund (PCF) funded project, which in 2018-19 completed a 5-year run. The project aims were to provide in depth fuel poverty advocacy and fuel billing support as well as food waste prevention workshops to SBHA tenants through home visits, advice surgeries, workshops, events, telephone support, and through ongoing advocacy and resolution of in-depth casework. In 2018-19, the project reached its target to engage with 180 tenants.
- Changeworks has also been delivering the **SBHA- Tenant Liaison Officer (TLO) project**. This was originally to have been a 6-month project from October 2018 to March 2019, however this

extended another 4-months to end July. The project aims were to support and facilitate SBHA's programme of heating system upgrades, by engaging with tenants and acting in a liaison capacity to facilitate a seamless install process, and to support tenants in the understanding and effective use of their new systems. In total to 3 May, the project has had 636 referrals and attempts have been made to engage with 493 of them. CW have engaged with 373 individuals against a pro-rated target to date of 278-351.

- Changeworks is at the end of 2018-19 at the end of year 3 in a 5-year National Lottery funded project called **Canny Tenants**. This project was originally developed as an attempt to evaluate to what extent people who were entering their first tenancy and not bringing fuel debt with them, would be able to prevent fuel debt or other unmanageable household debt from accumulating, as a result of our support. CW would provide support and information on energy cost and bills management, on food waste prevention, and basic information (and referrals to money advisors) on household budgeting. Against these three advice areas, they would monitor progress over a 6-month period, after the first home visit was delivered, checking in at the 3 month and 6-month marks to see if they were managing to maintain a manageable household energy, food cost and budgeting regime to stay out of unmanageable debt. There would be a control group who refused the support, but would agree to take part in the evaluation. Currently across the 2 regions (Borders and Midlothian) they have in varying degrees of depth, engaged with over 350 tenants.

4.4 Borders Healthy Living Network

The Borders Joint Health Improvement Team provides a specialist health improvement service for the whole of the Borders which includes SBC, NHS Borders, voluntary organisations, local businesses and the community. They focus on early intervention to prevent ill health, reducing inequalities in health and building the capacity of our communities to improve health and well-being.



The Borders Healthy Living Network (HLN) aims to work in partnership to reduce health inequalities and build community capacity for health improvement. They take a more focused approach and focus on working in Langlee, Burnfoot and Eyemouth. HLN staff are co-located to support partnership working, early intervention and prevention and new ways of working that promote wellness. HLN recruits, trains and develops local people to become NHS Borders community health volunteers. In terms of fuel poverty, the Healthy Living Network have:

- Attended one Home Energy South East Networking Event, 'Heating or Eating', Helping Families to Keep Warm for Less this Winter. The HLN Volunteer has had conversations with two mums in Eyemouth and signposted them to the Social Security Scotland Best Start Grant. Leaflets have been shared with Community Food Workers and PowerPoint presentation has been shared with wider Joint Health Improvement Team. HES Winter Competition resources were left in local Early Years Centres and taken up by families;
- Produced a good food partnership newsletter which includes a specific article on 'Fuelling Your Budget'. This provided a link to the Affordable Warmth and Home Energy Efficiency Strategy 2019-2023 Consultation and information about Changeworks Affordable Warmth courses.

There are opportunities to integrate key messages about affordable warmth into health improvement training and activity sessions; Actions are outlined accordingly in Section 6.3.

4.5 What Matters Hubs

The What Matters Hubs offer drop in sessions and appointments where the general public can meet with people from community groups and voluntary organisations across the Scottish Borders and; meet with SBC staff such as social workers and occupational therapists. The benefits of the Hubs are that they:

- Help people to get information and advice quickly to remain in their own home and get involved in their community;
- Help people find the support they need to stay independent, such as equipment, transport or help at home;
- Provide advice for carers about support available in their area;
- Provide information about what is happening in the local area and where attendees could meet new people;
- Provide information about volunteering opportunities.

During the What Matters assessment, if fuel poverty is identified as a concern, the hub staff will refer people to partner organisations such as Home Energy Scotland or pass on details of other supporting organisations such as the Red Cross. Home Energy Scotland also attend the What Matters hubs on a regular basis to provide advice and support directly to anyone in need. In future, the initiative is looking to install sensors that will monitor people's homes to develop an evidence base on factors that affect people's health (i.e. humidity and temperature). This would help to identify individuals in fuel poverty.

4.6 Progress against the Climate Change Plan

The targets for the Scottish Government's Climate Change Plan for the residential sector are stipulated in Section 3.1.2.

In the Scottish Borders, approximately 52% of domestic houses, as covered in Home Analytics have walls that are insulated. In terms of loft insulation, approximately 24% of domestic houses have loft insulation of thickness 100-249mm and; 40% have loft insulation of thickness >250mm (64% in total). There are approximately 39% of domestic houses that have both wall insulation and loft insulation >100mm.

According to the Scottish Borders Heat Map supplied by the Scottish Government, the total heat demand provided in the dataset for 2015 and 2016 of all domestic properties was approximately 683,761 MWh. Given that this is not a per annum figure, it is not possible to explore the 15% reduction in demand through improvements to the building fabric, nor the amount that should be supplied by low carbon technologies. In terms of monitoring progress against domestic heat demand targets, the data is dependent on updates from Scottish Government's heat map on an annual basis.

4.7 Energy Efficient Scotland

Change Works in Peebles Hub

The Energy Efficient Scotland project in Peebles (Change Works in Peebles hub – CWiP) focuses specifically on behavioural change and is engaging and supporting local householders and businesses to reduce energy consumption and fuel bills, as well as increasing the uptake of energy efficient measures (Changeworks, 2018). To date, over 1,600 people have visited the hub (this includes repeat visits and multiple person visits); there have been 1,111 individual household requests for support (this does not include any repeat enquiries). Additionally, workshops and



**Change Works
in Peebles**

events are being held regularly; a survey of all Peebles based businesses has been carried out; school interviews have been completed for the capital works programme and; research across the supply chain on barriers and opportunities to implement energy efficiency measures has been completed. In the recent Energy Efficient Scotland funding (2018-19), SBC partnered again with Changeworks and were awarded funding to expand the CWiP Hub out to the whole of Tweeddale, exploring specifically the self-funded market. The primary target for this self-funded project is owner occupiers with an EPC rating lower than C.

LHEES

Over the last year, SBC worked in collaboration with Changeworks to develop a pilot LHEES in Peebles. The output is a draft pilot strategy and implementation plan to increase the level of energy efficiency measures and low carbon heat in Peebles. The implementation plan provides a series of short term and aspirational targets for the support of owner occupied, private rented, social rented and fuel poor households, as well as the non-domestic sector.

Progress against Energy Efficient Scotland targets

The current target in the Energy Efficient Route Map is that by 2040 all Scottish homes achieve an EPC C, where technically and financially feasible. Furthermore, it will maximise the number of social rented homes achieving EPC B by 2032 and for all homes with households in fuel poverty to reach EPC C by 2030 and EPC B by 2040, where technically and financially feasible. No household data is available for the latter target on fuel poverty. Using Home Analytics data, Table 6 demonstrates approximate current compliance with the Route Map by locality and tenure type, assuming that all household improvements are technical and financially feasible – there are approximately 57,000 households. The data demonstrates the scale of the challenge for the Scottish Borders, in particular for the owner occupied sector, where currently the Government policy is for encouragement only. The data was valid for November 2018 and there would since be anticipated improvement in each category as households improve their EPC rating.

Table 6: Current compliance with Energy Efficient Scotland EPC ratings, by locality and tenure type, presented as % of stock

Locality	Compliant with EPC C or higher (by 2040)			Compliant with EPC B (by 2032)
	Owner Occupied	Social Housing	Privately Rented	Social Housing
Berwickshire	21%	45%	12%	7%
Cheviot	29%	45%	21%	2%
Eildon	25%	36%	21%	2%
Teviot and Liddesdale	18%	36%	17%	3%
Tweeddale	27%	46%	22%	6%

4.8 Progress against EESSH1

The approximate progress against EESSH1 for the 4 main Housing Associations in the Scottish Borders is outlined in Table 7 – noting that improvements are made on a continual basis and that some properties may have a temporary exemption from EESSH1.



Table 7: Progress against EESSH1 for the 4 main housing associations in the Scottish Borders

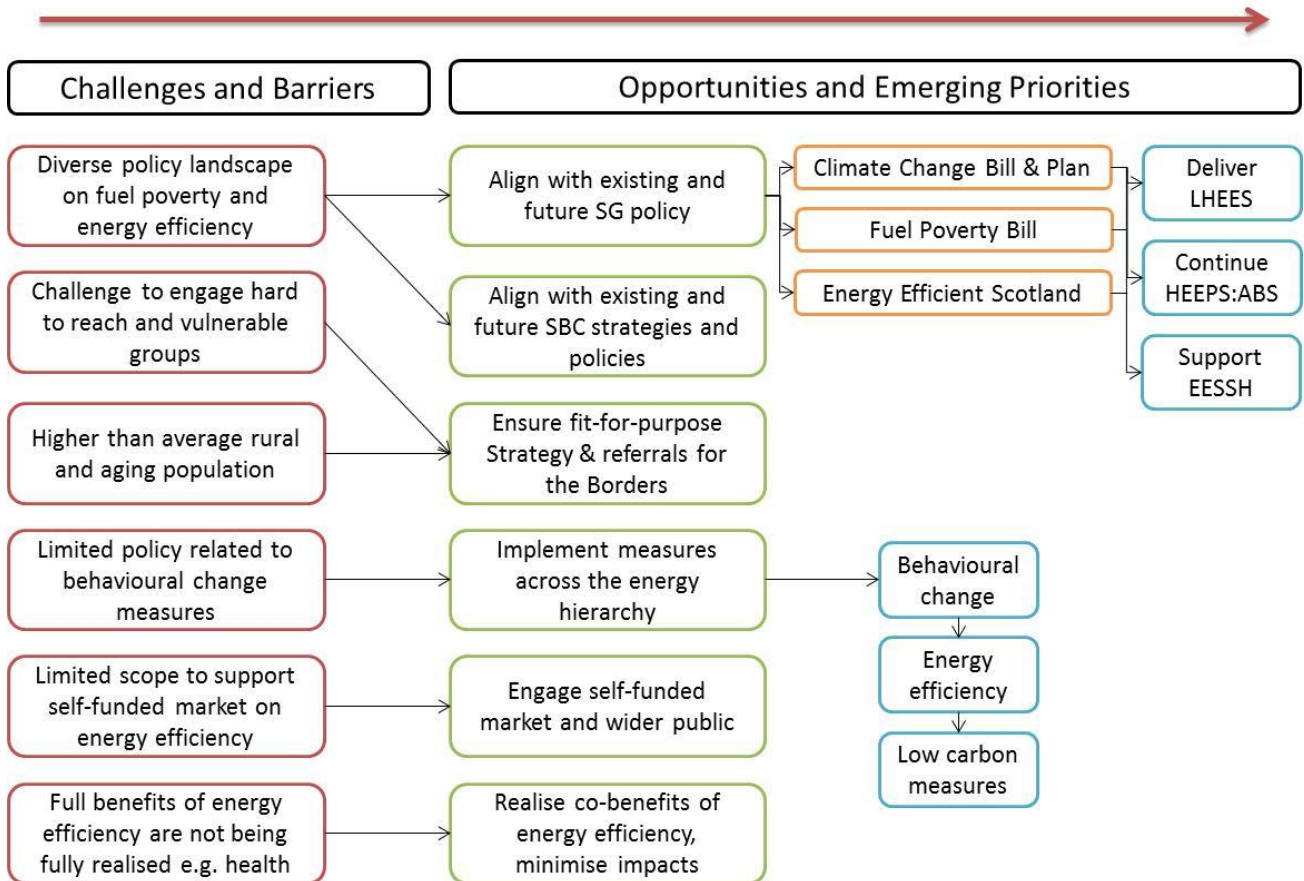
	Berwickshire Housing Association	Eildon Housing Association	Scottish Borders Housing Association	Waverley Housing
Date updated	31/3/19	17/18 SHR	31/3/19	31/3/19
Self-contained properties – Total	1,784	2,270	5,646	1,529
Self-contained properties that do not meet EESSH – Total	779	59	1,121	208
Self-contained properties that meet EESSH - Total	1,032	2,211	4,455	1,321
Percentage self-contained properties that meet EESSH	57	97.4	79	86.4

Source: Scottish Housing Regulator, 2018

5 Main Challenges, Barriers and Emerging Priorities in the AWHEEs

This Section draws together the challenges, issues and barriers that the AWHEEs sets out to address. These are informed in part through stakeholder engagement through the Borders Home Energy Forum. They go on to form the building blocks for the priorities and implementation plans outlined in Section 6.

Figure 5: Overview of the Challenges, Issues and Emerging Priorities for the AWHEEs



5.1 Ensuring the AWHEEs aligns with existing Scottish Policy on climate change and fuel poverty

The Scottish Government have set out targets relating to climate change, energy efficiency and fuel poverty. Consequently, as feasibly as possible, the AWHEEs should also set Outcomes and Actions that support the Scottish Government, which are measurable, can be monitored and are ‘ready’ for any future policy. However, as demonstrated in Section 4, accurate and consistent data relating to these Scottish Government policies do not align fully with the targets that have been set. Additionally, data for the new draft Fuel Poverty Bill will not be available until late 2019 at the earliest.

Climate Change and Energy Efficiency

There are implications of a tightening of the Scottish Climate Change target to a 90% reduction by 2050, as a higher rate of decarbonisation could be required in the residential sector. This would require potentially a more rapid delivery of energy efficiency measures, deeper levels of retrofitting and an acceleration of lower carbon technologies. Yet, there will be a need to look beyond technological measures and to consider an

increased focus on behavioural change measures and demand management to decarbonise households, ensuring that each household are still able to meet their needs sustainably.

The interpretation and implementation of the Climate Change Plan is also integral when framing the Actions for the AWHEEs. The Plan sets clear aims, outcomes and milestones for the residential sector that need to be built upon and so care must be taken to understand what this means for the Scottish Borders when setting similar goals in the AWHEEs. The intensity metrics would be a logical approach in terms of monitoring, but again, data is unlikely to be available at sufficient granularity.

The AWHEEs should also align itself where feasible to the Standards set out in the Energy Efficient Scotland Route Map and should outline how we plan to work with housing associations, landlords and the wider supply chain to fund and support the delivery of the Standards. This will require early stakeholder engagement to be embedded throughout the Priorities and Actions.

Qualitative Standards

There are qualitative sentiments within many of the Scottish Government strategies including the Scottish Energy Strategy and Scotland's Sustainable Housing Strategy. For example, in the Energy Strategy the priorities relevant for the AWHEEs are outlined below.

- Consumer engagement and protection – minimising avoidable costs and promoting smarter appliances and systems.
- Energy efficiency – taking direct and supporting actions to improve the use and management of energy in homes.
- Innovative local energy – empowering communities to develop innovative and integrated local energy systems.
- Renewable and low carbon systems – champion these to deliver local and national targets.

The AWHEEs should be mindful of these priorities, building on the experience of the Scottish Government funded Energy Efficient Scotland projects in the Borders – in particular, the establishment of a flourishing, competitive local energy sector across the full supply chain and the delivery of local heat decarbonisation. In particular, the approach of the Energy Strategy is one that the AWHEEs is likely to adopt – a whole-systems, multi-agency view that engages and enables the full supply chain and wider community to drive towards increasing energy efficiency and alleviating fuel poverty.

The development and delivery of LHEES in the Scottish Borders

The LHEES is yet to become a statutory requirement; however, the development of a pilot in Peebles, as part of the ongoing CWiP Hub is fundamental in terms of: informing Scottish Government on best practice; developing a collective understanding amongst the Council and wider community of what a LHEES entails and; developing the blueprints of a methodology that can be applied successfully elsewhere in the Borders. Consequently, the early stages of the AWHEEs should look to inform the Scottish Government on the format and nature of the LHEES and to ensure the LHEES delivers for the Borders. The AWHEEs should also be flexible to adapt to any final outcome of LHEES.

Continue to deliver HEEPS:ABS and maintain ongoing support for EESSH1 & 2

It is anticipated that Scottish Government will continue to provide funding for HEEPS:ABS in the short- to medium-term. The AWHEEs should continue to support this scheme; identify new homes eligible for improvements and; for the longer-term, act as a conduit to work with relevant stakeholders and community groups to secure buy-in and support. Additionally, the AWHEEs should be explicit on its continued support for delivering EESSH1 & 2 alongside registered social landlords to both satisfy the LHS and wider Scottish Government policy.

Support for Fuel Poverty and the Child Poverty Act

The AWHEEs should align itself where feasible to the target and strategy set out in the draft new Fuel Poverty Bill and should outline how we plan to work with advice and support centres, housing associations, landlords and the wider supply chain to fund and support the delivery of the Bill. This will require early stakeholder engagement to be embedded throughout the Priorities and Actions, ensuring that all 4 drivers of fuel poverty are accounted for and that the Scottish Borders are able to capitalise on the support provided on fuel poverty from the Scottish Government.

Building on the advice from the Scottish Fuel Poverty Strategic Working Group, the AWHEEs should where feasible (Scottish Fuel Poverty Strategic Working Group, 2016):

- Identify new and existing schemes to leverage funding and advice for the fuel poor, or those near to being in fuel poverty, on energy management in the home, switching, understanding billing etc.
- Seek to provide routine assessment of the need for additional fuel poverty support to all recipients of Winter Fuel Payments and Cold Weather Payments.
- Identify specific measures relevant for rural and/or off-gas grid areas (see Section 2.1.3).
- Align specifically with the Standards set out in the Energy Efficient Scotland Route Map (outlined in Section 3.1.2).
- Be mindful of Energy Efficient Scotland objective to remove poor energy efficiency as a driver for fuel poverty and include a milestone towards addressing this.
- Complete data analysis and mapping to identify areas of fuel poverty and in turn provide specific actions for support.
- Use the latest Scottish Government advice and wider research on the best approaches for support and engagement on behavioural change, including the use of heating and energy efficient measures.
- Ensure all actions and interventions are based around the particular needs of homeowners.
- Include the participation of local, trusted organisations to help provide wider support to householders on the use and management of heating systems.

Lastly, progress against delivering the AWHEEs should contribute content to the Local child poverty action report, as well as indirectly contributing to the Act by supporting the wider Scottish Government energy efficiency policies – designed to alleviate fuel poverty.

5.2 Ensure the AWHEEs aligns with existing SBC Strategies and Policy

As outlined in Section 3.2, there is a wide array of existing and ongoing strategies and policies within SBC. Many of these refer explicitly to energy efficiency, climate change and fuel poverty. There are several that do not – however, AWHEEs can contribute to these indirectly, by supporting the Council to fulfil its other actions and, directly by building on the existing strategies and policies and furthering their agenda.

The alignment with the **LHS** is essential and the AWHEEs will lead on and contribute to Priority 2, as summarised in Section 3.2. Support for the other Strategies, Policies and Plans are summarised briefly below.

The inclusion of the low carbon agenda in the **Community Planning Partnership** cements the importance of the theme in SBC policy and with the opportunity to add performance targets means that the AWHEEs can look to deliver change in line with wider SG policies and strategies. Additionally the Strategy will contribute

to the Theme of Reducing Inequalities, by working directly in deprived areas to increase home energy efficiency and help alleviate fuel poverty.

