

Public Document Pack



EXECUTIVE COMMITTEE TUESDAY, 8 JUNE 2021

A MEETING of the EXECUTIVE COMMITTEE will be held on TUESDAY, 8 JUNE 2021 at 10.00 am. The Chairman has directed that this meeting will be conducted in accordance with Section 43 of the Local Government in Scotland Act 2003 and will be accessed remotely by Members via MS Teams. The meeting will be live-streamed to the public and a link will be on the Council website.

J. J. WILKINSON,
Clerk to the Council,

1 June 2021

BUSINESS		
1.	Apologies for Absence	
2.	Order of Business	
3.	Declarations of Interest	
4.	Minute (Pages 3 - 8) Minute of meeting held on 18 May 2021 to be noted for signature by the Chairman (Copy attached).	2 mins
5.	2020/21 Unaudited Revenue Outturn (Pages 9 - 30) Consider report by Executive Director, Finance & Regulatory. (Copy attached.)	10 mins
6.	Capital Financial Plan 2020/21 - Final Unaudited (Pages 31 - 68) Consider report by Executive Director, Finance & Regulatory. (Copy attached.)	10 mins
7.	Balances at 31 March 2021 (Pages 69 - 78) Consider report by Director, Finance & Regulatory. (Copy attached.)	10 mins
8.	Corporate Debts - Write-Offs in 2020/21 (Pages 79 - 84) Consider report by Executive Director, Finance & Regulatory. (Copy attached.)	10 mins
9.	Our Plan and Your Part in it: SBC's Corporate Performance and Improvement Report 2020/21 (Pages 85 - 178) Consider report by Executive Director, Corporate Improvement and	20 mins

	Economy. (Copy attached.)	
10.	Fit for 2024 Programme Update	
11.	Local Housing Strategy (LHS) 2017-22 Year 4 Progress (Pages 179 - 242) Consider report by Executive Director Corporate Improvement and Economy. (Copy attached.)	10 mins
12.	Scottish Borders Rapid Rehousing Transition Plan 2019-2024 (Pages 243 - 316) Consider report by Service Director – Customer and Communities. (Copy attached.)	15 mins
13.	Pay & Display Parking (Pages 317 - 330) Consider report by Service Director Assets & Infrastructure. (Copy attached.)	20 mins
14.	Any Other Items Previously Circulated	
15.	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, S. Hamilton, E. Jardine, S. Mountford, M. Rowley, R. Tatler, G. Turnbull and T. Weatherston

Please direct any enquiries to Fiona Henderson Tel:- 01835 826502
Email:- fhenderson@scotborders.gov.uk

**SCOTTISH BORDERS COUNCIL
EXECUTIVE COMMITTEE**

MINUTE of Meeting of the EXECUTIVE
COMMITTEE held remotely by Microsoft
Teams on Tuesday, 18 May 2021 at 10.00
am

Present:- Councillors S. Haslam (Chairman), G. Edgar, E. Jardine, C. Hamilton,
S. Hamilton, E. Jardine, S. Mountford, M. Rowley, R. Tatler, G. Turnbull and
T. Weatherston.

Also Present:- Councillor S Bell.

In Attendance:- Executive Director Corporate Improvement & Economy, Executive Director
Finance & Regulatory, Service Director Young People, Engagement &
Inclusion, Service Director Assets & Infrastructure, Democratic Services
Team Leader, Democratic Services Officer (J Turnbull).

EDUCATION BUSINESS

Present:- Mr I. Topping, Eleanor Lockey (Pupil Representative), Lindsay Craig.

Apologies:- Katie Brookes, Harry Scott.

CHAIRMAN

Councillor C Hamilton chaired the meeting for consideration of Education Business.

REVISED OUTDOOR EDUCATION POLICY

There had been circulated copies of a report by the Service Director Young People Engagement and Inclusion which proposed that the Revised Outdoor Education Policy, attached to the report, reflected and aligned with the national guidelines outlined in the Scottish Government document 'Going Out There' in order to provide clear guidance on delivering outdoor education in Scottish Borders schools and Early Years settings. The report explained that outdoor education provided invaluable life experience for children and young people through play and off site activities. These activities need to be planned ensuring safety at all times. The National Framework 'Going Out There' was developed to enable its widest possible adoption by integrating support at Local Authority level, along with management, delivery and practice at schools/Early Years level. Adoption of the good practice in the framework, and consequently in the revised Policy, allowed Scottish Borders Council to fulfil their responsibilities within the Health and Safety at Work Act 1974 for outdoor experiences and off site activities for all participants. James Marshall, Quality Improvement Officer, gave members a brief summary of the main points from the Policy. In response to question regarding Education Trusts, Mr Marshall advised that all schools were regularly updated on the funding available to them. The Service Director added that the Council were reviewing Trusts to ensure they were accessible to all children. Mr Marshall further advised that he would add the wording 'some with support' at bullet point 1, page 14 of the Policy and would also promote the inclusivity of the Policy. With regard to a further question on outdoor centres, he explained that the Outdoor Education Officer was supporting Broomlea and Newcastleton Outdoor Centres to apply for a government grant to enhance outdoor provision next session. He also clarified that with regard to self-drive minibuses, the Outdoor Education Officer would assist with advice on licenses and required experience. With regard to schools having joint trips, the Service Director advised that she would raise with the Headteachers' Group.

DECISION

AGREED to approve, as amended, the final draft of the Revised Outdoor Education Policy as contained in Appendix 1 to the report) and that it could be circulated to schools and Early Years settings in the Scottish Borders.

YARROW PRIMARY SCHOOL CATCHMENT REVIEW

With reference to paragraph 4 of the Minute of 30 April 2019, there had been circulated copies of a report detailing the Statutory Consultation that had been undertaken to review the catchment area boundary between Yarrow Primary School and Philiphaugh Community School. The report recommended that the catchment boundary be changed in accordance with the plan attached in Appendix 1 to the report. The report explained that approval was given in April 2019 to undertake a statutory consultation regarding a proposal to amend the catchment boundaries of Yarrow Primary School and Philiphaugh Community School. This proposal followed a sustained decline in pupil numbers at Yarrow Primary School. The consultation period ran from 10 May 2019 to 26 June 2019, with 32 members of the community submitting responses. Education Scotland had visited both schools after the summer holidays and published a report supporting the proposed catchment change. In accordance with the Schools (Consultation) (Scotland) Act 2010, a Consultation Report was prepared by Council officers, summarising the consultation process and responding to all the comments made during the consultation. The Consultation Report was published on 24 October until 21 November 2019 and provided an opportunity for comment and alternative suggestions from the communities. The Consultation Report was attached as Appendix 2 to the report. There was one response received during this period, which was in support of the proposed amendments to the catchment areas. The report proposed that the catchment areas were amended before the start of the school year 2021/22. Gillian Sellar, Solicitor, presented the report advising that Yarrow Primary School currently had 13 pupils. The amended catchment area would move nine pupils from Philiphaugh Community School to Yarrow Primary School. The Committee commended officers on the consultation with the community and unanimously supported the change to the catchment area.

DECISION

AGREED the proposal to amend the catchment areas of Yarrow Primary School and Philiphaugh Community School in accordance with the plan contained in Appendix 1 to the report.

UNITED NATIONS CONVENTION ON THE RIGHTS OF THE CHILD (UNCRC) UPDATE

There had been circulated copies of a report by the Service Director Young People, Engagement and Inclusion advising on the potential impact of the Scottish Government's proposed Bill on Children's Rights for Scottish Borders Council and Partners. The report explained that Scotland was set to become the first part of the United Kingdom (UK) to directly incorporate the United Nations Convention on the Rights of the Child (UNCRC) into domestic law. The United Nations Convention on the Rights of the Child (Incorporation) (Scotland) Bill was introduced to the Scottish Parliament on 1 September 2020 and placed a duty on public bodies to respect and protect children's rights in all the work that they do. The Bill also stated that public authorities must not act in a way that was incompatible with the UNCRC requirements. The Bill was passed unanimously by the Scottish Parliament on 16th March 2021. However, the UK Government referred the Bill to the Supreme Court under section 33 of the Scotland Act 1998 due to concerns that certain sections of the Bill would affect the UK Parliament's power to make laws for Scotland. The referral to the Supreme Court related to legislative competence, and not the policy intentions of the Bill. The Supreme Court would decide whether the Scottish Parliament had gone beyond its powers. The Strategic Planning & Policy Manager, Janice Robertson, highlighted the main points from the report, the key policy aims and explained that Children's Rights were upheld in any decision making. Members welcomed the report and looked forward to receiving details on how the Council would incorporate the legislation into all policies and procedures. In response to a question regarding Children's Hearings the Director advised that children's best interests were at the centre of the Bill.

DECISION

AGREED

(a) that the Council review the potential impact of Incorporation of Children's Rights into Scots Law in relation to the current Parliamentary Bill; and

(b) that the Council review the implications of Incorporation and amend any Council policies appropriately.

MEMBER

Lindsay Craig joined the meeting during consideration of above report.

CHILDREN'S RIGHTS

There had been circulated copies of a report by Service Director Young People, Engagement and Inclusion advising on initiatives Scottish Borders Council had implemented in the past three years (2017-20), and the measures planned over the next three years (2020-23) to further the rights of children and young people living in the Scottish Borders. Part 1 of The Children and Young People (Scotland) Act 2014 required Public Authorities to report 'as soon as practicable' after the end of each three year period on the steps they had taken to secure better or further effect the requirements of the United Nations Convention on the Rights of the Child (UNCRC). Scottish Borders Council had prepared a joint report with NHS Borders to comply with the requirement of the Act, shown in Appendix 1 to the report. The Act required that the Children's Rights Report was published on the local authority website. The report was split into two parts. Part one sets out actions implemented within the past three years, namely, from 2017 (when the duties first commenced) to 2020. Part two comprised an Action Plan of measures being taken forward covering the period 2020 until 2023. The Strategic Planning & Policy Manager, Janice Robertson highlighted the main points of the report, advising that achievements over the past three years and an Action Plan for 2021-23 was set out in the Appendix. Members welcomed the report, however, requested that an evaluation, in terms of outcomes, be included in future reports. In response to a question regarding the impact of the pandemic the Director advised that young people had become more independent and self-sufficient during the last year and that the Council would build on these skills. She also clarified that there would be an education programme with young people and teachers to understand the requirements of the Act.

DECISION

APPROVED:-

(a) the Children's Rights Report for 2017-20; and

(b) the Action Plan of measures for 2020-2023.

MEMBER

Councillor Edgar joined the meeting during consideration of the above report.

OTHER BUSINESS

CHAIRMAN

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

MINUTE

There had been circulated copies of the Minute of the meeting of 20 April 2021.

DECISION

APPROVED for signature by the Chairman.

UPDATE ON SOUTH OF SCOTLAND ECONOMIC PARTNERSHIP FUNDING PROPOSALS

There had been circulated copies of a report by Executive Director, Corporate Improvement and Economy highlighting the progress made in relation to the variety of projects initiated by the South of Scotland Economic Partnership (SOSEP) before the

voluntary partnership concluded its activity on 1 April 2020 and the South of Scotland Enterprise Agency (SOSE) became operational. The report explained that one of the key contributions that the Council made to the South of Scotland Economic Partnership was to act as project sponsor for a range of SoSEP projects that had received approval. It was important that the Council continued to undertake local management of these projects and helped ensure that Scottish Government funding had been allocated effectively. A list of key projects supported by SoSEP along with a current update on the progress of these projects was provided in the report together with a list of key projects allocated funding throughout the South of Scotland being provided in Appendix A to the report. The Executive Director highlighted five projects: The Community Enterprise Support pilot; Energise Galashiels, Trimontium, Sir Walter Scott 250th Anniversary programme, and the Crook Inn Café Development and gave an update on progress. In response to a question regarding assessing the economic impacts of these projects the Executive Director advised that Scottish Government required an assessment of outcomes and a report would be presented to a future Executive Committee indicating achievements. He further advised that he would discuss with Communications promotion of the projects.

DECISION

- (a) NOTED the progress of the approved projects that have been supported through the South of Scotland Economic Partnership.**
- (b) AGREED that the continuing support for the delivery of the projects listed in Table 4.1 and Appendix A of the report, will deliver economic and community led benefits throughout the Scottish Borders.**

PAY & DISPLAY PARKING

There had been circulated copies of a report by the Service Director Assets and Infrastructure examining the current scope of Pay & Display operations in the Scottish Borders and proposing a number of changes to standardise these. The report also provided feedback on the recent suspension of Pay & Display in the run up to Christmas 2020. The Service Director presented the report and responded to Members' questions. In response to a question regarding pay and display parking income, the Executive Director Finance & Regulatory advised that the surplus generated paid for maintenance, signage and attendants. He further advised that the some unique towns required flexibility of charges to ensure they generated sufficient parking in popular locations. With regard to the implementation, of the new parking regime the Network Manager advised that it could take up to six months to allow for procurement, updating parking machines and printing of tickets. Following discussion Members agreed that further information was required before a decision could be made and requested that officers bring back a further report to the next meeting to include: clarity on indicative charges, terms and times; exploring the possibility of introducing a pay and display parking scheme in other towns; calibration of changing machines to accept contactless payment; and, detail on the implementation timeline.

DECISION

AGREED to defer decision until the next Executive Committee to allow a further more detailed report on Pay & Display parking to be presented.

STRATEGIC HOUSING INVESTMENT PLAN PROGRESS FOR 2020-2021

There had been circulated copies of a report by Executive Director Corporate Improvement and Economy advising Members of the annual completions of affordable homes and progress made in the delivery of the Strategic Housing Investment Plan (SHIP) project for the period 2020-21. The Strategic Housing Investment Plan (SHIP) was the sole document for targeting investment in affordable homes in Scottish Borders. This provided a rolling 5 year planning horizon of identified and prioritised development intentions for affordable homes. Current Scottish Government Guidance required that

each Council submit a SHIP on an annual basis. In common with previous submissions, Scottish Borders Council's SHIP 2021-26 had also received very positive feedback from Scottish Government Officials. This report advised that for the financial period 2020-2021, 106 affordable homes were delivered against envisaged projects set out in the current SHIP 2021-2026. This fell short of the Council's Local Housing Strategy 2017-2022 (LHS) annual target of 128 new affordable homes. Of the 107 homes delivered, 94 were through new building and conversion by Registered Social Landlords [RSLs], plus 4 individual home purchases. The balance of 9 homes were individual home purchases assisted by Scottish Government's Open Market Shared Ownership scheme. This represented a 5 year average annual delivery 142 homes. On a positive note, as at 31 March 2021, 449 affordable homes were under construction, 176 were at Planning Pre-Application and Application stages and 33 were at pre-site start stage. The Chief Planning Officer presented the report and responded to questions. Members welcomed the paper and commended officers and RSLs for their work during this difficult time.

DECISION

AGREED to endorse the progress made in the delivery of affordable homes in 2020-2021.

WHEELCHAIR ACCESSIBLE HOMES DELIVERY 2020-2021

There had been circulated copies of a report by the Executive Director Corporate Improvement and Economy providing an annual update of the delivery of wheelchair accessible homes delivered against the Council target for the period 2020-2021. The report explained that revised Scottish Government Guidance required Councils to set all tenure wheelchair accessible homes targets. On 17 November 2020, the Executive Committee agreed an annual target of 20 homes. During 2020-2021, Registered Social Landlords delivered 2 wheelchair accessible homes, and the private sector delivered none. The Chief Planning Officer summarised the report explaining that work was still required to engage with RSLs and private sector to encourage the delivery of wheelchair accessible homes. It was suggested that planning guidance should be considered with a possible indicative percentage for new developments in a similar way to the requirement to provide affordable homes. Councillor Tatler advised that Access Panels would be willing to be involved to give advice going forward.

DECISION

(a) NOTED the contents of this report.

(b) AGREED that:

- (i) the Chief Planning & Housing Officer convene a meeting with RSLs and private builders to explore what the barriers were to building more wheelchair accessible homes and what measures could be employed to encourage their provision, and**
- (ii) the Chief Planning & Housing Officer consider what additional technical guidance would be helpful to the encouragement and delivery of more wheelchair accessible homes.**

UPDATE ON THE COVID-19 FINANCIAL SUPPORT FOR BUSINESSES

There had been circulated copies of a report by Executive Director Corporate Improvement and Economy providing information on the various financial support funds distributed to businesses by Scottish Borders Council as part of Scottish Government's Coronavirus Support Schemes since April 2020. The current value of funding distributed to local businesses by Scottish Borders Council was in excess of £70 million, with over 5770 businesses currently supported through the grant process. The Scottish Borders Discretionary Fund had currently allocated over £2.8 million to approximately 420 businesses throughout the Scottish Borders from a total allocation of £3.1 million from Scottish Government. It was recommended that the residual funds be allocated to self-

employed businesses as a top up payment. The Committee welcomed the report, recognising the contribution by Council staff in distributing the Grant Support Funding expediently.

DECISION

AGREED to:-

- (a) **recognise the Council's achievement in successfully distributing the Scottish Government's COVID-19 Grant Support Funding to businesses throughout the Scottish Borders; and**
- (b) **to allocate the residual funds from the Scottish Borders Discretionary Fund to the eligible self-employed businesses that made an application to the fund as a top-up payment.**

The meeting concluded at 11.50 am.

2020/21 UNAUDITED REVENUE OUTTURN

Report by the Executive Director, Finance & Regulatory EXECUTIVE COMMITTEE

8 June 2021

1 PURPOSE AND SUMMARY

- 1.1 This report provides the Executive Committee with a statement comparing final revenue outturn expenditure and income for 2020/21 with the final approved budget for the year along with explanations for significant variances.**
- 1.2 An unaudited outturn net underspend of £2.516m was achieved in the 2020/21 revenue budget. The £2.516m net underspend (0.9% of final approved budget) was delivered following a number of earmarked balances being carried forward from 2020/21 into 2021/22. In total, these amount to £25.582m and relate to a number of initiatives across the Council and specifically include £15.682m of carry forward into the Council's COVID-19 reserve and £1.220m of carry forward by schools under the Devolved School Management scheme (DSM). Council services have delivered an underspend position whilst delivering significant financial plan savings totalling £12.091m. A high level summary of the outturn position in each Service is detailed from section 3.15 of this report.
- 1.3 The COVID-19 emergency situation, which has affected the UK throughout 2020/21, has caused unprecedented pressure to society and the economy with significant financial challenges. The pandemic has caused a major impact on delivery of public services. In response the Council made major changes to its service delivery model during the year with the Council playing a key role in supporting Borders communities, businesses and residents during this time. The Council has received significant support from Scottish Government to maintain public services during the pandemic and has administered over £70m of funding which has been passed to over 5,770 businesses through a variety of business grants.
- 1.4 During 2020/21 detailed Revenue Monitoring Reports were reviewed by CMT on a monthly basis allowing proactive corporate management action to be taken during the year where required. Council approved a major in-year budget review, to reflect the impact of COVID-19 on the budget, in August 2020. In line with Financial Regulations quarterly monitoring reports were approved by the Executive Committee, authorising the necessary adjustments to the budget throughout the year.
- 1.5 The financial impacts of COVID-19 during 2020/21 provides the basis to inform 2021/22 forecasting. The 2020/21 outturn information will be used to inform and influence the monitoring of the 2021/22 revenue budget and the 2022/23 financial planning process.
- 1.6 As previously reported, there has been an impact on the delivery of approved Financial Plan savings during 2020/21 as a result of the emergency situation with slippage experienced in the delivery of planned

savings. The level of savings required by the financial plan, totalled £12.091m, in 2020/21. An analysis of delivery of savings is provided in Appendix 2. The outturn position shows that £7.938m (66%) savings were delivered permanently in line with approved plans, with £4.153m (34%) delivered on a temporary basis through alternative savings. Particular emphasis is being placed by CMT on the permanent delivery of these savings during the early part of 2021/22.

2 RECOMMENDATIONS

2.1 It is recommended that the Executive Committee:-

- (a) Agrees the content of this report and notes the favourable outturn position for 2020/21 prior to Statutory Audit;**
- (b) Notes that this draft unaudited outturn position will inform the budgetary control process during 2021/22, especially in relation to ongoing COVID-19 impacts, and inform the financial planning process for future years;**
- (c) Notes the sums earmarked under delegated authority by the Executive Director, Finance & Regulatory as shown in Appendix 1;**
- (d) Approves the adjustments to previously approved non-COVID-19 related earmarked balances noted in Appendix 1; and;**
- (e) Endorses the CMT proposals for the balance of £2.516m identified in 3.23 of this report.**

3 FINAL OUTTURN STATEMENT

- 3.1 This report provides a statement comparing final revenue outturn expenditure and income for 2020/21 with the final approved budget for the year along with explanations for significant variances.
- 3.2 During 2020/21 detailed Revenue Monitoring Reports were reviewed by CMT on a monthly basis allowing proactive corporate management action to be taken during the year where required. Council approved a major in-year budget review, reflecting the impact of COVID-19 on the budget, in August 2020. In line with Financial Regulations quarterly monitoring reports were approved by the Executive Committee, authorising the necessary adjustments to the budget throughout the year.
- 3.3 An unaudited outturn net underspend of £2.516m was achieved in the 2020/21 revenue budget. The £2.516m net underspend (0.9% of final approved budget) was delivered following a number of earmarked balances being carried forward from 2020/21 into 2021/22. In total, these amount to £25.582m and relate to a number of initiatives across departments. The carry forward specifically includes £15.682m of carry forward into the COVID-19 reserve and £1.220m of carry forward for Devolved School Management (DSM including Pupil Equity Funding). Council services delivered an underspend position whilst also delivering significant savings required by the financial plan totalling £12.091m. A high level summary of the outturn position in each Council Service is detailed from section 3.15 of this report.
- 3.4 **COVID-19 Impact**
- The COVID-19 emergency situation, which affected the UK throughout 2020/21, caused unprecedented pressure to society and the economy with significant financial challenges. The pandemic has caused a major impact on delivery of public services, with major impacts on a number of Council Services. Significant changes were made during the year to redeploy staff, maximise the use of digital technology and stand up digital hubs. These changes ensured the Council played a key role in supporting Borders communities, businesses and residents during this very difficult time. The Council received significant support from Scottish Government to maintain public services during the pandemic and administered over £70m of funding which has been passed to over 5,770 businesses through a variety of business grants.
- 3.5 The Scottish Government took a twin track approach to providing funding for the costs of COVID-19 and separated Health and Social Care activities delivered by the Integration Joint Board (IJB) out from impacts on other Council Services. The Council worked very proactively with NHS Borders on the joint cost collection exercise for Health & Social Care costs associated with COVID-19 and received £7.370m through the Local Mobilisation Plan (LMP). In addition the Council submitted cost collection returns through COSLA for non-care related expenditure that fed into a national process to drive the allocation of funding to local government to support the financial impact arising from COVID-19. The Scottish Government also agreed to the easing of restrictions in the use of specific grants within Young People Inclusion & Engagement which allowed funding to be redirected to support education response and recovery.
- 3.6 The Council was proactive in recognising, at the outset of 2020/21, that it should direct core budget to supplement national funding to address the impacts of COVID-19. As such the Corporate Management Team (CMT) undertook a thorough review of all budgets across the Council with each

service being reviewed to determine where service budgets could be redirected to support COVID-19 pressures. Members approved the direction of these resources to the COVID-19 reserve to support the overall financial position of the Council and this early action significantly helped with the funding of the pandemic response. The process of budget review continued throughout the financial year.

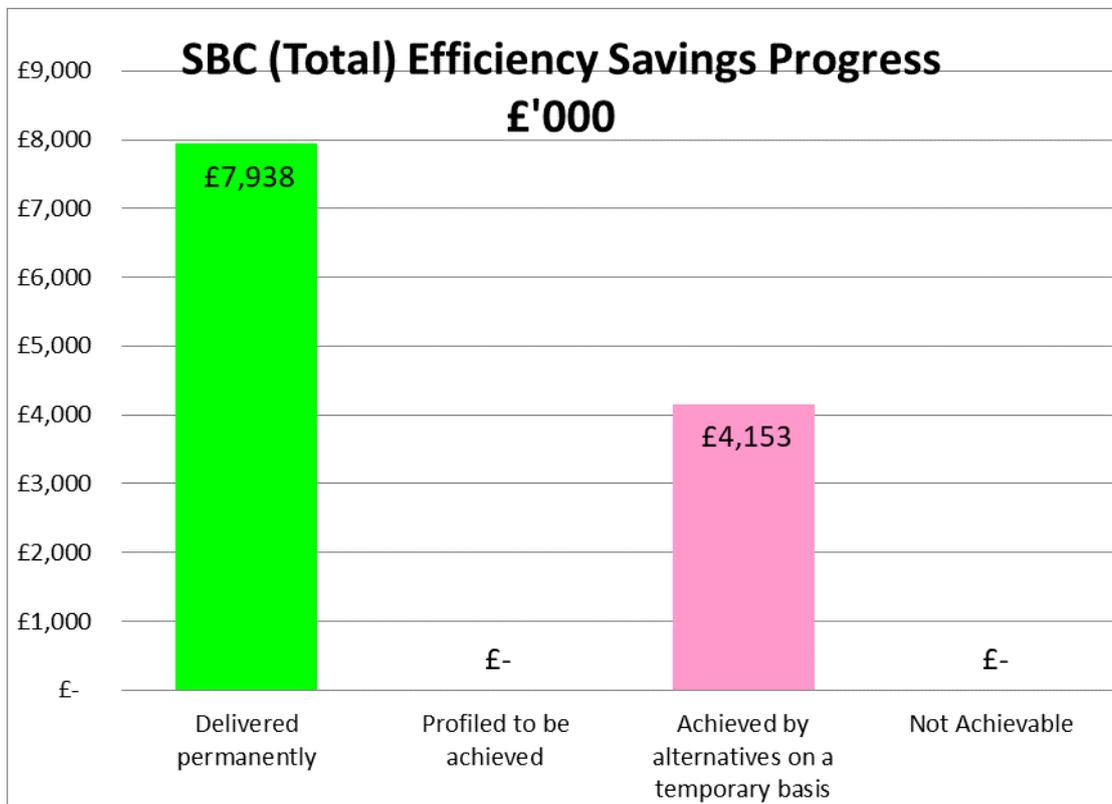
- 3.7 The funding received by Scottish Government in 2020/21 was firstly deployed to cover financial impacts identified during 2020/21. The balance of funding not required in 2020/21 has been earmarked into 2021/22 into the COVID-19 reserve to support further financial impacts anticipated in 2021/22.
- 3.8 In summary, £27.018m was received from the Scottish Government, £11.336m was deployed in 2020/21. Of the £15.682m balance unapplied, Members will recall that £8.066m earmarking was approved by Executive Committee during February and March 2021. The remaining £7.616m relates to funding received in late March 2021 and this has been carried forward under delegated authority granted to the Executive Director, Finance & Regulatory. Elements of the total carry forward have already been committed in 2021/22 with the remainder available to help the Council address the ongoing impacts of COVID-19 during 2021/22. Full details of projected impacts and funding available in 2021/22 will be provided through the first 2021/22 monitoring report to the Executive Committee based on June 2021 month end.
- 3.9 The outturn position now confirms annual additional expenditure and impacts on income associated with COVID-19 of £30.543m as shown below.

Budget Pressure	£m	Comment
Additional costs	22.251	These additional costs are detailed per service in Appendix 1 and include additional costs such as PPE, cleaning materials and additional homecare costs and also includes the distribution of additional Scottish Government funding such as that to support families and those facing financial hardship.
Delays in delivery of financial plan savings	3.794	The emergency response has reduced management capacity to drive forward change in some cases along with the current operating models making change very challenging which has resulted in delays in delivery.
Loss of budgeted income	4.039	Income from fees & charges has been impacted during 2020/21 in services such as planning fee income, schools meals and waste income.
Council Tax	0.459	The in-year projected impact on Council Tax collection levels for 2020/21 including the impact of delays in house building.
Total Council COVID-19 pressures	30.543	

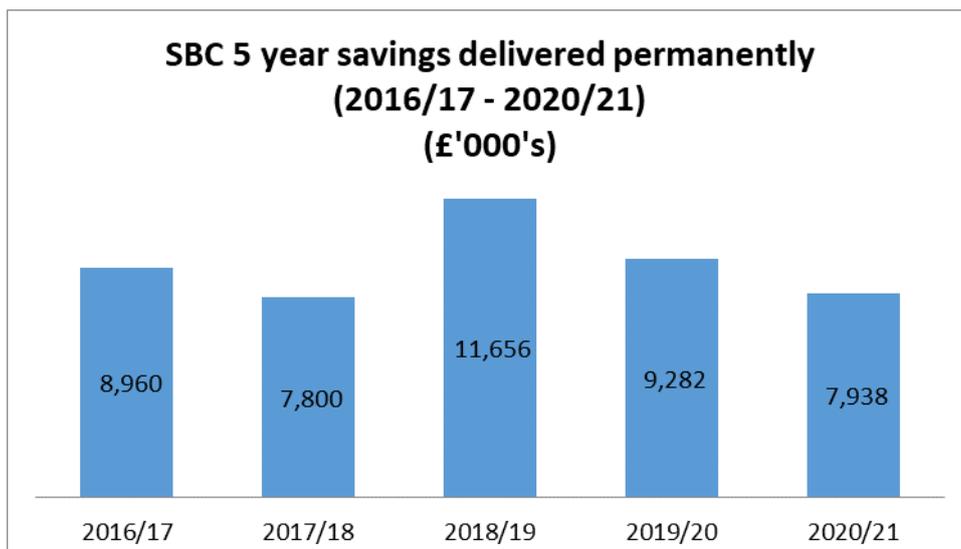
- 3.10 In order to support the Council's response to the COVID-19 pandemic funding was made available by the Scottish Government. To supplement the Scottish Government funding and with the aim of ensuring the revenue budget remained in balance, Members agreed the redirection of existing Council budgets to support the additional costs and loss of income in 2020/21. The updated total funding of £30.543m is detailed below:

Funding	£m	Comment
Scottish Government funding (SG)	6.930	Scottish Government funding which has been attributed to 2020/21 to support COVID-19 pressures. The balance of SG funding has been earmarked to fund pressures in 2021/22.
Share of £75m IJB fund (SG)	7.370	Confirmed funding from Scottish Government for IJB pressures from COVID-19 reflecting final Local Mobilisation Plan (LMP) claim.
Specific Grant flexibility (SG)	6.658	SG have allowed Councils to be flexible in the use of grants such as PEF and Early Years expansion
Redirect earmarked balances (SBC)	0.740	Earmarked balance carried forward from 2019/20, directed to COVID-19
Reduce previously agreed 2020/21 budget growth (SBC)	1.252	2020/21 budget growth, directed to COVID-19
2020/21 resources identified by budget review exercise (SBC)	6.135	Budgets removed based on uncommitted budget and reduced activity in 2020/21
Draw down from reserves (previously agreed use of 2019/20 underspend)	1.458	2019/20 underspend of £1.458m allocated to reserves at year end, drawn down
Total Council COVID-19 reserve	30.543	

- 3.11 The financial impacts of COVID-19 during 2020/21 provide the basis to inform 2021/22 forecasting. The 2020/21 outturn information will be used to inform and influence the monitoring of the 2021/22 revenue budget and the 2022/23 financial planning process.
- 3.12 As previously reported, there was an impact on the delivery of approved Financial Plan savings during 2020/21 as a result of the emergency situation. The level of savings required by the financial plan, totalling £12.091m, were delivered in 2020/21 despite slippage in savings plans. An analysis of delivery of savings is provided in Appendix 2. The outturn position shows that £7.938m (66%) savings were delivered permanently in line with approved plans and £4.153m (34%) were delivered on a temporary basis through alternative savings.



3.13 Particular emphasis is being placed by CMT on the permanent delivery of these savings during the early part of 2021/22. The graph below highlights the continuing scale of savings being delivered within the Council on an ongoing basis with a further £12.091m being delivered in 2020/21, £7.9m permanently. £9.3m of savings were delivered on a permanent basis in 2019/20, £11.7m 2018/19, £7.8m in 2017/18 and £8.96m in 2016/17. This demonstrates the scale of change undertaken within the Council over the last 5 years with permanent savings delivered since 2016/17 totalling £45.636m.



3.14 A high level summary of the outturn position in each Council department is shown below. The detailed outturn statement for the 2020/21 revenue budget is shown in Appendix 1.

3.15 **Assets & Infrastructure**

Favourable £1.202m

Asset & Infrastructure delivered a net positive position of £1.202m. A number of Services did not require the level of COVID-19 support anticipated earlier in the year and therefore £1.174m is being returned to the COVID-19 reserve. In addition to the funds being returned to the COVID-19 reserve the service have a remaining net positive position of £0.028m. Within this net position the service managed £0.263m of additional winter related costs and £0.021m of flood related costs resulting from the adverse weather experienced during the final quarter of 2020/21. This has meant that no drawdown was required from the winter reserve which therefore remains intact at £1m. SBc Contracts returned an improved surplus of £91k as a result of an improved gross profit, partially offset by increased overheads. The net contribution delivered by SB Contracts was therefore £0.790m.

3.16 **Corporate Improvement & Economy**

Favourable £0.102m

Corporate Improvement & Economy delivered a favourable position of £0.102m. This position was helped by additional income within Housing Strategy & Services and Planning Services and the impact of the discretionary spend freeze. This has offset the cost of an increased contribution to the Synthetic Pitch Replacement fund to align with lifecycle pitch replacements in future years.

3.17 **Health & Social Care**

Adverse £0.070m

Throughout 2020/21 Covid-19 IJB costs of £7.161m were claimed and funded through the Local Mobilisation Plan (LMP) process by the Scottish Government. During the year, higher than anticipated costs in relation to the provision of care for Older People due to increased locality based care costs, combined with higher than anticipated running costs in relation to SB Cares and community support services. All savings have been delivered in year with any delivered on a temporary basis being carried forward for delivery in 2021/22.

3.18 **Young People Engagement & Inclusion**

Favourable £0.037m

Use was made of the flexibility of the Early Years funding to cover the COVID-19 costs within the service during 2020/21. Reduction in discretionary spend and delays in recruitment of staff due to COVID-19 resulted a net year end underspend. The total DSM carry forward across all Primary and Secondary schools (including Pupil Equity Fund (PEF)) is £1.220m. A carry forward of £1.853m was made in respect of Early Years. £0.400m was transferred to the Workforce Management Reserve to assist with the costs associated with the implementation of the Fit for 2024 DSM review from August 2021.

3.19 **Customer & Communities**

Favourable £0.013m

The service delivered a small underspend of £0.013m at year end. Due to the impact of Covid-19 there has been lower than anticipated Housing Benefits and Non-Domestic Rates Relief incurred by the Council. But this has mainly been offset by lower than anticipated Council Tax charges and lower rental income than forecast relating to Homeless properties.

3.20 **Finance & Corporate Services**

Favourable £0.955m

Tactical decisions to defer borrowing and the impact of COVID-19 on capital expenditure along with increased development contributions, reduction in landfill provision and lower interest on revenue balances due to reduced interest rates, contributed towards a further underspend in loans charges of £0.829m. This combined with additional staff turnover, increased income and discretionary spend savings contributed to an overall net contribution to the general fund balance of £0.955m.

3.21 **Human Resources**

Favourable £0.099m

Human Resources has delivered a net positive position of £0.099m. This has primarily been achieved through underspends resulting from the discretionary spend freeze.

3.22 **Funding**

Favourable £0.177m

Both Council Tax (£0.145m) and Council Tax Reduction Scheme (£0.032m) delivered a reduced pressure at 2020/21 outturn with an improved position from new homes in February and March and reduced exemptions and discounts in the same period.

3.23 **Year end position**

The favourable outturn position reported is subject to the statutory audit process. CMT recommends that the favourable outturn position of £2.516m is allocated to reserves at year end, increasing the unallocated balance from the current level of £6.315m to £8.831m. CMT has identified a requirement to fund the following corporate pressures in 2021/22 from reserves which will require draw down at the first monitoring round in 2021/22:

2021/22 Pressure	£
Temporary costs of units at Peebles High School until the new school is operational	0.170m
Recently announced increase in insurance premiums for 2021/22	0.090m
Total	0.260m

4 IMPLICATIONS

4.1 **Financial**

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 2020/21.

4.2 **Risk and Mitigations**

The final favourable outturn position reported is subject to the external audit process. Additionally, the temporary achievement of £4.153m of planned efficiency savings will require to be addressed on a permanent and recurrent basis in 2021/22.

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MONTHLY REVENUE MANAGEMENT REPORT
SCOTTISH BORDERS COUNCIL **2020/21**
SUMMARY



	Final Approved Budget (£'000)	Final Outturn Actual (£'000)	Variance pre adjustments (£'000)	Decrease/ (Increase) to Balances (£'000)	Variance against final adjusted Budget (£'000)	Summary Financial Commentary
Asset & Infrastructure	44,127	42,925	1,202		1,202	A net positive position has been delivered within the Service, this is primarily due to services not requiring the level of covid support anticipated earlier in the year, therefore £1.174m is being returned to reserves for use in addressing covid related pressures in 2021/22. Within the remaining position the service is managing a pressure of £284k from additional winter and flood related costs resulting from adverse weather within the final quarter of 2020/21.
Corporate Improvement & Economy	11,618	11,516	102	0	102	A net positive position has been delivered within the Service primarily from additional fee income in Housing Strategy & Planning Services. This and additional underspends as a result of the discretionary spend freeze have offset the cost of increased contributions to the Synthetic Pitch Fund.
Health & Social Care	53,514	53,584	(70)		(70)	Throughout 2020/21 Covid-19 IJB costs of £7.161m were claimed and funded through the LMP process by the Scottish Government. During the year higher than anticipated costs in relation to the provision of care for Older People due to increased locality based care costs, combined with higher than anticipated running costs in relation to SB Cares and community support services. Both of these areas are offset by reduced costs due to Covid-19 restrictions leading to numerous underspends across Day and Social Centre activities. All savings programmes have been achieved in year with some funded non-recurrently in year.
Public Health	91	89	1		1	
Young People Engagement & Inclusion	108,265	107,663	602	(565)	37	Best use was made of flexibility in funding and additional grants to cover Covid-19 costs within the service; this combined with reductions in discretionary spend and delays in recruitment of staff resulted a in net year end underspend. The total DSM carry forward across all Primary and Secondary schools (including Pupil Equity Fund) is £1,220k. There is an Early Years carry forward of £1,853k. £400k has been transferred to the Workforce Transformation Reserve to assist with the costs associated with the implementation of the FF24 DSM scheme from August 2021.

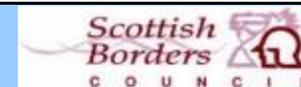
	Final Approved Budget (£'000)	Final Outturn Actual (£'000)	Variance pre adjustments (£'000)	Decrease/ (Increase) to Balances (£'000)	Variance against final adjusted Budget (£'000)	Summary Financial Commentary
Customer & Communities	15,443	15,599	(156)	169	13	Due to the impact of Covid-19 there has been lower than anticipated Housing Benefits and Non-Domestic Rates Relief incurred by the Council. But this has mainly been offset by lower than anticipated Council Tax charges and rental income than forecast relating to Homeless properties.
Finance & Regulatory Services	38,881	37,926	955	0	955	Tactical decisions to defer borrowing and the impact of COVID-19 on capital expenditure along with increased development contributions, reduction in landfill provision and interest on revenue balances due to reduced interest rates, contributed towards an underspend in loans charges of £0.829m. This combined with additional staff turnover, increased income and discretionary spend savings contributed to an overall net positive position of £0.955m.
Human Resources	6,440	6,341	99	0	99	A net positive position has been delivered within the service primarily as a result of the discretionary spend freeze.
Total	278,378	275,643	2,735	(396)	2,339	
Financed by:						
Revenue Support Grant	(211,789)	(211,789)	0		0	
Non-Domestic Rates	(23,388)	(23,388)	0		0	
Council Tax	(64,797)	(64,942)	145		145	Improved net growth and further reductions in exemptions and discounts.
Second Homes Council Tax	(1,199)	(1,199)	0			
Council Tax Reduction Scheme	5,957	5,925	32		32	
Capital Financed from Current Revenue	2,487	2,487	(0)		(0)	
Reserves:						
Earmarked Balances from 2019/20	(8,412)	(8,412)	0		0	
Earmarked Balances for future years	25,586	25,582	4	(4)	0	To earmark available budget into 2021/22 for Devolved School Management/Pupil Equity Fund (£720k). Clawback earmarking from 2021/22 for Community Fund (£169k) and Early Years (£555k) to meet increased activity and expenditure in 2020/21.
Transfers to/from Reserves	(2,824)	(2,424)	(400)	400	0	To increase the Workforce Management Allocated Reserve to support implementation costs of FF24 Devolved School Management review (£400k).
Total	(278,378)	(278,159)	(219)	396	177	
Total	0	(2,516)	2,516	(0)	2,516	

MONTHLY REVENUE MANAGEMENT REPORT
SCOTTISH BORDERS COUNCIL 2020/21



Asset & Infrastructure	Final Approved Budget (£'000)	Final Outturn Actual (£'000)	Variance pre adjustments (£'000)	Decrease/ (Increase) to Balances (£'000)	Variance against final adjusted Budget (£'000)	Summary Financial Commentary
Property	11,716	11,415	302	0	302	
Property Management Services	12,351	12,086	265		265	Repayment to Covid reserve at the year end position (£158k) and additional rates appeals (£107k)
Estates Management Services	376	370	7		7	
Commercial Property Income	(1,216)	(1,219)	2		2	
Architects	105	104	1		1	
Major Projects	100	73	27		27	Underspend within feasibility budget
Facilities	7,297	6,819	478	0	478	
Catering Services	1,924	2,029	(105)		(105)	Pressure within income (£79k) offset with saving in Education School Meals and waste collection costs (£26k).
Cleaning & Facilities Management	5,373	4,790	583		583	Repayment to Covid reserve at year end position as a result of cleaning material purchases made during 2020/21 which remain in stock at year end (£498k) and savings within employee costs (£85k)
Parks & Environment	3,861	3,802	59	0	59	Underspend in vehicle costs (£44k) and third party payments (£15k)
Passenger Transport	1,854	1,707	147	0	147	Additional income from Transport Scotland for concession travel and bus service operators grant (£52k), reduced cost of operating reduced scheduled bus service and operators withdrawing festive operations (£79k) and reduced vehicle costs (£12k) and employee costs (£4k)
Roads & Infrastructure	9,119	9,344	(225)	0	(225)	
Network & Infrastructure Asset Management	9,030	9,207	(178)		(178)	Pressures due to additional winter expenditure as a result of adverse weather (£263k), street lighting electricity (£10k) partially offset by additional income (£56k), underspends within roads works (£25k), employee costs (£3k) and discretionary spend savings (£11k)
SBCContracts	(699)	(790)	91		91	Improved gross profit of (£155k), partially offset by increased overheads for employee costs (£25k), stock write off (£27k) and vehicle costs (£12k)

MONTHLY REVENUE MANAGEMENT REPORT
SCOTTISH BORDERS COUNCIL 2020/21



Asset & Infrastructure	Final Approved Budget (£'000)	Final Outturn Actual (£'000)	Variance pre adjustments (£'000)	Decrease/ (Increase) to Balances (£'000)	Variance against final adjusted Budget (£'000)	Summary Financial Commentary
Fleet Management Services	(243)	37	(280)		(280)	Reduced materials profit (£67k), reduced income (£96k), increased costs for repair of vehicles under contract (£47k), reduction in profit from hires (£22k) and fuel stock write off (£48k)
Engineers	874	853	21		21	Additional income (£41k) partially offset by additional flood works as a result of adverse weather (£20k)
Pay Parking	157	37	121		121	Repayment to the Covid reserve at year end position
Waste Management Services	10,280	9,839	441	0	441	Repayment to the Covid reserve ay year end position relating to income, waste treatment costs, agency and vehicle hire
Total	44,127	42,925	1,202	0	1,202	

Key Highlights, Challenges and Risks

Asset & Infrastructure have delivered a net positive position of £1.202m. A number of Services did not require the level of COVID-19 support anticipated earlier in the year and therefore £1.174m is being returned to the COVID-19 reserve. In addition to the funds being returned to the COVID-19 reserve the service have a remaining net positive position of £0.028m. Within this net position the service have managed £0.263m of additional winter related costs and £0.021m of flood related costs resulting from the adverse weather experienced during the final quarter of 2020/21. This has meant that no drawdown from the winter reserve has been required, it therefore remains intact at £1m. SBC Contracts have returned an improved surplus of £91k as a result of an improved gross profit, partially offset by increased overheads.

The Service had £2.874m of financial plan savings to deliver in 2020/21, £2.430m of these have been delivered permanently with £0.444m delivered on a temporary basis and are therefore being carried forward for delivery in 2021/22.

A significant number of services within Asset & Infrastructure have been directly impacted by COVID-19 during 2020/21, it is anticipated there will be ongoing challenges through 2021/22.

Corporate Improvement & Economy	Final Approved Budget (£'000)	Final Outturn Actual (£'000)	Variance pre adjustments (£'000)	Decrease/ (Increase) to Balances (£'000)	Variance against final adjusted Budget (£'000)	Summary Financial Commentary
Audit & Risk	327	322	4		4	
Business Planning Performance & Policy Development	434	420	15		15	School Boards underspend (£13k) and discretionary spend savings (£2k).
Corporate Policy	293	292	1		1	
Cultural Services	3,538	3,538	(0)		(0)	
Economic Development	1,093	1,110	(18)		(18)	Small income pressure.
Emergency Planning	161	153	8		8	
Housing Strategy & Services	2,266	2,236	30		30	Additional income from Landlord Registration fees (£30k).
Planning Services	1,429	1,319	109		109	Additional income from planning fees (£80k) and discretionary spend savings (£29k).
Sports Services	2,079	2,125	(47)		(47)	Increased contribution to Synthetic Pitch Replacement Fund (£47k).
Total	11,618	11,516	102	0	102	

Key Highlights, Challenges & Risks

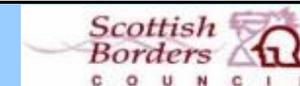
Corporate Improvement & Economy have delivered a net positive position of £0.102m. This position has been achieved through additional income within Housing Strategy & Services and Planning Services and the impact of the discretionary spend freeze. This has offset the cost of an increased contribution to the Synthetic Pitch Replacement fund to align with lifecycle pitch replacements in future years.

The Service had £0.564m of financial plan savings to deliver in 2020/21, £0.527m of these have been delivered permanently with £0.037m delivered on a temporary basis and are therefore being carried forward for delivery in 2021/22.

Live Borders have managed to work within their management fee during 2020/21 as a result of their use of the furlough scheme and support grants. There remains financial risk around the re-opening of services during 2021/22.

The last quarter of 2020/21 saw an improved position relating to Development Control fee income within Planning, however 2021/22 may still see an adverse effect on both this and Building Standards Fee income as a result of COVID-19.

MONTHLY REVENUE MANAGEMENT REPORT
SCOTTISH BORDERS COUNCIL 2020/21



Health & Social Care	Final Approved Budget (£'000)	Final Outturn Actual (£'000)	Variance pre adjustments (£'000)	Decrease/ (Increase) to Balances (£'000)	Variance against final adjusted Budget (£'000)	Summary Financial Commentary
Child Protection	195	183	12		12	
Adult Protection	371	338	33		33	Lower than anticipated client associated legal costs (£17k) as well a reduced staffing costs (£16k)
Emergency Duty Team	338	341	(3)		(3)	
Business Support - Staff Development	0	0	0		0	
Quality Improvement	63	73	(10)		(10)	Higher than anticipated staffing costs in the last quarter of 2020-21
Services in Criminal Justice System	1	0	1		1	
Safer Communities	1,079	1,090	(11)		(11)	Higher than anticipated Victim Support costs
Older People	6,769	6,994	(225)		(225)	Higher than anticipated locality based care costs amounting to £271k, these are offset by reduced costs relating to curtailed Social Centre activity due to the Covid Pandemic (£36k) as well as other minor underspends.
Joint Learning Disability	17,167	17,047	121		121	Savings in Community based client care package costs
Joint Mental Health	2,256	2,227	29		29	Lower than anticipated client care costs
People with Physical Disabilities	2,644	2,646	(2)		(2)	
Generic Services	5,986	5,798	188		188	Lower than anticipated Sensory Services expenditure (£45k), lower than anticipated CCA Finance Team and Professional Lead staffing costs (£48k). Carers Act costs lower than forecast (£26k). Also, lower than forecast locality based client care costs in Cheviot and Teviot localities (£71k).

MONTHLY REVENUE MANAGEMENT REPORT
SCOTTISH BORDERS COUNCIL 2020/21



SB Cares	16,644	16,847	(203)		(203)	Higher than anticipated running costs relating to the Hawick Community Support Service (HCSS) (£62k) offset by smaller underspends in other day centre budgets. Higher than anticipated food costs in Care Homes (£58k), pressure in Border Care Alarm budget (£56k). Staffing pressures at Saltgreens Care Home (£51k). A number of small variances consolidate to a £24k overspend.
Total	53,514	53,584	(70)	0	(70)	

Public Health	Final Approved Budget (£'000)	Final Outturn Actual (£'000)	Variance pre adjustments (£'000)	Decrease/ (Increase) to Balances (£'000)	Variance against final adjusted Budget (£'000)	Summary Financial Commentary
Public Health	91	89	1		1	
Total	91	89	1	0	1	

Key Highlights, Challenges and Risks

Throughout 2020/21 Covid-19 IJB costs of £7.161m were claimed and funded through the Local Mobilisation Plan (LMP) process by the Scottish Government. During the year higher than anticipated costs in relation to the provision of care for Older People due to increased locality based care costs, combined with higher than anticipated running costs in relation to SB Cares and community support services. Both of these areas are offset by reduced costs due to Covid-19 restrictions leading to numerous underspends across Day and Social Centre activities. All savings have been delivered in year with any delivered on a temporary basis being carried forward for delivery in 2021/22.

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MONTHLY REVENUE MANAGEMENT REPORT
SCOTTISH BORDERS COUNCIL 2020/21

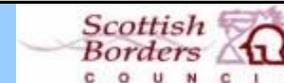


Young People Engagement & Inclusion	Final Approved Budget (£'000)	Final Outturn Actual (£'000)	Variance pre adjustments (£'000)	Decrease/ (Increase) to Balances (£'000)	Variance against final adjusted Budget (£'000)	Summary Financial Commentary
Early Years	3,401	3,956	(555)	555	(0)	Reduce 1140 hours earmarked balance to fund COVID-19 pressures (£504k) and Early Years outturn position (£51k)
Primary Schools	29,917	29,687	230	(230)	(0)	Increase DSM/PEF earmarked balances £230k in line with entitlement
Secondary Schools	40,627	40,134	493	(490)	3	Increase DSM/PEF earmarked balances £490k in line with entitlement
Additional Support Needs	10,718	10,681	37	(30)	7	Underspend due to recruitment of staff delayed due to COVID-19 and freeze on discretionary spend. Transfer to workforce transformation reserve to support implementation of FF24 DSM scheme (£30k).
Children & Families Social Work	14,211	13,840	371	(370)	1	Ability to utilise Winter Plan grant for residential care extended due to COVID-19, released £228k at year end. Also £143k underspend due to recruitment of staff delayed due to COVID-19 and freeze on discretionary spend. Transfer to workforce transformation reserve to support implementation of FF24 DSM scheme (£370k).
Educational Psychology	641	649	(8)		(8)	
Central Schools	2,767	2,911	(144)		(144)	Overspends in Probationers (£94k) and 1 plus 2 Languages (£54k)
School Meals	1,168	1,070	98		98	Offsets pressure in A&I - Catering Services, from reduced Catering service due to COVID-19
School Transport	3,832	3,794	38		38	Credit for Bus Passes & Season tickets of £65k offset pressure of £27k
Community Learning & Development	984	942	42		42	Underspend due to vacancies and freeze on discretionary spend
Total	108,265	107,663	602	(565)	37	

Key Highlights Challenges & Risks

Use was made of the flexibility of the Early Years funding to cover the COVID-19 costs within the service during 2020/21. Reduction in discretionary spend and delays in recruitment of staff due to COVID-19 resulted in a net year end underspend. The total DSM carry forward across all Primary and Secondary schools (including Pupil Equity Fund (PEF)) is £1.220m. A carry forward of £1.853m was made in respect of Early Years. £0.400m was transferred to the Workforce Management Reserve to assist with the costs associated with the implementation of the Fit for 2024 DSM review from August 2021.

MONTHLY REVENUE MANAGEMENT REPORT
SCOTTISH BORDERS COUNCIL 2020/21



Customer & Communities	Final Approved Budget (£'000)	Final Outturn Actual (£'000)	Variance pre adjustments (£'000)	Decrease/ (Increase) to Balances (£'000)	Variance against final adjusted Budget (£'000)	Summary Financial Commentary
Assessor & Electoral Registration Services	756	757	(1)		(1)	
Business Change & Programme Management	1,042	1,042	(0)		(0)	
Business Support	5,119	5,125	(6)		(6)	
Community Planning & Engagement	245	251	(5)		(5)	
Localities/Community Fund	903	1,072	(169)	169	0	Reduce Community Fund earmarked balance to offset additional grants awarded/paid in 2020/21.
Customer Advice & Support Services	3,248	3,284	(36)		(36)	Pressure as a result of unanticipated Council Tax charges and less rental income than forecast, relating to homeless properties.
Democratic Services	1,682	1,671	10		10	Underspends in Children's Panel and Reporting Officers expenses (£10k).
Discretionary Housing Payments	882	882	1		1	
Housing Benefits	700	665	35		35	
Non Domestic Rates Relief	153	140	13		13	
Scottish Welfare Fund	713	711	2		2	
Total	15,443	15,599	(156)	169	13	

Key Highlights, Challenges & Risks

The service has delivered a small underspend of £0.013m at year end. Due to the impact of Covid-19 there has been lower than anticipated Housing Benefits and Non-Domestic Rates Relief incurred by the Council. But this has mainly been offset by lower than anticipated Council Tax charges and rental income than forecast relating to Homeless properties.

MONTHLY REVENUE MANAGEMENT REPORT
SCOTTISH BORDERS COUNCIL 2020/21



Finance & Regulatory Services	Final Approved Budget (£'000)	Final Outturn Actual (£'000)	Variance pre adjustments (£'000)	Decrease/ (Increase) to Balances (£'000)	Variance against final adjusted Budget (£'000)	Summary Financial Commentary
Chief Executive	152	151	2		2	
Finance	4,085	4,070	15		15	Available budget following balance sheet review.
Covid-19 Reserve Fund	3,450	3,450	0		0	
Information Technology	11,701	11,701	0		0	
Interest on Revenue Balances	0	0	0		0	
Legal Services	1,335	1,284	51		51	Staff turnover (£15k) and discretionary spend savings (£6k), additional licensing income (£30k).
Loan Charges	17,062	16,233	829		829	Tactical decisions to defer borrowing and the impact of COVID-19 on capital expenditure along with increased development contributions, reduction in landfill provision and reduction in interest on revenue balances due to reduced interest rates and balances.
Protective Services	1,534	1,467	67		67	Increased income, staff turnover and discretionary spend savings.
Provision for Bad Debts	125	125	0		0	
Recharge to Non-General Fund	(563)	(555)	(8)		(8)	
Total	38,881	37,926	955	0	955	

Key Highlights, Challenges & Risks

Tactical decisions to defer borrowing and the impact of COVID-19 on capital expenditure along with increased development contributions, reduction in landfill provision and lower interest on revenue balances due to reduced interest rates, contributed towards a further underspend in loans charges of £0.829m. This combined with additional staff turnover, increased income and discretionary spend savings contributed to an overall net contribution to the general fund balance of £0.955m.

MONTHLY REVENUE MANAGEMENT REPORT
SCOTTISH BORDERS COUNCIL 2020/21



Human Resources	Final Approved Budget (£'000)	Final Outturn Actual (£'000)	Variance pre adjustments (£'000)	Decrease/ (Increase) to Balances (£'000)	Variance against final adjusted Budget (£'000)	Summary Financial Commentary
Communications & Marketing	479	457	23		23	Additional income (£1k) and discretionary spend savings (£22k).
Corporate Transformation	1,076	1,063	14		14	Reduced spend on consultancy (£14k).
Early Retiral/Voluntary Severance	25	25	0		0	
Employment Support Service	328	304	24		24	Staff turnover savings (£12k), additional Skills Development Scotland income (£3k), underspend in trainee allowances (£5k) and discretionary spend savings (£4k).
Human Resources	4,531	4,492	39		39	Underspend in conference expenses (£20k) and discretionary spend savings (£19k).
Total	6,440	6,341	99	0	99	

Key Highlights, Challenges & Risks

Human Resources has delivered a net positive position of £0.099m. This has primarily been achieved through underspends resulting from the discretionary spend freeze. The service had £146k of financial plan savings to deliver in 2020/21, these have all been delivered permanently.

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CAPITAL FINANCIAL PLAN 2020/21 – FINAL UNAUDITED OUTTURN

**Report by the Executive Director, Finance & Regulatory
EXECUTIVE COMMITTEE**

8 June 2021

1 PURPOSE AND SUMMARY

- 1.1 **This report provides the Executive Committee with a statement comparing the final capital outturn for 2020/21 with the final budget for the year and identifies the main reasons for any significant variations.**
- 1.2 The final capital outturn statement for 2020/21 is included at Appendix 1 and includes the reasons identified by the Project Managers and Budget Holders for the variances to the final approved budget. This identifies an outturn expenditure of £54.787m which is £9.531m below the final revised budget of £64.318m.
- 1.3 The Capital Plan was materially impacted by COVID-19 and the resultant national “lockdown” of the construction industry and the associated inevitable delays in planned programmes of work during 2020/21. The overall impact on the capital plan is that net £44.872m of budget within the Capital Plan has been moved as a timing movement to future years as a result of delays and re-profiling of programmes of work.

2 RECOMMENDATIONS

- 2.1 **It is recommended that the Executive Committee:**
 - (a) **Agrees the final outturn statement in Appendix 1;**
 - (b) **Agrees the remaining budget of £0.160m from Emergency & Unplanned is allocated to IT transformation as reflected in Appendix 1;**
 - (c) **Notes the adjustments to funding in Appendix 1;**
 - (d) **Notes the final block allocations in Appendix 2;**
 - (e) **Approves the block allocations in Appendix 3; and**
 - (f) **Notes the whole project costs detailed in Appendix 4.**

3 BACKGROUND

- 3.1 The Council approved the original Capital Financial Plan for 2020/21 on 26 February 2020 and detailed budgetary control reports were presented to the Executive Committee in September and November 2020 and February 2021.
- 3.2 The monitoring reports contained actual expenditure to date, together with the latest budget and projected outturn. The resultant variances were then analysed between in-year variances (i.e. timing issues) and overall project savings or overspends. Comments were provided for material variances. The outturn at 31 March 2021 will adjust the 2021/22 budget with movements carried forward in line with the Financial Regulations.
- 3.3 COVID-19 had a significant impact on the delivery of the Council's capital plan in financial year 2020/21. Many projects commenced late or were delayed and this required substantive revisions to be made to the profile of capital budgets and the overall costs of projects. All known COVID-19 additional costs have been addressed within 2020/21 with delays in programmes of work being addressed through the movement of budget into future years.
- 3.4 The table below shows the movements in the resources of the Capital Plan through 2020/21:

	£000s
Capital Plan 2020/21 as approved at Council 26 February 2020	86,266
Cycling, walking, safer streets additional funding as part of settlement	318
Gross up Hawick Flood Protection Scheme following Council on 26 th February 2020	5,044
Transfer of Extra Care housing to Revenue budget	(3,023)
Timing movements and budget adjustments reported as part of out-turn 2019/20	8,348
Timing movements to future years at 30 June 2020	(26,855)
Gross up Hawick Walled Garden Glasshouse	11
Net timing movements to future years at 30 September 2020	(1,758)
Net timing movements to future years at 31 December 2020	(4,033)
Revised Capital Plan 2020/21	64,318

- 3.5 To complete the annual cycle of reporting this report compares the final budget for the year with the final, but as yet unaudited, outturn.

4 FINAL OUTTURN STATEMENT

- 4.1 Appendix 1 to this report contains the final outturn statement for the Capital Financial Plan for 2020/21 for each of the services in the Plan with the actual expenditure to 31 March 2021. The latest approved budget includes all approvals made up to and including 31 March 2021.
- 4.2 The final outturn shows a final net variance of £9.531m against the current approved budget as a result of timing movements between financial years. This makes the total net timing movement between 2020/21 and future years £44.872m (46% of total budget). The scale of the timing movement can be attributed to the impact of COVID-19 as construction sites were closed for much of the first half of 2020/21. COVID-19 restrictions for the

remainder of 2020/21 impacted on project delivery timescales. As a result of the budget movement between years, the estimated borrowing element of the capital financing for 2020/21 has been reduced. This has a short term revenue benefit for the Council due to the delay of statutory capital repayments through the revenue account and reduced interest payments on external borrowing.