The **Scottish Borders Community Plan** signifies that affordable warmth and eliminating fuel poverty should receive high importance. The Strategy will look to cut across the wider 4 core themes in the **Community Plan**. Energy and renewables are seen as a key growth sector and so the AWHEEs should ensure that actions are put in place to promote and develop sustainable supply chains to deliver on energy efficiency measures in households and beyond. In many cases the installation of energy efficiency measures will require additional training for engineers and construction workers and so the AWHEEs should ensure that measures are in place for the provision of this across the full career spectrum. Through the support and delivery of the Energy Efficient Scotland Route Map, the AWHEEs should ensure that actions are set to ensure that more people are able to afford to heat their homes. Lastly, the AWHEEs should contribute actions to ensure more sustainable housing in terms of households being warmer and the houses being more environmentally sound.

The AWHEEs should take inspiration from the guidance set out in **Scottish Borders Local Development Plan** – in particular its stance on a low carbon economy, and use it to lever further interest on supporting LHEEs for heat decarbonisation, as well as providing energy efficient housing for the community.

On affordable warmth, the AWHEEs should also sit alongside the **Strategic Housing Investment Plan** to maximise the opportunities for energy efficiency and affordable warmth. Furthermore, to align with the **Connected Borders** and **Scottish Borders Health and Social Care Partnership Strategic Plan** document through the provision of affordable warmth, the AWHEEs should provide actions that support the elderly, vulnerable and wider well-being of the community – in turn, potentially putting less pressure on services.

5.3 Ensuring the AWHEEs is Fit-for-purpose for the Scottish Borders

The AWHEEs should ensure that it is able to capture and deal with effectively the challenges and nuances that are specific to the Scottish Borders. In particular the Implementation Plan and Priorities should be supportive and demonstrate explicit consideration towards rural and off-grid properties, and the specific challenges these face with regards to improving against energy efficiency and fuel poverty and; it should support the ageing population that is prominent in the Scottish Borders. The fuel poverty challenges are summarised in Section 2.1.

It terms of stimulating the supply chain, the current prospects for a high quality, relevant and local supply chain to deliver on energy efficiency is limited in the Scottish Borders. Consequently, the AWHEEs needs to tap into this gap in the market and understand and stimulate its prospects across the full supply chain, including education and training. Specific actions should capitalise on this significant investment opportunity to improve, expand and develop the skills base, infrastructure and economic base. This would involve the support of existing businesses to step up to the low carbon challenge, as well as encouraging new business ventures to thrive in what will be a key opportunity for the local economy.

5.4 Implementing energy reduction measures across the energy management hierarchy

The AWHEEs, whilst set up to target energy efficiency explicitly, should also include actions to increase the uptake of measures across the full spectrum of the energy management hierarchy (see Figure 1). In particular, there should be actions that deal with energy reduction, demand management and behavioural change that build off the experiences of the Scottish Government funded Energy Efficient Scotland projects in the Borders. These actions should cut across the relevant stakeholders for each type of housing.

5.5 Engaging the Self-funded Market and the Wider Public on Energy Efficiency

The owner occupied, self-funded homeowners are the largest share of the housing market and are arguably going to be the most difficult tenure type to incentivise and influence in terms of delivering on energy efficiency. As a result, there will be challenges ahead for SG and Local Authorities to support the uptake of energy efficiency measures in this tenure type and the AWHEEs will need to develop fitting actions that are able to, at this stage, best influence and incentivise homeowners to adopt measures and wider behavioural change practices.

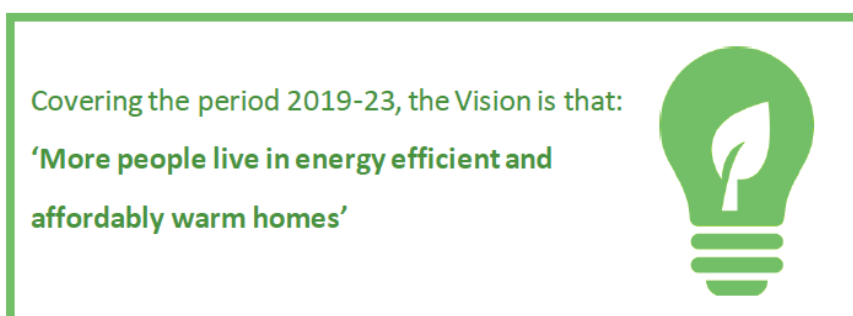
In addition to this, the challenge is how to bring the collective public on board with increasing energy efficiency in homes and increasing community awareness on the options available, as well as raising awareness on what EPCs are. When providing support and advice on energy efficiency it may be more beneficial to target what the Strategy is trying to achieve, instead of how to reach an EPC Band (i.e. reducing bills, heating homes, improved comfort, improved health, reducing poverty and being more efficient). Co-benefits of reaching a certain EPC rating would have more appetite than reaching explicitly that EPC rating.

6 The Affordable Warmth and Home Energy Efficiency Strategy

This Section sets out the Vision for the AWHEEs and a series of Priorities that work towards fulfilling this Vision. Each sub-section that follows is then dedicated to each Priority. The Vision and Priorities build in part from the LHS, as well as the evidence presented throughout this Strategy. For each Priority there are a series of Outcomes, which should be worked towards during the duration of the Strategy. There are also a series of Strategic Actions for each Priority that cover actions specific for SBC and for wider stakeholders. These Actions have materialised through the evidence base gathered in the Sections previous and through the stakeholder engagement outlined in Section 1.1. The wider Actions ensure that the AWHEEs remains a multi-agency, multi-disciplinary Strategy that collectively delivers on affordable warmth and energy efficiency across the Scottish Borders. The implementation and monitoring and evaluation processes are outlined further in Section 7 and the full, detailed Action Plan is in Appendix 1.

6.1 AWHEEs Vision and Priorities

The Vision for the AWHEEs is that:



The Priorities that work towards fulfilling this Vision are:

<p>Priority 1 To collectively work with our partners to improve affordable warmth and energy efficiency in homes.</p>	<p>Priority 2 To explore wider measures to better manage energy and increase warmth in the home.</p>	<p>Priority 3 To ensure that the AWHEEs provides opportunities for all in the Scottish Borders.</p>
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The AWHEEs should ensure all actions and interventions are based around the particular needs of homeowners and not just the house and tenure type. Additionally, it should ensure all actions and interventions are outcome focused, rather than just meeting targets – for example, delivering on improving warmth and providing cheaper home energy bills.

6.2 Priority 1: To collectively work with our partners to improve affordable warmth and energy efficiency in homes

The priority here is that the Scottish Borders are able to collectively work together to improve affordable warmth and energy efficiency in homes. With the release of the new Fuel Poverty Bill and the Energy Efficient Scotland Route Map by the Scottish Government there is considerable effort and interest in delivering energy efficiency and affordable warmth to all households across Scotland. Success will be determined by delivering on the Strategic Outcomes and by actions that can attract funding for and deliver mechanisms towards achieving national Government priorities.

The Strategic Actions include actions for wider stakeholders where applicable; the implementation of the Implementation Plan is detailed further in Section 7.

The Outcomes for Priority 1 are:

1. Deliver successful projects under the Energy Efficient Scotland programme.
2. Fuel poverty in the Scottish Borders decreases.
3. Social housing meets EESSH 1 target and works productively to meet EESSH 2 target.

The Actions for Priority 1 are:

1.1	Continue to deliver Energy Efficient Scotland projects in the Tweeddale Locality.
1.2	Continue to develop and deliver a LHEES for Peebles.
1.3	Continue to attract funding for, and deliver HEEPS:ABS.
1.4	Identify new and existing schemes to leverage funding to support the fuel poor.
1.5	Apply for future funding to expand the Energy Efficient Scotland projects in the Borders out into other Localities and towns.
1.6	RSLs to ensure all properties comply with EESSH1 & 2 Standards and identify and support funding opportunities where appropriate.
1.7	Proactively inform private landlords of requirements for Energy Efficient Scotland and engage further to outline support, resources, funding opportunities and advice.
1.8	SBC colleagues, Scottish Government, and wider delivery partners to work collectively to understand better approaches to monitor progress against Energy Efficient Scotland, fuel poverty and LHEES targets.
1.9	Use local intelligence, the Borders Home Energy Database and mapping to target areas and tenures eligible for energy efficiency improvements and fuel poverty support.
1.10	Gather data relating to the new fuel poverty definition to ensure that the AWHEEs remains fit for purpose.
1.11	Write and maintain a Statement of Intent for the ECO Flexible Eligibility Local Authority scheme.
1.12	Ensure the Borders Home Energy Forum remains fit for purpose in terms of membership, networks and priorities.

6.3 Priority 2: To explore wider measures to better manage energy and increase warmth in the home

Whilst the majority of Scottish Government policy is exhaustive in its inclusion on energy efficient measures, the policies tend to focus more so on technology based solutions. As a result, this Priority focuses on wider measures, approaches and mechanisms that are able to support poorer households and energy inefficient homes. In particular it outlines wider measures to address affordable warmth in addition to increasing energy efficiency.

The Outcomes for Priority 2 are:

1. Increase in referrals to trusted organisations on advice relating to energy efficiency measures and behavioural change; fuel debt advocacy services and; income maximisation and money advice.
2. Operate a thriving website as a central point of call for affordable warmth and energy efficiency advice, referral mechanisms and funding opportunities.
3. More partners, community hubs and training services are able to provide advice and support on affordable warmth and energy efficiency and host relevant events.

The Actions for Priority 2 are:

2.1	Develop opportunities to engage and support households in relation to behavioural change, energy efficiency and affordable warmth in the home.
2.2	Develop opportunities to engage with households in relation to fuel costs.
2.3	Develop opportunities to engage with households in relation to income maximisation.
2.4	Collaborating with the SBC Communities and Partnerships team, Social Care and Health and NHS Borders, create a database of intermediary community groups and services that can collaborate with SBC, to equip them with advice, support and referral mechanisms on affordable warmth and energy efficiency.
2.5	Apply for grant funding to increase awareness on energy efficiency and fuel poverty issues throughout households.
2.6	Develop an increased web presence on the SBC website and on social media to promote energy efficiency and affordable warmth in the home, referral mechanisms and funding opportunities.
2.7	RSLs in the Scottish Borders work collectively to create a clear and concise guide to funding for EESSH.

6.4 Priority 3: To ensure that the AWHEEs provides opportunities for all in the Scottish Borders

The AWHEEs should mean something to all individuals in the Scottish Borders. It should support all tenure types and homeowners to be more energy efficient and to have access to affordable warmth. Additionally, the AWHEEs needs to cut across the full supply chain and provide enablers for all relevant stakeholders to progress and prosper in the opportunities the energy efficiency agenda presents.

The Outcomes for Priority 3 are:

1. Significant increase in the number of referrals to Home Energy Scotland for households that reside in rural, off-gas grid properties and/or contain elderly and vulnerable individuals.
2. Significant increase in the number of referrals to Home Energy Scotland for the self-funded, owner occupied market.
3. Clear support routes to encourage members of the supply chain to engage in energy efficiency work.

The Actions for Priority 3 are:

3.1	Ensure all support extends to, and is relevant for rural and/or off-gas grid areas.
3.2	Ensure all support extends to, and is relevant for the elderly and vulnerable and; households that are experiencing child poverty.
3.3	Develop best practice on engaging the 'self-funded' market to develop a programme of encouragement and support for this these homeowners.
3.4	Ensure bottlenecks with regards to mixed tenure blocks are minimised.
3.5	Explore opportunities to understand better the Scottish Borders energy efficiency supply chain, in terms of challenges, barriers and opportunities to increasing work in this area.
3.6	Engage with Borders College to explore opportunities to increase training on energy efficiency measures.
3.7	Remain proactive with regards to Borderlands and South of Scotland Economic Partnership funding and projects.
3.8	Develop a series of case studies to be used as best practice to incentivise other homeowners to take up and/or invest in energy efficiency in the home.
3.9	Develop an evidence base relating to the behaviour in the home post energy efficiency improvement.
3.10	Develop an evidence base for engagement to understand better the stages at which homeowners drop out of the energy efficiency 'journey' and identify the specific barriers and reasons for their exit.

7 Delivering AWHEEs Priorities

Section 7 details the method to implement the Priorities and Strategic Actions outlined in Section 6. It outlines the approach to monitor and evaluate progress against the Strategic Actions, including the indicators necessary to measure the success of the AWHEEs; the legacy of ‘lessons learned’ from the Strategy are discussed in principle too. Finally the resources are summarised that enable the delivery of the AWHEEs.

7.1 Implementation

The approach to deliver the AWHEEs takes inspiration from the LHS, and as set out by the Christie Commission, consisting of Collaborative, Preventative and Innovative measures.

Collaborative	Preventative	Innovative
<p>The delivery of the Strategic Actions will be built around people and communities, their needs, aspirations, capacities and skills. The AWHEEs will work effectively with partner stakeholders, mainly through the Borders Home Energy Forum, to achieve outcomes specifically, by delivering integrated solutions that help to ensure more people live in energy efficient and</p>	<p>The AWHEEs will actively seek to prioritise the reduction and prevention of those living in fuel poverty. Building from the LHS it will help to reduce inequalities and promote equality when relevant.</p>	<p>The AWHEEs will constantly seek to improve the energy performance of homes and support the reduction of fuel costs to the homeowner. Through keeping up to date with best practice, it will implement innovative support and advice to the homeowners on behaviour in the home. It will be open, transparent, accountable and will continuously improve on performance.</p>

7.1.1 LHS Partnership Group, Borders Home Energy Forum and wider Partnerships

The Strategic Actions in the AWHEEs are to be delivered through a managed network of strong partnership relations. The Borders Home Energy Forum, colleagues across NHS Borders and Health and Social Care and in part the partnership with ongoing Energy Efficient Scotland projects are to be the main mechanisms to stimulate and coordinate this partnership activity. Activity will then be reported to the LHS Partnership Group annually. The main objectives of the Borders Home Energy Forum are arranged into 4 sub-headings below. The Forum includes the key delivery partners who are involved in agreeing the AWHEEs Actions.

Affordable Warmth and Home Energy Efficiency Strategy

- Establish and coordinate a core writing group to design the Affordable Warmth and Home Energy Efficiency Strategy
- Establish and agree an annual work plan in accordance with the Affordable Warmth and Home Energy Efficiency Strategy
- For members of the Partnership to critique and provide feedback on the development of the Strategy prior to its implementation – or to seek experts within their organisation that are able to do so
- To support the delivery and implementation of the Strategy through the design and delivery of an associated monitoring and evaluation plan

Supporting wider Energy Efficiency strategies

- Where possible, to engage, support and implement wider Scottish Government strategies on energy efficiency, in particular the Energy Efficient Scotland route map, EESSH2, HEEPS-ABS and LHEES.

Resource mapping and advice

- Draw together available resources from Scottish Government and other sources on alleviating fuel poverty and increasing energy efficiency in households
- Develop and maintain a dataset to help to identify households in fuel poverty and use this information to target assistance

Promoting and supporting measures

- Promote and facilitate measures and schemes that target alleviating fuel poverty and increasing energy efficiency in households, in particular households most at risk of cold related ill health
- Direct members of the public towards fuel bill, benefits and energy efficiency advice to increase household disposable income, by increasing co-ordination between these services
- Co-ordinate and assist partner and voluntary organisations to help households obtain energy advice and measures, and to educate them about the importance of keeping a warm home

7.2 Monitoring Progress, Measuring Success and Legacy

A wider Implementation Plan is required to set out clearly and bring together the outcomes, high level inputs, indicators and targets that underpin a successful delivery. Consequently, the Implementation Plan is located in a separate document and sets out in further detail the programme of work required to achieve each of the Priorities and Outcomes in the AWHEEs, to drive implementation and facilitate monitoring, evaluation and review.

The AWHEEs will be monitored and evaluated annually against the Implementation Plan, to ascertain progress and to enable remedial actions to be instigated promptly should they be required, and that services and partners are on track to deliver specific actions. The progress will be monitored by the Borders Home Energy Forum, as part of its remit and reported to the LHS Partnership Group. The Outcomes will also be reviewed and evaluated, as part of the ongoing delivery of the LHS, the overarching strategic plan with the statutory duty to address fuel poverty.

In addition to strategic monitoring, partners will be responsible for monitoring of their own operational functions, as they relate to the LHS outcomes.

The success and legacy of the Strategy will be measured through the ability of the project to deliver towards the Vision, Priorities and Outcomes set out in Section 6, and through completion of the specific actions set out in the Implementation Plan. Success will also focus on the ability of the Strategy to build capacity to tackle home energy and affordable warmth in the Council and within the functioning of the Borders Home Energy Forum. It will be an ongoing task for those working within the Strategy to ensure there is lasting legacy from any work undertaken and that the learning outcomes and wider lessons can be adopted successfully across the Scottish Borders. The AWHEEs will need to be future proof from the early stages to ensure that it continues to remain relevant.

7.3 Resources

Whilst the AWHEEs sets out an ambitious framework for action, investment and partnership to increase the home energy efficiency and affordable warmth in the Scottish Borders, it also must be set in the context of the likely resources available to support implementation. As covered already in Section 4 page 19, the data

that exists is incomplete in part and may not be available in a timely manner. Furthermore, the full implementation of the AWHEEs will be subject to major challenges given the major constraints to public sector funding, the scale of resource and capacity required to deliver programmes such as Energy Efficient Scotland and the unknown impacts of factors such as Brexit. This takes place against a backdrop of increasing need for public services and substantial demand for affordably warm and energy efficient housing locally.

7.4 Partners

Through the Borders Home Energy Forum and the wider network of community groups and support networks there are a multitude of partners that will support the successful delivery of the AWHEEs. These include:

- Wider partners at SBC (Economic Development, Communities and Partnerships, Planning, Health and Social Care, Financial Inclusion)
- 4 main Borders RSLs (Berwickshire Housing Association, Eildon Housing, SBHA, Waverley Housing)
- Home Energy Scotland
- NHS Borders
- Borders College
- Changeworks
- Citizen Advice Bureau
- Scottish Association of Landlords

8 Glossary

AWHEEs	Affordable Warmth and Home Energy Efficiency Strategy
BEIS	UK Governments Department for Business, Energy and Industrial Strategy
CWiP	Change Works in Peebles Hub
EESSH	Energy Efficiency Standard for Social Housing
EPC	Energy Performance Certificate
EWD	Excess Winter Deaths
HEEPS:ABS	Home Energy Efficiency Programmes for Scotland: Area Based Schemes
HES	Home Energy Scotland
HLN	Borders Healthy Living Network
JSA	Job Seekers Allowance
LHEES	Local Heat and Energy Efficiency Strategies
LHS	Local Housing Strategy
MIS	Minimum Income Standard
RHI	Renewable Heat Incentives
RSL	Registered Social Landlord
SBC	Scottish Borders Council
SEEP	Scottish Energy Efficiency Programme (now Energy Efficient Scotland)
SG	Scottish Government
SHIP	Strategic Housing Investment Plan
SIMD	Scottish Index of Multiple Deprivation
SMEs	Small to medium enterprises
UC	Universal Credit

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AFFORDABLE WARMTH & HOME

ENERGY EFFICIENCY STRATEGY - 2019-2023

APPENDICES



Appendix 1: Affordable Warmth and Home Energy Efficiency Implementation Plan

Introduction

The Affordable Warmth and Home Energy Efficiency Strategy (AWHEEs) is a multi-agency Strategy designed to support the provision of warm, energy efficient homes for everyone in the Scottish Borders. The Strategy involves key partners within the Scottish Borders Council (SBC), as well as wide array of stakeholders spanning the full breadth of the energy efficiency and fuel poverty agenda. Covering the period 2019-23, it contains a Vision, Priorities and an Implementation Plan.

The Vision for the AWHEEs is:

More people live in energy efficient and affordably warm homes.

There are 3 Priorities that work towards fulfilling this Vision. They are as follows:

- **Priority 1:** To collectively work with our partners to improve affordable warmth and energy efficiency in homes.
- **Priority 2:** To explore wider measures to better manage energy and increase warmth in the home.
- **Priority 3:** To ensure that the AWHEEs provides opportunities for all in the Scottish Borders.