- 4.3 Appendix 2 contains a summary of the final out-turn position for each block contained within the 2020/21 Capital Plan.
- 4.4 Appendix 3 contains a summary for each block allocation within the 2021/22 Capital Plan of approved and proposed proposals for various projects and programmes.
- 4.5 Appendix 4 contains a list of estimated whole life project costs for those key schemes where the project has not been completed in the financial year 2020/21.
- 4.6 As reflected in Appendix 1 although there is timing movement with regards to the funding and expenditure associated with these projects they remain in overall healthy positions with regard to service delivery.
- 4.7 Key highlights from variances in Appendix 1 are:
- (a) **Hawick Flood Protection**
Work on the Hawick Flood Protection Scheme is nearing the end of the first year of site works. Progress during 2020/21 has been positive with many work zones started in the town. The works programme has been revised several times to allow for local conditions and methods of working in several locations. This has resulted in a revision to the spend forecast and a timing movement of £2.3m at year end.
 - (b) **Roads & Bridges block**
A timing movement of £1.123m was required into 2021/22 as a result of impacts of COVID-19 delays and adverse weather experienced in the final quarter of 2020/21.
 - (c) **IT Transformation (previous years)**
Completion of previous year IT transformation now delivered in 2020/21 has been funded through the planned draw down of the IT transformation reserve, allocation of emergency & unplanned budget (£0.160m) and a CFR from the IT revenue budget. Additional expenditure in supplying IT kit to significant numbers of staff working from home during 2020/21, funded through the COVID-19 reserve.
 - (d) **IT Transformation (new investment from CGI contract extension)**
Timing movement of £0.845m into 2021/22 to reflect phasing of new IT transformation programmes of work.

4.8 **Emergency & Unplanned Schemes**

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

	£000s
Budget as Approved at Council 28 February 2020	220
Timing Movement as part of out-turn 2019/20	(8)
General Flood Protection Block	83

Building Upgrades Block	98
Energy Efficiency Works	139
Netherdale Spectator Stand	44
CRC – Improved Skip Infrastructure	(4)
Roads investment	(120)
Netherdale Spectator Stand (phase 2)	(50)
Tapestry	(316)
Borders Innovation Park	(86)
Accident Investigation Prevention Schemes block	35
Industrial Property upgrades	52
Contaminated Land block	17
Private sector housing grant	50
Waste Collection vehicles – non P&V	6
IT transformation (previous years)	(160)
Out-turn Balance	0

4.9 As reflected in the table above it is proposed that the net balance of funding of £0.160m for emergency and unplanned budget in 2020/21 will be used to fund pressures related to IT transformation in 2020/21.

5 IMPLICATIONS

5.1 Financial

There are no financial implications beyond those contained in the report and Appendices 1-4.

5.2 Risk and Mitigations

There is a small risk that the final outturn may change during the external audit process as part of the final accounts for 2020/21. The processes for project management and ensuring sound budgetary control is maintained are subject to regular review and discussion with individual project managers and Service Directors. This process ensures that the Council aligns its management of the capital programme as closely as possible with the best practice guidance set out in the Accounts Commission 'Major capital investment in councils' publication. Each capital project has appropriate risk management and associated risk registers in place, following the Corporate Risk Management Policy and Framework, to ensure that risks are identified and managed to an acceptable level.

5.3 Equalities

No Equalities Impact Assessment has been carried out in relation to the contents of this 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.

5.4 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.

5.5 **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.

5.6 **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.

5.7 **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.

6 CONSULTATION

- 6.1 The Monitoring Officer/Chief Legal Officer, the Chief Officer Audit and Risk, the Service Director HR & Communications, the Clerk to the Council and Corporate Communications will be consulted and any comments received will be incorporated into the final report.
- 6.2 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 **Signature**
Executive Director, Finance & Regulatory Services

Author(s)

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

Background Papers: n/a

Previous Minute Reference: n/a

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

Contact us at Suzy Douglas, Council Headquarters, Newtown St Boswells, Melrose, TD6 0SA; Tel: 01835 824000 X5881.

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Scottish Borders Council
Capital Financial Plan

SUMMARY

	2020/21				2021/22			2022/23			2023/24 - 2029/30		
	Actual to 31/03/21	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	1,994	1,994	2,500	(506)	2,000	0	2,000	2,000	0	2,000	14,000	0	14,000
Non Plant & Vehicle Fund	304	303	587	(284)	0	168	168	0	0	0	0	0	0
Flood & Coastal Protection	14,314	14,314	17,000	(2,686)	26,970	2,686	29,656	19,079	0	19,079	18,162	0	18,162
Land and Property Infrastructure	5,308	5,308	6,778	(1,470)	7,380	1,401	8,781	5,033	0	5,033	17,700	0	17,700
Road & Transport Infrastructure	8,725	8,725	10,420	(1,694)	8,889	1,676	10,565	8,226	0	8,226	55,326	0	55,326
Waste Management	571	572	752	(180)	386	189	575	35	0	35	326	0	326
Total Assets & Infrastructure	31,216	31,216	38,037	(6,820)	45,625	6,120	51,745	34,373	0	34,373	105,514	0	105,514
Corporate	10,316	10,316	8,815	1,501	11,399	929	12,328	9,700	0	9,700	5,192	0	5,192
Total Other Corporate Services	10,316	10,316	8,815	1,501	11,399	929	12,328	9,700	0	9,700	5,192	0	5,192
School Estate	4,974	4,974	7,201	(2,227)	8,331	2,267	10,598	38,545	(40)	38,505	149,540	0	149,540
Total Young People Engagement & Inclusion	4,974	4,974	7,201	(2,227)	8,331	2,267	10,598	38,545	(40)	38,505	149,540	0	149,540
Sports Infrastructure	594	594	622	(28)	1,970	28	1,998	573	0	573	6,238	0	6,238
Culture & Heritage	114	114	158	(44)	904	44	948	0	0	0	0	0	0
Total Culture & Sport	708	708	780	(72)	2,874	72	2,946	573	0	573	6,238	0	6,238
Economic Regeneration	7,143	7,143	8,771	(1,628)	9,074	2,697	11,771	12,025	(12)	12,013	91,004	0	91,004
Housing Strategy & Services	220	220	270	(50)	565	0	565	450	0	450	3,500	0	3,500
Total Economic Development & Corporate Services	7,363	7,363	9,041	(1,678)	9,639	2,697	12,336	12,475	(12)	12,463	94,504	0	94,504
Emergency & Unplanned Schemes	0	0	0	0	175	0	175	175	0	175	1,225	0	1,225
Total Emergency & Unplanned Schemes	0	0	0	0	175	0	175	175	0	175	1,225	0	1,225
Social Care Infrastructure	209	209	444	(235)	9,397	235	9,632	3,333	0	3,333	11,769	0	11,769
Total Health & Social Care	209	209	444	(235)	9,397	235	9,632	3,333	0	3,333	11,769	0	11,769
Planned Programming Adjustments	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
Total Scottish Borders Council	54,787	54,787	64,318	(9,531)	87,440	12,320	99,760	99,174	(52)	99,122	373,982	0	373,982

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		2020/21				2021/22			2022/23			2023/24 - 2029/30		
	R	Actual to 31/03/21	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													
Plant & Vehicle Fund														
Plant & Vehicle Replacement - P&V Fund	G	1,994	1,994	2,500	(506)	2,000	0	2,000	2,000	0	2,000	14,000	0	14,000
		1,994	1,994	2,500	(506)	2,000	0	2,000	2,000	0	2,000	14,000	0	14,000
Non-Plant & Vehicle Fund														
Other Fleet - Electric Vehicles	G	98	98	239	(141)	0	150	150	0	0	0	0	0	0
Other Fleet - Electric Vehicles - Infrastructure	G	42	42	179	(137)	0	18	18	0	0	0	0	0	0
Waste Collection Vehicles - Non P&V Fund	G	163	163	169	(6)	0	0	0	0	0	0	0	0	0
		304	303	587	(284)	0	168	168	0	0	0	0	0	0
Flood & Coastal Protection														
Flood Studies	G	200	200	378	(178)	431	178	609	372	0	372	2,604	0	2,604
General Flood Protection Block	G	125	125	333	(208)	112	208	320	0	0	0	0	0	0
Hawick Flood Protection	G	13,989	13,989	16,289	(2,300)	26,427	2,300	28,727	18,707	0	18,707	15,558	0	15,558
		14,314	14,314	17,000	(2,686)	26,970	2,686	29,656	19,079	0	19,079	18,162	0	18,162
Land and Property Infrastructure														
Asset Rationalisation	G	1,307	1,307	1,563	(256)	1,977	256	2,233	967	0	967	0	0	0
Building Upgrades	G	630	630	740	(110)	484	110	594	437	0	437	3,807	0	3,807
Cleaning Equipment Replacement Block	G	4	4	4	0	0	0	0	0	0	0	0	0	0
Commercial Property Upgrades	G	14	14	66	(52)	0	0	0	0	0	0	0	0	0
Contaminated Land Block	G	0	0	17	(17)	0	0	0	0	0	0	0	0	0
Energy Efficiency Works	G	2,290	2,290	2,998	(708)	1,245	708	1,953	1,045	0	1,045	7,315	0	7,315
Health and Safety Works	G	408	408	452	(44)	529	44	573	400	0	400	3,200	0	3,200
Play Areas & Outdoor Community Spaces	G	543	543	773	(230)	1,516	230	1,746	828	0	828	1,862	0	1,862
Jedburgh High Street Building	G	0	0	0	0	500	0	500	1,062	0	1,062	428	0	428
Coldstream Cemetery Development	G	47	47	100	(53)	528	53	581	0	0	0	0	0	0
Cemetery Land Acquisition & Development	G	65	65	65	0	601	0	601	294	0	294	1,088	0	1,088
		5,308	5,308	6,778	(1,470)	7,380	1,401	8,781	5,033	0	5,033	17,700	0	17,700

Scottish Borders Council
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		2020/21				2021/22			2022/23			2023/24 - 2029/30		
	R A G	Actual to 31/03/21 £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
Road & Transport Infrastructure														
A72 Dirtpot Corner - Road Safety Works	G	0	0	15	(15)	0	15	15	0	0	0	0	0	0
Accident Investigation Prevention Schemes Block	G	5	5	40	(35)	0	0	0	0	0	0	0	0	0
Cycling Walking & Safer Streets	G	543	543	545	(2)	406	0	406	406	0	406	2,206	0	2,206
Engineering Minor Works	G	0	0	0	0	14	0	14	0	0	0	0	0	0
Lighting Asset Management Plan	G	127	127	175	(48)	209	48	257	160	0	160	1,120	0	1,120
Peebles Bridge	G	0	0	0	0	0	0	0	0	0	0	0	0	0
Reston Station Contribution	G	0	0	0	0	600	0	600	0	0	0	1,740	0	1,740
Roads & Bridges -inc. RAMP, Winter Damage & Slopes	G	7,598	7,598	8,703	(1,105)	7,660	1,123	8,783	7,660	0	7,660	50,260	0	50,260
Street Lighting Energy Efficiency Project	G	171	171	218	(47)	0	47	47	0	0	0	0	0	0
Galashiels Transport Interchange	G	0	0	17	(17)	0	17	17	0	0	0	0	0	0
Union Chain Bridge	G	281	281	707	(426)	0	426	426	0	0	0	0	0	0
		8,725	8,725	10,420	(1,694)	8,889	1,676	10,565	8,226	0	8,226	55,326	0	55,326
Waste Management														
PC - Improved Skip Infrastructure	G	138	138	150	(12)	0	12	12	0	0	0	0	0	0
Easter Langlee Cell Provision	G	120	120	120	0	59	0	59	0	0	0	0	0	0
Easter Langlee Leachate Management Facility	G	154	154	200	(46)	240	46	286	0	0	0	0	0	0
Easter Langlee Community Recycling Centre	G	0	0	0	0	0	0	0	0	0	0	0	0	0
New Easter Langlee Waste Transfer Station	G	104	104	204	(100)	0	100	100	0	0	0	0	0	0
Closed Landfill Site- Health & Safety Works	G	0	0	30	(30)	0	30	30	0	0	0	0	0	0
Easter Langlee Landfill Pump	G	9	9	0	9	0	0	0	0	0	0	0	0	0
Wheeled Bins (100 in total) - Street Cleansing	G	0	0	0	0	52	0	52	0	0	0	0	0	0
Waste Containers	G	47	47	48	(1)	35	1	36	35	0	35	326	0	326
		571	572	752	(180)	386	189	575	35	0	35	326	0	326
Total Assets & Infrastructure		31,216	31,216	38,037	(6,820)	45,625	6,120	51,745	34,373	0	34,373	105,514	0	105,514

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Plant & Vehicle Fund	
Plant & Vehicle Replacement - P&V Fund	Budget to be grossed down to reflect actual purchases in 2020/21 fully funded by the Plant & Vehicle Fund.
Non-Plant & Vehicle Fund	
Other Fleet - Electric Vehicles	Budget to be grossed down to reflect actual purchases in 2020/21 fully funded by Scottish Government Grant - Gross up budget £150k to 2021/22 as per agreement with Scottish Government to allow vehicles on order that will be delivered in 2021/22.
Other Fleet - Electric Vehicles - Infrastructure	Budget to be grossed down to reflect actual purchases in 2020/21 fully funded by Scottish Government Grant - Gross up budget of £18k to 2021/22 as per agreement with Scottish Government to allow infrastructure to be delivered in 2021/22 as a impact of Covid.
Flood & Coastal Protection	
Flood Studies	Timing movement to 2021/22 to allow completion of schemes in the summer of 2021.
General Flood Protection Block	Timing movement to 2021/22 to allow completion of schemes in the summer of 2021.
Hawick Flood Protection	Timing movement to 2021/22 in line with project delivery timescales

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Land and Property Infrastructure	
<p>Asset Rationalisation</p> <p>Building Upgrades</p> <p>Commercial Property Upgrades</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>Coldstream Cemetery Development</p>	<p>Timing Movement of £256k to 2021/22 required to enable project completion - Paton Street, HQ Lift, Redundant Building demolition and HQ work place transformation & building upgrades.</p> <p>Timing movement of £110k to 2020/21 required. Reallocation of block required as detailed in Appendix 2.</p> <p>Budget not utilised in 2020/21 therefore moved to Emergency and Unplanned.</p> <p>Budget not utilised in 2020/21 therefore moved to Emergency and Unplanned.</p> <p>Timing Movement of £708k to 2021/22 required for Non Domestic Energy Efficiency (NDEE) PH2. Low Carbon Infrastructure Transformation (LCITP) Smart Grid which will start 2021/22 and continuation of PPP LED Lighting project</p> <p>Timing movement of £44k to 2021/22 required. Reallocation of block required as detailed in Appendix 2.</p> <p>Timing movement to 2021/22 required for Peebles Play Park & Skate Park to enable completion. Timing movements to 2021/22 also required for Shedden Park - Kelso, Newtown St Boswells Play Park, Walled Gardens Glasshouse - Hawick and Play Facilities & Surfacing Review.</p> <p>Timing movement sought to 2021/22 to enable completion of cemetery development.</p>
Road & Transport Infrastructure	
<p>A72 Dirtpot Corner - Road Safety Works</p> <p>Accident Investigation Prevention Schemes Block</p> <p>Lighting Asset Management Plan</p> <p>Roads & Bridges -Inc. RAMP, Winter Damage & Slopes</p> <p>Street Lighting Energy Efficiency Project</p> <p>Galashiels Transport Interchange</p> <p>Union Chain Bridge</p>	<p>Covid restrictions have impacted on the planting season early in the financial year. Requiring a timing movement to 2021/22.</p> <p>Budget not utilised in 2020/21 therefore moved to Emergency and Unplanned.</p> <p>Timing movement to 2021/22 as an impact of Covid.</p> <p>Gross up Strategic Timber Transport Scheme funding in line with final costs (£18k) in 2020/21. Timing movement to 2021/22 (£1125k) due to the impact of Covid and adverse winter weather in delivering the programme of works.</p> <p>Timing movement to 2021/22 as an impact of Covid.</p> <p>Covid restrictions has prevented the ability for final snagging works to be completed during 2020/21 resulting in a need to propose a timing movement.</p> <p>Timing movement to 2021/22 to allow SBC contribution as per agreement.</p>
Waste Management	
<p>CRC - Improved Skip Infrastructure</p> <p>Easter Langlee Leachate Management Facility</p> <p>New Easter Langlee Waste Transfer Station</p> <p>Closed Landfill Site- Health & Safety Works</p>	<p>Timing movement to 2021/22 to allow completion.</p> <p>Timing movement to 2021/22 to allow completion.</p> <p>Timing movement to 2021/22 to allow completion.</p> <p>Exploratory works were conducted suggesting more expensive works are required - next steps being considered, timing movement to 2021/22 required</p>

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		2020/21				2021/22			2022/23			2023/24 - 2029/30		
	R A G	Actual to 31/03/21	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	£000
Corporate														
ICT - Outwith CGI Scope	G	1,301	1,301	404	897	56	0	56	56	0	56	488	0	488
ICT Transformation (previous year)	G	3,123	3,123	1,589	1,534	0	0	0	0	0	0	313	0	313
Inspire Learning	G	2,935	2,935	3,019	(84)	48	84	132	111	0	111	1,149	0	1,149
IT Projects - pre CGI Contract	G	0	0	0	0	110	0	110	0	0	0	0	0	0
IT Transformation (new investement from CGI contract extension)	G	2,957	2,957	3,803	(845)	11,185	845	12,030	9,533	0	9,533	3,242	0	3,242
		10,316	10,316	8,815	1,501	11,399	929	12,328	9,700	0	9,700	5,192	0	5,192
Total Other Corporate Services		10,316	10,316	8,815	1,501	11,399	929	12,328	9,700	0	9,700	5,192	0	5,192

Corporate		
ICT - Outwith CGI Scope		Capitalise revenue budget to fund additional requirement to increase Council's laptop estate, partly due to the impact of Covid-19.
IT Transformation (previous year)		Completion of previous year IT transformation now delivered in 2020/21 has been funded through the planned draw down of the IT transformation reserve (£897k), allocation of emergency & unplanned budget (£0.160m) and a CFCR from the IT revenue budget. Additional expenditure in supplying IT kit to significant numbers of staff working from home during 2020/21, funded through the COVID-19 reserve.
Inspire Learning		Timing movement into 2021/22 due to impact of Covid-19 on deliverability.
IT Transformation - Extension of CGI contract		Timing movement in to 2021/22 relating to IT Transformation extension.

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		2020/21				2021/22			2022/23			2023/24 - 2029/30		
	R A G	Actual to 31/03/21 £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 Years Expansion	G	2,439	2,439	3,150	(711)	2,690	711	3,401	0	0	0	0	0	0
Jedburgh Learning Campus	G	618	618	860	(242)	0	242	242	0	0	0	0	0	0
Eyemouth Primary School	G	505	505	465	40	0	0	0	3,500	(40)	3,460	11,402	0	11,402
Earlston Primary School	G	133	133	383	(250)	450	250	700	8,597	0	8,597	4,388	0	4,388
Gala Academy	G	264	264	400	(136)	891	136	1,027	14,128	0	14,128	40,030	0	40,030
New Hawick High School	G	98	98	200	(102)	200	102	302	400	0	400	47,600	0	47,600
School Estate Block	G	685	685	1,343	(658)	1,800	658	2,458	1,800	0	1,800	12,540	0	12,540
Peebles High School	G	232	232	400	(168)	2,300	168	2,468	10,120	0	10,120	33,580	0	33,580
		4,974	4,974	7,201	(2,227)	8,331	2,267	10,598	38,545	(40)	38,505	149,540	0	149,540
Total Young People Engagement & Inclusion		4,974	4,974	7,201	(2,227)	8,331	2,267	10,598	38,545	(40)	38,505	149,540	0	149,540

School Estate		
Early Years Expansion	Timing movement to 2021/22.	
Jedburgh Learning Campus	Timing movement to 2021/22.	
Eyemouth Primary School	Timing movement to 2021/22. Education Scotland formal consultation due to commence in May 2021	
Earlston Primary School	Timing movement of £250k to 2021/22 for design phase. Construction expected to commence in 2022/23	
Gala Academy	Timing movement of £136k to 2021/22, project currently at consultation stage	
New Hawick High School	Timing movement to 2021/22. Consultation, engagement and planning due to commence in 2021/22	
School Estate Block	Timing movement to 2021/22.	
Peebles High School	Timing movement to 2021/22. Consultation, engagement and planning due to commence in 2021/22	

Capital

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	R A G	2020/21				2021/22			2022/23			2023/24 - 2029/30		
		Actual to 31/03/21	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	£000
Sports Infrastructure														
Culture & Sports Trusts - Plant & Services	G	409	409	410	(1)	362	1	363	215	0	215	1,805	0	1,805
Melrose 3G Pitch	G	1	1	24	(23)	0	23	23	0	0	0	0	0	0
Netherdale Spectator Stand	G	46	46	50	(4)	1,450	4	1,454	0	0	0	0	0	0
Floodlighting	G	138	138	138	0	5	0	5	0	0	0	0	0	0
Synthetic Pitch Replacement Fund	G	0	0	0	0	153	0	153	358	0	358	4,433	0	4,433
		594	594	622	(28)	1,970	28	1,998	573	0	573	6,238	0	6,238
Culture & Heritage														
Jim Clark Museum	G	35	35	53	(18)	0	18	18	0	0	0	0	0	0
Public Hall Upgrades	G	19	19	45	(26)	279	26	305	0	0	0	0	0	0
Walter Scott Court House - Phase 2	G	0	0	0	0	625	0	625	0	0	0	0	0	0
Timontium, Melrose	G	60	60	60	0	0	0	0	0	0	0	0	0	0
		114	114	158	(44)	904	44	948	0	0	0	0	0	0
Total Culture & Sport		708	708	780	(72)	2,874	72	2,946	573	0	573	6,238	0	6,238

Sports Infrastructure		
Melrose 3G Pitch	Timing movement into 2021/22 as a result of delays in completion of the project.	
Netherdale Spectator Stand	Small timing movement for stage 2 concrete repairs. Works scheduled for first 2 weeks of April. Project delayed by engagement with Historic Environment Scotland and Covid-19 restrictions.	
Floodlighting	Further contribution received from Coldstream Football Club (£2.5k secured from Hudson Hirsell Trust Fund) reducing borrowing requirements.	
Culture & Heritage		
Jim Clark Museum	Timing movement into 2021/22 to conclude final works.	
Public Hall Upgrades	Timing movements into 2021/22 to align with revised project timescales as a result of Covid delays and Project Manager furlough.	

Scottish Borders Council
Capital Financial Plan

		2020/21				2021/22			2022/23			2023/24 - 2029/30		
	R A G	Actual to 31/03/21 £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
Economic Regeneration														
Great Tapestry of Scotland - Building	G	2,716	2,716	3,161	(445)	0	445	445	0	0	0	0	0	0
Borders Town Centre Regeneration Block	G	801	801	792	9	723	503	1,225	70	0	70	610	0	610
Borders Innovation Park	G	2,962	2,962	3,465	(503)	4,563	515	5,078	2,620	(12)	2,608	9,749	0	9,749
Newtown St Boswells Regeneration	G	0	0	0	0	140	0	140	84	0	84	176	0	176
Eyemouth Regeneration	G	447	447	364	83	299	463	761	0	0	0	0	0	0
Hawick Regeneration Block	G	112	112	353	(241)	1,912	241	2,153	0	0	0	0	0	0
Galashiels Town Centre Regeneration	G	105	105	636	(531)	0	531	531	0	0	0	0	0	0
Borderlands	G	0	0	0	0	688	0	688	9,251	0	9,251	80,469	0	80,469
Earlston Business Relocation	G	0	0	0	0	750	0	750	0	0	0	0	0	0
		7,143	7,143	8,771	(1,628)	9,074	2,697	11,771	12,025	(12)	12,013	91,004	0	91,004
Housing Strategy & Services														
Private Sector Housing Grant - Adaptations	G	220	220	270	(50)	565	0	565	450	0	450	3,500	0	3,500
		220	220	270	(50)	565	0	565	450	0	450	3,500	0	3,500
Total Economic Development & Corporate Services		7,363	7,363	9,041	(1,678)	9,639	2,697	12,336	12,475	(12)	12,463	94,504	0	94,504
Economic Regeneration														
Great Tapestry of Scotland - Building						Timing movement to 2021/22 to align with revised project timescales.								
Borders Town Centre Regeneration Block						Timing movement into 2021/22 for Jedburgh Abbey Ramparts for post excavation analysis and reporting (£26k). Gross up Town Centre Fund 2020/21 (£19k), total funding £511k, balance being delivered by 30 September 2021. Acceleration of funding for Port House, Jedburgh (£33k) in addition to timing movement for Jedburgh shopfront/improvement grants (£17k), both funded by 2019/20 Town Centre Fund.								
Borders Innovation Park						The reprofiling of future years costs for phases 2/3, funded through City Deal, closer aligns with project timescales and contractor cashflow.								
Eyemouth Regeneration						Budget to be grossed up to take account of Regeneration Capital Grant Funding (RCGF) approved for Former Fishmarket market/museum redevelopment project (total £545k split over 20/21 £115k and 21/22 £430k). Timing movement into 2021/22 for Eyemouth Off-shore Operations & Maintenance project.								
Hawick Regeneration						Timing movement to 2021/22 to align with project timescales.								
Earlston Business Relocation						Timing movement to 2021/22 to align with new project timescales.								

Housing Strategy & Services

Private Sector Housing Grant - Adaptations

Timing movement to 2021/22 due to Covid-19 restrictions, impact on assessments and access by contractors.

Scottish Borders Council
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		2020/21				2021/22			2022/23			2023/24 - 2029/30		
	R A G	Actual to 31/03/21 £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	G	0	0	0	0	175	0	175	175	0	175	1,225	0	1,225
		0	0	0	0	175	0	175	175	0	175	1,225	0	1,225
Total Emergency & Unplanned Schemes		0	0	0	0	175	0	175	175	0	175	1,225	0	1,225
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		Budgets returned to Emergency & Unplanned from Accident Investigation Prevention Schemes Block (£35k), Commercial Property Upgrades (£52k), Contaminated Land Block (£17k), Private Sector Housing Grant - Adaptations (£50k), Waste Collection Vehicles - Non P&V Fund (£6k) less budget transfer to ICT Transformation (£160k)

Scottish Borders Council
Capital Financial Plan

		2020/21				2021/22			2022/23			2023/24 - 2029/30		
	R A G	Actual to 31/03/21	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	£000
Scottish Borders Council														
Tweed Bridge Court, Peebles	G	213	213	6	207	0	0	0	0	0	0	0	0	0
Peebles Road, Innerleithen	G	100	100	0	100	0	0	0	0	0	0	0	0	0
Jedward Terrace Phase 2 Denholm	G	63	63	0	63	0	0	0	0	0	0	0	0	0
Tarth Crescent, Blyth Bridge	G	6	6	10	(4)	0	0	0	0	0	0	0	0	0
		382	382	16	366	0	0	0	0	0	0	0	0	0
Scottish Borders Council - Funding														
Development Contributions	G	(382)	(382)	(16)	(366)	0	0	0	0	0	0	0	0	0
		(382)	(382)	(16)	(366)	0	0	0	0	0	0	0	0	0

Scottish Borders Council
Capital Financial Plan

		2020/21				2021/22			2022/23			2023/24 - 2029/30		
		Actual to 31/03/21	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	£000
	R													
	A													
	G													
Social Care Infrastructure														
	G	0	0	0	0	0	0	0	0	0	0	0	0	0
	G	0	0	0	0	0	0	0	0	0	0	0	0	0
	G	52	52	54	(2)	38	2	40	40	0	40	297	0	297
	G	0	0	0	0	0	0	0	0	0	0	0	0	0
	G	36	36	160	(124)	0	124	124	0	0	0	0	0	0
	G	1	1	80	(79)	1,445	79	1,524	0	0	0	0	0	0
	G	120	120	150	(30)	7,914	30	7,944	3,293	0	3,293	11,472	0	11,472
	G	0	0	0	0	0	0	0	0	0	0	0	0	0
		209	209	444	(235)	9,397	235	9,632	3,333	0	3,333	11,769	0	11,769
Total Health & Social Care		209	209	444	(235)	9,397	235	9,632	3,333	0	3,333	11,769	0	11,769

Social Care Infrastructure														
		Minor timing movement into 2021/22												
		Timing movement into 2021/22 largely relating to Covid related delays												
		Timing movement into 2021/22 largely relating to Covid related delays												
		Timing movement into 2021/22 largely relating to Covid related delays												

Scottish Borders Council
Capital Financial Plan

CAPITAL FINANCING	2020/21			2021/22			2022/23			2023/24 - 2029/30		
	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	(10,871)	(10,685)	(186)	(10,711)	178	(10,533)	(10,689)	0	(10,689)	(74,823)	0	(74,823)
Flood Studies	(200)	(378)	178	(350)	(178)	(528)	(372)	0	(372)	(2,604)	0	(2,604)
C9002 - Scottish Government Specific Capital Grant												
Hawick Flood Protection	(474)	(474)	0	(18,187)	(1,804)	(19,991)	(11,914)	0	(11,914)	(10,312)	0	(10,312)
Cycling Walking & Safer Streets	(507)	(507)	0	(406)	0	(406)	(406)	0	(406)	(2,206)	0	(2,206)
Roads & Bridges -inc. RAMP, Winter Damage & Slopes (CWSS)	0	0	0	(100)	0	(100)	(100)	0	(100)	(300)	0	(300)
Early Years Expansion	(2,439)	(3,150)	711	(2,690)	(711)	(3,401)	0	0	0	0	0	0
	(3,620)	(4,509)	889	(21,733)	(2,693)	(24,426)	(12,792)	0	(12,792)	(15,422)	0	(15,422)
C9003 - Other Grants & Contributions - Capital												
Other Fleet - Electric Vehicles	(98)	(239)	141	0	(150)	(150)	0	0	0	0	0	0
Other Fleet - Electric Vehicles - Infrastructure	(42)	(179)	137	0	(18)	(18)	0	0	0	0	0	0
Hawick Flood Protection	(2,226)	(2,271)	45	(3,951)	(45)	(3,996)	(4,157)	0	(4,157)	(2,747)	0	(2,747)
Hawick Flood Protection (previous year funding)	(9,929)	(11,733)	1,804	0	0	0	0	0	0	0	0	0
Roads & Bridges -inc. RAMP, Winter Damage & Slopes	(693)	(586)	(107)	0	0	0	0	0	0	0	0	0
Cycling Walking & Safer Streets	(36)	(38)	2	0	0	0	0	0	0	0	0	0
Play Areas & Outdoor Community Spaces	0	0	0	(144)	0	(144)	0	0	0	0	0	0
Jim Clark Museum	(14)	(21)	7	0	(7)	(7)	0	0	0	0	0	0
Hawick Regeneration	(112)	(353)	241	(1,912)	(241)	(2,153)	0	0	0	0	0	0
Borders Town Centre Regeneration Block	(701)	(666)	(35)	(457)	(476)	(933)	0	0	0	0	0	0
Jedburgh High Street Building	0	0	0	(450)	0	(450)	0	0	0	0	0	0
Borders Innovation Park	(780)	(1,157)	377	(2,049)	(390)	(2,439)	(2,620)	12	(2,608)	(9,749)	0	(9,749)
Landfill Provision	(251)	(251)	0	(299)	0	(299)	0	0	0	0	0	0
Peebles High School Insurance Receipt	(215)	(400)	185	(2,054)	74	(1,980)	(2,946)	0	(2,946)	0	0	0
Borders Town Centre Regeneration Block	(50)	(50)	0	0	0	0	0	0	0	0	0	0
Inspire Learning	(123)	(123)	0	0	0	0	0	0	0	0	0	0
Floodlighting	(14)	(11)	(3)	0	0	0	0	0	0	0	0	0
Eyemouth Regeneration	(115)	0	(115)	0	(430)	(430)	0	0	0	0	0	0
ICT Transformation	(421)	(421)	0	0	0	0	0	0	0	0	0	0
Borderlands (SG & Partners)	0	0	0	(688)	0	(688)	(9,251)	0	(9,251)	(79,837)	0	(79,837)
Energy Efficiency - CEEF	(150)	0	(150)	0	0	0	0	0	0	0	0	0
Energy Efficiency - Salix Payback	(175)	0	(175)	0	0	0	0	0	0	0	0	0
Earlston Primary School	0	0	0	0	0	0	(1,763)	0	(1,763)	0	0	0
	(16,145)	(18,499)	2,354	(12,004)	(1,683)	(13,687)	(20,737)	12	(20,725)	(92,333)	0	(92,333)

CAPITAL FINANCING	2020/21			2021/22			2022/23			2023/24 - 2029/30		
	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
C9004 - Capital Funded from Current Revenue (CFCR)												
ICT - Outwith CGI Scope	(1,040)	(324)	(716)	0	0	0	0	0	0	0	0	0
ICT Transformation	(1,048)	0	(1,048)	0	0	0	0	0	0	0	0	0
Peebles High School	(17)	0	(17)	0	0	0	0	0	0	0	0	0
Easter Langlee Landfill Pump	(9)	0	(9)	0	0	0	0	0	0	0	0	0
Inspire Learning	(372)	(372)	0	0	0	0	0	0	0	0	0	0
Extension of CGI contract	0	0	0	(4,000)	0	(4,000)	(4,000)	0	(4,000)	0	0	0
	(2,486)	(696)	(1,790)	(4,000)	0	(4,000)	(4,000)	0	(4,000)	0	0	0
C9005 - Development Contributions												
Roads & Bridges Block	0	(80)	80	0	(80)	(80)	0	0	0	0	0	0
Reston Station Contribution	0	0	0	0	0	0	0	0	0	(100)	0	(100)
Play Areas & Outdoor Community Spaces	(58)	(58)	0	(65)	0	(65)	0	0	0	0	0	0
Engineering Minor Works	0	0	0	(14)	0	(14)	0	0	0	0	0	0
School Estate Block	(93)	(100)	7	(100)	0	(100)	(100)	0	(100)	(700)	0	(700)
	(151)	(238)	87	(179)	(80)	(259)	(100)	0	(100)	(800)	0	(800)
C9006 - Capital Receipts												
General Capital Receipt	(959)	(626)	(333)	(1,630)	0	(1,630)	(400)	0	(400)	0	0	0
Inspire Learning Capital Receipt	(1,071)	(1,071)	0	0	0	0	0	0	0	0	0	0
	(2,030)	(1,697)	(333)	(1,630)	0	(1,630)	(400)	0	(400)	0	0	0
C9007 - Plant & Vehicle Fund												
Plant & Vehicle Replacement - P&V Fund	(1,994)	(2,500)	506	(2,000)	0	(2,000)	(2,000)	0	(2,000)	(14,000)	0	(14,000)
Synthetic Pitch Replacement Fund	0	0	0	(153)	0	(153)	(358)	0	(358)	(3,773)	0	(3,773)
	(1,994)	(2,500)	506	(2,153)	0	(2,153)	(2,358)	0	(2,358)	(17,773)	0	(17,773)
C9008 - Capital Borrowing												
	(17,490)	(25,493)	8,003	(35,030)	(8,042)	(43,072)	(48,098)	40	(48,058)	(172,831)	0	(172,831)
TOTAL CAPITAL FUNDING	(54,787)	(64,318)	9,531	(87,440)	(12,320)	(99,760)	(99,174)	52	(99,122)	(373,982)	0	(373,982)

	CFO/ Service Dir Asset&Infr Approval	Latest approved budget £000's	Proposed Movement	Projected Outturn	Actuals to 31/03/2021
Assets & Infrastructure					
Flood & Coastal Protection					
General Flood Protection Block					
Romanno Bridge Flood Bank		116	(108)	8	8
Community Resilience		50	(25)	25	25
Minor Works		85	(25)	60	60
Management Fees		30	0	30	30
Denholm Flood Works		20	(20)	0	0
Philiphugh Farm Cottages		32	(30)	2	2
Timing movement to 2021/22			208		0
		333	0	125	125
Flood Studies					
Flood Scheme Preparation		161	(129)	32	32
Hawick National Flood Management Scheme Preparation		30	(20)	10	10
Eymouth Coastal		145	(14)	131	131
Ettrick Valley		42	(15)	27	27
Timing movement to 2021/22		0	178	0	0
		378	0	200	200
Land and Property Infrastructure					
Health and Safety Works					
LEGIONELLA UPGR WATER TANKS		22	(12)	10	10
INDUSTRIAL UNIT FABRIC UPGRADE		10	0	10	10
SCHOOL TOILET REFURBISHMENT		30	(24)	6	6
ASBESTOS MANAGEMENT BLOCK		30	(10)	20	20
School Security Upgrade Work		35	(26)	9	9
Lanark Lodge boiler upgrade		65	5	70	70
Saltgreens RHE emergency boiler replacement		20	(1)	19	19
Window replacement works at Drumlanrig PS, Hawick		7	0	7	7
Lead testing - Phase 2		36	0	36	36
Duns Industrial Estate upgrades - new loading bay doors to units A, F & G		30	3	33	33
Chambers Institute leadwork replacement		13	8	21	21
Galashiels Library - external windows and doors refurbishment		10	0	10	10
Storm damage - wall & railings to rear of Gytes Centre		10	0	10	10
Heart of Hawick external window improvements		40	13	53	53
Linglie Mill structural improvements		9	0	9	9
Selkirk HS games hall floor upgrade		4	0	4	4
Wellogate Cemetery Lodge, Hawick structural improvements		11	(7)	4	4
Clock electrical mechanism upgrades		32	12	44	44
Coldstream library electrical heating upgrade		17	(5)	12	12
Electrical infrastructure condition surveys		10	9	19	19
Greenlaw PS distribution board replacement		11	(10)	1	1
Timing movement			44		
		0	452	0	408

	CFO/ Service Dir Asset&Infr Approval	Latest approved budget	Proposed Movement	Projected Outturn	Actuals to 31/03/2021
Commercial Property Upgrades					
School Brae, Peebles - Window Replacements		30	(30)	0	0
General Heating Upgrades to various Units when vacated		8	(8)	0	0
Linglie Mill, Selkirk - Upgrades		16	(16)	0	0
Newbie Court, Peebles		12	2	14	14
Unallocated Balance		0	0	0	0
Returned to Emergency & Unplanned		0	52		
	0	66	0	14	14
Building Upgrades					
Selkirk HS Electrical upgrade		25	0	25	25
Deanfield RHE roof upgrade phase 1		45	0	45	45
Langlee Centre window upgrade (screens phase 1)		4	0	4	4
Katherine Elliot Centre external fascia upgrade		7	0	7	7
Coldstream Primary School boiler room upgrade		78	0	78	78
Lifts - mechanical infrastructure upgrades		0	11	11	11
Dunsdale Workshops roof replacements		12	0	12	12
Coldingham PS roofing upgrade		44	(41)	3	3
Coldstream workshops roofing upgrade - final phase		44	(41)	3	3
Greenlaw PS roofing upgrade incl. rooflights		52	0	52	52
Priorsford PS - sealing flat roof and repair rooflights		16	0	16	16
Unit 12 Tweedbank Craft Centre roofing upgrade		11	4	15	15
1 Castlegate, Jedburgh roofing upgrade		11	(11)	0	0
Trinity PS gym hall window replacement		41	0	41	41
Drumlanrig PS window replacement - phase 1		30	5	35	35
Burnfoot Community Wing window upgrade - block 01		42	0	42	42
Peebles HS - replacement water heater to Millennium building		49	0	49	49
Council HQ tower & external lighting upgrade		22	(11)	11	11
Melrose Grammar lighting upgrade		25	(24)	1	1
Burgh Primary window replacement - hall & kitchen		10	(2)	8	8
Edenside Primary School lift replacement		30	(10)	20	20
St Ronan's Community Wing boiler replacement		10	1	11	11
Stow Town Hall Upgrades		38	8	46	46
UPS Upgrades		25	0	25	25
Hawick Tower Mill		7	0	7	7
Galashiels Academy Upgrades		25	0	25	25
Queen Centre Structural Roof Works		6	0	6	6
Eyemouth Fire Alarm Upgrade		10	0	10	10
Peebles High School Access Control		14	0	14	14
Smailholm Cemetery Boundary Wall		7	0	7	7
BUILDING UPGRADES - UNALLOCATED		0	0	0	0
Timing movement			110		
	0	740	0	630	630
Cleaning Equipment Replacement Block					
Cleaning Equipment		4	0	4	4
Unallocated Balance		0	0	0	0
	0	4	0	4	4
Contaminated Land Block					
Contaminated Land		0	0	0	0
09/00059/PIIA		17	(17)	0	0
Unallocated Balance		0	0	0	0
Returned to Emergency & Unplanned			17		
	0	17	0	0	0
Outdoor Community Spaces					
Peebles Play Park & Skate Park		298	(123)	175	175
Wilton Lodge Park, Hawick		251	(1)	250	250
Chirside Play Park		13	0	13	13
Play Facilities & Surfacing Review		20	(20)	0	0
Newtown St Boswells Play Park		33	(33)	0	0
Shedden Park, Kelso		50	(50)	0	0
Walled Gardens Glasshouse Hawick		5	(3)	2	2
Management Fee		103	0	103	103
Unallocated Balance		0	0	0	0
Timing movement to 2021/22			230		
	0	773	0	543	543
Asset Rationalisation					
HQ Reception and new canteen		702	76	778	778
Old Canteen Demolition & Surfacing Works		50	1	51	51
2 Bowden Road demolition		10	0	10	10
Paton Street Galashiels Agile Working		48	(31)	17	17
Hawick Town Hall Agile Working		48	16	64	64
HQ Agile Working		261	(216)	45	45
HQ Lift		122	(47)	75	75
Howdenburn PS, Jedburgh - demolition		105	6	111	111
Wilton PS, Hawick - demolition		0	(4)	(4)	(4)
Knowpark PS, Selkirk - demolition		13	0	13	13
Ednam, Kelso - demolition		0	(1)	(1)	(1)
Demolition Fees		45	(33)	12	12
Demolition - preliminaries, provisional sums, contingencies, surveys & fees etc		50	(23)	27	27
St Margaret's Hawick		100	0	100	100
Bristol Building		9	0	9	9
Unallocated Balance		0	0	0	0
Timing movement			256		
	0	1,563	0	1,307	1,307

	CFO/ Service Dir Asset&Infr Approval	Latest approved budget	Proposed Movement	Projected Outturn	Actuals to 31/03/2021
Energy Efficiency Works					
Energy Efficiency Works		2,998	(708)	2,290	2,290
Unallocated		0	0	0	
Timing movement to 2021/22			708		
	0	2,998	0	2,290	2,290
Road & Transport Infrastructure					
Roads & Bridges -inc. RAMP, Winter Damage & Slopes					
Surface Dressing		1,160	(262)	898	898
Patching		1,390	(349)	1,041	1,041
Resurfacing/Overlays		3,495	(338)	3,157	3,157
Walls & Structures		350	15	365	365
Footways		260	(97)	163	163
Drainage		315	(40)	275	275
Masonry Refurbishment		523	10	533	533
Union Chain Bridge		112	0	112	112
C77 Roundabout		80	(80)	0	0
STTS Schemes		1,018	36	1,054	1,054
External funding STTS			(18)		
Timing movement to 2021/22			1,123		
		8,703	0	7,598	7,598
Lighting Asset Management Plan					
Craigend Road, Stow		15	(3)	12	12
Langlee Drive/Ave, Galashiels		20	(1)	19	19
The Green, Selkirk		30	(8)	22	22
Bourtree Terrace, Hawick		30	(7)	23	23
Damside, Innerleithen		19	(16)	3	3
Corroded Columns		10	(3)	7	7
Marmion Road Galashiels		10	(7)	3	3
Bristol Terrace, Galashiels		17	(4)	13	13
Minto Road, Denholm		24	1	25	25
Timing movement to 2021/22			48		
		175	0	127	127
Accident Investigation Prevention Schemes Block					
AIP Schemes (Road Safety)		29	(29)	29	0
Traffic Calming Measures		6	(6)	6	0
Design fees		5	0	5	5
Unallocated Balance		0	0	0	0
Returned to Emergency & Unplanned			35		
		40	0	40	5
Cycling Walking & Safer Streets					
Cycle Related Activities		356	0	356	322
Walking Related Activities		189	0	189	229
Unallocated Balance		0	0	0	0
Timing movement to 2021/22			0		
		545	0	545	551
Waste Management					
CRC - Improved Skip Infrastructure					
Galashiels Community Recycling Centre		150	(12)	138	138
Timing Movement to 2021/2022			12		
		150	0	138	138
Finance, IT and Procurement					
Corporate					
ICT-Outwith CGI Scope					
PC replacement		404	897	1,301	1,301
Capital Funded from Current Revenue (CFR)			(897)		
		404	0	1,301	1,301
Children & Young People					
School Estate					
Early Learning and Childcare					
Unallocated Balance - Early Years Block		3,150	(711)	2,439	2,439
Timing movement to 2021/22			711	0	
		3,150	0	2,439	2,439
School Estate Block					
Improve and enhance school environments:					
High School Social Areas		250	(231)	19	19
Primary School Refurbishments		500	(165)	335	335
Peebles HS Car Park			20	20	20
Priorsford extension		35	(12)	23	23
School toilet programme		50	70	120	120
Meet security and legislative obligations					
Kitchen refurbishment programme		140	(140)	0	0
Accessibility works		60	58	118	118
Secure receptions programme		120	(89)	31	31
ASN Provision Enhancements					
ASN Provision Enhancements		100	(81)	19	19
Urgent, unplanned and fees					
Professional fees		0	0	0	0
		88	(88)	0	0
Unallocated balance		0	0	0	0
Timing movement to 2021/22			658		
		1,343	0	685	685

	CFO/ Service Dir Asset&Infr Approval	Latest approved budget	Proposed Movement	Projected Outturn	Actuals to 31/03/2021
Culture & Sport					
Sports Infrastructure					
Culture & Sports Trusts - Plant & Services					
Transformation through Automation		125	(6)	119	119
Disabled Provision		11	(2)	9	9
Teviotdale Drain and Stairs		4	(4)	0	0
External Remedials (Eyemouth, Peebles, Teviotdale, Kelso)		37	(3)	34	34
Pool Tank Refurbishment		8	(1)	7	7
Pool Plant/Filtration/Sand Media		17	(14)	3	3
Lightning Protection		4	(4)	0	0
NEW Teviot Leisure Centre Fire Alarm		25	(8)	17	17
Teviotdale LC Building & Pool Heating Pumps		25	6	31	31
Eyemouth LC Gas Boilers and Flues		43	(2)	41	41
Peebles SP Pool Circulation Pumps		15	(6)	9	9
Teviotdale LC Pool Filter Refurbishment		25	(3)	22	22
Eyemouth LC Pool Filter Replacement		36	0	36	36
Pool Plant Flow Meters		0	24	24	24
Kelso Swimming Pool filter replacement & circulation pumps		0	22	22	22
Jedburgh Leisure And Facilities Trust		17	0	17	17
Berwickshire Recreation and Sports Trust		18	0	18	18
Timing movement to 2021/22			1		
		410	0	409	409
Public Hall Upgrades					
Corn Exchange/Ormiston Institute FoH Refurbishment		45	(26)	19	19
Timing movement to 2021/22			26		
		45	0	19	19
Economic Development					
Economic Regeneration					
Hawick Regeneration					
Former Armstrong/Almstrong Building		353	(241)	112	112
Timing movement to 2021/22			241		
		353	0	112	112
Borders Town Centre Regeneration Block					
Jedburgh Abbey Ramparts - contribution to CARS project		111	(26)	85	85
Town Centre Funds (Jedburgh, Hawick, Galashiels, Eyemouth, Selkirk)		666	15	681	681
Town Centre Fund 2020/21		0	19	19	19
Other Hawick sites - feasibility study work or groundworks		15	1	16	16
Timing movement from 2021/22			(9)		
		792	0	801	801
Health & Social Care					
Social Care Infrastructure					
Care Inspectorate Requirements & Upgrades					
Deanfield, Hawick		10	2	12	12
Grove House, Kelso		10	0	10	10
St Ronan's, Innerleithen		10	0	10	10
Saltgreens, Eyemouth		10	0	10	10
Waverly, Galashiels		10	0	10	10
Day Services		4	(4)	0	0
Unallocated		0	0	0	0
Timing movement to 2021/22			2		
		54	0	52	52

	Proposed 2020/21 Timing Movement £000's	2021/22 Approved Budget £000's	Proposed Movement £000's	2021/22 Projected Outturn £000's
Assets & Infrastructure				
Flood & Coastal Protection				
General Flood Protection Block				
Romanno Bridge Flood Bank	108	100	-	208
Community Resilience	25	12	-	37
Minor Works	25	-	-	25
Denholm Flood Works	20	-	-	20
Philliphaugh Estate	30	-	-	30
Unallocated				
	208	112	-	320
Flood Studies				
Flood Scheme Preparation	129	0	-	129
Flood Scheme Preparation Newcastleton	-	120	-	120
Flood Scheme Preparation Peebles	-	25	-	25
Flood Scheme Preparation Slitrig	-	32	-	32
Flood Scheme Preparation Lindean	-	9	-	9
Hawick SWMP	-	26	-	26
Newcastleton Study	-	34	-	34
Hawick National Flood Management Scheme Preparation	20	65	-	85
Galashiels National Flood Management Scheme Preparation	-	50	-	50
Eymouth Coastal and Berwickshire SMP	14	50	-	64
Ettrick Valley	15	20	-	35
Unallocated				
	178	431	0	609
Land and Property Infrastructure				
Health and Safety Works				
LEGIONELLA UPGR WATER TANKS	12	30	-	42
SCHOOL TOILET REFURBISHMENT	24	-	-	24
ASBESTOS MANAGEMENT BLOCK	10	50	-	60
Saltgreens RHE emergency boiler replacement	1	-	-	1
Wellogate Cemetery Lodge, Hawick structural improvements	7	-	-	7
Clock electrical mechanism upgrades	-	30	-	30
Coldstream library electrical heating upgrade	5	-	-	5
Electrical infrastructure condition surveys	-	25	-	25
Greenlaw PS distribution board replacement	10	18	-	28
Drumlanrig Primary window upgrade	-	100	-	100
Innerleithen Library dry rot works	-	20	-	20
St Ronan's Primary heating upgrade	-	10	100	90
Selkirk HS electrical infrastructure upgrade	-	10	50	40
Lochpark Industrial Estate external improvements	-	10	-	10
Lead Testing Phase 2 upgrade works	-	5	96	91
Unallocated Balance				
	44	529	-	573
Cemetery Land Acquisition & Development				
Peebles land acquisition & site development		601	-	601
Unallocated Balance				
	-	601	-	601
Energy Efficiency Works				
Solar PV Phase 2	-	300	-	300
Non Domestic Energy Efficiency (NDEE) PH2	377	600	-	977
PPP LED Lighting Project	66	50	-	116
Low Carbon Infrastructure Transformation (LCITP) Smart Grid	155	295	-	450
Corn Exchange Heating	4	-	-	4
Fuel Switching project	60	-	-	60
Energy Efficiency Officer	46	-	-	46
	708	1,245	-	1,953

	Proposed 2020/21 Timing Movement	2021/22 Approved Budget	Proposed Movement	2021/22 Projected Outturn
Building Upgrades				
Burnfoot Primary window replacement - next phase		33	-	33
Burnfoot Primary roofing upgrade		44	-	44
Hawick Library stonework minor refurbishment		22	-	22
Coldingham PS window replacement		44	-	44
St Margaret's PS roofing upgrade		22	-	22
Newby Court Units, Peebles roofing upgrade		25	-	25
Dunsdale Workshops, Selkirk roof/valley gutter upgrade		55	-	55
Kirkhope Cemetery boundary wall upgrade		16	-	16
Millfield Day Centre boiler replacement/relocation		39	-	39
Wilton Primary calorifier replacements		33	-	33
Lifts - mechanical infrastructure upgrades	-	11	19	8
Coldingham PS roofing upgrade		23	132	155
Coldstream workshops roofing upgrade - final phase		41	-	41
1 Castlegate, Jedburgh roofing upgrade		11	-	11
Council HQ tower & external lighting upgrade		11	-	11
Melrose Grammar lighting upgrade		24	-	24
Edenside Primary School lift replacement		10	-	10
Burgh Primary window replacement - hall & kitchen		2	-	2
Unallocated Balance				
	110	484	-	594
Play Areas & Outdoor Community Spaces				
Peebles Play Park & Skate Park	123	327	-	450
Public Park, Duns	-	198	-	198
Play Facilities & Surfacing Review	21	181	-	202
Walled Gardens Glasshouse Hawick	3	120	-	123
Shedden Park		50	-	50
Newtown Play Park	33	150	-	183
Management Fee	-	80	-	80
Jedburgh Play Park & Skate Park		205	-	205
Haylodge Park, Peebles		27	-	27
Unallocated Balance	50	178	-	228
	230	1,516	-	1,746
Asset Rationalisation				
Old Canteen demolition and Car Park	-	50	-	50
Wilton PS, Hawick - demolition	4	16	-	20
Ednam, Kelso - demolition	1	12	-	13
Fees	33	-	-	33
Demolition - preliminaries, provisional sums, contingencies, surveys & fees etc	23	-	-	23
Paton Street, Galashiels - workplace transformation & fabric upgrades	31	932	-	963
Hawick Town Hall - workplace transformation & fabric upgrades	16	800	-	784
HQ - workplace transformation & fabric upgrades	133	167	-	300
HQ Lift	47	-	-	47
Unallocated Balance	-	-	-	-
	256	1,977	-	2,233
Roads & Bridges -inc. RAMP, Winter Damage & Slopes				
Surface Dressing	244	2,365	-	2,609
Patching	349	1,880	-	2,229
Resurfacing/Overlays	338	1,800	-	2,138
Walls & Structures	-	15	250	235
Footways	97	230	-	327
Drainage	40	300	-	340
Masonry Refurbishment	-	10	720	710
Union Chain Bridge	-	115	-	115
C77 Roundabout	80	0	-	80
Timing movement from 2020/21				
	1,123	7,660	-	8,783
Lighting Asset Management Plan				
Craigend Road, Stow	3	10	-	13
Langlee Drive/Ave, Galashiels	1	7	-	8
The Green, Selkirk	8	-	-	8
Bourtree Terrace, Hawick	7	-	-	7
Damside, Innerleithen	16	11	-	27
Corroded Columns	2	21	-	23
Marmion Road Galashiels	7	10	-	17
Bristol Terrace, Galashiels	4	-	-	4
Netherdale Ind Est, Galashiels	-	30	-	30
Main Road, Earlston	-	30	-	30
Station Road, Stow	-	30	-	30
Eyemouth Ind Est, Eyemouth	-	30	-	30
Rinkvale Cottages, Hawick	-	10	-	10
Preston Road, Duns	-	20	-	20
Unallocated Balance				
	48	209	-	257

	Proposed 2020/21 Timing Movement	2021/22 Approved Budget	Proposed Movement	2021/22 Projected Outturn
Cycling Walking & Safer Streets				
Cycle Related Activities	-	304	-	304
Walking Related Activities	-	102	-	102
Unallocated Balance			-	-
	-	406	-	406
Waste Management				
Galashiels Community Recycling Centre Improved Skip Infrastructure	12	-	-	12
	12	-	-	12
Children & Young People				
Early Learning and Childcare				
Early Years Expansion	711	2,690	-	3,401
	711	2,690	-	3,401
School Estate Block				
<i>Improve and enhance school environments:</i>				
High School Social Areas	231	200	20	411
Primary School Refurbishments	165	800		965
Peebles HS Car Park	(20)		20	-
Priorsford Extension	12			12
School toilet programme	(70)	200		130
<i>Meet security and legislative obligations</i>				
Kitchen refurbishment programme	140	50		190
Accessibility works	(58)	50	8	-
Secure receptions programme	89	120	8	201
<i>ASN Provision Enhancements</i>				
ASN Provision Enhancements	81	50		131
<i>Urgent, unplanned and fees</i>				
Professional fees	88	180		268
Project closure contingencies		150		150
Unallocated balance			-	-
	658	1,800	-	2,458
Culture & Sport				
Sports Infrastructure				
Culture & Sports Trusts - Plant & Services				
Pool Hall Humidity Sensors		10		10
Lighting Eyemouth Leisure Centre		18		18
External Remedials (Teviotdale Leisure Centre)		40		40
External Remedials (Kelso Swimming Pool)		25		25
Pool Tank Refurbishment		30		30
Teviotdale Leisure Centre Pool Pod		10		10
Galashiels SP & Teviotdale LC - Replacement Pool Covers		20		20
Selkirk Leisure Centre External Refurbishment		30		30
Air handling unit (AHU) Refurbishment - Various Sites		90		90
Kelso SP & Teviotdale LC Calorifiers?		15		15
Transform pH Correction (CO ² to Sodium Hypochlorite) - All Pools		30		30
Jedburgh Leisure And Facilities Trust		15		15
Berwickshire Recreation and Sports Trust		29		29
Unallocated Balance	1	-		1
	1	362	-	363
Public Hall Upgrades				
Core Halls - Theatre Sound & Lighting		95		95
Non-Core Halls - Refurbishment		48		48
Non Core Halls - Front of House Refurbishment		30		30
Tait Hall - Balcony Seating		50		50
Tait Hall - Dressing Rooms		20		20
Tait Hall - Lesser Hall Refurbishment		36		36
Corn Exchange/Ormiston Institute FoH Refurbishment	26			26
Unallocated Balance			-	-
	26	279	-	305
Corporate Improvement & Economy				
Borders Town Centre Regeneration Block				
Port House, Jedburgh	-	33	457	424
Hawick Public Realm			110	110
Town Centre Regeneration Enabling Works (Galashiels, Hawick, Eyemouth, Jedburgh)		5	70	65
Jedburgh Abbey Ramparts		26	-	26
Town Centre Funds (Jedburgh, Hawick, Galashiels, Eyemouth, Selkirk)		22	-	22
Town Centre Fund 2020/21	-	19	-	492
Workshop Development			86	86
Unallocated Balance				-
	-	9	723	511
				1,225
Hawick Regeneration				
Former Armstrong/Almstrong Building		241	1,912	2,153
Unallocated Balance				-
		241	1,912	-
				2,153
Corporate				
ICT -Outwith CGI Scope				
PC Replacement			56	56
			56	56
Health & Social Care				
Social Care Infrastructure				
Care Inspectorate Requirements & Upgrades				
Deanfield, Hawick 01-C100025	-	6		6
Grove House, Kelso 01-C100026	-	6		6
St. Ronans, Peebles 01-C100272		6		6
Saltgreens, Eyemouth 01-C100027		6		6
Waverley, Galashiels 01-C100028		6		6
Day Services 01-C100273		8		8
Unallocated Balance	2			2
	2	38	-	40

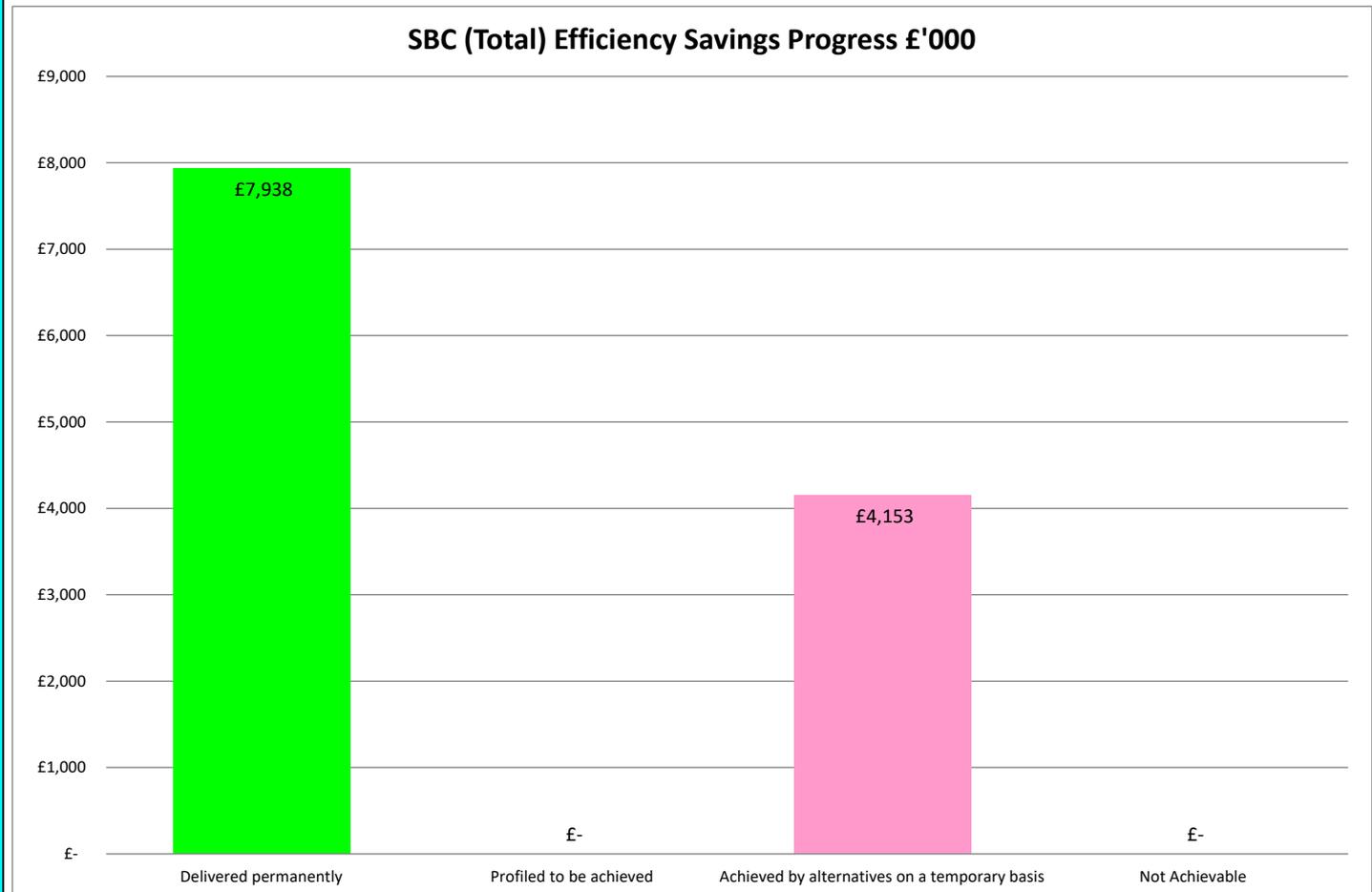
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FINANCIAL PLAN EFFICIENCY PROGRESS 2020/21