This draft Implementation Plan sets out clearly and brings together the strategic actions, high level inputs, outcomes and targets that underpin successful delivery. Consequently, the Implementation Plan provides further detail for the programme of work required to support and achieve each of the Strategic Actions in the AWHEEs, to drive implementation and to facilitate monitoring and evaluation. A review will be completed annually to ascertain progress and to enable remedial actions to be instigated promptly should they be required to ensure milestones set out are to be achieved, and that services and partners are on track to deliver specific AWHEEs actions. The progress will be monitored by the Borders Home Energy Forum, as part of its remit. Key AWHEEs outcomes will also be reviewed and evaluated, as part of the ongoing delivery of the LHS, due to the close nature and cross-over of the Strategies.

In this Implementation Plan the Priorities are outlined in turn and include detail on the Outcomes, Actions, relevant indicators, targets (where applicable), lead and wider Partners. It is assumed that the targets either span the duration of the strategy or are to be delivered by the end date.

Priority 1: To collectively work with our partners to improve affordable warmth and energy efficiency in homes

Strategic Outcomes	Relevant Indicator	Baseline (date)	Target	Data Type and Source	Timescale
1. Deliver successful projects under the Energy Efficient Scotland programme.	Average energy efficiency levels of domestic buildings increases.	Mean SAP Rating – 58 Median SAP Rating – 60	>58 >60	Home Analytics (Borders Home Energy Database)	2019-23
	Percentage of domestic properties with loft and wall insulation increases.	Cavity wall 76% Solid brick or stone 13% Loft insulation >100mm 64%	>76% >13% >64%	Home Analytics & SBC HSPD (Housing Strategy, Policy and Development)	2019-23
	Average annual heat demand of domestic buildings decreases.	Further analysis of existing SG heat demand	-	Scottish Government Heat Map	2019-23
	Total renewable and low carbon heat generation for domestic buildings increases.	HES Renewables Loan referral 3 year average 64 p.a. (-2018)	>64 referrals	Home Energy Scotland	2019-23
2. Fuel poverty in the Scottish Borders decreases.	Percentage of households in fuel poverty under the new definition decreases.	Not available until Dec 2019	-	Scottish House Condition Survey	2019-
3. Social housing meets EESSH 1 target and works productively to meet EESSH 2 target.	Percentage of households that meet EESSH 1 target and EESSH 2 target.	68% compliance with EESSH1 (2018)	100% compliance by 2020	Scottish Housing Regulator and RSLs	2020 for EESH1; 2032 for EESSH2

Strategic Actions	Example Actions	Lead	Partners
1.1 Continue to deliver Energy Efficient Scotland projects in the Tweeddale Locality.	Deliver Energy Efficient Scotland projects in the Tweeddale Locality. Review Monitoring and Evaluation Feedback from University of Edinburgh.	SBC HSPD (Housing Strategy, Policy and Development) and Changeworks	
1.2 Continue to develop and deliver a LHEES for Peebles.	Engage internally and externally with Changeworks on the targets and implementation plan. Finalise targets for Peebles LHEES. Develop and finalise implementation plan for Peebles LHEES. Agree sign off within SBC.	SBC (HSPD) and Changeworks	Other SBC teams
1.3 Continue to attract funding for, and deliver HEEPS:ABS.	Deliver 18/19 HEEPS:ABS funding. Scope areas to target for future funding.	SBC (HSPD) and Changeworks	

1.4 Identify new and existing schemes to leverage funding to support the fuel poor.	Maintain active relationship with RSLs and Changeworks Affordable Warmth team to respond to funding calls.	SBC (HSPD)	RSLs and Changeworks
1.5 Apply for future funding to expand the Energy Efficient Scotland projects in the Borders out into other Localities and towns.	Consider a longer-term strategic approach for SBC. Apply for next round of Energy Efficient Scotland funding.	SBC (HSPD), EES Steering Group	
1.6 RSLs to ensure all properties comply with EESSH1 & 2 Standards and identify and support funding opportunities where appropriate.	RSLs to continue to plan and deliver installation of energy efficiency measures in homes that do not comply with EESSH1.	RSLs	SBC (HSPD)
1.7 Proactively inform private landlords of requirements for Energy Efficient Scotland and engage further to outline support, resources, funding opportunities and advice.	Ensure there is a clear linkage for this agenda in the wider communication strategy for the private sector. Prepare written communication with HES and SAL relating to Energy Efficient Scotland targets and support available. Use the Landlord Registration Scotland database to contact landlords accordingly. Communicate to landlords via newsletters and forums. Hold a suite of workshops for private landlords on energy efficiency.	SBC (HSPD)	HES, SAL
1.8 SBC colleagues, Scottish Government, and wider delivery partners to work collectively to understand better approaches to monitor progress against Energy Efficient Scotland, fuel poverty and LHEES targets.	Maintain dialogue with key stakeholders to feed in challenges and barriers to monitoring progress against SG policy.	SBC (HSPD)	Changeworks, Scottish Government, University of Edinburgh
1.9 Use local intelligence, the Borders Home Energy Database and mapping to target areas and tenures eligible for energy efficiency improvements and fuel poverty support.	When applying for funding to use this Database to support the selection of targeted areas.	Changeworks and SBC (HSPD)	
1.10 Gather data relating to the new fuel poverty definition to ensure that the AWHEEs remains fit for purpose.	To await the release of data Dec 2019. Review AWHEEs actions in light of data.	SBC (HSPD)	
1.11 Write and maintain a Statement of Intent for the ECO Flexible Eligibility Local Authority scheme.	To maintain a suitably functioning Sol for ECO3. To finalise an extension to the Sol to cover households that are not within the scope of HEEPS:ABS projects.	Changeworks	SBC (HSPD)
1.12 Ensure the Borders Home Energy Forum remains fit for purpose in terms of membership, networks and priorities.	To review the ToR for the Forum annually.	Forum members	

Priority 2: To explore wider measures to better manage energy and increase warmth in the home

Strategic Outcomes	Relevant Indicator	Baseline (data)	Target	Data Type and Source	Timescale
1. Increase in referrals to trusted organisations on advice relating to energy efficiency measures and behavioural change; fuel debt advocacy services and; income maximisation and money advice.	Percentage of households referred from Home Energy Scotland to trusted schemes.	Referral from HES 3 year average is 1,381.	>1,381	Home Energy Scotland	2019-23
2. Operate a thriving website as a central point of call for affordable warmth and energy efficiency advice, referral mechanisms and funding opportunities.	SBC Strategic Housing and Development Service website is reviewed and updated; number of visits to the website increases.	Out of date website in terms of affordable warmth and energy efficiency support and advice.	Updated website integrating latest HES support and advice, wider support services and best practice.	-	2019
3. More partners, community hubs and training services are able to provide advice and support on affordable warmth and energy efficiency and host relevant events.	Number of partners and community hubs that add affordable warmth to their agenda. Number of frontline staff trained. Number of surgery sessions available.	TBC	An increase in engagement.	SBC data, NHS Borders Data	2019-23

Strategic Actions	Example Actions	Lead	Partners
2.1 Develop opportunities to engage and support households in relation to behavioural change, energy efficiency and affordable warmth in the home.	Identify other trusted organisations in addition to HES. Continue to, and increase household referrals to HES and other organisation through completing actions within this Strategy. Analyse and use the latest Scottish Government and wider research to develop a wider approach for support and engagement on behavioural change. Start to produce best practice guidance on a long-term approach for engagement in the Scottish Borders.	SBC (HSPD)	HES, trusted organisations (to be identified), Changeworks, University of Edinburgh, Scottish Government
2.2 Develop opportunities to engage with households in relation to fuel costs.	Identify other trusted organisations in addition to HES and Citrus Energy. Continue to, and increase referrals households to HES and other organisations through completing actions in Priority 1 and 2. Analyse and use the latest Scottish Government and wider research to develop a wider approach for support and engagement on switching and minimising fuel costs in the household.	SBC (HSPD)	HES, Citrus Energy, trusted organisations (to be identified), Changeworks, University of Edinburgh, Scottish Government

	Start to produce best practice guidance on a long-term approach for engagement in the Scottish Borders.		
2.3 Develop opportunities to engage with households in relation to income maximisation.	<p>Identify other trusted organisations in addition to HES.</p> <p>Engage with Homelessness and Financial Inclusion Team on wider opportunities within this area.</p> <p>Continue to, and increase referrals households to HES and other organisation through completing actions in Priority 1 and 2.</p> <p>Review current advice and support provided by SBC.</p> <p>Provide recommendations to improve this service for SBC, if applicable.</p> <p>Provide links via SBC HSPD web space.</p>	SBC (HSPD)	HES, trusted organisations (to be identified), Homelessness and Financial Inclusion, TBC
2.4 Collaborating with the SBC Communities and Partnerships team, Social Care and Health and NHS Borders, create a database of intermediary community groups and services that can collaborate with SBC, to equip them with advice, support and referral mechanisms on affordable warmth and energy efficiency.	<p>Engage with teams to identify intermediary groups that could support and benefit from affordable warmth advice in terms of training and events.</p> <p>Map and create database of groups.</p> <p>Make contact with the groups.</p> <p>Identify opportunities to add HES affordable warmth material to the events.</p> <p>Add material to the agenda.</p> <p>Engage with Homelessness and Financial Inclusion Team, CAB and RSLs on opportunities for consistent training and increasing referral routes.</p> <p>Engage with the Job Centre to provide fuel poverty material in their Centres.</p> <p>Engage with Shelter Scotland on opportunities related to fuel poverty awareness training.</p>	SBC HSPD and Communities and Partnerships	Social Care and Health, NHS Borders, Homelessness and Financial Inclusion, CAB, RSLs
2.5 Apply for grant funding to increase awareness on energy efficiency and fuel poverty issues throughout households.	<p>Review potential opportunities for funding.</p> <p>Promote and support applications as appropriate.</p>	Changeworks Affordable Warmth Team	SBC (HSPD), RSLs
2.6 Develop an increased web presence on the SBC website and on social media to promote energy efficiency and affordable warmth in the home, referral mechanisms and funding opportunities.	<p>Review current content on SBC HSPD web space.</p> <p>Review content on HES and other Councils websites and identify relevant material to replicate on SBC website.</p> <p>Update content on SBC website.</p> <p>Ensure wider material on funding opportunities kept up to date and Strategy present.</p> <p>Liaise with social media team and HES to explore opportunities to promote energy efficiency and affordable warmth campaigns.</p>	SBC (HSPD)	HES, SBC social media team
2.7 RSLs in the Scottish Borders work collectively to create a clear and concise guide to funding for EESSH.	<p>Engage with the RSLs to develop a funding working group.</p> <p>Action the group to identify and review relevant funding opportunities for affordable warmth and energy efficiency improvements.</p>	RSLs	SBC (HSPD)

Priority 3: To ensure that the AWHEEs provides opportunities for all in the Scottish Borders

Strategic Outcomes	Relevant Indicator	Baseline (data)	Target	Data Type and Source	Timescale
1. Significant increase in the number of referrals to Home Energy Scotland for households that reside in rural, off-gas grid properties and/or contain elderly and vulnerable individuals.	Percentage of households with these characteristics referred to Home Energy Scotland increases.	Discussion to be held with HES to determine whether data can be segregated to this level.	Based on baseline data availability.	Home Energy Scotland	2019-23
2. Significant increase in the number of referrals to Home Energy Scotland for the self-funded, owner occupied market.	Percentage of households with these characteristics referred to Home Energy Scotland increases.	Discussion to be held with HES to determine whether data can be segregated to this level.	Based on baseline data availability.	Home Energy Scotland	2019-23
3. Clear support routes to encourage members of the supply chain to engage in energy efficiency work.	To be able to set actions on implementing the opportunities to develop the supply chain.	-	-		2023

Strategic Actions	Example Actions	Lead	Partners
3.1 Ensure all support extends to, and is relevant for rural and/or off-gas grid areas.	Liaise with HES to ensure that best practice to engage these types of householders and properties are maximised within Priority 2. Develop dialogue with Highlands and Islands Partnership to discuss best practice. Put specific actions in place accordingly.	SBC (HSPD)	HES, Communities and Partnerships
3.2 Ensure all support extends to, and is relevant for; the elderly and vulnerable and; households that are experiencing child poverty.	Liaise with HES to ensure that best practice to engage these types of householders and properties are maximised within Priority 2. Develop dialogue with NHS Borders JHIT to discuss best practice. Put specific actions in place accordingly.	SBC (HSPD)	HES, NHS Borders, Communities and Partnerships
3.3 Develop best practice on engaging the 'self-funded' market to develop a programme of encouragement and support for this these homeowners.	Access best practice, latest research and analysis from SG, Uni of Edinburgh M&E programme and from ongoing Energy Efficient Scotland Projects. Analyse the findings. Start to produce best practice guidance on a long-term approach for Scottish Borders for the 'self-funded' market.	SBC (HSPD)	Changeworks, University of Edinburgh, Scottish Government
3.4 Ensure bottlenecks with regards to mixed tenure blocks are	Ensure SBC HSPD and Changeworks are proactive in engaging RSLs	SBC (HSPD), RSLs and	Private Landlords

minimised.	when developing annual HEEPS:ABS programmes. Ensure all active and/or potential bottlenecks are discussed at the Borders Home Energy Forum.	Changeworks	
3.5 Explore opportunities to understand better the Scottish Borders energy efficiency supply chain, in terms of challenges, barriers and opportunities to increasing work in this area.	Engage at the Borders College Construction Advisory Board meetings, as an access point to engage with the supply chain. Develop contacts across the supply chain to discuss further the opportunities and barriers for the energy efficiency agenda. Realise the actions required to develop the supply chain further.	SBC Economic Development and Borders College	SBC (HSPD)
3.6 Engage with Borders College to explore opportunities to increase training on energy efficiency measures.	Continue to meet with Borders College on the energy efficiency agenda. Support them to explore best practice elsewhere. Engage at Construction Advisory Board meetings. Support development of an evidence base to provide training on the energy efficiency agenda.	Borders College	SBC (HSPD and Economic Development)
3.7 Remain proactive with regards to Borderlands and South of Scotland Economic Partnership funding and projects.	Maintain dialogue with relevant colleagues at SBC.	SBC Economic Development	
3.8 Develop a series of case studies to be used as best practice to incentivise other homeowners to take up and/or invest in energy efficiency in the home.	Liaise with HES, Borders Home Energy Forum, HEEPS:ABS projects and ongoing Energy Efficient Scotland projects regarding data collected on case studies across tenure types. Develop case studies into promotional documents. Explore opportunities to promote these case studies to other households.	Borders Home Energy Forum	HES, Changeworks, Warmworks
3.9 Develop an evidence base relating to the behaviour in the home post energy efficiency improvement.	Liaise with HES, HEEPS:ABS projects and ongoing Energy Efficient Scotland projects regarding data collected on performance of energy efficiency measures post installation. Develop data collected into lessons learned documents. Explore opportunities to understand further and feedback to delivery partners the outcomes of the lessons learned.	SBC (HSPD)	HES, Changeworks
3.10 Develop an evidence base for engagement to understand better the stages at which homeowners drop out of the energy efficiency 'journey' and identify the specific barriers and reasons for their exit.	Liaise with HES and ongoing Energy Efficient Scotland projects regarding customer journeys with HES. Identify and collate barriers and reasons for drop out on the customer journey. Develop an action plan for the Scottish Borders and HES to support homeowners further to minimise the barriers observed.	SBC (HSPD)	HES, Changeworks

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Appendix 2: Affordable Warmth and Home Energy Efficiency Local Profile

This Appendix provides an overview of the local context that shapes and influences the operation of the local housing system in the Scottish Borders. In particular, it provides headline data on the Scottish Borders population, economy, rurality, deprivation, localities and the existing and planned housing stock. It then provides information and data on fuel poverty and fuel costs, as well as the energy profile of housing in the Scottish Borders.

A summary of the main points from this analysis is presented below and is repeated in the main Strategy.

Population and household profile

- Estimated population for the Scottish Borders in 2017 was 115,020.
- Between 2016 and 2026 the overall population of the Scottish Borders is not expected to change significantly (+2.0%).
- However, the proportion of over 75s are projected to increase by almost 34%.
- There were 54,306 households in the Scottish Borders in 2017.
- Household projections suggest that number of households will continue to rise, with the projected increase for the Scottish Borders of around 7% for the period 2012-37.

Household economy

- In 2017, 53,500 people were employed in the Scottish Borders.
- The median full-time gross weekly earnings by place of work nationally in 2017 was £547.30 and in the Scottish Borders it was £467.80.
- Unemployment rate in the Scottish Borders in 2017 was 3.4% (1,900 individuals) and in Scotland it was 4.1%.

Rurality

- 53% of the population in the Scottish Borders live in rural areas, compared with the national figure of 21%.
- The Scottish Borders has no large urban areas and only two settlements are classed as other urban areas, Hawick and Galashiels.
- Accessible rural areas accounts for 39% of new private dwellings built over the past ten years; this area has the largest of the Scottish Borders population, with 36% of people in the Borders staying in accessible rural areas.

Deprivation

- Using the Scottish Index of Multiple Deprivation, 7 datazones fall into the “20% most deprived” in Scotland: these are located in Hawick Central, Burnfoot, Langlee and Selkirk areas.
 - These datazones account for 5.8% of the Scottish Borders population.
- Two datazones fall into the “10% most deprived” in Scotland in Burnfoot and Langlee.
 - These datazones account for 1.4% of the Scottish Borders population.

Localities, population spread and housing stock

- The 5 localities are Berwickshire, Cheviot, Eildon, Teviot and Liddesdale, and Tweeddale.
- There is a higher proportion of 65+ in Cheviot and Teviot and Liddesdale.
- Berwickshire has significantly higher % population in small settlements (<500).
- 56% of households are owner occupied, 18% are privately rented, and 26% are socially rented.
- 36% of households are pre-1945 and 64% are post 1945; 73% are houses and 27% are flats.

Fuel poverty and fuel costs

- 31% of households in the Scottish Borders are fuel poor under the current definition; 8% are extreme poor.
- National measurement of fuel poverty under the new definition is not available currently until December 2019.
- Teviot and Liddesdale has the highest proportion of homes in a Council Tax band A-C (78.6%), whilst Tweeddale has the least (46.8%).
- UK average expenditure on electricity increased by 7.3% between 2016 and 2017; gas expenditure decreased by 4.5%.
 - There has been a gradual increase in total household expenditure on energy over the last 10 years.

Energy profile and housing quality

- Approximately one third of properties are off the gas grid.
 - Berwickshire has less homes connected by mains gas and consequently, there are more homes dependent on alternative forms of heat, namely solid fuel, electric heaters and oil.
 - Eildon also has a large proportion of homes that are dependent on electricity with limited dependency on solid fuels, LPG and oil in comparison to the other localities.
- 68% of appropriate households have had cavity wall insulation; whilst the level of solid wall insulation for appropriate households is relatively low (and in line with the Scottish average).
 - Houses eligible for solid wall insulation account for approximately two thirds of the households in the data set.

Population and Household Profile

The Scottish Borders is a rural local authority area of 473,614 hectares (1,827 square miles) and is the sixth largest council area geographically in Scotland. The estimated population for the Scottish Borders in 2017 was 115,020; an increase of 0.4% in 2016 (NRS, 2018). The population accounts for approximately 2% of the total population of Scotland. In terms of population density, the Scottish Borders is one of the most sparsely populated regions of Scotland, 0.24 persons per hectare, lower than the Scottish average of 0.68. In 2017, 9% of the population are aged 16 to 24 years (NRS, 2018). This is lower than Scotland, where 10.9% are aged 16 to 24 years. Persons aged 65 and over make up 24.1% of the Scottish Borders. This is higher than Scotland, where 18.7% are aged 65 and over. Projecting out to 2026, the overall population is not expected to change significantly (+2.0%). This compares to a projected increase of 3.2% for Scotland as a whole. However, the 16 to 24 age group is projected to see the largest percentage decrease (-8.4%) and the 75 and over age group is projected to see the largest percentage increase (+33.5%). These changes are also expected to be more marked in the Scottish Borders than in Scotland as a whole.

Scottish Borders is a rural local authority where 30% of the population lives in settlements of under 500 people or in isolated hamlets. The largest town is Hawick with a 2016 estimated population of 13,783, followed by Galashiels with 12,601 – although, if neighbouring Tweedbank were included, Galashiels would be the largest town in Scottish Borders. The only other towns with a population of over 5,000 people are Peebles, Kelso and Selkirk. Scottish Borders Council Area is the fourth most sparsely-populated mainland Local Authority areas in Scotland after Highland, Argyll and Bute and Dumfries and Galloway.

There were 54,306 households in the Scottish Borders in 2017; an increase of 0.1% on the previous year and 14.4% since 2001. Between 2016 and 2026, the number of households in Scottish Borders is projected to increase from 53,787 to 56,497. This is a 5.0% increase, which compares to a projected increase of 6.4% for Scotland as a whole. Average household size is expected to continue to decline throughout this period.

Household Economy

In 2017, 53,500 people were employed in the Scottish Borders (ONS NOMIS, 2018). Although gross pay has gradually increased over the last two decades, earnings are below the Scottish average, particularly so for those working within the Scottish Borders area. People who live and work in the Scottish Borders earn just over 81% of the Scottish average wage; those who live in the Scottish Borders and work outside the area earn on average 92% of the Scottish average. This reflects the value of the employment available in the Scottish Borders economy. The median full-time gross weekly earnings by place of work nationally in 2017 was £547.30 and in the Scottish Borders it was £467.80 (ONS, 2017).

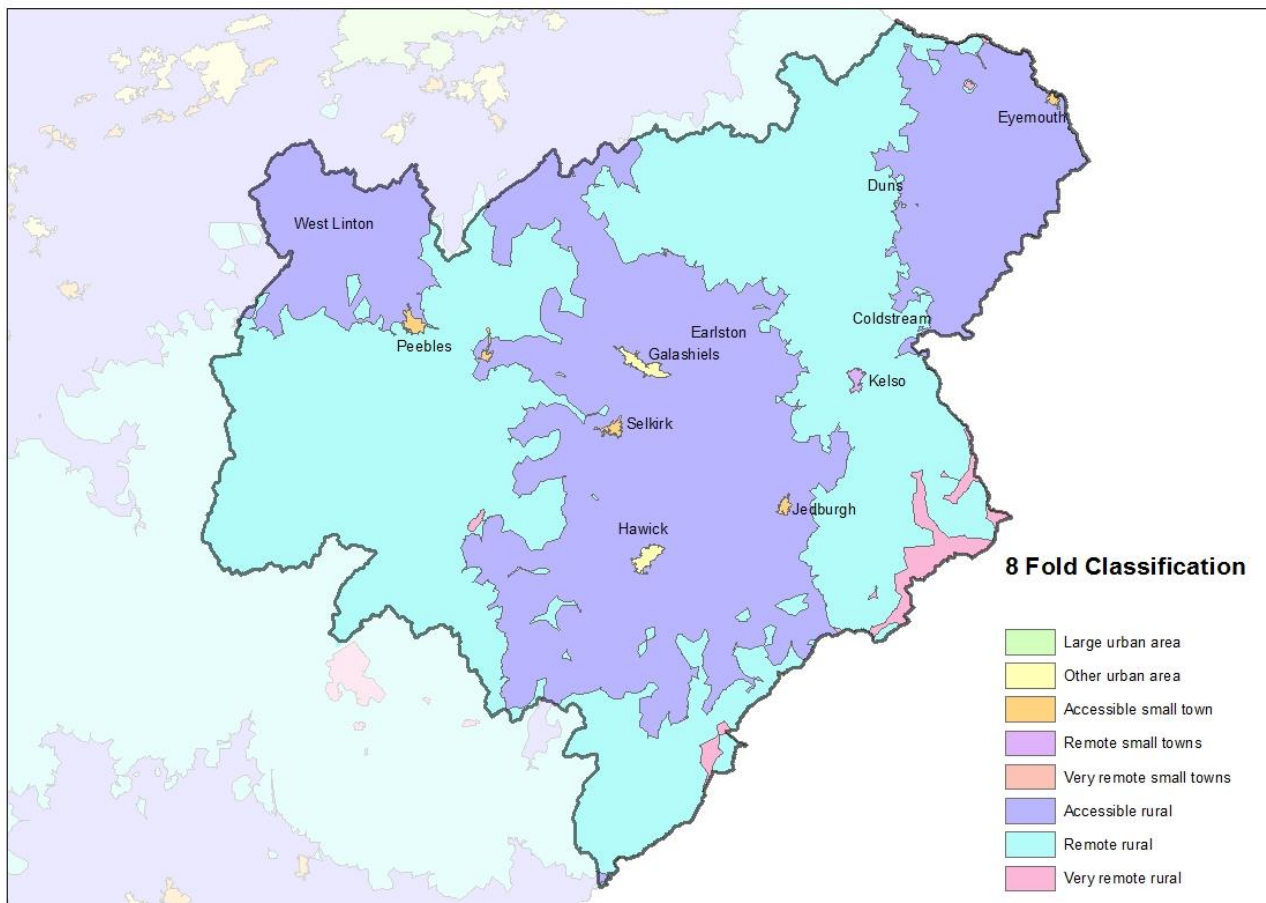
Based on the CACI Paycheck data for 2015, the average income for Scottish Borders households is £32,785; approximately 5% lower than the national average (£34,619). Furthermore, household income levels vary across housing market areas, with incomes particularly low in Berwickshire (£30,407) and Central Borders (£30,624) and considerably higher in the Northern housing market area (£40,846). The gross disposable household income per head in the Scottish Borders in 2016 was £18,923 (ONS, 2016); in Scotland it was £18,231 (ONS, 2016). Since 2011 the growth in the gross disposable household income per head in the Scottish Borders has been favourable.

Unemployment rate in the Scottish Borders in 2017 was 3.4% (1,900 individuals) and in Scotland it was 4.1% (ONS NOMIS, 2018). The level of unemployment in the Scottish Borders peaked in 2012 at 6.2% and has decreased since. The proportion of working age people claiming Job Seekers Allowance (JSA) and those unemployed people claiming or transferring on to Universal Credit (UC) in the Scottish Borders has consistently been below the average level for Scotland. Within the Scottish Borders, the proportion of working age people claiming either JSA or the unemployment related UC in March 2016 ranged from 0.9% for the Leaderdale and Melrose ward to 2.7% for Galashiels and District, Hawick and Hermitage and Hawick and Denholm wards. Across the localities, the numbers claiming jobseeker's allowance has fluctuated over the past ten years, with the highest rates consistently in Teviot and Liddesdale and the lowest in Tweeddale.

Rurality

The Scottish Government Urban Rural Classification provides a standard definition of rural areas in Scotland (Scottish Government, 2018b). Figure A2.1 shows the Urban Rural areas for the Scottish Borders using the 8 fold classification whilst Table A2.1 provides the definitions of the 8 fold urban rural classification. The Scottish Borders has no large urban areas and only two settlements are classed as other urban areas, Hawick and Galashiels.

Figure A2.1: Scottish Government’s Urban Rural Classification



Source: Scottish Government, 2018b

Table A2.1: Scottish Government Urban Rural Classification, 8-fold

Class Name	Description	Scottish Borders Settlement
Large Urban Areas	Settlements of 125,000 people and over.	-
Other Urban Areas	Settlements of 10,000 to 124,999 people.	Galashiels and Hawick
Accessible Small Towns	Settlements of 3,000 to 9,999 people, and within a 30 minute drive time of a Settlement of 10,000 or more.	Eyemouth, Innerleithen, Jedburgh, Peebles, Selkirk
Remote Small Towns	Settlements of 3,000 to 9,999 people, and with a drive time of over 30 minutes but less than or equal to 60 minutes to a Settlement of 10,000 or more.	Kelso
Very Remote Small Towns	Settlements of 3,000 to 9,999 people, and with a drive time of over 60 minutes to a Settlement of 10,000 or more.	-
Accessible Rural Areas	Areas with a population of less than 3,000 people, and within a drive time of 30 minutes to a Settlement of 10,000 or more.	Allanton, Ancrum, Ayton, Chirnside, Coldingham, Coldstream, Darnick, Denholm, Duns, Earliston, Lauder, Melrose, Newtown St Boswells, St Boswells, Stow, Walkerburn, West Linton
Remote Rural Areas	Areas with a population of less than 3,000 people, and with a drive time of over 30 minutes but less than or equal to 60 minutes to a Settlement of 10,000 or more.	Greenlaw, Yetholm

Source: Scottish Government, 2018b

Table A2.2 provides the percent of population in each 8-fold Rural Urban category for the Scottish Borders and Scotland. It shows that 53% of the population in the Scottish Borders live in rural areas, compared with the national figure of 21%.

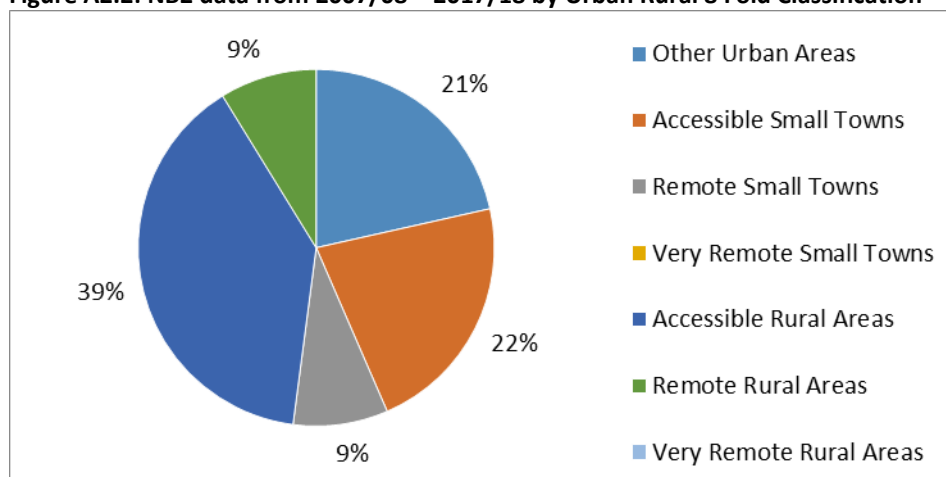
Table A2.2: Percent of population in each 8-fold Rural Urban category for the Scottish Borders and Scotland

	Large Urban Areas	Other Urban Areas	Access. Small Towns	Remote Small Towns	Very Remote Small Towns	Access. Rural	Remote Rural	Very Remote Rural
Scottish Borders	0.0	25.1	22.0	6.0	0.0	36.1	10.7	0.0
Scotland	34.6	36.2	8.5	2.3	1.2	11.2	3.2	2.8

Source: Scottish Government, 2018b

Figure A2.2 shows new private dwellings in the Scottish Borders, classified by the Scottish Governments Urban Rural classification. Accessible rural areas accounts for 39% of new private dwellings built over the past ten years; this area has the largest of the Scottish Borders population, with 36% of people in the Borders staying in accessible rural areas. When comparing new private building and population in the Scottish Borders, the proportions are very similar, meaning that the distribution of new builds aligns with the population in that area.

Figure A2.2: NB2 data from 2007/08 – 2017/18 by Urban Rural 8 Fold Classification



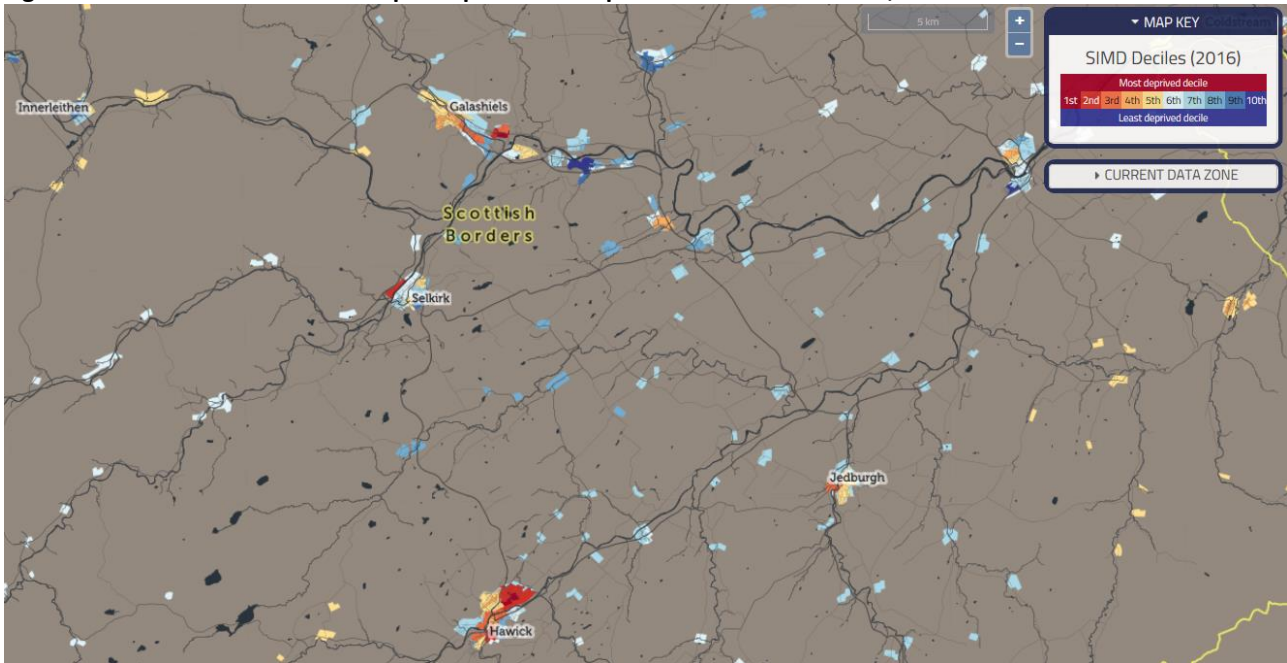
Source: Scottish Government, 2018

Deprivation

Deprivation is measured using the Scottish Index of Multiple Deprivation (SIMD) 2016 (SIMD, 2016). This takes account of measures of income, employment, health, education, geographic access, crime and housing. Results from the 2016 SIMD show that most areas (143 datazones) in Scottish Borders are found in the middle rankings (5th, 6th & 7th SIMD deciles). Figure A2.3 outlines the SIMD for the Scottish Borders, with red representing the most deprived and blue the least deprived.

Seven datazones fall into the “20% most deprived” in Scotland: these are located in Hawick Central, Burnfoot, Langlee and Selkirk areas. These datazones account for 5.8% of the Scottish Borders population. Two datazones fall into the “10% most deprived” in Scotland in Burnfoot and Langlee. These datazones account for 1.4% of the Scottish Borders population.

Figure A2.3: Scottish Index of Multiple Deprivation Map for the Scottish Borders, 2016



Source: SIMD, 2016

Localities and population spread

The Council and its Community Planning Partners have adopted a Locality Planning approach, establishing five commonly agreed localities and Area Partnerships. The localities are Berwickshire, Cheviot, Eildon, Teviot and Liddesdale, and Tweeddale and are outlined in Figure A2.4. Table A2.3 outlines the Scottish Borders locality profiles. Within the Scottish Borders there are 4 main housing associations: Berwickshire Housing Association Ltd; Eildon Housing Association Ltd; Scottish Borders Housing Association Ltd and; Waverley Housing.

Figure A2.4: Localities map for the Scottish Borders



Table A2.3: Scottish Borders locality profiles

Area	Population				Rurality		Deprivation
	Total	0-15	16-64	65+	% population in small settlements (<500)	No. settlements >500	% population income deprived
Berwickshire	20,567	15%	60%	24%	45%	7	10.4%
Cheviot	19,503	15%	58%	27%	34%	4	9.4%
Eildon	35,190	18%	61%	21%	19%	8	9.8%
Teviot and Liddesdale	17,965	14%	59%	28%	14%	3	14.3%
Tweeddale	20,715	19%	62%	20%	28%	5	7.0%
Scottish Borders	114,030	17%	60%	23%	27%	27	10.9%

Housing Stock

The data for housing stock, and other statistics in this Appendix are based on a sample size of 206, taken from the Scottish Home Condition Survey (Scottish Government, 2018a). Of the households in the Scottish Borders, approximately 56% are owner occupied, 18% are privately rented, and 26% are socially rented (Scottish Government, 2018a). This is compared to Scotland, of which approximately 61% are owner occupied, 14% are privately rented, and 25% are socially rented. Table A2.4 outlines the key household characteristics in the Scottish Borders in terms of dwelling type, tenure and household type.

Table A2.4: Key estimated household characteristics in the Scottish Borders and Scotland for 2017 (presented in 000s, with % share in brackets for Scottish Borders only)

	No. Households by dwelling characteristics (000s)							No. Households by household attributes (000s)					
	Total	Age of dwelling		House or flat		No. Bedrooms		Tenure			Household type		
		Pre-1945	Post-1945	House	Flat	2 or fewer	3+	Owner occupied	Social housing	Private rented	Older	Families	Other
Scottish Borders	54	19 (36%)	34 (64%)	39 (73%)	15 (27%)	22 (42%)	31 (58%)	30 (56%)	14 (26%)	10 (18%)	21 (38%)	13 (24%)	20 (38%)
Scotland	2,450	763	1,687	1,556	894	1,251	1,199	1,498	613	339	760	570	1,121

Source: Scottish Government, 2018a

Fuel Poverty and Fuel Costs

Fuel poverty estimates using the current approach are presented in Table A2.5 and Table A2.6 provides the split of council tax bands for each locality. The data in Table A2.5 indicates that 31% of households in the Scottish Borders are fuel poor under the current definition; 8% are extreme poor. In Table A2.6 just over 50% of households reside in Council Tax band A in Teviot and Liddesdale. This locality also has the highest proportion of homes in a Council Tax band A-C (78.6%), whilst Tweeddale has the least (46.8%). Table A2.7 also presents data of fuel poor households against a series of proxies, taken from the Borders Home Energy Database, completed on behalf of SBC by Changeworks.