SBC Total

Status	Saving £'000	Saving %
Delivered permanently	£ 7,938	66%
Profiled to be achieved	£ -	0%
Achieved by alternatives on a temporary basis	£ 4,153	34%
Not Achievable	£ -	0%
	12,091	100%

SBC (Total) Efficiency Savings Progress £'000

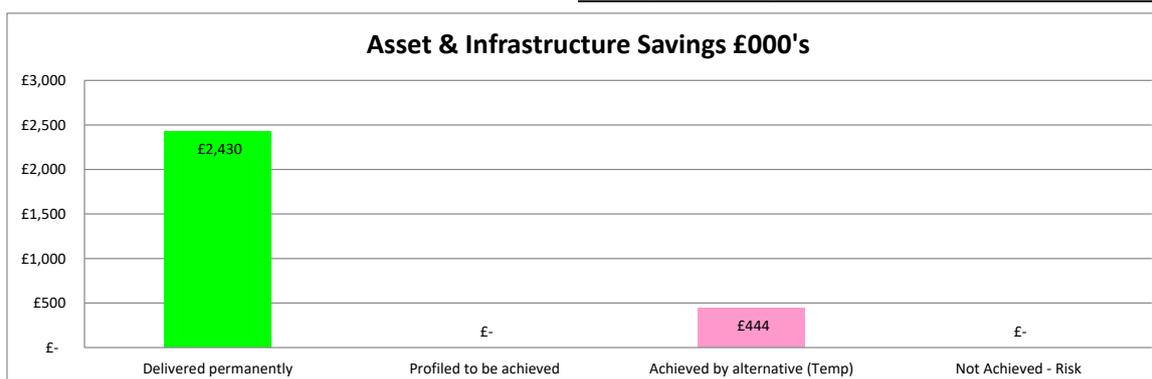


FINANCIAL PLAN EFFICIENCY PROGRESS 2020/21

ASSETS & INFRASTRUCTURE

Savings :

£'000	Delivered Permanently	Profiled to be achieved	Achieved by alternatives on a temporary basis	Not Achievable
Brought Forward Savings				
Roads review savings - Plant & Vehicle Rationalisation	150	150		
Cleaning Services Rationalisation (inc Janitor, crossings)	48	4	44	
More efficient property and asset portfolio	51	51		
Modernise Winter operations	100	100		
Neighbourhoods home to work mileage	20	20		
Staff Canteen Efficiency	40	40		
Review of Winter working patterns / overtime	50	50		
Roads review savings - Hires, Materials, Key Plant	100	100		
More efficient property and asset portfolio and implementation of Corporate Landlord	279	279		
More efficient property and asset portfolio and implementation of Corporate Landlord	100	2	98	
2019/20				
Waste Services kerbside collection review	94	94		
More efficient property and asset portfolio and implementation of Corporate Landlord	100		100	
Catering - Health Improving Initiatives	12	12		
Catering - changes to meals in schools	17	17		
Rent & Service Charge Income from third parties	100	100		
Asset & Infrastructure staffing restructures	46	46		
Increase income at Aggregates Yard	50	50		
Review of non-Roads plant and vehicle	50	50		
Waste Services - Operational Efficiencies	35	35		
Waste - education around recycling	200	200		
2020/21 Savings:				
Energy Efficiency Project	103	103		
New delivery model for Public Toilet provision	50		50	
Waste Services kerbside collection review	110	110		
Additional fees & charges across Assets & Infrastructure	28	28		
Review of environmental provision	50	50		
Reduce bus subsidies	165	110	55	
Property Management - Saving in Rates, from appeals	236	236		
Property Management - Income	15	15		
Cleaning & Facilities - Restructure	51		51	
Catering Services - Removal of external catering facilities at High Schools	24	24		
Roads - Events	25	25		
Waste Services - Operational Efficiencies	50	50		
Waste Management - Holiday Lets	40	40		
Property savings	14	14		
Facilities Management savings	61	15	46	
Review of environmental provision	50	50		
Waste Management	75	75		
Passenger Transport	75	75		
Upgrade of CONFIRM	10	10		
	2,874	2,430	0	444
			0	0



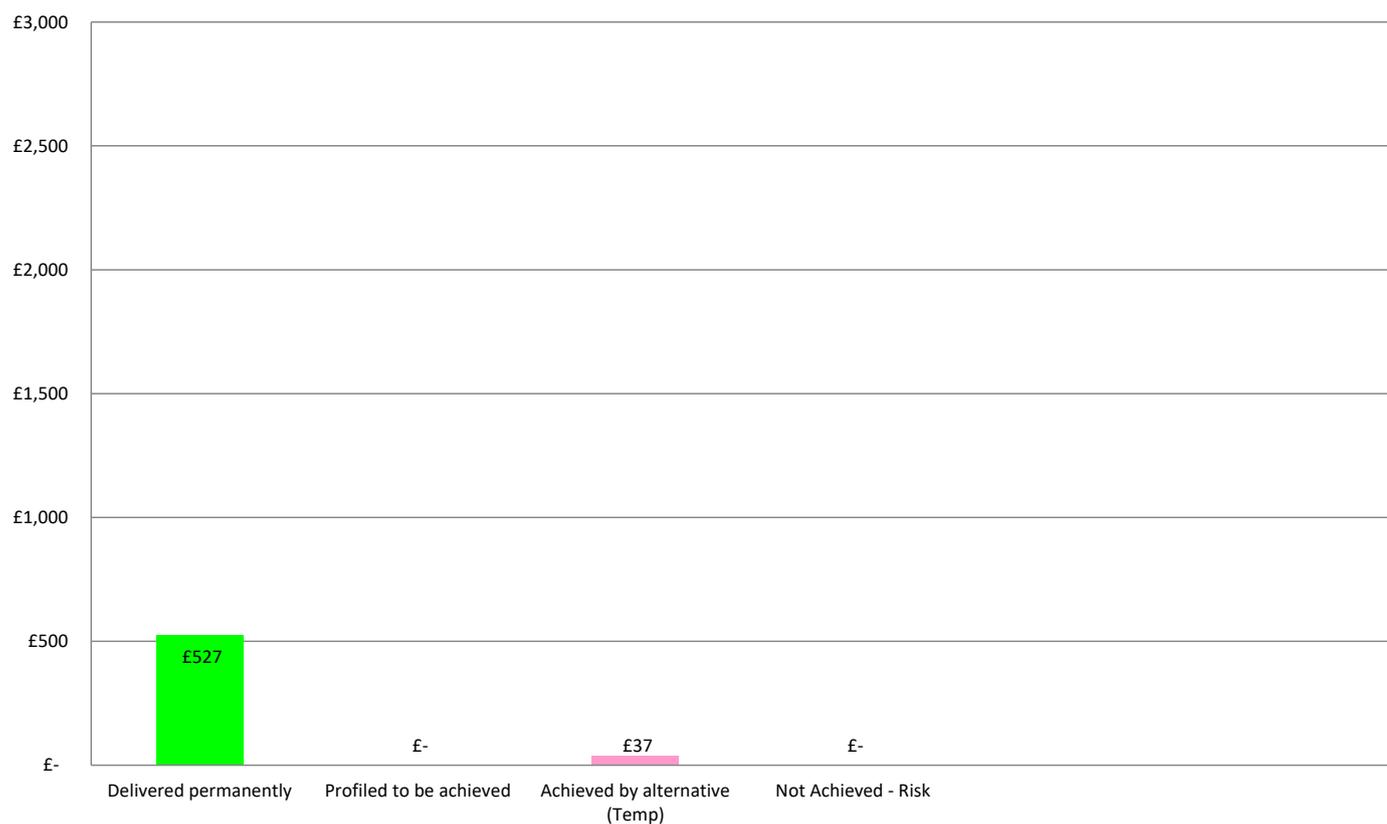
FINANCIAL PLAN EFFICIENCY PROGRESS 2020/21

Corporate Improvement & Economy

Savings :

	£'000	Delivered Permanently	Profiled to be achieved	Achieved by alternatives on a temporary basis	Not Achievable
Brought Forward Savings					
Planning Fee income	100	100			
Access Paths	100	100			
2019/20					
Planning Fee income	30	30			
2020/21 Savings:					
Commercial Rent income	10	10			
Management Fee reduction to Live Borders based	160	160			
Economic Development	40	40			
Business Planning	20	5		15	
Additional Fees & Charges Income	8	8			
Planning Services - South East Scotland Planning Authority (SESPlan)	50	50			
Planning Services - Additional Income Opportunities	15	15			
Audit & Risk - Shared Service Opportunity	22			22	
Planning	9	9			
	564	527	0	37	0

Corporate Improvement & Economy Savings £000's

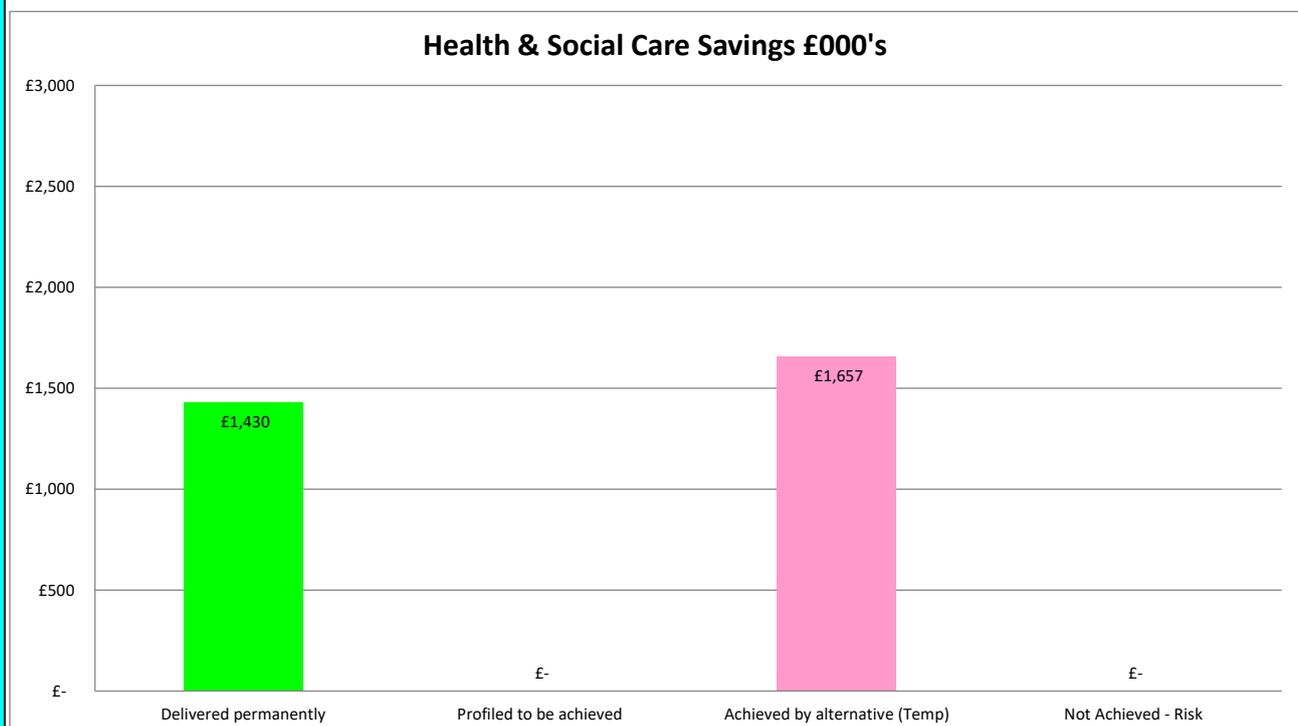


FINANCIAL PLAN EFFICIENCY PROGRESS 2020/21

HEALTH & SOCIAL CARE

Savings :

	£'000	Delivered Permanently	Profiled to be achieved	Achieved by alternatives on a temporary basis	Not Achievable
Brought Forward Savings					
2018/19					
SB Cares Savings	240	240			
2019/20					
Review of Day Services (OP and LD)	290	160		130	
Roll-out of Hospital to Home initiative in all localities	75	75			
2020/21					
Return adults with high supported living needs to the Scottish Borders, decommissioning high-tariff out of area placements (LD)	52			52	
Review of Financial Assessment Policy	194	194			
Bordercare Alarms	75			75	
Bordercare Alarms (Inflationary increase)	10	10			
Better use of Fleet Vehicles	30	30			
Review of Care Packages (OP and LD)	300	104		196	
Single Handed Care Proposal (OP)	250			250	
Care Home Sleepover	203	203			
Review of Day Care Services (LD)	70			70	
Reablement of Homecare	150			150	
Review of structures within Adult Social Care	150			150	
Trusted Assessment (OP and LD)	50	50			
Discharge Hub	16	16			
Direct Payment Recoupment	250	250			
What Matters Hubs	50	50			
Shared Lives	202	48		154	
Performance reporting	230			230	
Private Provider efficiencies (OP and LD)	200			200	
	3,087	1,430	0	1,657	0

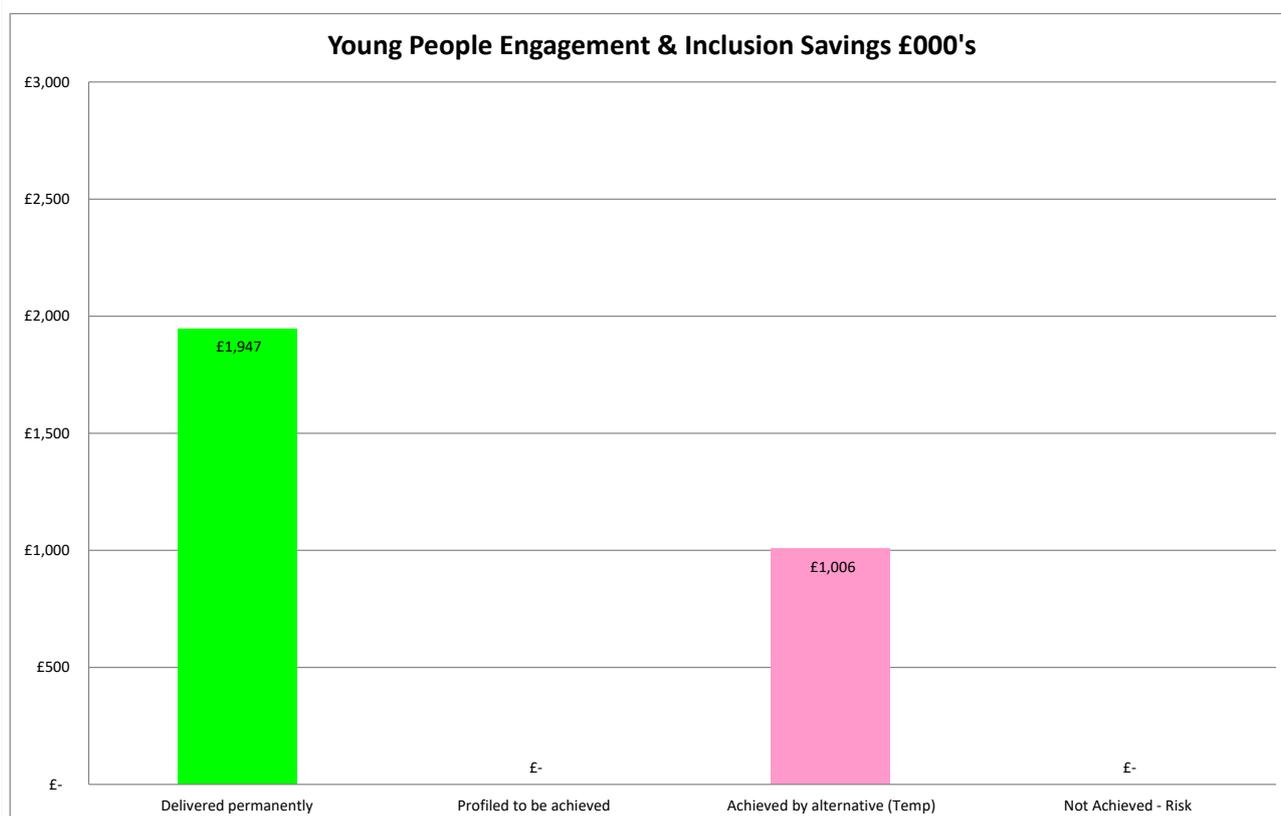


FINANCIAL PLAN EFFICIENCY PROGRESS 2020/21

YOUNG PEOPLE ENGAGEMENT & INCLUSION

Savings :

	£'000	Delivered Permanently	Profiled to be achieved	Achieved by alternatives on a temporary basis	Not Achievable
Brought Forward Savings					
Music Tuition Review (included within Central Schools Covid Pressure)	19			19	
Review of Community Learning & Development (CLD) service (Adults & Youth)	50	50			
2020/21					
Increased fees & charges - School Meals 2019/20, 2020/21 and 2022/23 and general inflationary increase to Lets (included within Primary and Secondary Covid Pressure)	31	31			
Fit for 2024: Secondary Schools Classroom Teacher Allocation	826	826			
Inspire Learning	78	78			
School Estate Review	53	53			
Remove 0.5 FTE Teacher Vacancy	26	26			
Reduction in grants to providers of Out of School care, professional learning, etc.	60	60			
Reduce each Early Years Centre by £3k	12	12			
Removing 2 core grants to provider associations	39	39			
Renegotiate contract and reduction in resources budget	2	2			
More efficient planning of Transport for Additional Support Needs	50	50			
Learning Communities	20	20			
Removal of central catering budget	12	12			
Remove general Central Schools budget	67	67			
Primary and Secondary Schools Implementation of Revised DSM Scheme in August 2020	1,029	621		408	
Central Schools	156			156	
School Transport	312			312	
Community Learning & Development	111			111	
	2,953	1,947	0	1,006	0

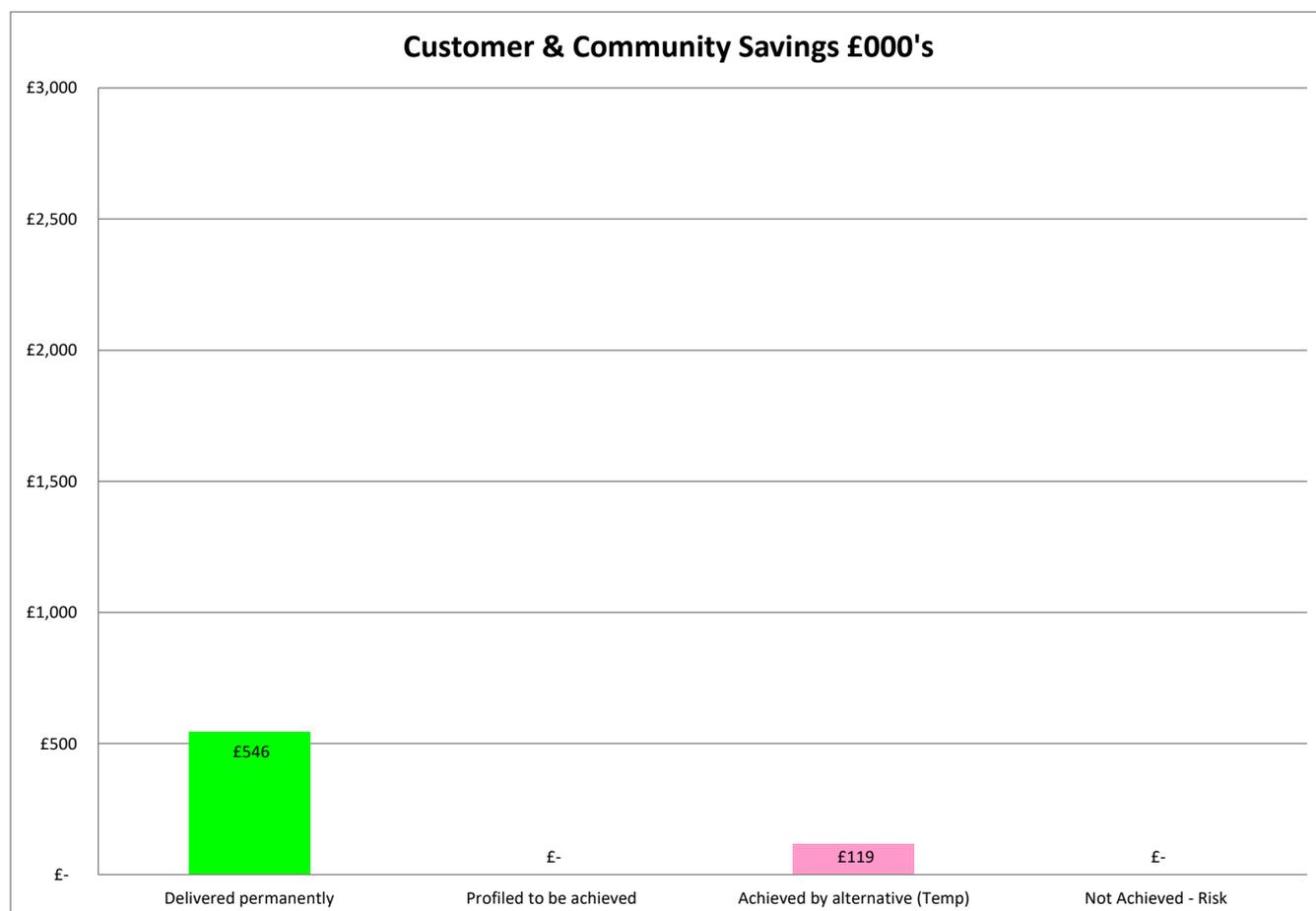


FINANCIAL PLAN EFFICIENCY PROGRESS 2020/21

CUSTOMER & COMMUNITIES

Savings :

	£'000	Delivered Permanently	Profiled to be achieved	Achieved by alternatives on a temporary basis	Not Achievable
Brought Forward Savings 2019/20					
Reduce subscriptions budget across the Council by a further 10%	38			38	
2020/21 Savings:					
Fees & Charges	17	17			
Digital Customer Access (DCA) savings	100	100			
Business Support and Business Change	105	90		15	
Housing Benefits overpayment	185	185			
Assessors & Electoral Registration Services	2	2			
Progress the rollout of digital services across the Council	136	102		34	
A re-designed operating model across Business Support and Customer Advice & Support Services	50	50			
A review of community capacity/development resources across the Council	32			32	
	665	546	0	119	0

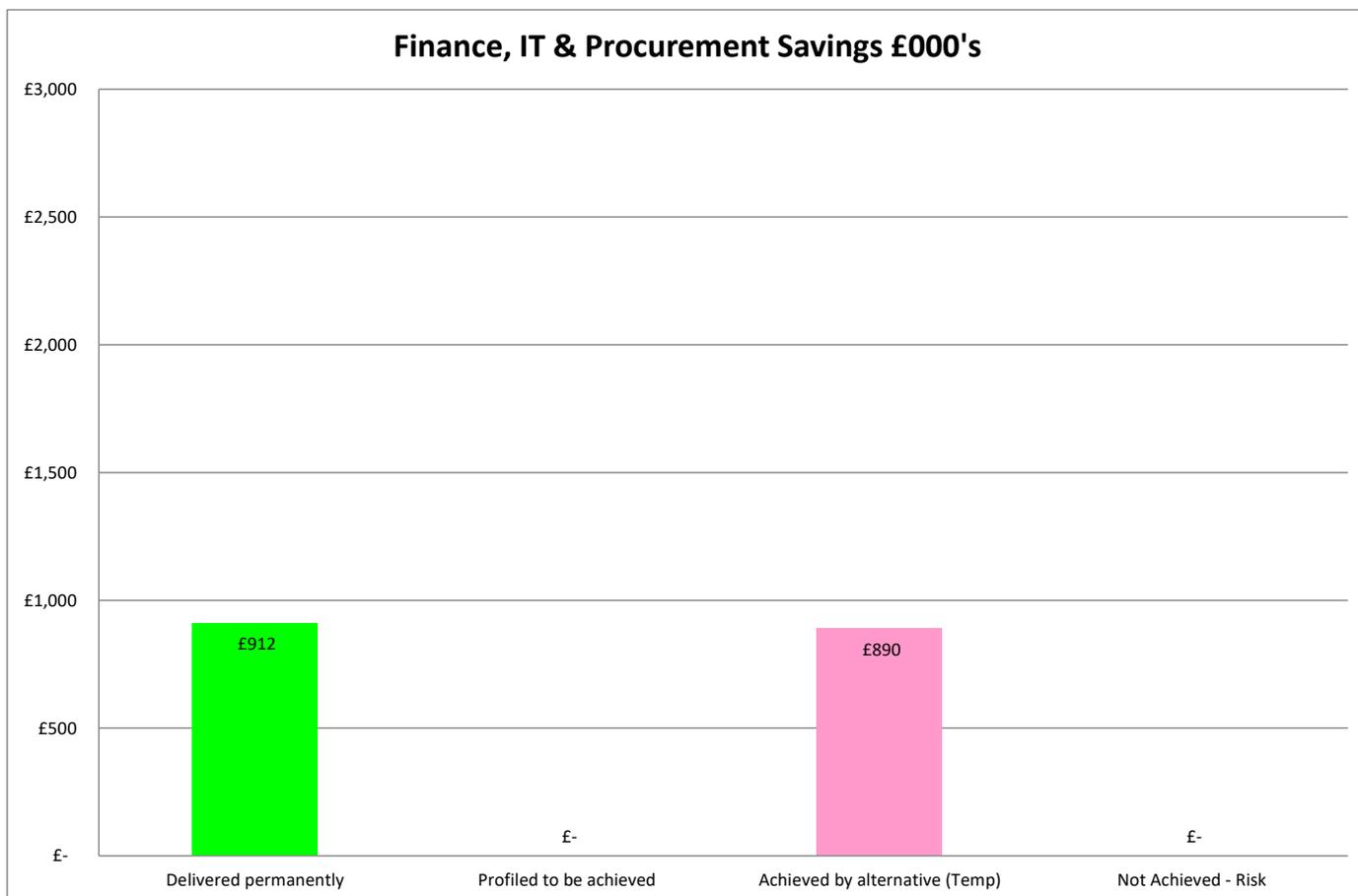


FINANCIAL PLAN EFFICIENCY PROGRESS 2020/21

FINANCE, IT & PROCUREMENT

Savings :

	£'000	Delivered Permanently	Profiled to be achieved	Achieved by alternatives on a temporary basis	Not Achievable
Brought Forward Savings					
2019/20					
Procurement savings across all departments	55	55			
Corporate Commissioning (Contract Management)	132			132	
Corporate Commissioning (Contract Management)	149			149	
2020/21					
Procurement savings across all departments	143	11		132	
Delivery of Contract Management Savings	400			400	
Protective Services - Shared Service Opportunity	28	28			
Additional Fees & Charges Income	14	14			
Finance savings	125	54		71	
IT savings	150	150			
Loans Charges	600	600			
Legal Services	6			6	
	1,802	912	0	890	0



FINANCIAL PLAN EFFICIENCY PROGRESS 2020/21

HUMAN RESOURCES

Savings :

£'000

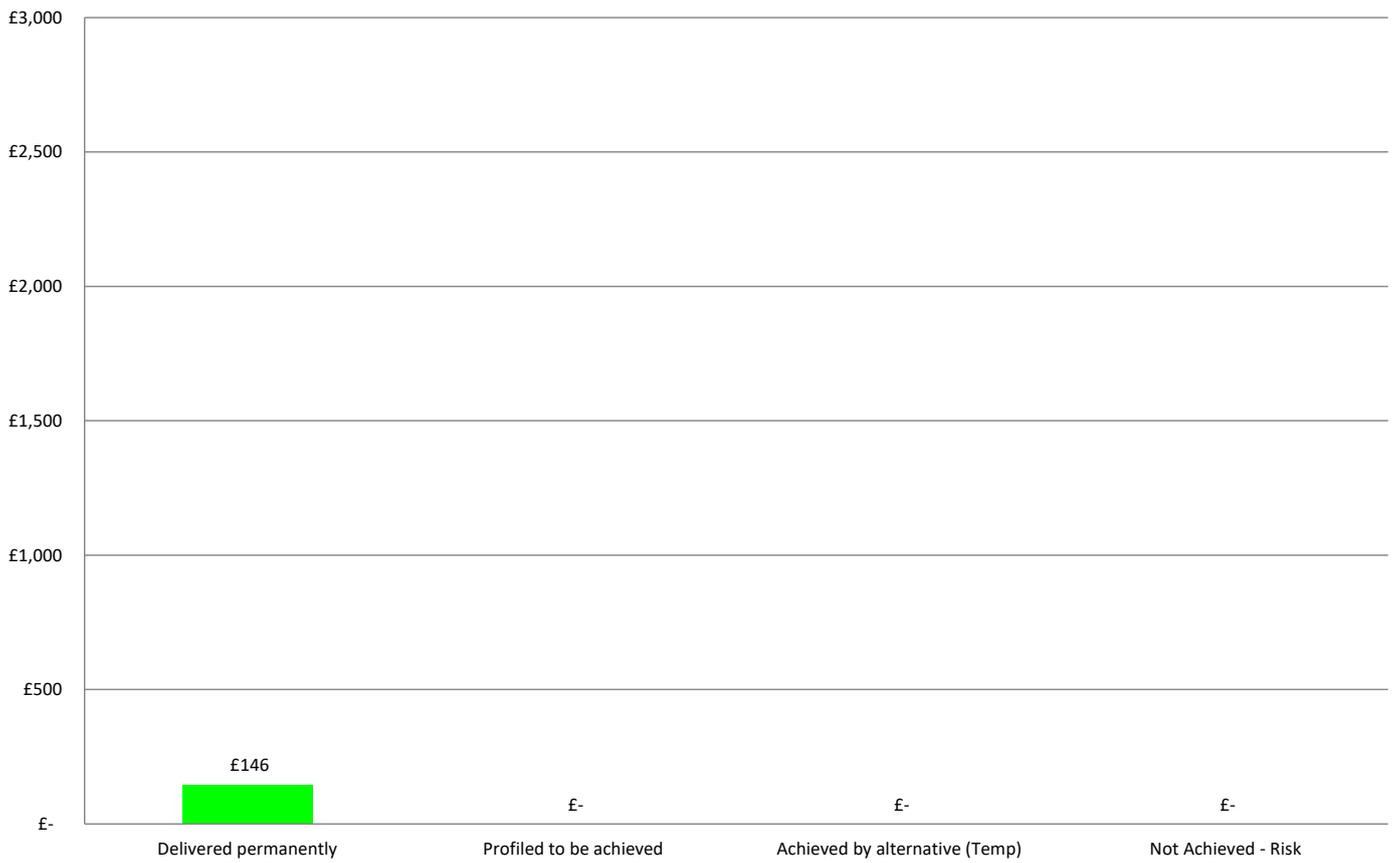
Delivered Permanently	Profiled to be achieved	Achieved by alternatives on a temporary basis	Not Achievable
-----------------------	-------------------------	-----------------------------------------------	----------------

Brought Forward Savings

2020/21 Savings:

Additional Voluntary Contributions (AVC) to the Pension Fund	5	5			
HR - structural review as a result of process reviews	129	129			
Communications & Marketing - Structural review & income generation opportunities	7	7			
Employment Support Service - Structural review	5	5			
	146	146	0	0	0

Human Resources Savings £000's



BALANCES AT 31 MARCH 2021

Report by Executive Director, Finance & Regulatory EXECUTIVE COMMITTEE

8 June 2021

1 PURPOSE AND SUMMARY

- 1.1 This report provides the Executive Committee with an analysis of the Council's balances as at 31 March 2021.**
- 1.2 The Council's General Fund useable reserve (non-earmarked) balance is £6.315m at the end of the financial year. The 2020/21 balances are before a series of technical accounting adjustments, the effect of which are expected to be broadly neutral. Adjustments required as a result of the Statutory Audit process will be reported at the conclusion of the Audit.
- 1.3 The total of all useable balances, excluding developer contributions, at 31 March 2021 is £47.672m compared to £29.866m at 31 March 2020. The increase in balances between 2019/20 and 2020/21 can be attributed to the COVID-19 reserve of £15.682m being carried forward through earmarked balances from 2020/21 to support financial impacts in 2021/22 along with the allocation of the 2020/21 revenue underspend of £2.516m to balances.