Table A2.5: Percentage of fuel poor and extreme fuel poor households in the Scottish Borders under the Scottish Government's previous definition for 2016

	% fuel poverty by dwelling characteristics							% fuel poverty by household attributes					
	% of Scottish Borders LA	Age of dwelling		House or flat		No. Bedrooms		Tenure			Household type		
		Pre-1945	Post-1945	House	Flat	2 or fewer	3+	Owner occupied	Social housing	Private rented	Older	Families	Other
% of fuel poor households	31%	35%	29%	31%	32%	30%	32%	27%	39%	32%	43%	22%	26%
% of households extreme fuel poor	8%	7%	8%	10%	*	7%	9%	7%	10%	*	16%	*	*

Source: Scottish Government, 2018a

Table A2.6: Percentage of households in each council tax band in the Scottish Borders split by locality

Locality	Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H	% A-C
Berwickshire	21.4	25.8	14.2	11.4	11.8	8.5	6.3	0.7	61.4
Cheviot	21.6	25.2	15.7	11.0	10.9	7.8	6.9	0.8	62.6
Eildon	28.6	22.8	11.5	10.9	12.3	7.8	5.6	0.5	62.9
Teviot and Liddesdale	52.5	18.1	8.0	7.6	6.5	4.4	2.6	0.3	78.6
Tweeddale	19.3	16.6	10.9	9.0	12.1	12.3	17.9	1.9	46.8

Source: Energy Savings Trust, 2018

Table A2.7: Estimated fuel poor properties split out using different proxies (using the previous definition)

Locality	Estimated No. fuel poor properties using single pensioner proxy	Estimated No. fuel poor properties using unemployed proxy	Estimated No. fuel poor properties using looking after the home or family proxy	Estimated No. fuel poor properties using long-term sick or disabled proxy	Estimated No. fuel poor properties using EPC band E-G proxy	Estimated No. fuel poor properties using central heating system other than gas or electric proxy
Berwickshire	1,228	373	41	174	2,273	867
Cheviot	1,259	342	38	121	1,613	559
Eildon	1,942	930	73	309	3,354	621
Teviot and Liddesdale	1,201	565	55	228	1,485	419
Tweeddale	1,080	312	25	100	1,575	516

Source: Energy Savings Trust, 2018

The total annual UK domestic expenditure on energy by product (including vehicle fuel expenditure) is presented in Table A2.8. Between 2016 and 2017 total expenditure on energy products increased in terms of current prices by 5% - there has been a gradual increase in expenditure over the dataset. Expenditure on energy products accounted for 4.9% of all consumer expenditure in 2017. Expenditure on electricity increased by 7.3% between 2016 and 2017; gas expenditure decreased by 4.5%. Lastly, gas and electricity each account for approximately 25% of total expenditure for energy products – this has remained stable in recent years.

Table A2.8: Total household expenditure on energy (£ million)

	Solid Fuels	Gas	Electricity	Liquid Fuels ^(inc fuel oils and heating oils)	All fuel and power	Vehicle Fuels and Lubricants	Total energy products	Total consumers expenditure
2008	313	12,825	14,175	1,519	28,832	29,727	58,559	986,373
2009	306	13,511	14,378	1,140	29,335	26,621	55,956	960,854
2010	275	14,831	13,896	1,476	30,478	30,820	61,298	984,614
2011	278	13,542	14,038	1,579	29,437	35,415	64,852	1,013,406
2012	286	15,851	15,271	1,655	33,063	35,513	68,576	1,053,663
2013	290	17,153	16,330	1,626	35,399	34,259	69,658	1,098,735
2014	253	14,737	15,129	1,201	31,320	33,067	64,387	1,143,919
2015	302	14,888	15,293	967	31,450	28,297	59,747	1,181,868
2016	291	15,504	15,095	861	31,751	27,604	59,355	1,235,357
2017	299	14,801	16,195	1,097	32,392	29,952	62,344	1,282,038
% change, 2016-17	+2.7	-4.5	+7.3	+27.4	+2.0	+8.5	+5.0	+3.8

Source: BEIS, 2018

Energy Profile and Housing Quality

This Section provides key data relating to energy use, fuel, EPC ratings and housing energy efficiency improvements in the household. The following Tables are taken from different sources (Scottish Household Condition Survey, Home Analytics and the Borders Home Energy Database), are based on samples of data and should be regarded as a good representation for the region. The data is at a level to provide common themes and trends with a reasonable level of confidence.

Table A2.9 explores the condition of housing in the Scottish Borders by dwelling type, tenure and household type. These characteristics provide an indicator of the energy efficiency performance and quality of the housing stock and help to indicate the types of energy efficiency measure that may be appropriate for the household. The data demonstrates that the majority of housing has loft insulation > 100 mm, yet this does not disregard the need to provide further loft insulation and the need to potentially insulate the external walls. The data also shows that approximately one third of properties are off the gas grid and there is significant disrepair to critical elements of the home.

Table A2.9: Percentage of dwellings for key energy efficiency and housing quality statistics in the Scottish Borders for 2016

	% of dwellings by dwelling characteristics							% of dwellings by household attributes					
	% of Scottish Borders (Scotland in brackets)	Age of dwelling		House or flat		No. Bedrooms		Tenure			Household type		
		Pre-1945	Post-1945	House	Flat	2 or fewer	3+	Owner occupied	Social housing	Private rented	Older	Families	Other
Off the gas grid (2016 data)	30% (16%)	42%	23%	41%	*	17%	39%	36%	9%	42%	32%	34%	25%
<100mm loft insulation	8% (7%)	19%	*	6%	*	*	10%	10%	*	*	5%	12%	8%
Disrepair to critical elements	63% (50%)	85%	50%	58%	75%	62%	63%	60%	61%	73%	57%	66%	66%
Rising or penetrating damp	4% (3%)	4%	4%	4%	*	4%	4%	4%	6%	*	6%	*	*
Condensation	9% (8%)	11%	7%	5%	18%	12%	6%	6%	11%	14%	6%	12%	9%

Source: Scottish Government, 2018a

Table A2.10 explores the estimated level of wall insulation in more detail for the Scottish Borders. It is split out between cavity wall insulation and solid/other (likely to imply external/internal). The data implies a reasonable level of properties that are eligible have received cavity wall insulation, whilst the level of solid wall insulation is relatively low (and in line with the Scottish average). It should also be noted that the houses eligible for solid wall insulation account for approximately two thirds of the households in the data set.

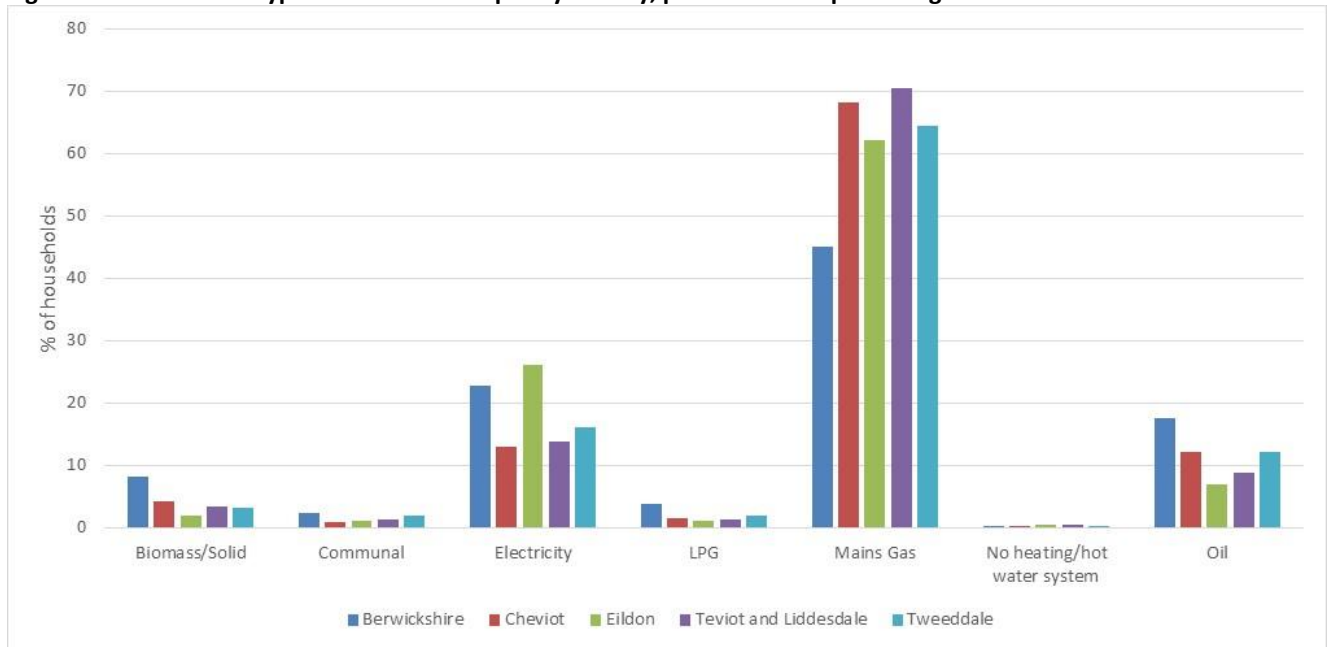
Table A2.10: Estimated level of wall insulation in the Scottish Borders and Scotland for 2016

	Sample	Cavity				Solid/other				Total			
		Not insulated		Insulated		Not insulated		Insulated		Not insulated		Insulated	
		000s	% LA	000s	% LA	000s	% LA	000s	% LA	000s	% LA	000s	% LA
Scottish Borders	206	12	32%	25	68%	15	85%	3	15%	27	50%	27	50%
Scotland	8606	498	27%	1,324	73%	535	85%	93	15%	1,033	42%	1,417	58%

Source: Scottish Government, 2018a

Figure A2.5 explores the main fuel type for households split by locality and presented as a percentage. The data demonstrates the locality of Berwickshire to have less homes connected by mains gas and consequently, there are more homes dependent on alternative forms of heat, namely solid fuel, electric heaters and oil. Eildon also has a large proportion of homes that are dependent on electricity with limited dependency on solid fuels, LPG and oil in comparison to the other localities.

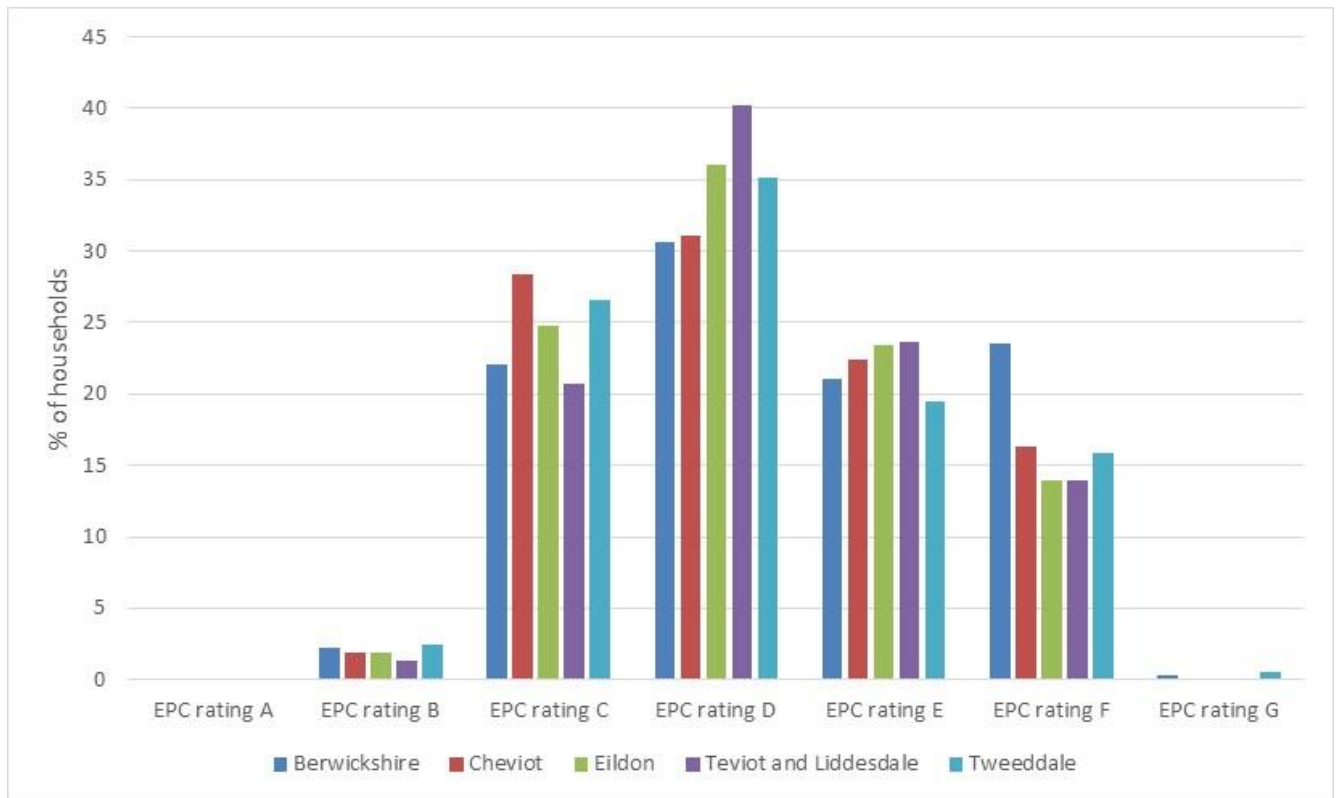
Figure A2.5: Main fuel type for households split by locality, presented as a percentage



Source: Energy Savings Trust, 2018

Figure A2.6 displays the Energy Performance Certificate rating for households in the Scottish Borders, split out by locality. It demonstrates a consistent spread across the localities with no major outliers. In Section 5 in the main report, the progress against the Energy Efficient Scotland route map is outlined further in terms of EPC rating.

Figure A2.6: Estimated EPC ratings for households split by locality, presented as a percentage



Source: Energy Savings Trust, 2018

Appendix 2 References

BEIS, 2018, Annual Domestic Energy Bills

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/719941/table_261.xls access 05/11/18]

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ONS, 2016, Regional gross disposable household income, UK: 1997 to 2016

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Scottish Government, 2018a, Scottish Household Condition Survey – Local Authority Analyses [<https://www2.gov.scot/Topics/Statistics/SHCS/keyanalyses> accessed 05/11/18]

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SIMD, 2016, Scottish Index of Multiple Deprivation [<http://simd.scot/2016/#/simd2016/BTTTTFTT/9/-4.0000/55.9000/> accessed 05/11/18]

Appendix 3: Equality Impact Assessment, Part 1 and 3

Scottish Borders Council
Stage 1 Equality Impact Assessment – Start Up

1.	Title of Proposal:	Scottish Borders Affordable Warmth and Home Energy Efficiency Strategy (AWHEEs)
2.	Service Area: Department:	Housing Strategy, Policy and Development The responsibility of developing the Strategy lies with SBC, but its implementation is dependent on a wider partnership working with a range of stakeholders across the energy efficiency and fuel poverty supply chain. In particular the implementation will work with the Borders Home Energy Forum; key partners for delivery of the Strategy include housing associations (RSLs), housing developers, installers, educators and various departments within SBC.
3.	Description:	<p>The AWHEEs forms part of the Scottish Borders Council's (SBC) Local Housing Strategy (LHS). The LHS sets the strategic direction to tackle housing need and demand in the Scottish Borders and informs future investment in housing and related services across the Scottish Borders. Delivery of the AWHEEs will contribute towards the Scottish Borders LHS's vision that 'Every person in the Scottish Borders lives in a home that meets their needs'. The main priority related to the AWHEEs is Priority 2: 'More people live in good quality, energy efficient homes'.</p> <p>In terms of improving housing quality and energy efficiency, the LHS is required to address the following policy issues.</p> <ul style="list-style-type: none"> • National fuel poverty target (2016) and links to energy • Housing's contribution to climate change • Maintaining the Scottish Housing Quality Standard • Delivering EESSH (Energy Efficiency Standard for Social Housing) <p>The AWHEEs provides a focus for cross-sector, multi-agency strategic planning, improvement and delivery. It will be developed in consultation with key stakeholders.</p> <p>The strategy supports the Council's priorities where fuel poverty impacts on their success, particularly for example in reducing inequalities, helping to alleviate the pressure on health and social care services arising from an expanding older population, achieving a low carbon economy and addressing the challenges associated with Welfare Reform.</p> <p>The successful delivery of the AWHEEs will improve the energy efficiency of homes, in turn raising the living standard of all households, in particular those in fuel poverty. It should, as a baseline, support the understanding of housings contribution to climate change, as well as support the delivery of schemes such as Energy Efficient Standard for Social Housing (EESSH) and Energy Efficient Scotland Route Map to raise households out of poverty.</p> <p>The Strategy is in its infancy and so further aim and objectives are not provided at this stage. It should be read in conjunction with the LHS.</p>

4.	<p>Relevance to the Equality Duty.</p> <p>Do you believe your proposal has any relevance to the following duties of the Council under the Equality Act 2010?</p>			
	Duty		Yes/No	
	Elimination of discrimination (both direct & indirect), victimisation and harassment.		Yes. The implementation of the AWHEEs will have an impact on the whole population of the Scottish Borders as everyone has a right to live in an energy efficient home that meets their needs.	
	Promotion of equality of opportunity?		Yes. The development and implementation of the AWHEEs and the action plan will identify and promote equality of opportunity.	
	Foster good relations?		Yes. The implementation of the AWHEEs is dependent on partnership working and requires engagement with a wide range of stakeholders. Through implementation there is also the potential to engage further and to build new relationships	
5.	<p>Which groups of people may be impacted (both positively and negatively) if the proposal is advanced?</p>			
<p style="text-align: center;">1.1.1 Equality Characteristic</p>	1.2 Impact			1.3 Description
	No Impact	Possible Positive Impact	Possible Negative Impact	
<p>Gender, Race Groups, People with Religious or other Beliefs, Pregnancy and Maternity, Sexual orientation, Carers, Employees</p>		X		<p>The delivery of the AWHEEs will improve the access to a more energy efficient home for all. There is likely to be a positive impact on these groups, and the outcomes will be monitored through the life span of the Strategy and the LHS.</p>
<p>Age</p>		X	X	<p>The AWHEEs and the LHS is inclusive to all individuals regardless of age. Providing opportunities to improve the energy efficiency of homes and in turn helping to alleviate fuel poverty should benefit the health and well-being of children, young people and older people.</p> <p>In terms of possible negative impacts, there is a risk that elderly home occupiers may be impacted from disruption associated with the installation of energy efficient measures. However, this would be a short term impact and where possible, any disruption would be minimised through working closely with contractors.</p>
<p>Disability</p>		X	X	<p>The AWHEEs and the LHS is inclusive to all individuals regardless of disability. There are numerous plans linked to the LHS that focus on disability and these should be referred to separately.</p>

					In terms of possible negative impacts, there is a risk that households with disabled occupants who have a disability may be impacted from disruption associated with the installation of energy efficient measures. However, this would be a short term impact and where possible, any disruption would be minimised through working closely with contractors.
	Poverty		X		The AWHEEs and the LHS sets out priority areas and actions for investment in energy efficient measures, including in rural areas and for those in fuel poverty. Both strategies recognise the needs of those on low incomes, identifying the number of households (under different tenure types) eligible for energy efficiency upgrades through a variety of Scottish Government and wider funded initiatives. The strategy considers the needs of those in fuel poverty and sets out the services and actions required to tackle fuel poverty. This includes information and advice on income maximisation, behaviour in the home (relating to energy use) and energy efficiency.
	General – digital exclusion			X	This characteristic has been added as an additional factor to consider. Digital exclusion in this case homeowners may experience exclusion or literacy and numerical issues could be disadvantaged in what is a very complicated energy market. This may leave them in a position where they may not be able to access the most appropriate or ‘best’ options available to them in terms of energy provider etc.
6.	Mitigation				
	Characteristic		Mitigation		
	Age and disability		Impact – temporary disruption and distress during installation of energy efficiency measures. Mitigation – liaising with contractors with directly, through RSLs or delivery agents to ensure minimised.		
	General – digital exclusion		The AWHEEs will look to present opportunities for individuals and homeowners to access services such as Home Energy Scotland and continued services such as community hubs (Change works in Peebles).		
	All		The implementation of the AWHEEs and the LHS will bring many positive outcomes for all communities in the Scottish Borders. The LHS is a high level strategic document, therefore, there are specific strategies including the AWHEEs that feed into the LHS that cover the four priorities. Throughout the development of the AWHEEs any gaps in evidence/ data will be identified and steps will be put in place to ensure these are monitored within the strategy.		
7.	How certain are you of the answers you have given?				

	Answer	Tick One
	Certain - I have populated the evidence base to support my answers.	
	Fairly Certain – but don't have concrete evidence to support my answers so would recommend further assessment is conducted if the proposal is progressed.	✓
	Not Certain – further assessment is recommended if proposal is progressed.	

EIA Completed By			
Name	Donna Bogdanovic	Service Area.	Strategic Housing and Development Service
Post	Senior Housing Strategy Officer	Date	25 th July 2018
Name	Paul Gilbert	Service Area.	Strategic Housing and Development Service
Post	Energy Efficiency Strategy and Policy Officer	Date	12 th July 2018

Signed off by:			
Name	Cathie Fancy	Service Area.	Housing Strategy and Services, Place
Post	Group Manager, Housing Strategy and Services	Date	25 th July 2018
Name	Nile Istephan	Service Area.	Eildon Housing Association Ltd.
Post	Chief Executive	Date	27 th July 2018

Scottish Borders Council
Stage 3 Equality Impact Assessment - Sign Off

3.1	Title of Proposal:	Scottish Borders Affordable Warmth and Home Energy Efficiency Strategy (AWHEEs)
3.2	Service Area: Department:	Housing Strategy, Policy and Development The responsibility of developing this Strategy lies with Scottish Borders Council (SBC), but its implementation is dependent on a wider partnership working with a range of stakeholders across the energy efficiency and fuel poverty supply chain. In particular, the implementation of the Strategy will involve working with the Borders Home Energy Forum; key partners for delivery of the Strategy include housing associations Registered Social Landlords (RSLs), NHS Borders, Health and Social Care, installers, educators and various departments within SBC.
3.3	Description:	<p>The AWHEEs forms part of the SBC Local Housing Strategy (LHS). The LHS sets the strategic direction to tackle housing need and demand in the Scottish Borders and informs future investment in housing and related services across the Scottish Borders. Delivery of the AWHEEs will contribute towards the Borders LHS's vision that 'Every person in the Scottish Borders lives in a home that meets their needs'. The main priority related to the AWHEEs is Priority 2: 'More people live in good quality, energy efficient homes'.</p> <p>Covering the period 2019-23, the Vision for the AWHEEs is for 'more people live in energy efficient and affordably warm homes'. The Priorities that work towards fulfilling this Vision are:</p> <ul style="list-style-type: none"> • Priority 1: To collectively work with our partners to improve affordable warmth and energy efficiency in homes. • Priority 2: To explore wider measures to better manage energy and increase warmth in the home. • Priority 3: To ensure that the AWHEEs provides opportunities for all in the Scottish Borders. <p>The AWHEEs provides a focus for cross-sector, multi-agency strategic planning, improvement and delivery. It will be developed in consultation with key stakeholders. It demonstrates clearly how its objectives integrate with the local authority's strategic plans across the range of its functions and responsibilities. The strategy supports the Council's priorities where fuel poverty impacts on their success, particularly for example in reducing inequalities, helping to alleviate the pressure on health and social care services arising from an expanding older population, achieving a low carbon economy and addressing the challenges associated with Welfare Reform.</p> <p>The successful delivery of the AWHEEs will improve the energy efficiency of homes, in turn raising the living standard of all households, in</p>

		<p>particular those in fuel poverty. It should, as a baseline, support the understanding of housings contribution to climate change, as well as support the delivery of schemes such as Energy Efficient Standard for Social Housing (ESSH) and Energy Efficient Scotland Route Map to raise households out of poverty.</p> <p>The Strategy should be read in conjunction with the LHS.</p>			
3.4	1.4 Impact Assessment:				
	1.4.1 Equality Characteristic	1.5 Impact			1.6 Description, Mitigation & Recommendations
		No Impact	Positive Impact	Negative Impact	
	Age		X		<p>The implementation of the AWHEEs will impact on a large proportion of households across the Scottish Borders, as there are homeowners that are fuel poor and a substantial amount of homes that require home energy efficiency improvements.</p> <p>The implementation of the AWHEEs will bring many positive aspects for all of the communities of the Scottish Borders; building on from the LHS, this is at the very heart of the strategy. It is a strategic document and there are service areas already in place to support this strategy, including Strategic Housing and Development Service, Health and Social Care, Economic Development and Planning.</p> <p>A diverse range of partners, stakeholders and housing experts participated in developing the AWHEEs. These included SBC departments, NHS Borders, RSLs, Scottish Association of Landlords, Borders College, Community Groups, Home Energy Scotland, Changeworks, Citizens Advice Bureau, Energy Savings Trust. There was also an online public consultation, as noted below. The programme of engagement activity included the following:</p> <ul style="list-style-type: none"> • Consultation across the Strategic Housing Services and wider services at SBC.
	Disability		X		
	Gender		X		
	Race Groups		X		
	People with Religious or other Beliefs		X		
	Pregnancy & Maternity		X		
	Sexual Orientation		X		
	Carers		X		
Poverty		X			
Employees		X			

				<ul style="list-style-type: none"> • Engagement with the Borders Home Energy Forum focusing on the technical elements of the Actions, and the advice and support elements. • An online public consultation. • A series of semi-structured interviews, face-to-face or over the phone, with members of the Borders Home Energy Forum and their relative colleagues. • Engagement with community representatives, NHS Borders and Health and Social Care. • Engagement with the Energy Efficient Scotland Change Works in Peebles Working group and academics working on the monitoring and evaluation programme at the University of Edinburgh. <p>As the AWHEEs is a high level document, partnership working is an essential part of delivery of the strategy. The AWHEEs will be monitored and evaluated annually against the Action Plan, to ascertain progress and to enable remedial actions to be instigated promptly should they be required, and that services and partners are on track to deliver specific actions. The progress will be monitored by the Borders Home Energy Forum, as part of its remit and reported to the LHS Partnership Group. The Outcomes will also be reviewed and evaluated, as part of the ongoing delivery of the LHS, the overarching strategic plan with the statutory duty to address fuel poverty.</p> <p>The Affordable Warmth and Home Energy Efficiency Strategy Consultative Draft was put to public consultation on the Councils online Consultation Hub from 13th March 2019 and closed on the 21st May 2019. In total, we received 8 responses. All respondents were individuals with 2 living in the social rented sector, and 6 owner occupiers and all were from different areas</p>
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					<p>of the Scottish Borders. The online survey was emailed to a wide range of stakeholders including equality groups and intermediary groups that were able to represent equality groups. It was publicised on the Council’s web space and social media, which was then shared by colleagues further. The Borders Home Energy Forum members also supported the publicising of the online survey.</p> <p>The following is a summary of the main findings from the consultation process:</p> <ul style="list-style-type: none"> • Respondents reinforced our concerns about the challenges to make properties more energy efficient due to the nature of the building stock etc and the rural, off gas nature of many of the properties. • Respondents were very familiar with issues around fuel poverty and the importance for the Strategy to address these and to understand fully the root causes in the Borders. • Raising awareness of current support mechanisms was seen as key, as was the role of existing support networks and intermediary groups. • Ensuring hard to reach and vulnerable groups are engaged and supported was a key issue to address, which reinforced Priority 3 of the Strategy. • Respondents commented on the use of acronyms and stressed that support and funding schemes should be easily understandable by the public. • Respondents provided comments on the measures they are already taking within this domain.
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3.5	1.7 Relevance to the Equality Duty in Summary:	
	What impact will your proposal have on the following :	
	1.7.1 Equality Duty	1.7.2 Reasoning:
	<p>Elimination of discrimination (both direct & indirect), victimisation and harassment. <i>(Will proposal discriminate? Or help eliminate discrimination?)</i></p>	<p>The implementation of the AWHEEs will have a positive impact on a large proportion of households across the Scottish Borders, as there are homeowners that are fuel poor and a substantial amount of homes that require home energy efficiency improvements.</p> <p>Some services are already set up to help support the four main priorities in the strategy (such as Housing Support, Energy Efficiency Advice).</p> <p>The strategy will contribute towards eliminating discrimination, victimisation and harassment.</p>
<p>Promotion of equality of opportunity? <i>(Will your proposal help or hinder the Council with this)</i></p>	<p>The implementation of the AWHEEs will help to identify and promote equal opportunity.</p> <p>The strategy will help the Council and its partners with the duty to promote the equality of opportunity.</p>	
<p>Foster good relations? <i>(Will your proposal help or hinder the Council's relationships with those who have equality characteristics?)</i></p>	<p>There has been a wide ranging consultation period during the development of the AWHEEs and this will continue through partnerships set up in the Strategy's Action Plans. This will include strengthening already established partnerships and developing new partnerships to support the delivery and implementation of the AWHEEs, so that 'more people live in energy efficient and affordably warm homes'.</p> <p>Implemented</p> <p>The strategy implemented fairly and respectfully will ultimately contribute to the fostering of good relations.</p>	
3.6	1.7.3 Recommendations & Mitigation:	
	Characteristic	Mitigation/Recommendation
		Approved

		Yes/No
All	<p>It is important to ensure that all services that work alongside the AWHEEs are protected and consideration to all the protected characteristics and themes relevant to the strategy has been included. Any new policies/ service/ work that comes out of the AWHEEs will need to also be considerate of all the protected characteristics and themes of the AWHEEs. The AWHEEs Action Plan will be reviewed and updated on an annual basis and adjusted accordingly.</p> <p>Vulnerable and hard to reach groups were engaged through the use of intermediary groups such as RSLs, community groups and through colleagues in Health and Social Care and NHS Borders. To address issues around digital exclusion, paper copies were sent to intermediary groups that requested them and these were then made available at meetings etc with members of the community or with social tenants.</p> <p>With regards to recommendations and further issues arising from the public consultation, these were minimal. In the large, this process provided a strong reinforcement for our Priorities and Actions and provided confidence that we were looking to tackle the correct issues and were aware of the main challenges and barriers. The main change from the public consultation resulted in a full review of the language used in the actions in Priority 2 and Priority 3, to provide more tangible terms instead of using terms like 'explore' and 'ensure'. The consultation also reminded us of the need to ensure that acronyms are minimised and to ensure that support is packaged to the public in a style that is accessible and easy to understand.</p>	<p>Yes</p> <p>Yes</p> <p>Yes</p>

EIA Completed By:			
Name:	Donna Bogdanovic	Service Area:	Strategic Housing and Development Service
Post:	Principal Officer	Date:	31 st May 2019
Name:	Paul Gilbert	Service Area:	Strategic Housing and Development Service
Post:	Energy Efficiency Strategy and Policy Officer	Date:	21 st May 2019

Signed Off By:			
Name:	Ian Aikman	Directorate:	Regulatory Services
Post:	Chief Planning & Housing Officer	Date:	3 rd June 2019

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HOUSING STRATEGY, POLICY & DEVELOPMENT

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AFFORDABLE WARMTH & HOME

ENERGY EFFICIENCY STRATEGY - 2019-2023

EXECUTIVE SUMMARY



Executive Summary

Scottish Borders Council is committed to creating a region that is fair for everyone and where we all have an equal and positive chance to succeed. Tackling fuel poverty will be a key step towards achieving this. Our aim is to provide affordable warmth and healthy homes for everyone living in the Borders.

Our Community Plan sets out the commitment to reduce inequalities and one of the key identified outcomes of that plan is that “More people are able to afford to heat their homes”. The Local Housing Strategy (LHS) 2017-2022 is our key strategic document for planning and delivering initiatives to reduce fuel poverty and improve home energy efficiency. Priority 2 of the LHS is that “More people live in good quality, energy efficient homes”.

Fuel poverty occurs when households cannot afford to keep their homes adequately warm because the costs of heating are higher than average and paying for those costs leave them below the poverty line. This affects around 31% of households in the Borders, where the rural nature of the area, the type of housing and the low wage economy, contributes to higher levels than the Scottish average.


To support Priority 2 of the LHS, the new Borders Home Energy Forum has developed this Affordable Warmth and Energy Efficiency Strategy (AWHEEs). The Strategy will run to 2023 and will be regularly reviewed by the LHS Partnership Group and the Borders Home Energy Forum. It takes lead and inspiration from the Council’s commitments to fuel poverty and home energy efficiency, as well as the ongoing wider Scottish Government support to provide an effective Strategy that delivers for all in the Scottish Borders. The Strategy accounts for the interests, challenges and priorities that make the Scottish Borders what it is. Importantly, it provides Actions to deliver affordable warmth for those that need it most and, a requirement to increase the energy efficiency of all homes regardless of circumstance – providing multiple benefits that reach out to the homeowner, providers and the wider supply chain.

There is substantial evidence of the wider co-benefits associated with pursuing energy efficiency; there are also wider benefits associated with raising households out of fuel poverty. An over-arching priority for the Strategy is that the co-benefits are maximised and any unintended impacts of installing energy efficiency measures are minimised, ensuring appropriate mitigation plans are put in place.

The Vision and Priorities

Covering the period 2019-23, the Vision is that:

‘More people live in energy efficient and affordably warm homes’



The Priorities that work towards fulfilling this Vision are:

Priority 1
To collectively work with our partners to improve affordable warmth and energy efficiency in homes.

Priority 2
To explore wider measures to better manage energy and increase warmth in the home.

Priority 3
To ensure that the AWHEEs provides opportunities for all in the Scottish Borders.

Priority 1: To collectively work with our partners to improve affordable warmth and energy efficiency in homes

The priority here is that the Scottish Borders are able to collectively work together to improve affordable warmth and energy efficiency in homes. With the release of the new Fuel Poverty Bill and the Energy Efficient Scotland Route Map by the Scottish Government there is considerable effort and interest in delivering energy efficiency and affordable warmth to all households across Scotland. Success will be determined by delivering on the Strategic Outcomes and by actions that can attract funding for and deliver mechanisms towards achieving national Government priorities.

The Outcomes for Priority 1 are:

1. Deliver successful projects under the Energy Efficient Scotland programme.
2. Fuel poverty in the Scottish Borders decreases.
3. Social housing meets EESSH 1 target and works productively to meet EESSH 2 target.

The Actions for Priority 1 are:

1.1	Continue to deliver Energy Efficient Scotland projects in the Tweeddale Locality.
1.2	Continue to develop and deliver a LHEES for Peebles.
1.3	Continue to attract funding for, and deliver HEEPS:ABS.
1.4	Identify new and existing schemes to leverage funding to support the fuel poor.
1.5	Apply for future funding to expand the Energy Efficient Scotland projects in the Borders out into other Localities and towns.
1.6	RSLs to ensure all properties comply with EESSH1 & 2 Standards and identify and support funding opportunities where appropriate.
1.7	Proactively inform private landlords of requirements for Energy Efficient Scotland and engage further to outline support, resources, funding opportunities and advice.
1.8	SBC colleagues, Scottish Government, and wider delivery partners to work collectively to understand better approaches to monitor progress against Energy Efficient Scotland, fuel poverty and LHEES targets.
1.9	Use local intelligence, the Borders Home Energy Database and mapping to target areas and tenures eligible for energy efficiency improvements and fuel poverty support.
1.10	Gather data relating to the new fuel poverty definition to ensure that the AWHEEs remains fit for purpose.
1.11	Write and maintain a Statement of Intent for the ECO Flexible Eligibility Local Authority scheme.
1.12	Ensure the Borders Home Energy Forum remains fit for purpose in terms of membership, networks and priorities.

Priority 2: To explore wider measures to better manage energy and increase warmth in the home

Whilst the majority of Scottish Government policy is exhaustive in its inclusion on energy efficient measures, the policies tend to focus more so on technology based solutions. As a result, this Priority focuses on wider measures, approaches and mechanisms that are able to support poorer households and energy inefficient homes. In particular it outlines wider measures to address affordable warmth in addition to increasing energy efficiency.

The Outcomes for Priority 2 are:

1. Increase in referrals to trusted organisations on advice relating to energy efficiency measures and behavioural change; fuel debt advocacy services and; income maximisation and money advice.
2. Operate a thriving website as a central point of call for affordable warmth and energy efficiency advice, referral mechanisms and funding opportunities.
3. More partners, community hubs and training services are able to provide advice and support on affordable warmth and energy efficiency and host relevant events.

The Actions for Priority 2 are:

2.1	Develop opportunities to engage and support households in relation to behavioural change, energy efficiency and affordable warmth in the home.
2.2	Develop opportunities to engage with households in relation to fuel costs.
2.3	Develop opportunities to engage with households in relation to income maximisation.
2.4	Collaborating with the SBC Communities and Partnerships team, Social Care and Health and NHS Borders, create a database of intermediary community groups and services that can collaborate with SBC, to equip them with advice, support and referral mechanisms on affordable warmth and energy efficiency.
2.5	Apply for grant funding to increase awareness on energy efficiency and fuel poverty issues throughout households.
2.6	Develop an increased web presence on the SBC website and on social media to promote energy efficiency and affordable warmth in the home, referral mechanisms and funding opportunities.
2.7	RSLs in the Scottish Borders work collectively to create a clear and concise guide to funding for EESSH.

Priority 3: To ensure that the AWHEEs provides opportunities for all in the Scottish Borders

The AWHEEs should mean something to all individuals in the Scottish Borders. It should support all tenure types and homeowners to be more energy efficient and to have access to affordable warmth. Additionally, the AWHEEs needs to cut across the full supply chain and provide enablers for all relevant stakeholders to progress and prosper in the opportunities the energy efficiency agenda presents.

The Outcomes for Priority 3 are:

1. Significant increase in the number of referrals to Home Energy Scotland for households that reside in rural, off-gas grid properties and/or contain elderly and vulnerable individuals.
2. Significant increase in the number of referrals to Home Energy Scotland for the self-funded, owner occupied market.
3. Clear support routes to encourage members of the supply chain to engage in energy efficiency work.

The Actions for Priority 3 are:

3.1	Ensure all support extends to, and is relevant for rural and/or off-gas grid areas.
3.2	Ensure all support extends to, and is relevant for the elderly and vulnerable and; households that are experiencing child poverty.
3.3	Develop best practice on engaging the 'self-funded' market to develop a programme of encouragement and support for this these homeowners.
3.4	Ensure bottlenecks with regards to mixed tenure blocks are minimised.
3.5	Explore opportunities to understand better the Scottish Borders energy efficiency supply chain, in terms of challenges, barriers and opportunities to increasing work in this area.
3.6	Engage with Borders College to explore opportunities to increase training on energy efficiency measures.
3.7	Remain proactive with regards to Borderlands and South of Scotland Economic Partnership funding and projects.
3.8	Develop a series of case studies to be used as best practice to incentivise other homeowners to take up and/or invest in energy efficiency in the home.
3.9	Develop an evidence base relating to the behaviour in the home post energy efficiency improvement.
3.10	Develop an evidence base for engagement to understand better the stages at which homeowners drop out of the energy efficiency 'journey' and identify the specific barriers and reasons for their exit.

Defining Affordable Warmth, Fuel Poverty and Energy Efficiency within the local context

Affordable warmth is the ability for a homeowner to heat their home to an adequate level to achieve household comfort and health without incurring a debt. In Scotland, a household was considered to be in fuel poverty if it spends more than 10% of household income on fuel, and in extreme fuel poverty if it spends more than 20%. A new definition is currently being finalised by Scottish Government.

There are four main factors that influence whether a household is in fuel poverty:

1. Household income – the cost of heating a property forms a greater proportion of total income for those on low incomes.
2. Fuel costs – the prices of different types of fuels varies considerably; in some areas/properties consumers are unable to choose an economical type of heating systems. Even with high levels of investment in energy efficiency measures, the recent increases in fuel prices have pushed many families back into fuel poverty.
3. Energy efficiency – thermal quality of the building and the efficiency of the heating source impact on heating costs.
4. How people use their heating systems and live within their home.