2 RECOMMENDATIONS

- 2.1 It is recommended that the Executive Committee:**
 - (a) Notes the revenue balances as at 31 March 2021 as per Appendices 1 & 2 including movement in the Allocated Reserve since the last reporting period; and**
 - (b) Notes the 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 2021

4.1 The unaudited balances on these Funds represent the Council's useable reserves which at the 31 March 2021, is as follows.

BALANCES	31st March 2020 £m	31st March 2021 £m
Earmarked Balances (non DSM)	7.251	24.362
Earmarked Balances (DSM)	1.160	1.220
Allocated Balances	2.993	2.027
General Fund (Unallocated Reserve)	7.773	6.315
Unaudited revenue outturn 2020/21		2.516
Corporate Property Repairs & Renewals Fund	0	0.362
Insurance Fund	1.397	1.533
Plant & Vehicles Renewals Fund	7.608	7.967
Capital Fund (exc. Developer Contributions)	1.684	1.370
	29.866	47.672

4.2 The balances shown above are before a series of technical adjustments which are required to reflect international accounting requirements. These adjustments are expected to be broadly neutral in terms of the final balances and will be confirmed following finalisation of the Council's statutory accounts.

4.3 Appendix 1 summarises the balances at 31 March 2021 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, allocated reserves and the unaudited 2020/21 revenue outturn is £6.315m at 31 March 2021 in line with the financial strategy.

4.4 During 2020/21 General Fund reserves have been adjusted as follows:

	Increase / (Draw down) £	Executive Committee Reporting
Opening 2020/21 balance	7.773m	
2019/20 revenue underspend	(1.458m)	September 2020

transferred into the 2020/21 revenue budget as part of the COVID-19 reserve		
2020/21 revenue underspend	2.516m	June 2021 (pending)
Balance at 31 st March 2021	8.831m	

4.5 The Corporate Financial Risk Register for 2020/21 was considered at the Council Meeting on 26 February 2020 and identified 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 was assessed to be £12.252m and the projected useable General Fund balance, at £6.315m, is sufficient to cover 52% 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 26 February 2020. The 2021/22 Financial Strategy, approved by Council on the 19th March 2021, increased the identified risks to £12.895m and recommended the unallocated reserve should remain at £6.315m, which would cover 49% of the risks.

4.6 The changes to the Allocated Balances since this last reported position are detailed below with all changes during 2020/21 shown in the table below:

- Planned drawdown of £0.897m from the IT transformation reserve to fund IT transformation projects undertaken during 2020/21;
- Increase to the Workforce Management reserve to provide £0.400m specifically related to the DSM Fit for 2024 review where there are likely to be staffing conservation costs.

ALLOCATED BALANCES	31st March 2019 £m	Increase during 2020/21 £m	Released during 2020/21 £m	31st March 2021 £m
IT transformation	1.108	0	(1.108)	0
Municipal Mutual	0.233	0	0	0.233
Adverse Weather (including flood)	1.000	0	0	1.000
Approved contribution to Energy Efficiency & Change Fund	0.300	0	(0.300)	0
Workforce Management	0.352	0.442	0	0.794
Total	2.993	0.442	(1.408)	2.027

4.7 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. 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 Integrated Impact Assessment

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.

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 Monitoring Officer/Chief Legal Officer, the Chief Officer Audit and Risk, the Service Director HR & Communications, the Clerk to the Council and Corporate Communications are being consulted and any comments received will be incorporated into the final report.

Approved by

David Robertson

Signature

Executive Director, Finance & Regulatory

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. Suzy Douglas can also give information on other language translations as well as providing additional copies.

SCOTTISH BORDERS COUNCIL
GENERAL FUND BALANCES AT 31 MARCH 2021

	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 2020	7,773	1,160	7,251	2,993	19,178
Projected Income (RSG, NDR, Council Tax)	292,906				292,906
Projected Net Revenue Expenditure	(274,185)				(274,185)
Earmarked Balances from previous year	8,412	(1,160)	(7,251)		0
Earmarked Balances to future years	(25,582)	1,220	24,362		0
Draw down 2019/20 underspend into revenue account	(1,458)				(1,458)
Drawdown from Energy Efficiency & Change Fund	300			(300)	0
Drawdown from IT Transformation Allocated Reserve	211			(211)	0
Increase Workforce Management Allocated Reserve	(42)			42	0
Drawdown from IT Transformation Allocated Reserve	897			(897)	0
Increase Workforce Management Allocated reserve	(400)			400	0
Projected Balance at 31 March 2021	8,831	1,220	24,362	2,027	36,439

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SCOTTISH BORDERS COUNCIL
REVENUE FUND BALANCES AT 31 MARCH 2021
(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 2020	-	7,608	1,397	9,005
Projected Income	<u>2,222</u>	<u>2,353</u>	<u>2,082</u>	<u>6,657</u>
	2,222	9,961	3,479	15,662
Projected Expenditure	1,860	1,994	1,946	5,800
Contribution to Reserves				-
Transfer to/from General Fund	<u> </u>	<u> </u>	<u> </u>	<u> </u>
Projected Balance at 31 March 2021	362	7,967	1,533	9,862

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SUMMARY OF CAPITAL FUND

	Balance as at 31/03/20 £'000	Balance as at 31/03/21 £'000
DEVELOPER CONTRIBUTIONS		
Waverley Railway	-	-
Technical Services	1,020	1,111
Education & Lifelong Learning	4,503	4,674
Planning & Economic Development	-	-
Social Work - Affordable Housing	573	361
Accrued Interest	570	574
Sub Total Developer Contributions	<u>6,666</u>	<u>6,720</u>
Capital Receipts	1,684	1,370
Total	<u><u>8,349</u></u>	<u><u>8,090</u></u>

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CORPORATE DEBTS – WRITE OFFS IN 2020/21

Report by Executive Director, Finance & Regulatory EXECUTIVE COMMITTEE

8 June 2021

1 PURPOSE AND SUMMARY

- 1.1 **As required by the Financial Regulations, this report details the aggregate amounts of debt written off during 2020/21 under delegated authority.**
- 1.2 The report covers the areas of Council Tax, Non-Domestic Rates, Sundry Debtors, Housing Benefit Overpayments and aged debt from the balance sheet.
- 1.3 The total value of write-offs decreased from £1.872m in 2019/20 to £0.726m in 2020/21.
- 1.4 There are ongoing risks associated with the management of the Council's debts and these may lead to an increase in the level of debts that may require to be written off as irrecoverable in future years. These have been identified in paragraph 6.2. The Council maintains an appropriate bad debt provision to help manage these risks.

2 RECOMMENDATIONS

- 2.1 **It is recommended that the Executive Committee note the debtor balances written off during 2020/21 under delegated authority.**

3 BACKGROUND

- 3.1 Financial Regulations give the Executive Director Finance & Regulatory authority to write-off individual irrecoverable debts up to £100,000. Any debt in excess of £100,000 may only be written off as irrecoverable following approval by the Executive Committee. No write-offs have fallen into this category in 2020/21.
- 3.2 Financial Regulations also require that the Executive Director Finance & Regulatory shall report to the Executive Committee annually on the aggregate amounts written off under delegated authority and this report fulfils that remit for financial year 2020/21.

4 LEVEL OF WRITE OFFS

- 4.1 The total net amounts which were written off during 2020/21 are shown in table 1 below. Figures for the previous two financial years, previously reported, are shown for comparison.

Table 1

Category	Net amount written off (£'000)	Net amount written off (£'000)	Net amount written off (£'000)
	2018/19	2019/20	2020/21
Council Tax	433.8	597.0	294.9
Non Domestic Rates	-3.6	928.1	140.6
Sundry Debts	218.9	298.1	199.2
Housing Benefits Overpayments	53.4	49.1	91.4
Aged debt from balance sheet	0	0	0
Total	702.5	1,872.3	726.1

- 4.2 The 'write-offs' are net of any amount 'written back on'. This occurs where a debt has been written off and subsequent information is received, such as a new forwarding address, which would enable the Council to again pursue a debt previously considered irrecoverable. In these circumstances, the write-off will be reversed by a write-on and the debtor will then be pursued for the debt.
- 4.3 In all cases, a debt will only be written off when at least one of the following occurs: -
- Legislation prevents its recovery;
 - It is uneconomic to pursue;
 - The Debtor becomes insolvent;
 - All options of recovery have been exhausted, which includes the use of the Council's Legal team and the Sheriff Officers, 'Walker Love';
 - After a professional assessment of the debt concludes that recovery is unlikely. For example, if Sheriff Officers advise that there are no assets, or the debtor has left the area and cannot be traced.

- 4.4 The value of Council Tax write offs processed within 2020/21 has reduced in comparison to 2019/20. This is due to resource being directed to deal with the administration of Covid Business Grants and a decision to reduce debt recovery action during 20/21 due to Covid 19.

The highest value of write-offs for Council Tax in 2020/21 is within the No Forwarding Address category where we have been unsuccessful in tracing a debtor to recover the sums due.

The number of insolvency write offs significantly reduced from 557 in 2019/20 to 210 in 2020/21.

It is anticipated that during 2021/22 write off levels will return to 19/20 levels or higher depending on the economic recovery levels post Covid 19.

- 4.5 The value of Non-Domestic Rates write offs processed within 2020/21 has decreased significantly in comparison to the previous year. This is due to resource being directed to deal with the administration of Covid Business Grants and a decision to reduce debt recovery action during 20/21 due to Covid 19.

The highest value of write offs for Non-Domestic Rates in 2020/21 is in the category where the liable party has become insolvent.

It is anticipate that write off levels will return to 19/20 levels during 21/22 and may exceed those depending on the economic impacts of Covid 19 and the speed of economic recovery post pandemic.

- 4.6 The amount of Housing Benefit overpayments written off increased significantly in comparison to 2019/20, however some historically uncollectable debt is still being written off. Housing Benefit Overpayments attract up to 100% subsidy from The Department for Work and Pensions which combined with the ongoing recovery measures minimises any potential financial loss to the Council.

As a result of work continuing on Housing Benefit overpayments aimed at reducing outstanding uncollectable aged debt, the level of Housing Benefit Overpayment write offs in 2021/22 is likely to remain at a similar level to 2020/21. The subsidy arrangements will, however, continue as outlined above.

- 4.7 As intimated in previous year's report, within Sundry Debt, the Council continues to encounter difficulties in recovering social care debt and liquidations/sequestrations, however a decision to reduce debt recovery action during 2020/21 due to Covid 19 has resulted in lower write-offs than initially expected. The amount of Sundry Debt currently owed to the Council, and deemed to be at risk, presently stands at £1.05m. The Bad Debt Provision as at 31 March 2021 stands at £0.93m with an additional £0.12m to be added in 2021/22.

5 ANALYSIS OF WRITE OFFS

5.1 Council Tax

Table 2 shows the Council Tax debts which have been written off in 2020/21 and have been categorised by reason for the write off:-

Table 2

Reason for Write Off	Council Tax – net amounts written off 2019/20 (£)	No. of transactions	Council Tax – net amounts written off 2020/21 (£)	No. of transactions
Small balance (less than £10)	-324	421	-770	642
Surcharges	62,387	1,693	31,304	984
Deceased	138,736	450	85,863	350
No Forwarding Address	175,997	631	99,611	469
Insolvency	217,534	557	81,058	210
Miscellaneous	2,654	211	-2,204	605
Total	596,984	3,963	294,862	3,260

5.2 Non Domestic Rates

Table 3 shows the Non Domestic Rates debts which have been written off in 2020/21 and have been categorised by the reason for the write off:-

Table 3

Reason for Write Off	Non Domestic Rates – net amounts written off 2019/20 (£)	No. of transactions	Non Domestic Rates – net amounts written off 2020/21 (£)	No. of transactions
Small balance (less than £10)	30	16	26	16
Surcharges	86,648	188	10,548	30
Deceased	2,711	1	0	0
No Forwarding Address	42,886	23	-555	1
Insolvency	790,473	173	130,503	40
Miscellaneous	5,332	43	56	3
Total	928,080	444	140,578	90

5.3 Sundry Debt

The total amount of Sundry Debts written off in 2020/21 is shown in table 4 below by individual services. Comparative write offs which have already been approved is provided for the two previous financial years.

Table 4

Service	Net amount written off (£)		
	2018/19	2019/20	2020/21
Chief Executive	32,470	14,097	54,051
People	135,987	172,206	100,213
Place	50,502	111,873	44,912
Total	218,959	298,176	199,176

6 IMPLICATIONS

6.1 Financial

An annual budget provision for sundry bad debts of £125k and £807k for Council Tax is maintained, which is regularly reviewed and if necessary will be revised in future.

6.2 Risk and Mitigations

The level of debts written off in 2020/21 is significantly lower than 2019/20 however, as the full impact of Covid 19 is not yet known, it is anticipated that write-off levels will increase again in 2021/22. Performance in this area continues to be closely monitored and management action, including the approved policy on debt recovery and supporting procedures, are in place to minimise risk. It should be noted that in Sundry Debtors, there is £1.05m of outstanding debt assessed as carrying the risk of requiring write-off and it is expected that a significant part of this may be irrecoverable and require future write-off.

The Council maintains an appropriate bad debt provision to help manage these risks.

6.3 Integrated Impact Assessment

There is no impact or relevance to Equality Duty or the Fairer Scotland Duty for this report. This is a routine financial monitoring report which is required to comply with the Financial Regulations. Nevertheless, a light touch assessment has been conducted and this will be published on SBC's Equality and Diversity Pages of the website as in doing so, signifies that equality, diversity and socio-economic factors have duly been considered when preparing this report.

6.4 Acting Sustainably

There are no environmental implications directly associated with this report.

6.5 Carbon Management

There is no impact on the Council's carbon emissions.

6.6 Rural Proofing

There are no changes in policy or strategy in relation to rural areas.

6.7 Changes to Scheme of Administration or Scheme of Delegation

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

7 CONSULTATION

- 7.1 The Executive Director (Finance & Regulatory), the Monitoring Officer/Chief Legal Officer, the Chief Officer Audit and Risk, the Service Director HR & Communications, the Clerk to the Council and Corporate Communications have been consulted and their comments have been incorporated into this report.

Approved by

David Robertson

Executive Director, Finance & Regulatory

Signature.....

Author(s)

Name	Designation and Contact Number
Sara Halliday	Treasury Business Partner 01835 824000 x5854
Les Grant	Customer Advice and Support Manager 01835 824000 x5547
Gary Murdie	Benefits Lead Officer 01835 824000 x2722

Background Papers:

Previous Minute Reference:

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Contact us at Kirsty Robb, Council Headquarters, Newtown St Boswells, Melrose TD6 0SA.

Tel 01835 825249,

email: krobb@scotborders.gov.uk



OUR PLAN AND YOUR PART IN IT: SBC'S CORPORATE PERFORMANCE AND IMPROVEMENT REPORT 2020/21

Report by Executive Director, Corporate Improvement and Economy

EXECUTIVE COMMITTEE

08 June 2021

1 PURPOSE AND SUMMARY

- 1.1 This report presents a high level summary of Scottish Borders Council's 2020/21 performance information with more detail contained within Appendices 1, 2, 3 and 4. The report includes reporting on the progress of change and improvement projects across Scottish Borders Council (SBC), under the Fit for 2024 programme and highlights the work undertaken during the course of the organisation's response to the Covid-19 pandemic.**
- 1.2 SBC approved a revised Corporate Plan (Our Plan and Your Part in it 2018-2023) in February 2018, with four corporate themes. In order to monitor progress against the four themes, performance and context information will be presented quarterly to Executive Committee, with an annual summary in June each year.
- 1.3 During 2020/21, SBC has continued to press ahead with a range of important initiatives and innovation, including:
- (a) The progression of a number of key projects including commencement of the Reston Station project works in March 2021 and the appointment of McLaughlin & Harvey as the Main Works contractor for the Hawick Flood Protection Scheme;
 - (b) The accelerated implementation of the Inspire Learning programme, with every student, from Primary 4 onwards, and teachers receiving an iPad, enabling SBC to adapt quickly to remote learning when required throughout the pandemic;
 - (c) The accelerated roll out of MS Teams across the entire organisation, providing a digital platform for staff to collaborate virtually online as well as enabling the vast majority of office based staff to transition to home working with minimal disruption;

- (d) The council continues to engage with the Borderlands Inclusive Growth deal, formally signed on 18 March 2021, which will deliver multiple benefits to the Scottish Borders;
- (e) Extended the contract with CGI for the delivery of end-to-end managed IT Services until 2040, positioning the Scottish Borders as the UK's first Smart Rural Region
- (f) Developed a group of Young People from across the Borders to become Youth Ambassadors for Sustainability. The Youth Ambassadors will focus on highlighting the climate emergency and encouraging local people to take action under the campaign **#OurPromiseToThePlanet**.
- (g) An Award Winning Council, with the work on both the Inspire Learning Project and Dirtpot Corner Improvement works receiving a total of 3 National awards.

1.4 Over the past year the Council has continued to deliver key core services, albeit, *how* some services are delivered may have changed. Restrictions meant that face-to-face services could not be delivered in the usual way. Through the use of technology, Services adapted to continue service delivery and meet the needs of our residents. Care services adapted to the increased need for additional Personal Protective Equipment (PPE) in order to undertake their role. Catering and cleaning staff were re-distributed to support provision of food parcels for those most in need. Teaching Staff and Students experienced significant changes in how Education provision was delivered, both in-school and at home learning.

1.5 The report highlights only a fraction of the many initiatives and projects, in addition to those mentioned above, undertaken to continue to support the needs of those living in the Scottish Borders throughout the pandemic:

- (a) Borders Older People's Planning Partnership (BOPPP) undertook a survey to identify key needs of older people as a result of the Covid-19 pandemic. The results of this will be used to inform the commissioning of key older people's services.
- (b) SB Cares mobilised a Covid-19 Rapid Response Infection Team. Initially responding to CV-19 outbreaks within our Care Homes, this team will continue to operate to manage future outbreaks of infection.
- (c) The Walk It Project continued to welcome and encourage, where restrictions allowed, people to take part in fun, safe walks across the Borders. The walks are an ideal way for people to keep fit, socialise and relieve stress.
- (d) Summer Childcare Hubs for children of key workers and vulnerable families meant Key Workers could continue to respond to the pandemic where required and vulnerable families continued to receive vital support.
- (e) We have successfully continued to provide a safe, face-to-face social work service to Children and Families across the region.

- (f) Distributed over £70 million of funding through the Covid-19 Grants scheme to provide vital financial support to local businesses directly impacted by the Covid-19 pandemic.
- (g) Put in place Community Assistance Hubs within each of the 5 localities to provide support to meet the needs of Borderers in the context of the Covid-19 pandemic.

1.5 The information contained within this report will be made available on the SBC website: www.scotborders.gov.uk/performance

2 RECOMMENDATIONS

2.1 I recommend that the Committee:-

- (a) **Notes the progress update relating to Change and Improvement Projects, referenced in Section 5 and detailed further in Appendix 2;**
- (b) **Notes the changes to performance indicators outlined in Section 6 of this report;**
- (c) **Notes the performance summarised in Sections 7 and 8, and Approves the Annual Reports set out at Appendices 1, 2 and 3 and the action that is being taken within services to improve or maintain performance.**

3 BACKGROUND TO SBC PERFORMANCE REPORTING

- 3.1 SBC approved a revised Corporate Plan in February 2018 (Our Plan and Your Part in it 2018-2023). Against a continued challenging external context, the plan presented how SBC will focus Services for our communities, set across four corporate themes:
1. Our Services For You
 2. Independent, Achieving People
 3. A Thriving Economy, With Opportunities For Everyone
 4. Empowered, Vibrant Communities.
- 3.2 In order to ensure that the corporate themes are addressed effectively, SBC's Performance Management Framework (PMF) was updated and presented to Council on 30th August 2018. This revised PMF set out how SBC would strengthen its performance management across both SBC Services and Commissioned services.
- 3.3 The Appendices reflect a quarterly reporting format structured around the four corporate themes, and use a mixture of narrative, highlights, performance and context indicators.
- (a) Updates on Fit for 2024, Change and Improvement projects are contained in Appendix 2. These are monitored by Corporate Management Team (CMT) and through the SBC Financial Plan and associated monitoring.
 - (b) Appendices 1 and 3 contain updates on specific performance and context indicators, structured around SBC's 4 Corporate Themes.
 - (c) A schedule of indicators is provided for information at Appendix 4 covering quarterly performance reporting and also annual reporting through the Local Government Benchmarking Framework.
 - (d) To reflect the significant investment made by SBC, an overview of the work and impact of Police Scotland's Community Action Team is provided in Section 8 and within Appendix 5.

4 CHANGE & IMPROVEMENT PROJECTS – UPDATE

- 4.1 Change and Improvement projects are now managed and monitored collectively under Fit for 2024. These projects are delivered in support of SBC's Corporate Plan, the SBC Financial Plan and the Health and Social Care Strategic Plan.
- 4.2 Fit for 2024, the Council's new Transformation Programme was agreed by Council on 28th February 2019. Characterised as 'the next generation' of transformation, the programme aims to fundamentally reshape the Council, from our engagement with our citizens and communities to the way we go about our business. The purpose is to deliver a Council that is adaptable, efficient and effective and capable of not only meeting the challenges ahead, but of fully optimising outcomes for the citizens and communities for which it is responsible.

4.3 The following highlights are reported:

- a) The development of Community Assistance Hubs (CAH) to support the council's response to the Covid-19 pandemic. Hubs were developed in each of the 5 localities with the aim of using multi-disciplinary teams to maximise community capacity to meet challenges brought by the Covid-19 pandemic. Community Support was the single point of contact for many elderly or vulnerable people and the aim of the CAHs was to minimise potential hardship caused by isolation or difficulties accessing essential food, medical supplies or appropriate information due to ongoing Covid-19 restrictions.
- b) The introduction of Sirenum/WorkFLEX in Education and SB Cares. This solution provides an efficient, workable resource for covering casual or supply work.
- c) The need for a Flexible Workforce response to the Covid-19 pandemic. Numerous members of staff from Roads, Parks, Waste Treatment, Catering and Cleaning were re-trained and re-deployed in order to ensure vital new tasks were undertaken to support and safeguard Communities during the pandemic.
- d) An update on the ongoing work to support SBC's vision of becoming a Paperless Council through the introduction of several initiatives such as Print to Post; Citizen Space surveys; the use of MS Forms to capture information, rather than paper forms; the trial of CYPAD Kitchen Manager devices to manager and monitor catering activities and reducing the number of print devices by more than half through the Print Rationalisation Programme.
- e) The accelerated rollout of MS Teams in response to the restrictions imposed due to the pandemic, allowing business to continue with minimal disruption. MS Teams has drastically changed how we collaborate with colleagues, both internally and externally.
- f) The accelerated rollout of the Inspire Learning programme in response to the Covid-19 pandemic to ensure our young people could continue to be educated when in-school learning was not possible.
- g) The development of our schools through the Learning Estate Programme with the completion of the Jedburgh Campus and future focus on the Galashiels Community Campus and Peebles High School developments.
- h) Work undertaken as part of the Connecting Scotland National programme, a National initiative, which was launched in response to the pandemic to help support vulnerable people get online. The scheme aimed to reduce isolation and improve accessibility of essential services for vulnerable people.

5 ADDITIONS/CHANGES TO SBC PERFORMANCE INDICATORS (PI)

5.1 We have been unable on this occasion to update a number of indicators within the report:

- a) Planning Permission application – weeks to determine. This data is provided by the Scottish Government with a lag in SBC receiving the information. The Q3 and Q4 figures for 2020/21 are expected later in the year.
- b) The Procurement Capability Procurement Programme (PCIP) assessment round across the entire Scottish public sector for 2021 has been paused due to CV-19 and the pressures Councils are under. In addition to this the Scottish Government are reviewing the assessment approach. It is likely future plans for this will be communicated to Councils later in 2021.

5.2 Previously reported figures have been revised as follows:

- The Q3 2020/21 figure for the 16-64 Employment Rate has been updated.

5.3 The following indicators have been decommissioned:

- (a) Energy Use cost information has been removed due to energy providers continuing to increase prices, which in turn results in increased costs being reported. The Energy Use measures will be reviewed and a fresh set included in the Q1 2021/22 quarterly report. The new indicators will provide better insight in to energy use across the organisation.
- (b) SBC Business Grants Fund indicators have been removed due to the Grants and Loans scheme ending in March 2020.
- (c) Scottish Borders Council (SBC) took a decision on 5 November 2020 to transfer the operational delivery of the Business Gateway service from SBC to South of Scotland Enterprise (SOSE). Subsequently the SOSE Board agreed to deliver Business Gateway service on behalf of Scottish Borders Council as part of a strategic partnership agreement. The arrangement is part of the strategic partnership protocol between SOSE and SBC that Council agreed on 26 November 2020 to help both organisations work together to achieve their joint aims for the benefit of the local economy. As part of the agreement, the role of Business Gateway transferred from SBC to SOSE from 1 April 2021. SOSE will provide quarterly activity reports to Scottish Borders Council with information provided being used to inform this Corporate Performance Report. The activity will align with Business Gateway National and Scottish Local Authority Economic Development (SLAED) group performance indicators. Further information relating to the Scottish Borders Business Gateway delivery, and associated performance management framework, is available in the report presented to the Executive Committee on 20 April 2021: <https://scottishborders.moderngov.co.uk/ieListDocuments.aspx?CId=161&MIId=5148&Ver=4>

Indicators reported in this Corporate Performance Report, for 2021/22 onwards, will be taken from the new Performance Management Framework and will focus on:

Indicator	21/22 Target	Justification
Total number of start-up customers who have begun trading (Quarterly)	150	Demonstrates success of BG Service
Number of clients attending start-up workshops/seminars (Quarterly)	250	Reflects the estimated number of attendees in Scottish Borders maximising available resource and support from National workshops/seminars
Number of jobs created (Annual)	n/a	Economic impact of new businesses created.
Sector breakdown of Business Start-Ups (Annual)	n/a	Economic impact of new businesses created.

6 PERFORMANCE AGAINST THE COUNCIL'S CORPORATE THEMES

6.1 Performance measures – summary of successes

- (a) Planning permission applications increased by 5% compared to 2019/20.
- (b) There is a notable improvement in the percentage of household waste sent to landfill (28.67% in 2019 to 0.09% 2020). This is due to the closure of the Council's landfill site but also commencement of the new residual waste contract. It is worth noting that Covid-19 has seen a significant increase in the quantity of waste generated by households due to lockdowns and increased home working. At this stage, the impact on household recycling performance appears to have been limited. However further analysis is required to fully understand the impacts.
- (c) Housing Benefits - although the average time to process new claims has increased when compared to 2019/20 (13.63), both the time to process new claims and the time to process change events remain well within target.
- (d) Assessor information - Additions and amendments to the Council Tax Valuation List and Valuation Roll remain better than target for the third consecutive year.
- (e) 81% of Looked After Children are in Community Family based placements rather than residential. This is a 1% increase on 2019/20 and is above target.
- (f) 95% of invoices were paid within 30 Days.

6.2 Performance measures – summary of challenges

- (a) Complaints - Performance for Stage One complaints, both time to process and the percentage closed within timescales, has declined in 2020/21 when compared to the previous year. Similarly, the percentage of Stage 2 and Escalated complaints closed within timescale have also decreased when compared to 2019/20 although, the time to process for both measures remains within target.
- (b) Bed days associated with Emergency Admissions shows a significant increase in Q3 2020/21 when compared to the previous quarter. This increase is attributed to the measure for Scottish Borders now including data for the four community hospitals. This brings the measure in line with National figures.

6.3 Our Performance in the context of Covid-19

There is a need to exercise caution when considering the Council's performance during the periods impacted by the pandemic. Performance reported reflects the impact of changing environmental, social and economic factors in direct response to the pandemic. The following are examples of this:

- a) **Education Attendance / Exclusions** – performance for the year and latest quarter appears to have significantly improved; however, children have not been in schools due to home learning as result of Covid-19 restrictions and, therefore, instances of exclusions are minimised. With that said, schools have also developed and launched the 'Inclusion Framework', which provides advice and guidance around exclusions.
- b) **Community Learning and Development** – performance has dipped during 2020/21; however, the Service has been absorbed in to responding to the pandemic, as well as lockdown restrictions and social distancing contributing heavily to the reduced number of participants.
- c) **Energy Use** – Electricity consumption has reduced, a proportion of which can be attributed to people working from home rather than office based. However, Gas Consumption has increased. While it may be expected for this to have also reduced, when staff have been in offices, or Students in schools, there is a need for windows to be open for increased ventilation, which in turn increases consumption.
- d) **Affordable Housing** - These annual delivery figures have always varied considerably from year to year due to a number of factors. In 2020/21, Covid-19 related impacts have included the closure of building sites, a number of delayed site starts, materials shortages, material delivery delays and working days lost due to infection. Performance for 2020/21 looks to have reduced; however, it has been directly impacted by the effects of the pandemic.
- e) **Out of Work Benefits Claims** have increased in 2020/21 compared to the previous year. This could be attributed to the impact of Covid-19 on the job market and sustainability of businesses during the pandemic.

- f) **Safer Communities Mediation Service** - 2020/21 performance is considerably poorer when compared to the previous 2 years. Mediation service delivery has been significantly impacted by the restrictions imposed as a result of Covid-19, meaning there is little opportunity to undertake face-to-face mediation sessions. Where possible mediation is being carried out through other means.
- g) **Customer Contacts** have increased by approx. 34,000 compared to the previous year. It is clear from the reported data, that the way we interact with customers has dramatically changed over the course of the pandemic.

6.4. While reinstatement of services is an important factor in our recovery, we need to continue to maximise the opportunities that have been presented because of our need to respond to the pandemic. As such, the Council has developed a Recovery Plan that identifies key actions to lead the organisation through its recovery from the pandemic whilst supporting the delivery of our Strategic Aims set out in the Corporate Plan. The Recovery Plan, along with the Corporate Plan, will shape and support ongoing service improvement.

7 COMMUNITY ACTION TEAM – SUMMARY OF ACTIVITY AND IMPACT

7.1 An infographic summary on the impact of the Community Action Team (CAT) is provided at Appendix 5.

During 2020/21 the CAT has:

- Carried out 1,365 hours of High Visibility foot patrols and 5,854 hours of mobile patrols;
- Carried out 284 static road checks;
- Issued 844 parking tickets;
- Carried out 274 Person Drug searches (44.5% positive) and 74 Premises Drug searches (86.5% positive);

8 IMPLICATIONS

8.1 Financial

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

8.2 Risk and Mitigations

Effective performance management arrangements will ensure that services, and those providing services on behalf of SBC, are aware of any weaknesses and can take corrective action in a timely manner, therefore mitigating any risks more effectively. The Council's Risk Management Policy and framework ensures that all services, and services delivered by third parties, identify and manage risks to the achievement of their objectives, with senior management providing appropriate levels of oversight. Performance should be enhanced by having robust risk management arrangements in place. In response to the Best Value Assurance Audit of SBC during 2019, a Best Value Audit Action Plan was created. This action plan includes provision for strengthening SBC's approach to performance reporting.

8.3 **Integrated Impact Assessment**

There are no adverse equality/diversity implications. Performance reporting may help the Council to identify and address any equality / diversity issues and improve processes and procedures.

8.4 **Acting Sustainably**

Economic, social and environmental impact of SBC actions can be monitored more effectively if there are effective performance reporting arrangements in place.

8.5 **Carbon Management**

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

8.6 **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.

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

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

9 **CONSULTATION**

9.1 The Executive Director (Finance & Regulatory), the Monitoring Officer/Chief Legal Officer, the Chief Officer Audit and Risk, the Service Director HR & Communications, the Clerk to the Council and Corporate Communications have been consulted and any comments received have been incorporated into the final report.

9.2 The Corporate Management Team have been consulted on this report and any comments received have been incorporated into the final report.

Approved by

Rob Dickson

Executive Director

Corporate Improvement and Economy Signature

Author(s)

Name	Designation and Contact Number
Melanie Hermiston	Business Services Officer Tel: 01835 824000 Ext 6803

Background Papers:

Previous Minute Reference: 19 January 2021

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 Policy, Planning & Performance, Scottish Borders Council Headquarters, Newtown St Boswells, Melrose, performance@scotborders.gov.uk

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APPENDIX 1:
ANNUAL SUMMARY OF PERFORMANCE & CONTEXT INDICATORS
FOR THE YEAR
2020/21

OUR SERVICES FOR YOU

OUR PERFORMANCE DURING THE YEAR **APRIL 2020 to MARCH 2021**



Planning Permission # Local – Non Householder ●
8.0 weeks – average time to determine **LOCAL DEVELOPMENTS – NON HOUSEHOLDER** during 2019/20

Down from 9.0 in 18/19 (Yr)

Planning Permission # Local – Householder ●
6.2 weeks – average time to determine **LOCAL DEVELOPMENTS – HOUSEHOLDER** during 2019/20

Down from 7.0 in 18/19 (Yr)

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Waste Recycling Household Recycling
56.04% of our household waste on average, was **recycled** over the **12 months ended Dec-20**

Up from **47.61%** in 12 mths ended Dec-2019

Waste Recycling Household ‘Other’ Treatment
43.87% of our household waste required **‘other’ treatment**, on average over the **12 months ended Dec-20**

Up from **23.72%** in 12 mths ended Dec-19

Energy Use (26 key sites) Electricity
6,713,382 kilowatt hours of Electricity used

Down from **7,567,839 Kwh** in 2019/20

Waste Recycling Household Landfilled
0.09% of our household waste on average, was **sent to Landfill** over the **12 months ended Dec-20**

Down from **28.67%** in 12 mths ended Dec-19

Waste Recycling Community Recycling Centres
75.21% of waste was **recycled** at SBC **Community Recycling Centres**, on average, over the **12 months ended Dec-20**

Up from **63.56%** in 12 mths ended Dec-19

Energy Use (26 key sites) Gas
12,856,277 kilowatt hours of Gas used

Up from **12,183,596 Kwh** in 2019/20

Note: Current year waste treatment figures not yet verified by SEPA



For more on performance visit www.scotborders.gov.uk/performance or email performance@scotborders.gov.uk
 Correct at time of publication: 27 May 2021

Context Indicators Update

Indicator	2019/20	2020/21	Change
Planning Applications	1,200	1255	↑
Fatalities on Borders Roads	6 2019	5 2020	↓
Seriously injured on Borders Roads	68 2019	47 2020	↓
Capital Receipts Cumulative **	£0.676m	£0.645m	↓
Properties surplus	39	39	-
Properties marketed	7	5	↓
Properties under offer	15	12	↓

Key: # 1 quarter lag ** Cumulative in year ↑ Increased ↓ Reduced

Context Indicators are indicators where Scottish Borders Council has indirect influence (e.g. crime figures) or can include the context within which the council is operating (e.g. employment rate)

OUR SERVICES FOR YOU

OUR PERFORMANCE DURING THE YEAR **APRIL 2020** to **MARCH 2021**



Welfare Benefits

1,126 people contacted us for **Welfare Benefits** advice receiving over **£4.237m** in **additional benefits**

Down from 1,264 people in 19/20
Down from £4.916m in 19/20

Customer Voice Interactions

26.7k voice interactions were logged by our Contact Centres

87,193 in 19/20

Housing Benefit Reduction – New Claims

16.99 days – average time to process **New Claims**

Up from 13.63 days in 19/20

Council Tax

95.97% of Council Tax due was collected

Down from **96.62%** in 19/20

Housing Benefit Reduction – Change Events

3.73 days – average time to process **Change Events**

Down from 4.90 days in 19/20

Complaints – Stage One

7.2 days to process with **73.14%** closed within timescale (5 wrk days)

Up from **5.1** in 19/20

Complaints – Stage Two

19.95 days to process with **59.55%** closed within timescale (20 wrk days)

Up from **19.65** in 19/20

Complaints – Escalated

18.19 days to process with **81.67%** closed within timescale (20 wrk days)

Down from **20.23** in 19/20



For more on performance visit www.scotborders.gov.uk/performance or email performance@scotborders.gov.uk
Correct at time of publication: 27 May 2021

Context Indicators Update

Indicator	2019/20	2020/21	Change
Face to Face Interactions (CRM) by Customer Services	53.9k	1.6k	↓
Email Interactions by Customer Services	8.1k	54k	↑
Web Interactions by Customer Services	4.1k	5.2k	↑
Total logged customer contact with SBC	153.3k	187.5k	↑
Complaints Closed	614	742	↑

Key: # 1 quarter lag ** Cumulative in year ↑ Increased ↓ Reduced

Context Indicators are indicators where Scottish Borders Council has indirect influence (e.g. crime figures) or can include the context within which the council is operating (e.g. employment rate)

OUR SERVICES FOR YOU

OUR PERFORMANCE DURING THE YEAR **APRIL 2020** to **MARCH 2021**



Freedom of Information Requests (FOI) ●

85% of FOI requests were completed on time

Down from **88%** in 19/20

SBC Absence Rate – Staff

Annual absence rate **5.23%** (19/20)
*2020/21 figures not yet released

Up from **5.03%** in 18/19

Council Tax Valuation List Time to add new properties ●

92% of new properties added to list within 3 months of the date of occupation/completion and the issue of the banding notice

Up from **90%** in 19/20

SBC Absence Rate – Teaching Staff

Annual absence rate **3.48%** (19/20)
*2020/21 figures not yet released

Up from **3.34%** in 18/19

Valuation Roll (Non Domestic) Time to amend valuation roll ●

61% amended on roll within 3 months of the date of completion and the issue of the valuation notice (new, altered or demolished properties)

Down from **63%** in 19/20



Context Indicators Update

Indicator	2019/20	2020/21	Change
FOIs requests received	1,254	959	↓
Facebook Engagements	516.7k	560.4k	↑
Twitter Engagements	58.3k	50.4k	↑

Key: # 1 quarter lag ** Cumulative in year ↑ Increased ↓ Reduced

Context Indicators are indicators where Scottish Borders Council has indirect influence (e.g. crime figures) or can include the context within which the council is operating (e.g. employment rate)

INDEPENDENT, ACHIEVING PEOPLE

OUR PERFORMANCE DURING THE YEAR **APRIL 2020** to **MARCH 2021**



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<p>School Attendance Primary Schools ●</p> <p>97.1% of pupils attended their primary school (avg. of mthly attendance)</p> <p>Up from 94.4% in 19/20</p>	<p>School Exclusions Primary Schools</p> <p>3 exclusion incidents in primary schools</p> <p>3 exclusions from primary school</p> <p>Down from 46 in 19/20 Down from 38 in 19/20</p>	<p>Looked After Children Aged 12+ ●</p> <p>63% of looked after children (aged 12+) in a community family based placement (end of Mar-20)</p> <p>Down from 64% at end of Mar-20</p>
<p>School Attendance Secondary Schools ●</p> <p>97.9% of pupils attended their secondary school (avg. of mthly attendance)</p> <p>Up from 91.0% in 19/20</p>	<p>School Exclusions Secondary Schools</p> <p>47 exclusion incidents in secondary schools</p> <p>46 exclusions from secondary school</p> <p>Down from 158 in 19/20 Down from 153 in 19/20</p>	<p>Looked After Children All Ages ●</p> <p>81% of looked after children (all ages) in a community family based placement (end of Mar-20)</p> <p>Up from 80% at end of Mar-20</p>
<p>School Attendance Overall</p> <p>97.5% of pupils attended school overall (avg. of mthly attendance)</p> <p>Up from 92.7% in 19/20</p>	<p>School Exclusions Overall</p> <p>50 exclusion incidents at primary and secondary schools</p> <p>49 exclusions from primary and secondary schools</p> <p>Down from 204 in 19/20 Down from 191 in 19/20</p>	<p>2020 Participation Measure</p> <p>94.5% of 16-19 year olds participated in education, training or employment</p> <p>Up from 91.9% in 2019</p>

Context Indicators Update

Indicator	2019/20	2020/21	Change
Schools/Nurseries inspections	5	0	↓
Looked After Children	200	180	↓
Inter-agency Referral Discussions - child	475	422	↓
Child Protection Register	30	53	↑
New Modern Apprentices employed this year	39	28	↓
Modern Apprentices securing employment with SBC after MA	14	24	↑
Number of Current Modern Apprentices	50	45	↓

Key: # 1 quarter lag ** Cumulative in year ↑ Increased ↓ Reduced

Context Indicators are indicators where Scottish Borders Council has indirect influence (e.g. crime figures) or can include the context within which the council is operating (e.g. employment rate)



INDEPENDENT, ACHIEVING PEOPLE

OUR PERFORMANCE DURING THE YEAR APRIL 2020 to MARCH 2021



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Social Care Care at Home ●

78% of adults (aged 65yrs+) received care at home compared to a care home/residential setting (end Mar-21)

Down from 79% at end of Mar-20



Mediation Service ●

63.6% of cases showing agreement or improvement after mediation

Down from 90.7% at end of 19/20

Social Care Self Directed Support ●

96% of adults are using the Self Directed Support approach (end Mar-21)

Up from 94.4% at end of Mar-20

Bed Days Associated With Emergency Admissions

3,285.38 bed days associated with emergency admissions (aged 75+) (rate per 1000 population) (2019/20)

Down from 3,544.9 18/19

Delayed Discharges From Hospital

676 bed days associated with delayed discharges in residents aged 75+ (rate per 1000 population) (2019/20)

Down from 761 during 18/19

Note: The suite of indicators reported here are under review with a view to representing a fuller assessment of Adult Social Care performance in future reports.



Context Indicators Update

Indicator	2019/20	2020/21	Change
Adult protection - Concerns	356	238	↓
Adult protection - Investigations	205	123	↓
Referrals To Domestic Abuse Services **	693	453	↓
Reported incidents of domestic abuse **	1,129	-	-
High Risk domestic abuse cases discussed at Multi Agency Risk Assessment Conference	102	123	↑
Number of reported ASB Incidents **	5,460	-	-
ASB Early Interventions **	804	898	↑
Monitored for ASB **	1,636	1,645	↑
Referrals to mediation **	152	49	↓
Group 1-5 recorded crimes and offences **	3,577	-	-

Key: # 1 quarter lag ** Cumulative in year ↑ Increased ↓ Reduced

Context Indicators are indicators where Scottish Borders Council has indirect influence (e.g. crime figures) or can include the context within which the council is operating (e.g. employment rate)

A THRIVING ECONOMY, WITH OPPORTUNITIES FOR EVERYONE

OUR PERFORMANCE DURING THE YEAR **APRIL 2020** to **MARCH 2021**



Business Gateway New Businesses



177 new businesses were created with our help
*Service suspended during 2020/21

Down from **218** in 18/19

Business Gateway Businesses Supported

971 businesses were supported in 3 quarters ended Dec-19
*Service suspended during 2020/21

1,497 in 18/19

Affordable Homes



107 additional homes were provided last year that were affordable to people in the Borders, based on our wages

Down from **141** in 19/20

Invoices Paid



95% of invoices, on average were paid within **30 days**

Up from **90%** in 19/20

Occupancy Rates



91% of industrial and commercial properties owned by the council were **occupied** (end Mar-21)

91% at end of Mar-20

Top Capital Projects

Of the top **major projects** ongoing across the council **18** are **rated Green ***

Up from **12** at Mar-20

3 are **rated Amber ***



Down from **6** at Mar-20

0 are **rated Red ***

In line with **0** at Mar-20

* June 20 RAG's

Context Indicators Update

Indicator	2019/20	2020/21	Change
16 - 64 Employment rate #	74.9% Q4	#79.3% Q3	↑
16 - 64 Claimant Count	2.77% Q4	5.33% Q4	↑
18 - 24 Claimant Count	5.17% Q4	9.9% Q4	↑

Key: # 1 quarter lag ** Cumulative in year ↑ Increased ↓ Reduced

Context Indicators are indicators where Scottish Borders Council has indirect influence (e.g. crime figures) or can include the context within which the council is operating (e.g. employment rate)

Status

EMPOWERED VIBRANT COMMUNITIES

OUR PERFORMANCE DURING THE YEAR **APRIL 2020** to **MARCH 2021**



SCOTTISH BORDERS COUNCIL COMMUNITY ACTION TEAM (WITH POLICE SCOTLAND) 2020/21 Figs (19/20)

1,365 (585)
Hours of High Visibility foot patrols

5,854 (1,046)
Hours of mobile patrols

843 (742)
Parking tickets issued

274 (185)
Person Drug searches (44.5% positive)

74 (185)
Premises Drug searches (86.5% positive)

284 (117)
Static road checks

185
ASB Warning Letters Issued (Under 18s)



Asset Transfer Requests

3 asset transfer requests were
Received

Down from 4 in 19/20

0 asset transfer requests were
Agreed

Down from 3 in 19/20

0 asset transfer requests were
Refused

In line with 0 in 19/20

Community Resilience SB Alert Registrations

6,458 people were registered
for SB Alert at end of Mar-21

Up from 6,211 at end of Mar-20

Community Participation

0 participation requests were
Received

Down from 3 in 19/20

0 participation requests was
Agreed

Down from 3 in 19/20

0 participation request was
Refused

Down from 1 in 19/20

Community Benefit Clauses **14 contracts** awarded with community benefit clauses

Down from 18 in 19/20

Employment and Skills opportunities

39 opportunities delivered as
a result of community benefit
clauses

Down from 46 in 19/20



Context Indicators Update

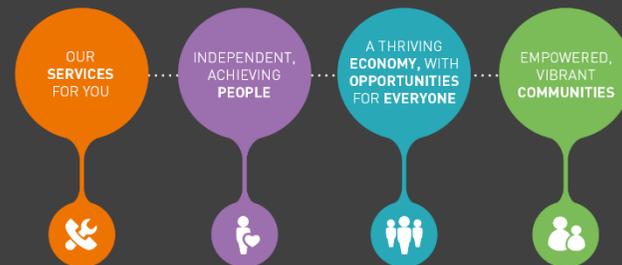
Indicator	2019/20	2020/21	Change
Active community resilience plans	55 Q4	59 Q4	↑
Progressing community resilience plans	0 Q4	0 Q4	↓
Community Funding - Total Scottish Borders	£198.5k	£416.1k	n/a
Community Fund – Berwickshire	£17.1k	£111.7k	n/a
Community Fund – Cheviot	£26.0k	£78.4k	n/a
Community Fund – Eildon	£88.3k	£93.3k	n/a
Community Fund - Teviot & Liddesdale	£22.6k	£45.7k	n/a
Community Fund - Tweeddale	£43.4k	£70.9k	n/a
Community Fund - Borderswide	£1.1k	£16.1k	n/a
Neighbourhood Small Schemes Fund – £ **	£157.7k	£116.7k	↓
Volunteer work with SBC	181 Q4	197 Q4	↑

Key: # 1 quarter lag ** Cumulative in year ↑ Increased ↓ Reduced

Context Indicators are indicators where Scottish Borders Council has indirect influence (e.g. crime figures) or can include the context within which the council is operating (e.g. employment rate)

OUR PLAN for 2018-23 and your part in it

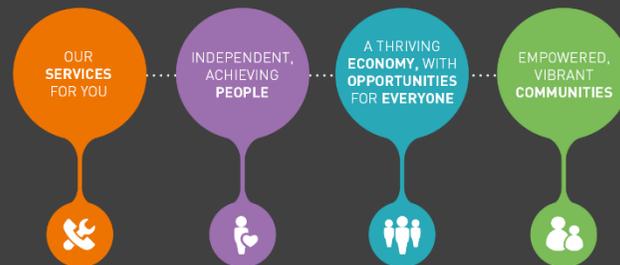
HIGHLIGHTS DURING THE YEAR **APRIL 2020** to **MARCH 2021**



APPENDIX 2: HIGHLIGHTS, CHANGE & IMPROVEMENT

OUR PLAN for 2018-23 and your part in it

HIGHLIGHTS DURING THE YEAR **APRIL 2020** to **MARCH 2021**



EXECUTIVE SUMMARY

2020/21 has been a challenging year. The onset of the Coronavirus pandemic stopped everyone in their tracks and forced us to re-think how key Core Services could continue to be delivered, while also playing a key role in navigating the Scottish Borders through, and responding to, the pandemic.

The ability of our workforce, partners and local communities to adapt and respond so quickly is highly commended.

This appendix highlights only a fraction of the key initiatives and projects that have been progressed alongside those that have been initiated, or accelerated, as part of our response to CV-19 – many of which have created opportunities to build on and improve future service delivery.

- IRISS Improvement Project
- Walk It Project
- Education Annual Participation Measure
- Youth Ambassadors for sustainability
- Borderlands Inclusive Growth Deal
- Reston Station Project
- 3 National Awards!!
- Hawick Flood Protection Scheme
- CGI Contract Extension
- Paperless Council Progress
- Learning Estate Programme updated

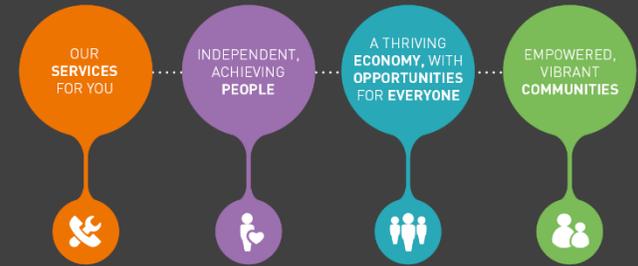
- BOPPP Survey
- SB Cares Infection Response Team
- Walk It Project Buddy scheme
- Childcare Hubs
- Working with Children & Families during the pandemic
- Economic Support Update
- Developed Community Assistance Hubs
- Sirenum / WorkFLEX
- Flexible Workforce
- Accelerated roll-out of MS Teams
- Accelerated roll-out of Inspire Learning
- Connecting Scotland Initiative

Business As Usual Service Delivery

Responding to the Covid-19 Pandemic

OUR PLAN for 2018-23 and your part in it

HIGHLIGHTS DURING THE YEAR APRIL 2020 to MARCH 2021



BORDERS OLDER PEOPLES PLANNING PARTNERSHIP (BOPPP)



Borders Older Peoples Planning Partnership (BOPPP), one of the Health & Social Cares engagement and planning groups, engaged in a conversation to explore how older people have experienced lockdown during the CV-19 pandemic.

The target group was people aged 60 and over, the guiding principle for the consultation was to engage older people using methods and styles that will ensure we reach as many of the target group as possible. **487 people responded** to the survey; 332 directly via citizen space and a further 155 via semi structured conversations which were uploaded into citizen space.

The consultation was open from the 02 November 2020 and concluded on the 06 December 2020. The interviewer resource came from a range of partners with all interviewers being inducted to interview approaches in the fortnight prior to the survey opening.

The confidence level of this work is 95%, it has a margin of error +/- 4.40% which means analysis of the survey can be used for planning with a high level of confidence and is a good indication of how older people felt they were supported during the pandemic.

High level analysis suggests that practical tasks such as medication collection, shopping, financial and other practical support was effective with 94%, 87%, 81% and 84% respectively, of people reporting the level of support received was “just right”.

Support to maintain physical health and staying mobile was reported to be in the 63% to 64% range respectively.

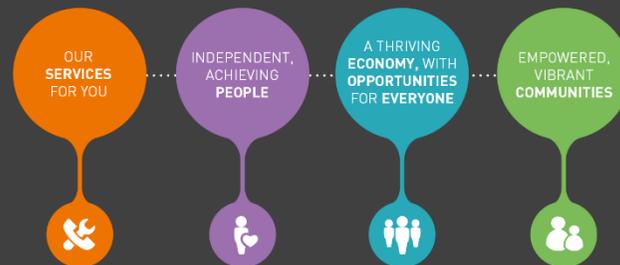
Support to remain Socially Engaged was the lowest reported category with 45% of people reporting the support to be “Just Right” and support around Mental Health and Emotional Well-being fairing slightly better at 58%.

What are the Next Steps?

- Offer research data and findings to key partners/teams to inform their planning.
- There remains another level of analysis available to data mine to answer specific questions.
- Detailed analysis of what **good** looks like for the future .
- BOPPP to consider what “calls to actions” should be made on the back of these findings.
- Build on these findings and ensure that it informs strategic and operational activity.
- This older peoples perspective **will** inform the commissioning of key older peoples services

OUR PLAN for 2018-23 and your part in it

HIGHLIGHTS DURING THE YEAR **APRIL 2020** to **MARCH 2021**



SBCARES' COVID-19 RAPID RESPONSE TEAM

As part of the efforts to fight CV-19 across our services to protect our service users, staff and wider community SB Cares worked tirelessly to ensure that all practices adhered to swiftly changing guidance.

SB Cares ensured that all stakeholders were well informed at every stage and that all necessary materials and equipment were readily available.

Included in this was the development of our CV-19 Protocol which informs staff of their responsibilities in the event of confirmed cases of CV-19 within their service. This is a comprehensive all-encompassing document which included links to relevant guidance, risk assessments, contacts and regulatory information.

This protocol is organic and is updated at every change point, be this lessons learned or a change in guidance or responding to the infection rates locally.

In addition to the Protocol SB Cares also developed a Rapid Response Team which included managers, senior staff and support staff. This team provided a dynamic response to any outbreak within our care homes. The staff work in different areas of the Borders and react rapidly to a call for assistance if an outbreak is declared in a home. These staff all have experience in working in outbreak situations and are therefore able to ensure that the service operates in the safest possible way.

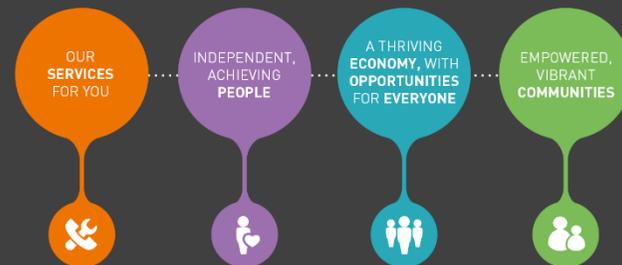
This team is proven to work and their efforts are commended for their flexibility, dedication and hard work throughout this Pandemic.

It is anticipated the Rapid Response model will continue to be used for future outbreak situations as well as managing these from a staffing perspective.



OUR PLAN for 2018-23 and your part in it

HIGHLIGHTS DURING THE YEAR **APRIL 2020** to **MARCH 2021**



Iriss Improvement Project

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Since June 2020, Social Work Group Managers from Children & Families and Adult Social Care & Health Services have been leading on a recording practice project in partnership with the Institute for Research and Innovation in Social Services (Iriss), a national charity that works with people and services across the sector — local authority, third sector and private — to improve the knowledge and skills of the workforce and ultimately, improve the quality of Social Services.

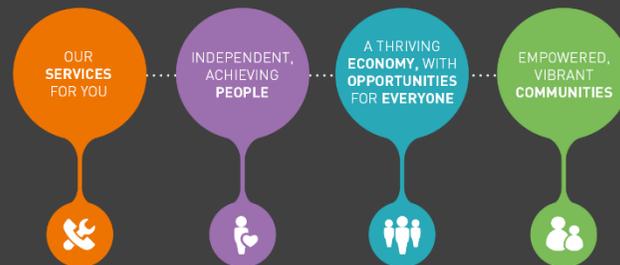
Working in partnership with social work managers and practitioners from Children & Families Social Work and Adult Social Care & Health teams, Iriss ran a series of workshops which explored SBC practitioners' relationship with analysis in case recording, and how they could be supported to improve written analysis and feel more confident. These workshops were initially due to be face to face, however due to ongoing CV-19 restrictions everything took place on MS Teams. MS Teams was a new platform for our Iriss colleagues and so we enlisted the support of SBC Officers with the relevant expertise to support with some Teams training in advance of the sessions.

Based on these workshops, and earlier work undertaken with East Ayrshire Council, Iriss designed an online course which provides a practical framework to support the writing of analysis in social care records, and that is relevant to those working across social work and social care. The course was launched in late March 2021 and is now available on the Iriss website. In addition, podcasts of interviews with SBC practitioners talking about analysis in writing will be launched on the site in April 2021. Iriss colleagues are due to meet with SBC's Social Work Group Managers again in May to look at how best to roll out this newly developed training to social work practitioners across the region.

If you would like to read more about the project please see the Iriss website: <https://www.iriss.org.uk/resources/multimedia-learning-materials/writing-analysis-social-care>

OUR PLAN for 2018-23 and your part in it

HIGHLIGHTS DURING THE YEAR **APRIL 2020** to **MARCH 2021**



PATHS TO HEALTH WALK IT PROJECT

The aim of the **Paths to Health Walk It** project is to support and develop Walk It walks in all locations in the Scottish Borders. Walk It forms part of the national initiative to improve Scotland's Health. The project is funded by NHS Borders and Scottish Borders Council. Working alongside NHS Borders' Joint Health Improvement team the project aims to:

- Encourage exercise as part of a healthy lifestyle
- Promote walking as an ideal way of getting fit and relieving stress
- Create a safe and social walk where all feel welcome
- Create links with partners and networks
- Recruit, train and support volunteers
- Have fun

The Walk It project now boasts 30 mainstream walking groups across Borders towns and villages. There is also 1-1 Buddy Walking Project for those who were impacted by CV-19 and have perhaps a long term health condition, a dementia diagnosis or other challenges which prevent them joining a mainstream group – since November 2020 24 referrals have been taken into this project with plans for a larger project to be undertaken throughout 2021.

In 2020, CV-19 and the lockdown situation impacted the project in a huge way. All walks closed in March 20 with a limited re-opening during September – December. Despite this, when walks resumed, 60% of all of our walks opened up again.

In the Scottish Borders Towns and Villages there are currently 30 Walk It Walks. **Walk It Further** walks are also held – these walks are progression walks for those wanting a longer more challenging walk. 2021 will also see the introduction of Walk It Easy walks, a programme designed to support those with long-term health conditions, disabilities and those with limited mobility.

In 2020 the project delivered:

- ✓ 107 mainstream Walk It Walks with 994 walkers
- ✓ 6 Walk IT Further Walks
- ✓ Developed 62 brand new Walk It walk leaders
- ✓ 3 new Buggy Walking groups in conjunction with Early Years Centres
- ✓ Averaged 11 walkers per walk (in line with the National Average)
- ✓ 45 new Walkers joined – 55% were >65 yrs old. 75% were female and 25% were male

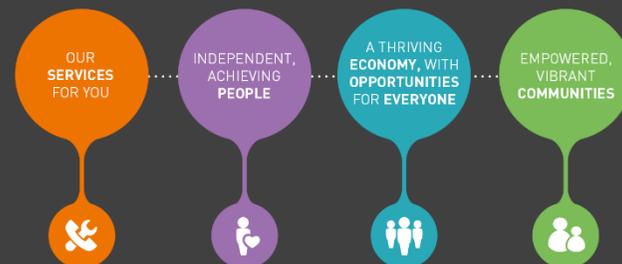
walkit

walk your way to
health & happiness



OUR PLAN for 2018-23 and your part in it

HIGHLIGHTS DURING THE YEAR **APRIL 2020** to **MARCH 2021**



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2020 ANNUAL PARTICIPATION MEASURE

The latest Annual Participation Measure produced by Skills Development Scotland has revealed that **94.5%** of 16-19 year olds in the Scottish Borders are participating in education, training or employment. This compares to a national figure of **92.1%**.



The Participation Measure covers all those aged 16 to 19, not just the school leavers. Measures for 2021 are due to be published in August 2021.