In terms of population split, 53% of the population in the Scottish Borders live in rural areas, compared with the national figure of 21%. Furthermore, approximately one third of properties are off the gas grid. Rural and off-gas areas are considered more challenging with regards improving home energy efficiency. Furthermore, the proportion of over 75s is projected to increase by almost 34% by 2026 and this is anticipated to present further challenges with regards to providing affordable warmth for all. Under the current definition for fuel poverty 31% of households in the Scottish Borders are fuel poor; 8% are extreme poor. Additionally, using the Scottish Index of Multiple Deprivation, 7 datazones fall into the “20% most deprived” in Scotland: these are located in Hawick Central, Burnfoot, Langlee and Selkirk areas.

Policy and Strategy Context and Ongoing work on Affordable Warmth

There are strong linkages between national and local policies and strategies and these have shaped the policy landscape for which the AWHEEs would sit within. There is a wealth of ongoing work that is improving the quality of life for many residents in terms of providing affordable warmth, advice and support.

Home Energy Scotland (HES) is funded by the Scottish Government and managed by the Energy Saving Trust to provide free and impartial advice on ways to save energy, reduce fuel bills and make homes cheaper and easier to heat. They also offer income maximisation services such as signposting and referring for benefit checks and tariff support, as well as signposting and referring customers to their switching services if they want to find out about switching energy supplier.

2016/17 – 18/19 Home Energy Scotland Stats:

15,122 total advice interactions in the Scottish Borders that led to 3,741 referrals.

These referrals have included loans, Warmer Homes Scotland referrals, Social Tariffs, Area Based Fuel Poverty Schemes and Citrus Energy Switching.

There are services across SBC, NHS Borders, Health and Social Care Partnership and Changeworks that provide advice and support on fuel poverty and provide referrals to Home Energy Scotland. These include: the What Matters Hubs and the Well Being Service, which can signpost attendees to HES; the Healthy Living Network, which has run dedicated sessions on ‘heating or eating’ and; the Energy Efficient Scotland project

in Peebles – the Change Works in Peebles hub – that focuses specifically on behavioural change and is engaging and supporting local householders and businesses to reduce energy consumption and fuel bills, as well as increasing the uptake of energy efficient measures;

Home Energy Efficiency Programme Scotland: Area Based Schemes (HEEPS:ABS) is one of the main fuel poverty programmes of work we are involved with. It is a grant award made available by Scottish Government for local authorities to develop and deliver fuel poverty programmes in areas they identify as having high fuel poverty. Programmes typically include external and internal wall insulation installation and cavity wall insulation. Over the last 10 years of working on private tenure energy efficiency programmes, there have been 10,784 measures have been installed across 8,171 households. This has been funded using £8.5m of Scottish Government funding and leveraged £1.1m of CERT funding and £2.6m ECO funding into the Scottish domestic energy efficiency sector.

The HEEPS:ABS Programme has delivered multiple social, local economic and community benefits including:

- Residents finding that their homes are easier to keep warm post installation of external wall insulation.
- The level of mould and/or condensation has reduced post installation of external wall insulation.
- Homeowners feeling less stress and anxious about energy bills.
- Local school engagement, work experience opportunities and employment of local tradespeople from the area when recruiting contractors.

Energy Efficient Standard for Social Housing (EESH) aims to improve the energy efficiency of social housing in Scotland. Social landlords are required to reach a set energy efficiency rating for a household based on the housing type and fuel type used to heat it. For all applicable social housing, the first milestone to reach the minimum rating is 31st December 2020 – so, by this date in the main, no social property will be lower than an EPC C or D. The approximate progress against EESH1 for the 4 local Housing Associations in the Scottish Borders is outlined in Table 1 – noting that improvements are made on a continual basis and that some properties may have a temporary exemption from EESH1.

Table 1: Progress against EESH1 for the 4 main housing associations in the Scottish Borders

	Berwickshire Housing Association	Eildon Housing Association	Scottish Borders Housing Association	Waverley Housing
Date updated	31/3/19	17/18 SHR	31/3/19	31/3/19
Self-contained properties – Total	1,784	2,270	5,646	1,529
Self-contained properties that do not meet EESH – Total	779	59	1,121	208
Self-contained properties that meet EESH - Total	1,032	2,211	4,455	1,321
Percentage self-contained properties that meet EESH	57	97.4	79	86.4

Borders (Source: Scottish Housing Regulator, 2018)

Implementation and monitoring

A wider Implementation Plan that accompanies this report sets out clearly and brings together the outcomes, high level inputs, indicators and targets that underpin a successful delivery. It sets out in further detail the programme of work required to achieve each of the Priorities and Outcomes in the AWHEEs, to drive implementation and facilitate monitoring, evaluation and review.

The AWHEEs will be monitored and evaluated annually against the Implementation Plan, to ascertain progress and to enable remedial actions to be instigated promptly should they be required, and that services and partners are on track to deliver specific actions. The progress will be monitored by the Borders Home Energy Forum, as part of its remit and reported to the LHS Partnership Group. In addition to strategic monitoring, partners will be responsible for monitoring of their own operational functions, as they relate to the LHS outcomes.

The success and legacy of the Strategy will be measured through the ability of the project to deliver towards the Vision, Priorities and Outcomes. Success will also focus on the ability of the Strategy to build capacity to tackle home energy and affordable warmth within the Council and the functioning of the Borders Home Energy Forum. It will be an ongoing task for those working within the Strategy to ensure there is lasting legacy from any work undertaken and that the learning outcomes and wider lessons can be adopted successfully across the Scottish Borders.

Whilst the AWHEEs sets out an ambitious framework for action, investment and partnership to increase the home energy efficiency and affordable warmth in the Scottish Borders, it also must be set in the context of the likely resources available to support implementation. The full implementation of the AWHEEs will be subject to major challenges given the major constraints to public sector funding, the scale of resource and capacity required to deliver programmes such as Energy Efficient Scotland and the unknown impacts of factors such as Brexit. This takes place against a backdrop of increasing need for public services and substantial demand for affordably warm and energy efficient housing locally.

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AFFORDABLE WARMTH & HOME

ENERGY EFFICIENCY STRATEGY - 2019-2023

ENGAGEMENT AND CONSULTATION RESPONSE REPORT



1 Engagement Overview

Stakeholder engagement was an essential part of the development and implementation of the Affordable Warmth and Home Energy Efficiency Strategy. The main aspects for the engagement process centred on:

- The successful development and finalisation of the Vision and Priorities;
- Identifying the main opportunities, challenges and issues related to home energy efficiency and affordable warmth in the Scottish Borders and the role of wider Partnerships;
- The proposal of a suitable Implementation Plan and solutions that will address these challenges and issues, as well as Outcomes that demonstrate the actions have been met.

A pivotal aspect of the engagement with the Strategy centred on the creation of the Borders Home Energy Forum. The Borders Home Energy Forum is guided by the Local Housing Strategy priority 2: More people live in good quality energy efficient homes. The aim of the Forum is to ensure that a strategic, multi-agency approach is taken to help reduce fuel poverty, improve energy efficiency and improve health and well-being in the Scottish Borders, particularly for the most vulnerable households. This aim will mainly be delivered through designing and implementing the Affordable Warmth and Home Energy Efficiency Strategy. Consequently, the Strategy was driven by the Forum, was a collaborative endeavour and will be very much owned by the Forum moving forward.

The programme of engagement activity included the following:

1. Consultation across Housing Strategy, Policy and Development and wider services at SBC including Financial Inclusion, Social Work and Communities and Partnerships;
2. Engagement at the Borders Home Energy Forum focusing on the technical elements of the Actions, and the advice and support elements;
3. A series of semi-structured interviews, face-to-face or over the phone, with members of the Borders Home Energy Forum and their relative colleagues. This process was extended to other stakeholders (full engagement list detailed below);
4. Engagement with community representatives, NHS Borders and the wider Health and Social Care Partnership;
5. Engagement with the Energy Efficient Scotland Change Works in Peebles Working group and academics working on the monitoring and evaluation programme at the University of Edinburgh;
6. Two presentations to community groups associated with NHS Borders: 'Public Partnership Forum' and 'Public Reference Group';
7. An online public consultation, detailed further in Section 0.

A diverse range of partners, stakeholders and housing experts participated in developing the Strategy and these included:

Berwickshire Association of Voluntary Services	SBC Communities and Partnerships
Berwickshire Housing Association	SBC Financial Inclusion Team
Borders College	SBC Local Area Coordination Team
Changeworks	SBC Social Work Services
Citizens Advice Bureau	SBHA
Eildon Housing	Scottish Association of Landlords
Health and Social Care Partnership	SPRING Social Prescribing
Home Energy Scotland	University of Edinburgh
NHS Borders Health Improvement Team	Warmworks
NHS Borders Public Health	Waverley Housing
NHS Borders Well Being Service	What Matters Hubs

The content and outcomes from the engagement was collated, reviewed and analysed. The engagement helped to support the emerging Priorities, challenges and wider key themes. The information from the engagement was used throughout the drafting of the Strategy, to inform and help validate the development of the Priorities and Actions.

2 Consultation Overview and Response

After a draft vision and priorities for our Strategy was developed with our partners and, prior to the strategy being finalised, we wanted to make sure that local people, communities and stakeholders have their say on whether the Strategy will make a positive contribution to meeting the needs of people in the Borders.

The Council's Executive Committee approved the Consultative Draft of the Strategy on 26th February and following this, it was put out for public consultation on the Councils online Consultation Hub and closed on the 21st May 2019.

The online survey was emailed to a wide range of stakeholders including equality groups and intermediary groups that were able to represent equality groups. It was publicised on the Council's web space and social media, which was then shared by colleagues further. The Borders Home Energy Forum members also supported the publicising of the online survey. Vulnerable and hard to reach groups were engaged through the use of intermediary groups such as RSLs, community groups and through colleagues in Health and Social Care and NHS Borders. To address issues around digital exclusion, paper copies were sent to intermediary groups that requested them and these were then made available at meetings etc. with members of the community or with social tenants.

As the Strategy moved towards its final draft, the material from this consultation contributed to the sense-checking and validation of the Strategy, particularly around the vision, the range of issues covered by the Strategy and the Priorities.

The remainder of this report provides a summary of the responses to this consultation, a response or clarification to the points raised by the respondents (if applicable) and importantly, it identifies any changes made to the Strategy based on the responses received.

Responses

The consultation, in the form of an online survey, was divided into 4 sections reflecting the Strategy and within each section, different questions were presented accordingly. The responses to these 4 sections are discussed in turn below.

As well as the 11 questions listed in the table, we included a section at the start of the survey titled 'About You', in order to gain a better understanding of who our respondents were and here we asked:

- If they are an individual or organisation/group;
- What tenure type they live in; social rented, private rented, owner occupied or other;
- Where they live or where their group is based

In total, we received **8 responses**. All respondents were individuals with **2** living in the social rented sector, and **6** owner occupiers and all were from different areas of the Scottish Borders.

Section	No.	Question
Vision & Priorities	1	Do you think the three Priorities outlined in the consultative draft will help to deliver the Vision for this Strategy? Are there any priorities that are missing?
	2	What opportunities and challenges does the local context of the Scottish Borders present with regards to affordable warmth and home energy efficiency?
	3	What further support could Scottish Borders Council provide that could benefit those being affected by fuel poverty?
Issues & Barriers	4	What do you think are the main issues and barriers to increasing affordable warmth in the Scottish Borders?
	5	What do you think are the main issues and barriers to increasing home energy efficiency in the Scottish Borders?
Key Outcomes & Actions	6	Do you think that the key outcomes and actions in Priority 1 will help to ensure that the Scottish Borders are collectively working towards improving affordable warmth and energy efficiency in homes? Are there any barriers that will stop us delivering these actions?
	7	Do you think that the key outcomes and actions in Priority 2 will help to ensure that wider measures to better manage energy and increase warmth in the home are utilised? Are there any barriers that will stop us delivering these actions?
	8	Do you think that the key outcomes and actions in Priority 3 will help to ensure that the Strategy provides opportunities for all in the Scottish Borders? Are there any barriers that will stop us delivering these actions?
Further Comments	9	What actions do you think would have the biggest impact in encouraging an increase in affordable warmth and home energy efficiency in the Borders?
	10	What do you think your contribution to increasing affordable warmth and home energy efficiency in the Borders could be?
	11	Do you have any other comments you would like to add?

2.1 Vision and Priorities

You Said

Property condition and energy supply

One of the key points that arose in this section was the nature of housing in the Borders. Respondents recognised several issues around the condition of properties in the Borders including: their age; poor quality and condition of the buildings; poor insulation; poor heating systems; disparate nature of housing; many off-gas properties and also the barriers surrounding properties which are either listed or exist in conservation areas. These factors all make any upgrades or changes to the houses very challenging and difficult. One respondent, in comment to this, suggested reviewing legislation/protection surrounding these buildings, as this could result in costs to upgrades increasing.

As well as old homes, new homes were also mentioned, with respondents suggesting new homes should be built to: the highest standards of energy efficiency (SBC Planning controls) and renewables should be built in where possible. The topic of renewables was mentioned by 2 further respondents, with 1 respondent suggesting that there are useful sources of energy from waterways (to create electricity) and; another pointing out the availability of woodland, and that naturally fallen trees could be donated/exchanged/banked to 'community wood stores', which would be both ecologically beneficial and minimise the cost of warmth. In terms of providing heat and power to homes, 1 respondent voiced concerns around properties being entirely dependent on electricity, as well as feeling as though people are forced into being all electric, in case of power outages.

Financial barriers and deprivation

Financial barriers were pointed out by 4 respondents as being a key issue. The main themes included: concerns around energy prices, perceived as a root cause for fuel poverty; lower than average wages in the Borders; the availability, and perceived lack of, financial support and; improved funding for homeowners for various measures, with a choice of contractors. Another reoccurring theme from responses was the need to target areas of high deprivation and low income. This was coupled with the suggestion of an energy efficiency hub in these areas, and the requirement for more time and effort to engage within these communities.

Other themes and opportunities

The ageing population of the area was mentioned by 2 respondents, pointing out the need to help elderly homeowners.

Other themes included: the lack of direct influence of the Council across Registered Social Landlords and the Private Rented Sector; the recognition by one respondent that climate change is a top priority and so more action must be taken including trying to maximise funding; ensuring that the root cause of fuel poverty for the Borders is understood and how we can think about prevention; concerns that the more help given to people, the less responsibility taken for their actions. One respondent felt that although the priorities are admirable they only address current issues, but did not provide further information on potential future issues.

There were also opportunities suggested, which included: the use of funding streams like Climate Change Fund to work with communities; sourcing companies who can carry out the work to budget and time and; although Home Energy Scotland is positive, greater publicity and advertisement of this would raise awareness to more people and let them know what they can benefit from.

One respondent added that the language used for priorities 2 and 3 such as; explore, ensure and 'provides opportunity' could be more definite and tangible, for example by replacing explore with use.

We Did

It was encouraging to see that respondents were able to reinforce views with respect to the nature of the housing stock in the Borders, and the associated challenges and barriers these present when looking to improve home energy efficiency. Respondents were also keen to ensure that we target and support areas of deprivation and low income and vulnerable households. These priority areas align with the developed aspirations for this Strategy, with Actions presented in Priority 3 accordingly.

We recognise there are financial barriers to alleviating fuel poverty and improving home energy efficiency and will continue to ensure that we are able to raise awareness of the support available across SBC Services and the grants and loans available by Scottish Government. We will also continue to work with our Partners to attract funding to support further those that are in fuel poverty.

We acknowledge the concerns raised around the influence we can have on RSLs and PRS. Nonetheless, the Borders Home Energy Forum is providing an excellent platform to work alongside the 4 main RSLs, and we will continue to work with the Scottish Government and Home Energy Scotland to engage with the PRS, including hosting training and workshops on the energy efficiency agenda.

On the basis of this consultation, the language used in Priority 2 and 3 will be reviewed with the aim to provide more definitive and tangible terms in the Actions. Lastly, we are grateful for the recommendations put forward by respondents for the potential to develop energy efficiency projects.

2.2 Issues and Barriers

You Said

Within this section, many of the issues raised in the 'Vision and Priorities' section were reiterated, emphasising their importance. Again, in the opinion of the respondents, the main issues and barriers to increasing affordable warmth and home energy efficiency in the Borders are:

- The **physical nature of the Borders and it's properties**; old buildings; rurality and distance between communities; difficulty in making improvements to properties – particularly in listed buildings and conservation areas where regulation makes this difficult and expensive. One respondent makes the point that 'allowing sympathetic and appropriate upgrades that modernise historically relevant properties would enhance the local communities for all, as well as improving overall health and welfare of families in the Borders'.
- The importance in **engaging with hard to reach and vulnerable groups**, and that this requires time and expertise. As well as putting out information in an understandable and meaningful way, so that everyone is aware of what their options may be.
- **Cost** – including that Borders wages are lower than average; the barrier for some of earning too much to be eligible, with one respondent in this situation stating that their wage is only slightly above the national average; questions as to whether the costs associated with solar panels (buying, maintenance and ongoing risk) would outweigh the cost of gas; lack of finance of householders to be able to spend on upgrades etc.
- A **lack of understanding** from decision makers on what it is like to live in poor conditions (cold, damp, mould etc.) and the effects this has on an individual's health.
- The number of **knowledgeable and willing tradespeople** in the supply chain to carry out surveys/quotes/upgrades for energy efficiency schemes; inability to secure an appropriate vendor.
- **Reservations** surrounding all electric, despite trouble with the cost of gas – furthermore, **reluctance** of some those with solid fuel fires to change.
- **Expectations** of people.

In addition, one response poses an opportunity in this section – to explore the use of renewables on a community basis, for example community wind turbines or solar panels.

We Did

As with the previous section, it was encouraging to see the strategy aiming to cover and address key issues and barriers identified by the respondents. Additionally, this section demonstrates that a key priority for us is to ensure that we are able to raise awareness of the support available, in particular where to access financial support and information on the benefits of different energy efficiency and renewable energy upgrades.

An additional priority we need to develop further is around the local supply chain and alongside this Strategy we have started to understand the barriers and drivers for the local supply chain in Peebles. The findings will support longer-term efforts in the area over the duration of the Strategy.

On the basis of this consultation we will: consider carefully the language used when engaging with the public; minimise the use of acronyms and; ensure that information on advice and support is provided in an easily accessible format in a range of mediums.

2.3 Key Outcomes and Actions

You Said

When answering the questions in this section relating to the key outcomes and actions, there were mixed responses in which common themes, as well as some new points, arose.

One respondent felt that the outcomes and actions would only help a proportion of the population: 'not helping everybody just a % of the population, yet the % of that you don't help, funds the % that you do help'. This highlights uncertainty surrounding both the access to money to support homeowners and how it is spent, as well as what help is offered and the eligibility of funding etc. A further respondent stated that funding to people who earn over a certain amount 'will never be allowed' and so in this way not everyone can be helped.

Four respondents highlighted the importance of focusing on areas of high deprivation and although these respondents were supportive of the key outcomes and actions, they emphasised that we must reach out and find the people and properties most in need. The requirement for further engagement and discussion with communities on their experiences was mentioned as a means to give an insight into how warmth and energy efficiency could be improved where they live. One respondent pointed out that winter illnesses and deaths occurring due to people not receiving the help they need is a problem in the UK, raising the concern of the link between fuel poverty and health issues.

A further respondent supported the outcomes and actions in that people who want to make a difference will change their behaviour, however they voiced concern and suggested that some people may view this as an opportunity to access money.

There were positive opinions towards the use of developing case studies, and suggestions utilising active links between CLD Learning Community Partnerships, community groups and stakeholders across various Borders communities.

There were also concerns raised in this section: the use of acronyms should be avoided when engaging with the public (such as HEEPS), as this can make it difficult to follow the various schemes and; trusted organisations have an essential role to play. Lastly, one respondent stated 'Get rid of the iPad idea. There are children freezing in their bed but have an iPad funded by the Council'.

We Did

Responses to this section reinforced further the need to raise awareness around financial advice and support, in particular for households and landlords that are considered to be in the 'self-funded' market by the Scottish Government.

A key response in this section for the Strategy is the importance of working with community and intermediary groups as a means to gain access and insight to supporting households in need. We will also aim to continue to progress our actions around developing case studies, presenting them on our web space and using them during engagement opportunities. Lastly, this section presented a note of caution around unintended consequences of providing financial support for fuel poverty and home energy efficiency. To mitigate this, we will continue to work with Scottish Government and Home Energy Scotland, as well as ECO funding. These sources of funding have adequate checks in place around the provision of funding to support households and measures.

2.4 Further Comments

You Said

There were several different ideas put across for what respondents felt could have the biggest impact in encouraging and increasing affordable warmth and home energy efficiency in the Borders, including:

- Support to communities and in particular areas of deprivation; ‘time, effort and expertise to **engage with target groups** and communication of messages in an understandable and meaningful way’, as well as creative and imaginative approaches to utilise the power of communities to do things for themselves; draw down funding to support work in target areas of deprivation. Also, provide **support for community enterprises** such as solar panels and wind turbines, or creating a way for people to make use of windfall after storms – a communal wood shed at the recycling station was suggested.
- **Raising awareness** was also mentioned, with one respondent suggesting ‘getting the message across’ particularly to older people. There was also a suggestion made to **offer instructional materials** on improving energy efficiency of solid fuel fires, which would be particularly useful in older homes which already have fireplaces, as with correct maintenance and repair they can readily provide heat in a sufficient, safe and healthy way.
- Strong positive action by Government to force **behaviour change** of providers of homes.
- Another put forward the effectiveness of getting a **major supplier** on board, using an example of a recently opened facility in Aberdeen.
- Grants for homeowners regardless of income – or **assess affordability** based on outgoings, and not income alone.
- **Maximise income** – increase economy and signpost to trusted organisations that support people to move out of poverty.

One respondent put forward that one of two scenarios could take place, **1)** take no action and allow the private sector to take over through natural course or **2)** force change upon people.

In relation to what respondents felt their contribution could be, answers were as follows:

- 5 of the respondents discussed home energy efficiency measures, with 2 already having invested in measures such as solar panels, light bulbs, insulation and updating of windows with one also stating they try to minimise waste (behaviour).
- 2 responses stated that they would be willing to ‘make their home more eco-friendly’ and take such measures, however cannot afford to or do not plan on making these changes unless it is financially worthwhile.
- 1 respondent pointed out that while they can keep their thermostat down, this can cause issues due to a health condition.
- 1 respondent states that as a social rented tenant they want to raise awareness of what the experience of living in fuel poverty can be like, and is campaigning to help make a difference.
- 1 respondent is willing to communicate key messages through the CLD Learning Community Partnerships through their role at work, and as a local community member is organising a community conversation around making their village greener.

Finally, under any other comments, two points were raised:

- 1 respondent states 'stop penalising people who earn too much to qualify for help but want to make a change' and goes on to highlight that landlords, who are property owners, are supported, however homeowners struggle to access help to make improvements.
- 1 respondent stressed that fuel poverty is not only for critically poor people, and that owning a home is a responsibility and a privilege – 'no one should have to choose between having fuel for a furnace and feeding their kids, whatever their tax bracket may be.'

We Did

This section was able to reinforce again the power and the potential of working alongside community groups within this domain, as well as raising awareness of advice and support available around financing and funding. It was encouraging to hear how respondents are already investing in home energy efficiency (and organising and campaigning on this topic) and that others are willing to invest given the right circumstances.

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HOUSING STRATEGY, POLICY & DEVELOPMENT

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Implement the use of Missing Shares to enable Common Repair

Report by the Service Director Regulatory Services EXECUTIVE COMMITTEE

Date: 20th August 2019

1 PURPOSE AND SUMMARY

- 1.1 This report seeks approval to implement the missing share power under section 50 of the Housing (Scotland) Act 2006 to enable essential common repairs to proceed.
- 1.2 It is proposed to implement the scheme as a pilot project over a 2 year period, targeted on Hawick Conservation Area, which will supplement the approved Conservation Area Regeneration Scheme.
- 1.3 The Council will seek to recover missing share payments including associated administrative expenses and interest.
- 1.4 A review will be carried out at the conclusion of the pilot scheme to inform the potential for the Missing Shares Scheme being rolled out to the private sector throughout the Borders.

2 RECOMMENDATIONS

2.1 **I recommend that the Executive Committee:-**

- (a) approves the pilot project to implement the use of Missing Shares to enable essential repairs to proceed in Hawick, and**
- (b) that a report be brought back to the Executive Committee on the conclusion of the pilot project with proposals for the wider roll out of the project throughout the Borders.**

3 SUBJECT MATTER

3.1 Background

- (a) There is a serious disrepair problem re-emerging within our built environment. Scotland's private housing stock is deteriorating because of a lack of regular and on-going maintenance and repair. The Scottish House Condition Survey reports that almost 60% of dwellings in the Scottish Borders have disrepair to 'critical elements' of their fabric, two thirds of which are in need of urgent attention (Scottish Government, 2019). These cover building elements critical to ensuring weather tightness, structural stability and preventing the deterioration of the property.
- (b) Scottish Borders Council's Scheme of Assistance promotes the Scottish Government principle that homeowners have the primary responsibility for maintaining and repairing their own homes.
- (c) Responsible homeowners with shared responsibility for common repairs are often unable to progress essential repairs and maintenance due to other owners being unwilling or unable to contribute their share of the costs. This often leads to lengthy delays or repair works not being undertaken, resulting in further deterioration of the property.
- (d) The adoption of the missing share approach is a pro-active measure rather than having to wait and be reactive after building failure.
- (e) If essential repairs are not carried out then the Council can, should it wish, issue statutory notices on the property owners to enforce necessary repair works. The lack of suitable repair and maintenance can lead to serious disrepair and ultimately to a building becoming dangerous, when the Council may be required to take direct action to secure public safety.
- (f) In order to prevent a minority of owners delaying essential repairs and maintenance work, Section 50 of the Housing (Scotland) Act 2006 allows local authorities to pay missing shares when it is satisfied that:
- the maintenance proposed, having regard to the state of repair of the premises, is reasonable.
 - the share of the estimated cost is correct, in terms of the title deeds.
 - the owner who has not complied with the requirement is unable to do so.
 - the majority of owners have agreed to carry out the work.
 - the owners have set up a maintenance account as defined within the Scottish Government guidance.
 - the payment of missing shares is proposed as an enhancement to the Scheme of Assistance service. Encouraging owners to organise repairs themselves without having to progress to enforcement. The provision of the missing share option should contribute to that service.
- (g) A minimum and maximum level of share should be considered in any application from owners. The maximum financial commitment per missing share is recommended to be 10-15% of the project cost. Given the administrative tasks involved in the process, the minimum share value would be £500.
- (h) It is proposed that the administrative costs to process the application and undertake the project accounting be charged to the missing owners. It is also proposed that an additional charge of 10% be added to the share cost. Interest will be applicable in the course of debt recovery in accordance with the Council's sundry debt policy.

3.2 **Outline Procedures**

- (a) A comprehensive procedure is being developed to add to the Scheme of Assistance Procedures to set out the basis of how the Missing Share scheme will operate.
- (b) An application by an owner under the scheme must include the following:-
- Evidence that the repair is critical or essential.
 - Evidence that all other owners have deposited their share into the common maintenance account.
 - Evidence that the owner who is unable to pay their share is in the minority.
 - The allocation of costs has been carried out in accordance with the title deeds or agreed Tenement Management Scheme Evidence that the owners have served a Section 50 notice on the non-complying owner(s).
 - Further information including the last date for owners to pay their share and the start and completion dates programmed for the works.
- (c) The application will be considered at the Missing Share Project Panel. The Panel will consider payment of a missing share for an owner who is: -
- Unable to pay into the funds; or
 - It is unreasonable to ask them to do so; or
 - The owner cannot be identified or found, by reasonable inquiry.
 - Or an owner is unwilling to pay.
 - The Panel's decision will be final and there shall be no right of appeal.
 - If the Council reject an application for a missing share the owners may still progress with the works by covering the missing share between them and recovering their contribution from the owner through the process under the Tenements (Scotland) Act 2004.
 - Alternatively the Council can if it wishes issue a statutory notice to enforce repair works.

3.3 **Measures of Success**

- (a) Improving the capacity of building owners to undertake regular maintenance.
- (b) Missing share intervention levers a much larger spend on necessary repair works.
- (c) Reduction in numbers of 'Buildings at Risk' on the national Register.
- (d) Promotes investment in traditional buildings and encourages the development/retention of appropriate skills for contractors.
- (e) Successful delivery of the Conservation Area Regeneration Scheme.
- (f) Provides positive enhancement and preservation of the character and appearance of the conservation area.
- (g) Projects don't require alternative more resource intensive enforcement process.
- (h) The use of this power in other local authorities in Scotland is noted by them to have benefitted the local economy and facilitated the improvement of their areas private sector housing stock.

4 IMPLICATIONS

4.1 Financial

- (a) The maximum financial commitment per missing share is recommended to be 10-15% of the project cost. Given the administrative tasks involved in the process, the minimum share value would be £500.
- (b) The power to pay the missing share under S50 of the Housing (Scotland) Act 2006 is matched by the power to recover the sum from the owner of the house concerned (S59), together with administration charges and interest.
- (c) The local authority may also issue a repayment charge against the property to recover these expenses.
- (d) The recovery of costs incurred by the Council from an owner of a successful missing share application should be in accordance with the Council's sundry debt policy. A further measure taken by SBC is to issue a notice to the missing share owner and register the notice on the Property Enquiry Certificate (PEC) register. Upon sale or transfer of the property the notice and debt will be flagged during the property sale process. At the point of sale the debt will be settled.
- (e) The resulting costs are to be met from the existing Regulatory Services budget.

The current staffing resource applied through Scheme of Assistance and Heritage & Design will be sufficient to manage this work.

4.2 Risk and Mitigations

- (a) This area of work represents a measured financial risk for the Council. A possible alternative to provision of missing shares for repair works is to enforce works using works notices or defective buildings notices. This alternative action poses a far greater financial risk to the Council as the burden of debt recovery for the whole project lies with the Council when works are enforced.
- (b) The Scheme of Assistance statement shall be updated to reflect the Committee approvals where appropriate.

4.3 Equalities

There is no equalities impact arising from this report.

4.4 Acting Sustainably

The use of this power in other local authorities in Scotland is noted by them to have benefited the local economy and facilitated the improvement of their areas private sector housing stock.

4.5 Carbon Management

It is considered that there are no direct effects on the Council's carbon emissions arising from the report recommendations.

4.6 Rural Proofing

It is anticipated there will be no adverse impact on the rural area arising from the proposals contained in this report.

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

The payment of missing shares is proposed as an enhancement to the Scheme of Assistance service.

Managed by Housing it's proposed applications will be considered at a Missing Share Project Panel.

5 CONSULTATION

5.1 The Lead Officer (Heritage & Design) and CARS project officer were consulted and contributed to this report.

5.2 The Chief Financial Officer, Monitoring Officer, Chief Legal Officer, Chief Officer Audit and Risk, Clerk to the Council, and Chief Officer HR have yet to be consulted and their comments will be incorporated in the final report.

Approved by

Brain Frater
Service Director Regulatory Services

Signature

Author(s)

Name	Designation and Contact Number
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Background Papers: None

Previous Minute Reference: None

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ANNUAL TAXI FARES REVIEW 2019/20

Report by Service Director Regulatory Services

EXECUTIVE COMMITTEE

20 August 2019

1 PURPOSE AND SUMMARY

- 1.1 This report advises Members of the recent public consultation undertaken in connection with the statutory review of the current scale of charges for taxi fares.
- 1.2 The Council as Licensing Authority is required in terms of Section 17 of the Civic Government (Scotland) Act 1982 ("the Act") to review the scales for fares and other charges in connection with the hire of a taxi at intervals not exceeding 18 months of the last review.
- 1.3 A report on the consultation with the taxi trade was presented to the Councils Executive on 16 April 2019. That report recommended a proposed increase in current taxi rates of 3.7% and that rate was determined by the application of the Council's established process/formula.
- 1.4 Following the Executive's decision agreeing to the recommended increase of 3.7%, the Act requires the Council to undertake a public consultation on the newly proposed rates. This report requires members to consider the responses received to the public consultation.

2 RECOMMENDATION

- 2.1 **I recommend that the Executive Committee :**
 - (a) **Consider the responses received.**
 - (b) **Determine whether the proposed increase of 3.7% remains appropriate.**
 - (c) **Consider the percentage increase, if any, to be applied and thereafter agree that taxi operators are written to in accordance with the terms of Act and informed of the Council's decision.**

3 BACKGROUND

- 3.1 Scottish Borders Council, as Licensing Authority is required under Section 17 of the Act to review and then fix scales for fares and other charges at intervals of not exceeding 18 months from the date the last scales came into effect. The current scales came into effect on 19 March 2018.
- 3.2 At the Council's Executive meeting on 16 April 2019 a paper was presented that reported on the consultation with the taxi trade and it was agreed that the public consultation required in terms of the Act would propose that taxi fares will increase by 3.7% in 2019/20 and a further review of taxi fares would be undertaken within 18 months.

4 TAXI FARES; OUTCOME OF CONSULTATION WITH THE PUBLIC

- 4.1 When reviewing taxi fares the Council must undertake two separate consultations: (1) taxi operators (completed and reported on in the paper to Executive Committee 16 April 2019) and (2) a public consultation which will allow other interested parties to make comment.
- 4.2 In accordance with the Act the Council is required to advertise proposed changes to taxi rates in the local Press for a minimum period of one month. Notices were posted in the relevant press publications on 20 and 21 June 2019.
- 4.3 In addition to the statutory requirement to advertise the proposed new tariff in the local press, the formal consultation was undertaken using the Council's Citizen Space tool and was available from 20 June 2019 to 22 July 2019. Responses can be viewed in Appendix 1.
- 4.4 A total of 12 people responded to the consultation:
- 6 identified themselves as taxi users
 - 3 identified themselves in the "other" category
 - 3 identified themselves as either taxi drivers or operators
- 6 responders indicated that no change be made to existing taxi rates, 3 responders indicated that the 3.7% increase to current rates be applied and 3 responders chose to offer comments not relevant to the purpose of the consultation.
- 4.5 Elected Members are reminded that the proposed 3.7% increase they approved for consultation at the meeting on 16 April 2019 was as a result of the application of the Council's established formula. The last increase applied to taxi rates was made in 2014/5 - see Executive Report 16 April 2019 section 3.4 for details).

5 IMPLICATIONS

5.1 Financial

There are no costs to the Council, other than Officer time in the reviews and possible appeal to the Traffic Commissioner, attached to any of the recommendations contained in this report.

5.2 Risk and Mitigations

The Council does have a statutory duty to consider reviewing taxi fares within 18 months of the previous review and therefore may risk a legal challenge and reputational damage if it does not comply with this requirement, thus this report and its recommendations for risk mitigation.

5.3 Equalities

An Equality Impact Assessment has been conducted and no negative impacts have become apparent. Indeed, maintaining the licence fee will lead to a positive impact for the whole community as access should remain status quo.

Equalities will need reviewed for impact if any increase recommended

5.4 Acting Sustainably

The Council has a statutory responsibility to review taxi fares within 18 months of the previous review.

5.5 Carbon Management

Taxis are a carbon consuming service. However, this fact must be balanced against the level of provision particularly in rural areas where mainstream local bus services cannot or do not operate.

5.6 Rural Proofing

Not applicable as this is not a new policy.

5.7 Changes to Scheme of Administration or Scheme of Delegation

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

6 CONSULTATION

6.1 The Chief Financial Officer, the Monitoring Officer, the Chief Legal Officer, the Chief Officer Audit and Risk, the Service Director HR, the Clerk to the Council and Communications have been consulted in the preparation of this report.

Approved by

Service Director Regulatory Services Signature

Author(s)

Name	Designation and Contact Number
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Background Papers: None

Previous Minute Reference: Executive Committee 16 April 2019

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Who are You? Please use the space below to make any representation you wish the Council to consider before it decides if the current scale of charges will be altered or remain unchanged. If required, you can continue your representation on the next page. - Your Representation

- Taxi User** I feel the fares are overpriced due to the under-pricing of public transport in early mornings and late evenings for me to get to Peebles there are early buses from Galashiels to Peebles but not from Newtown to Gala meaning I need to pay £20 in the morning just to get to Galashiels, then the same the other way late at night. Also as no public transport on Xmas there is no thought for hospitality workers in the Borders region
- Taxi User** Happy with proposals- Regular wheelchair taxi user.
- Taxi User** My feeling is that the taxi fares are too high and discourage use. They are higher than the fares in Midlothian, Edinburgh, Aberdeen, even Northumberland. Even before the last increase, they were too high. I used to use taxis frequently when I lived in Aberdeen; here, I stopped using them except in emergencies, several years ago.
- Taxi User** I think taxi fares in the Scottish Borders are high enough as they are. I recently paid £12.80 for a 4 mile trip at night. Thank goodness I don't go out much. I also know of several pensioners and one who is losing her sight who rely on taxis getting them from home to the shops. I dread to think how much they are regularly paying.
- Taxi User**

the Borders is an area with:

 - *Already low and Declining availability of public transport cross region
 - *stagnant incomes in an already low income area
 - *increasing poverty thanks to economic recession, austerity and universal credit
 - *vast land mass and rurality

Taxis are disproportionately used by the poor and disabled, particularly to access shopping and health facilities, even in the larger towns.

Don't put up the prices.
- Taxi User** Taxi charges in the Scottish Borders are far too high and to increase them further is a disgrace. Build a rank at Tweedbank station instead of forcing passengers to pay higher costs from Galashiels if heading in that direction. Allow Uber in to compete. £17 from Galashiels to Melrose is daylight robbery.

APPENDIX 1

Other

I think the taxis in Borders are very expensive by comparison to Uber and general cabs in Edinburgh. I live in St Boswell's and work in Edinburgh. If I want to go out for more than one drink after work and opt to leave my car in Tweedbank, it is very high to get home. An off peak return by train to Edinburgh is under £12 and the taxi for a 10 min ride from Tweedbank to St Boswell's is just under £20 in unsocial taxi hrs. That just doesn't make sense that the 10 min ride is more than the return to Edinburgh. I think bring Uber here or to encourage people to come to Borders more or use our restaurants etc. we need to be supportive of customers not just drivers. There is a lack of competition and I think that is unfair at the moment and doesn't bring the best for customers

Other

I believe the suggestion put forward is justified due to in part the increased cost of doing business. All businesses are feeling a bit of a pinch.
I think it is a number of years since prices increased by any amount. A standard of income for a living should be expected from any business. I for one approve.

Other

no comments provided

Taxi Driver/Operator

I think it should increase as this is the first increase in 5 years far too long

Taxi Driver/Operator

Bring your driver licence costs in line with Midlothian DC

Taxi Driver/Operator

It was agreed to dispense with the 5p from all fares, it served no purpose, given that 95% of drivers don't bother with it, we asked that the starting rates go from 2.25 to 2.50 and from 2.80 to 3.00 and that's all, when the original 25% was introduced, it was meant to be on the starting rates only, not the whole fare, but it got mixed up, some of the after 10 PM fares are ridiculous, but this could be cut back to 10%