Scottish Borders 2019: 4,682 16-19 year olds

91.9% (Scot 91.6%)	2.0% (Scot 3.1%)	6.0% (Scot 5.3%)
participating in education, training or employment	were not participating	With an unconfirmed status
<ul style="list-style-type: none"> ▪ 72.1% in Education ▪ 18.3% in Employment ▪ 1.6% in Training & Personal Development 	<ul style="list-style-type: none"> ▪ 0.8% Unemployed Seeking ▪ 1.2% Unemployed Not Seeking 	

Scottish Borders 2018

92.8% participating	2.2% not participating	5.0% unconfirmed
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SUMMER CHILDCARE HUBS

When CV-19 restrictions meant students were unable to learn in School, Education Hubs were developed. The Hubs provided vital support every day of the week for the children of key workers and vulnerable families.

Not only did this mean we could continue to meet the needs of our most vulnerable young people, it also enabled our Key Workers to continue to support the National response to the pandemic.

The Education Hubs continued to operate throughout the Summer holiday period, in each of the 9 High Schools, for the children of key workers. The Hubs were supported by staff from across the Council, working alongside summer students, probationer teachers and colleagues from Live Borders.

OUR PLAN for 2018-23 and your part in it

HIGHLIGHTS DURING THE YEAR **APRIL 2020** to **MARCH 2021**



YOUTH AMBASSADORS FOR SUSTAINABILITY

5 young people from across the Borders joined together, with support from the Scottish Borders Youth Voice Engagement Worker, to create a film that highlights the climate emergency and asks local people to take action under the campaign #OurPromiseToThePlanet in the lead up to COP (Conference of the Parties) 26.

They attend Local Area Partnership meetings, get themselves a slot on the Councils Sustainable Development Committee, present their campaign on radio, social media and through the papers, and show people there is still so much yet to do in the Borders to combat this issue.

In **Plastics Free July** the Youth Ambassadors intend to highlight the issue of single use plastics and hope to meet with the heads of Catering to rid schools of plastic bottles for good.

While there is still so much to do, they will continue to take their message out to the public, organisations, and people in authority to make the changes happen and continue to make #OurPromiseToThePlanet a priority.

Join us by sharing photographs/short videos across social media using the hashtag **#OurPromiseToThePlanet** letting people know how you are going to play #yourpart in saving the planet.

COP26 takes place between 01-12 November 2021.

WORKING WITH CHILDREN & FAMILIES DURING THE PANDEMIC

In March 2020 when the “Stay at Home” mandate was issued, we knew as a service this could not apply to Children & Families Social Work and that we needed to find solutions to continue to support and protect children in the Scottish Borders.

We needed to:

- Keep our staff safe while they carried out their statutory role
- Keep children & their family’s safe while we continued to visit their homes where necessary.

What we did:

- We put in place office rotas and cleaning regimes to ensure social distancing and hygiene measures were adhered to.
- We assessed **all** cases and established which families required ongoing weekly (or increased) home visits, and which could manage with less if we introduced alternative forms of communication.
- We wrote protocols around frequency of visiting.
- Undertook a vast number of Risk Assessments around home visits.
- Provided training on donning, doffing and

disposing of PPE.

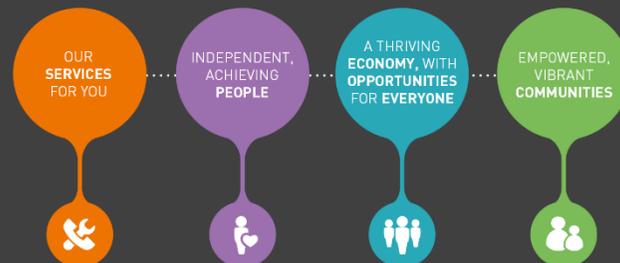
- We learnt and taught children & families how to use new digital methods of communication for statutory meetings,
- We learnt more about local communities as we walked with children rather than visited at home or school.
- We became creative in how we provided support to families whose children did not reside at home during that period - using video calls, letters, photographs, outdoor meetings & activities.

It has been a tough year but we have successfully managed to keep staff safe in offices and continued to provide a face to face service from the start. This, at times, felt Social Work staff were assessing the risks in isolation instead of with partner agencies.

The pressure has been immense and the emotional toll hard, but staff have supported each other through it and continue to do so. Children & Families social work staff are commended for their commitment and dedication in such challenging times.

OUR PLAN for 2018-23 and your part in it

HIGHLIGHTS DURING THE YEAR **APRIL 2020** to **MARCH 2021**



BORDERLANDS INCLUSIVE GROWTH DEAL

What will it deliver?

Formally signed on 18 March 2021, the Borderlands Inclusive Growth Deal promises to bring up to £452 million of fresh investment to the Borderlands area over a ten year period.

The Deal covers the largest geographical area of any regional growth Deal negotiated with the UK and Scottish Governments and, is the first cross-border Deal (comprising Carlisle City Council, Cumbria County Council, Dumfries and Galloway Council, Northumberland County Council and Scottish Borders Council).

The Deal will deliver across four areas: improving places; enabling infrastructure; encouraging green growth; and supporting innovation, business and skills. It aims to create up to 5,500 jobs and provide a £1.1billion GVA boost to the region's economy over the next 10-15 years.

So what does this mean for the Scottish Borders?

- ✓ £19m for an ambitious project to create the world's first Mountain Bike Innovation Centre, integrated adventure Bike Park and Trail Lab in Innerleithen.
- ✓ £11m Destination Tweed tourism project based around the River Tweed.
- ✓ Funding to further develop the 7Stanes mountain biking network across the Scottish Borders and Dumfries and Galloway.
- ✓ A share of £20m for town and community improvement projects through a Place Programme in the South of Scotland.
- ✓ Funding for improved business infrastructure in Hawick and Coldstream.
- ✓ Funds to support rural innovation and skills.
- ✓ Projects to tackle gaps in digital and mobile infrastructure.
- ✓ £10m to support delivery of a feasibility study on extending the Borders Railway from Tweedbank to Carlisle.
- ✓ Funding to support the generation of low carbon energy.
- ✓ Pilot projects covering woodland, upland and agricultural areas to trial new approaches to valuing and protecting our natural capital to capture the benefits of our environment in a sustainable.

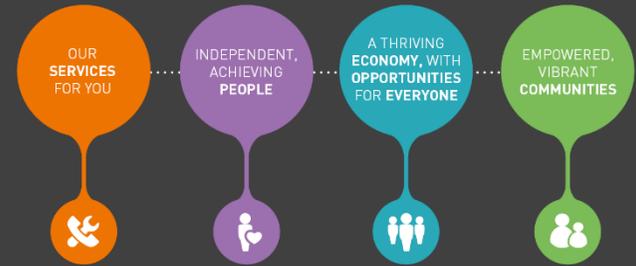


More information on the Deal can be found on the Borderlands Inclusive Growth Deal website: www.borderlandsgrowth.com



OUR PLAN for 2018-23 and your part in it

HIGHLIGHTS DURING THE YEAR **APRIL 2020** to **MARCH 2021**



RESTON STATION PROJECT

We are working towards the reopening of Reston Station in Berwickshire as part of a new local rail service between Edinburgh and Berwick-upon-Tweed. This work is being carried out in partnership with:

- East Lothian Council
- South East of Scotland Transport Partnership (SEStran)
- Local rail action group RAGES (Rail Action Group East of Scotland)
- Network Rail

The planning application for the new station was approved by Scottish Borders Council on 01 February 2021.

It is hoped the new rail service will deliver a number of benefits to the Berwickshire area such as:

- providing residents with easier access to the employment and education markets in Edinburgh
- encourage more people to visit the Berwickshire area
- help to revitalise Reston village and present development opportunities for the surrounding area

Construction began on the new Reston Station in March 2021 with the project team hoping to have the Station open in late 2021.

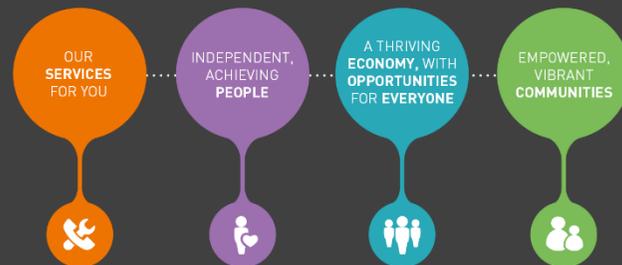


Rail Action Group East of Scotland
RAGES



OUR PLAN for 2018-23 and your part in it

HIGHLIGHTS DURING THE YEAR APRIL 2020 to MARCH 2021



ECONOMIC UPDATE

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The economic impact of CV-19 in the Scottish Borders is very serious. However, because of changing circumstances the exact scale of this impact is still unclear on businesses, social enterprises, community and voluntary organisations and the people and workforce.

Scottish Borders Council has distributed grants to local businesses for the main generic Scottish Government Schemes to mitigate the economic impact of CV-19.

As at 10 May 2021, Scottish Borders Council had received:

- A total of 9,944 Grant Payments have been awarded under the Strategic Framework Business Fund (SFBF). The total value of this funding is £31,956,900.
- A total of 213 Grant payments have been awarded under the Taxi & Private Hire Driver Support Fund. The total value of this funding is £319,500.
- 96 Large Self-Catering & Exclusive Use Properties Grants were paid out, totalling £196,000.
- 158 grants paid (across 3 Waves) from the Small Accommodation Providers – Paying Council Tax – Fund. The total funding paid is £492,000.

- The Borders Discretionary Business Support Fund issued 420 grants totalling £2,808,000.
- [Covid19 Business Fund Overview as at 10/05/2021](#)

Funds Considered Complete

Funds Considered Complete	Payments Made
Business Grants NDR (Non Domestic Rates)	£33,640,000
Bed & Breakfast Hardship Fund	£33,000
Newly Self Employed Fund	£288,000
Business Hardship Fund	£288,665
Contingency Fund	£165,000
Contingency Plus Fund	£165,000
Licensed Bingo Clubs and Casinos	£50,000
	£34,629,665

The total value of funding distributed by SBC through these funds is £70,402,065.

Scottish Borders Council has taken a lead role in the establishment of the CV-19 Team South of Scotland Leadership Group together with South of Scotland Enterprise Agency and Dumfries and Galloway Council. The aim of the Group is to secure and stabilise the

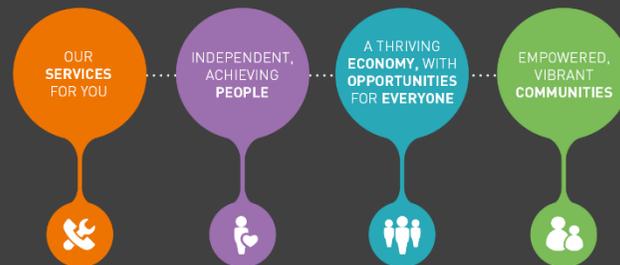
economy of the South of Scotland in the context of the CV-19 pandemic and its consequences, in order to provide a foundation for the future work of the South of Scotland Regional Economic Partnership. The main activities of this Group have been to gather intelligence on the economic impact of the pandemic across the South of Scotland, assess and respond to the needs and requirements of businesses and community and voluntary groups, and to advocate the interests of the South of Scotland to Scottish and UK Governments.

In tandem with this work the Council is working on projects and programmes that will lead to the conclusion of the Borderlands Inclusive Growth Deal, and the Council is also continuing to take forward the Borders Innovation Park project as part of the Edinburgh and South East Scotland City Region Deal.



OUR PLAN for 2018-23 and your part in it

HIGHLIGHTS DURING THE YEAR **APRIL 2020** to **MARCH 2021**



NATIONAL AWARD FOR DIRTPOT CORNER IMPROVEMENTS

The Dirtpot Corner improvement works won a **Ground Engineering UK Award** in a virtual ceremony held in November 2020.

The £2.2million project resulted in the corner near Cardrona being widened by three metres and resurfaced, with a new retaining wall structure installed alongside the River Tweed.

The striking structure also saw modern road safety fencing and a steel parapet installed.

The Scheme's timeline:

- The scheme began in August 2018, with foundations for the new six metre high stone faced wall completed before the winter.
- The wall was then built up to allow the safety parapet to be accommodated and road widened and re-surfaced.
- The improvements, which were carried out by SBc Contracts, aims to reduce the traffic incidents, particularly issues with heavy goods vehicles meeting at the corner, reduce on-going maintenance costs and improve its safety record.
- A key aspect of the scheme was that it utilised an innovative structural design in order to allow construction work to be undertaken from the river bank. This was considered the best option in order to reduce the environmental impact, cost of the project and minimise the impact on road users, with Dirtpot Corner closed for only two days throughout the 11 months of the project.
- The project was completed in July 2019.

Who was involved in the scheme?

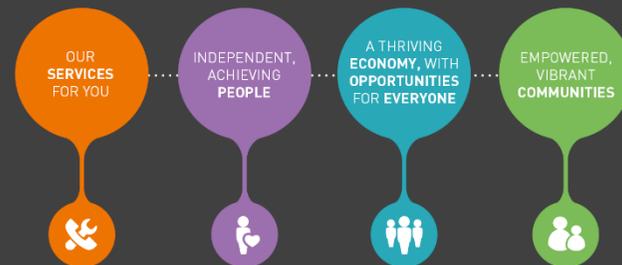
Scottish Borders Council designed and managed the scheme, alongside :

- SBc Contracts
- Albion Drilling Group
- MHB Consultants
- Maccaferri



OUR PLAN for 2018-23 and your part in it

HIGHLIGHTS DURING THE YEAR **APRIL 2020** to **MARCH 2021**



HAWICK FLOOD PROTECTION SCHEME

The Hawick Flood Protection Scheme is one of the largest flood defence projects ever carried out in Scotland. Our aim is to build a state-of-the-art flood protection system which will protect the town of Hawick against major flood events for many years to come – and to do so with the minimum of disruption to local residents, businesses and wildlife.

The procurement exercise to appoint a Main Works contractor was launched in 2019 and saw four detailed tender bids put forward in November 2019, which were then evaluated. On 26 February 2020 Councillors voted unanimously to approve the appointment of **McLaughlin & Harvey**. Since then, detailed discussions have been ongoing regarding the start and completion dates for the Scheme in light of the CV-19 outbreak and its impact on the construction sector.

When will the Scheme open and what work has been carried out to date?

An official opening for the Scheme will be announced in due course. To date, **£7.5m** of advanced construction works have been completed in the town since March 2018, preparing the way for the main works contractor to start on the principal construction project. These works have also involved site clearance and the preparation of

the Scheme's traffic management plans including the construction of a new access road to Aldi at Commercial Road.

Project costs

The Hawick Flood Protection Scheme now represents four significant projects in one:

- The construction of the Flood Protection Scheme;
- The creation of a new Active Travel Network of traffic-free footpath and cycleways, stretching from Volunteer Park along the River Teviot to Weensland and the community recycling centre;
- An upgrade to the A7 trunk road, at Commercial Road, to make it fit for the levels of traffic it now carries;
- The installation of a new high capacity wastewater pumping station within the town's wastewater treatment works to further alleviate the risk of sewage flooding during future flood events.

The **total scheme costs will be £88m**, including the main works contract, which represents a major investment in the infrastructure of the town of Hawick.

Contributions to the overall scheme costs include:

- Scottish Government - **£63m**

- Scottish Borders Council - **£15m**
- Sustrans, the national walking and cycling charity, is contributing around **£9m** towards the cost of the new Active Travel Network along the River Teviot.
- Scottish Water - **£665k** towards cost of new wastewater pumping station
- Transport Scotland - **£500k** towards upgrade of Commercial Road

It is estimated that if these four projects were to be carried out independently of each other, the overall cost would be in the region of £101m. It means the Scheme represents significant value for money in terms of the public purse.

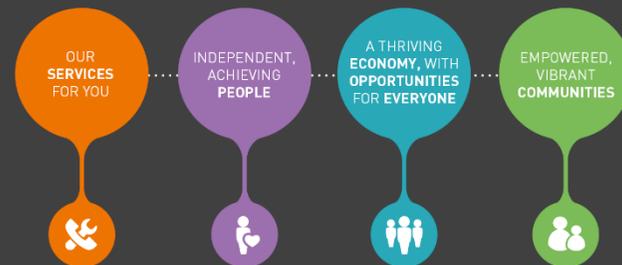
Additional Information

The scheme will also deliver multiple benefits to Hawick, maximising the cultural, heritage, educational, environmental, energy and health opportunities in partnership with the community and external organisations.

For more information please visit the scheme's website: <https://www.hawickfloodscheme.com/home>

OUR PLAN for 2018-23 and your part in it

HIGHLIGHTS DURING THE YEAR **APRIL 2020** to **MARCH 2021**



CGI CONTRACT EXTENSION

In October 2020, Scottish Borders Council signed an extension to the contact with CGI. The extension will see the global IT and Consulting Services company continue as the council's primary provider of end-to-end managed IT services until **2040**. The partnership with CGI will position the Scottish Borders as the UK's first Smart Rural Region.

Smart Rural Region

The extension, one of the longest in CGI's history, gives CGI and ourselves the opportunity to work together in a long term partnership to help the Scottish Borders realise its vision of becoming the UK's first Smart Rural Region.

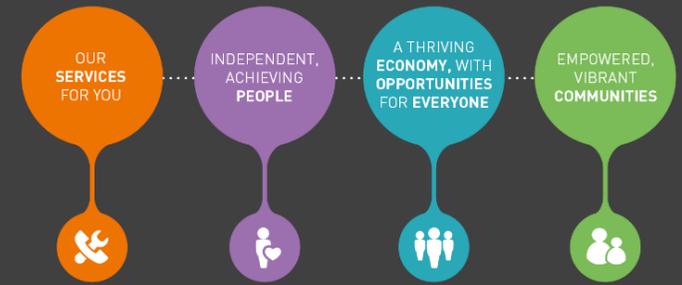
CGI will open a new office in Tweedbank next year which will be a Centre of Excellence and through the partnership establish an International Reference Site in connected communities.

Together we will lead the way in creating a smart, connected rural region, which will digitally connect all Borders communities, supporting innovation, empowering a flexible workforce, advancing truly integrated partnership working, and providing solutions to allow greener, low carbon ways for a sustainable future.

We will do so by advancing cutting-edge digital systems and processes for all the Borders' citizens and employees in key areas such as Social Care, Health, its world-class Education IT programmes, Employment, the Environment and Sustainability.

fit for 2024

HIGHLIGHTS DURING THE YEAR **APRIL 2020** to **MARCH 2021**
Programmes & projects that will impact on performance



COVID-19 RECOVERY AND TRANSFORMATION

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2020/21 has been a year like no other. The Council along with its Partner organisations and, above all, local communities, has responded and adapted to meet the unprecedented challenges of the CV-19 pandemic. The response to the pandemic has impacted on the whole **fit for 2024** transformation programme - both in terms of the necessity to focus resources on immediate needs and also in the acceleration of new ways of working and deployment of technologies such as MS Teams and the implementation of the Inspire project which rolled out new digital approaches, via iPads, to students and for residents in SBC care homes.

Through the locality-based Community Assistance Hubs, new ways of effective joint working – enabled by MS Teams and the ability to hold effective virtual meetings – were established not just with partners, but also with communities to better identify local needs and target services to best effect.

For over a year, the majority of former office-based staff have worked effectively and safely from home with no negative impact on service delivery. Many changes which have been implemented to allow effective operation of various Council services have offered longer-term opportunities for improvement.

In wider society, the experience of the pandemic has accelerated existing trends toward digital access to services, goods and information. With these changing

demands and expectations, transformation focus will continue to be on effective design of services, building upon innovation and learning from what has worked well within the Scottish Borders and further afield.

The pace at which change was required, particularly at the outset of the CV-19 pandemic, provides lessons in how major transformation can take place quickly if the circumstances allow. If this ability for rapid change can be harnessed to deliver key planned Council priorities, this will be a valuable benefit to emerge from the crisis.

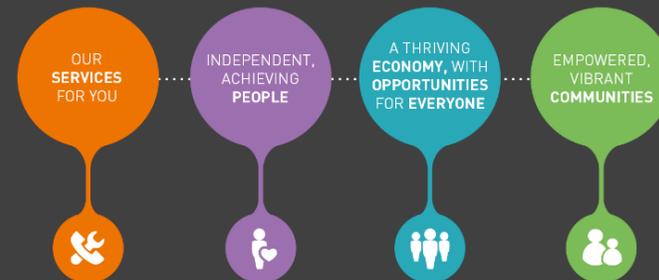
Plotting our route out of the pandemic into recovery provides a natural opportunity to recalibrate the transformation programme. Some services will need to continue with broadly similar approaches but others may lend themselves to significantly different operating models – all services will need to explore ways to modernise and adapt to the emerging post-pandemic environment – the so-called “new normal”.

The examples that follow highlight some of the ongoing delivery of transformation across SBC services, with a heavy emphasis on how these projects have assisted with CV-19 demands, whilst also providing impetus for improvements aligned with wider SBC priorities and savings plans.



fit for 2024

HIGHLIGHTS DURING THE YEAR APRIL 2020 to MARCH 2021 Programmes & projects that will impact on performance



COMMUNITY ASSISTANCE HUBS

In March 2020, as a joined up response to COVID 19, Scottish Borders Council put in place Community Assistance Hubs within each of the five localities across the Borders. The role of the Hubs was to meet the needs of the population within the context of CV-19 national guidance.

The hubs consisted of two main areas; Community Assistance and Health and Social Care. A lead for the Community Assistance team and a Business Manager for the Health and Social Care team were put in place to develop and progress each locality Hub.

The Community Assistance team acted as a conduit to receive individual requests for support within each locality, maximising capacity to support people who were elderly or otherwise vulnerable, while minimising potential hardship experienced through isolation or difficulties associated with accessing essential food, medical supplies or appropriate information as a consequence of CV-19 restrictions. The Health and Social Care team worked closely with the community response teams to ensure appropriate delivery of essential care was met by nursing, internal and external homecare and community response to non-critical care of accessing essential food, medical supplies or appropriate information as a consequence of CV-19 restrictions.

Working with our partners across the Borders, the

Community Assistance Hubs have provided support to their communities through a single point of contact for those who are elderly or otherwise vulnerable. They have assisted with the distribution of PPE to care providers, supported the organisation and delivery of food and medication, signposted to services and support groups and also coordinated the volunteer response by local community groups.

For those who receive support through the Hubs, benefits include:-

- problems are resolved effectively through partnership working.
- good relationships are formed, with some people receiving weekly welfare phone calls.
- people are able to connect quickly to the support that they need, when they need it; whether that was by a community group, volunteer support or social care and health response.
- staff and volunteers were able to follow up all calls to find out if any other support was required e.g. if someone had to self-isolate, did they need support to get their food shopping organised, or need care or health support.

The Community Assistance Hubs have highlighted clear benefits of collaborative working, along with the importance of the role of the Third Sector, Registered Social Landlords, local Resilience Groups, Community Learning &

Development, Communities & Partnership staff and other volunteers.

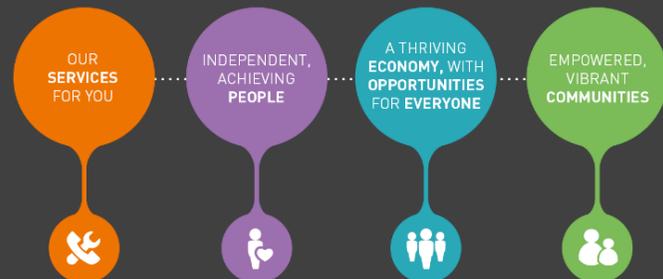
Pre-Covid, What Matters hubs operated in each locality. The hubs allowed people to make appointments or drop in to see a member of the Social Work team for advice or support. The hubs were supported by the Red Cross, Local Area Coordinators and other partner organisations such as Chest Heart Stroke Scotland, Alzheimer's Scotland, Fire Scotland and the Food Train. A new **Locality Hub model** will retain the Community Assistance Hubs and develop them alongside the What Matters Hubs to provide wide ranging support in local communities. As these drop-in sessions are currently unavailable, **virtual What Matters Hubs** have been developed as a way of enabling people to have a more personal conversation through a video call similar to Skype or Facetime. They will be run using the 'Near Me' technology currently used by NHS and Social Work staff.

Going forward, the Locality Hub model will provide a much broader range of support than was previously available and will be supported by a number of services including adult social work, homelessness, welfare advice and benefits, local area coordination (older adults, mental health and learning disabilities) as well as Health, the wellbeing service and Third Sector organisations such as the Red Cross.



fit for 2024

HIGHLIGHTS DURING THE YEAR **APRIL 2020** to **MARCH 2021**
Programmes & projects that will impact on performance



SIRENUM / WORKFLEX

Since October 2019 WorkFLEX using the Sirenum system has been rolled out successfully in Education and SB Cares. The system is being used to post offers of casual/supply work which are communicated via the MySirenum app to staff with the relevant job 'ticket'. Feedback from users of the app has been positive

Benefits include:

- Services having the ability to post offers of casual/supply work to all staff who meet the criteria at the push of a button removing the need to send expensive text messages or make numerous individual time-consuming telephone calls.
- A less intrusive method of contacting staff which also gives them the ability to update their availability and accept or decline a job offer in minutes using the MySirenum app.

Next Steps

- Passenger Transport are the next service in line for the rollout of Sirenum for drivers and SAN Escorts roles.
- As rollout progresses across other services that may benefit from using Sirenum, we will look to develop a more centralised scheduler operating model to take advantage of economies of scale.

The table below provides some statistics on usage to April 2021:

	All	SB Cares	Education
Shifts Posted	4988	2657	2331
Shifts Accepted/Filled	3979	1976	2003
% Shifts Filled	80%	74%	86%

FLEXIBLE WORKFORCE

The flexibility & goodwill of SBC's workforce has never been more evident than in the last year when responding to CV-19 and when the risk of significant Covid-related staff absences was a serious possibility.

Ensuring that vital new tasks were undertaken in order to support and safeguard Borders Communities during the pandemic in addition to ensuring the continued delivery of essential key, statutory services meant the need to re-train and, at times, relocate staff into various different roles.

Some examples of where training & redeployment of staff took place to ensure the continued delivery of existing, key statutory services include:

- Parks staff to support burial & cemetery operations
- Roads, Parks & Waste Treatment staff to support Waste Collection loading, driving, deliveries & "support driving" operations
- Roads & Parks staff to support Community Recycling Centre traffic management activity
- Catering staff to support Waste Treatment Weighbridge operations

- Catering & Cleaning staff to support Catering, Cleaning & Laundry activity in Care Homes

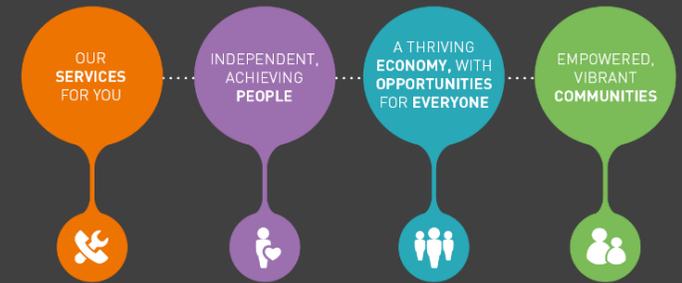
Some examples that ensured SBC were able to respond to CV-19 and support our Communities include:

- Roads, Estates & Cleaning staff involved in the delivery of PPE to schools, Hubs, etc
- Passenger Transport & Catering staff were involved in food parcel deliveries
- Passenger Transport providing Hub transport for key worker children
- Catering & Passenger Transport providing weekly deliveries of food parcels to people shielding
- Roads staff delivering I-Pads to schools
- Estates staff & Architects supporting Community Hub & Test & Protect activities

Continuing to work flexibly with our workforce provides us with an opportunity to develop SBC in a way which benefits both staff & the Council and which allows us to meet our communities needs, while prioritising & improving the delivery of Council Services across the Borders.

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SBC – STRIVING TO BE A PAPERLESS COUNCIL

Throughout 2020-21, SBC continued to work on a range of initiatives to support its vision of being as paper-free as possible:

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A trial of the Royal Mail **Print to Post** service has been undertaken with 21 staff members from Business Support, Enforcement Team, Countryside Access and Protective Services. Mail is uploaded to a Royal Mail site and their partner, CFH, print and post the document on our behalf. The service removes the reliance on office based staff to process and send letters. Initial feedback from the trial has been positive with plans developing to roll it out to further services in the future.

Citizen Space has dramatically changed how the Education department process applications. The CV-19 Pandemic meant it was no longer practical to process paper applications and alternative methods needed to be found. Through the use of Citizen Space, over 2,000 applications for National Entitlement Cards, Education Maintenance Allowance and Music Instruction were processed electronically. The use of this digital platform removes the need for paper applications to

be submitted, as well as reducing the manual processing time. The information is submitted and is then immediately available electronically.

Education Enrolment is a further process that has moved online. This is in direct response to the CV-19 pandemic and removes the need for parents/carers to attend schools to provide proof of identity documents as they can now be uploaded. The use of JADU and MS Forms has enabled the entire enrolment process to be moved online and managed digitally – improving Data Protection and customer experience.

Three Primary Schools have been trialling the use of **CYPAD Kitchen Manager** devices. The devices enable catering staff to complete orders direct with suppliers, maintain temperature check records, complete timesheets, etc. Digitising these processes allows information to be available to central management teams in real time and removes the need for paper processes and records to be maintained. The results of the pilot will be used to inform future feasibility.

The **Print Rationalisation Programme** was completed over 116 SBC sites outside of HQ, reducing printing devices from over 1300 to 546. Print requests have reduced as devices are not as easily accessible.

Inspire Learning has allowed coursework to be submitted, marked and feedback to be given electronically between teachers and students. Creating potential opportunities to reduce the number of print devices needed in schools.

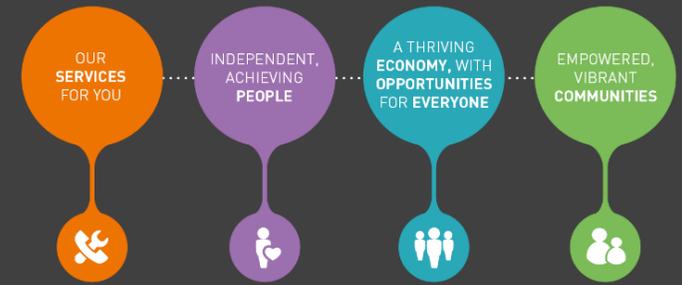
MS Forms has streamlined the process for ordering PPE Equipment. The form gives greater controls over what can be ordered and through the use of Power Automate, triggers actions with the necessary teams based on the information provided. This has removed the need for multiple order forms to be collated and processed by Business Support staff.



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MS TEAMS REVOLUTIONISED HOW WE WORK

Microsoft Teams was launched Council-wide in **April 2020**, prior to this launch it was available to a Pilot group of ~100 staff.

Uses/Benefits

Due to CV-19 pandemic, Microsoft Teams has been widely used as the primary means for SBC staff to conduct safe, secure virtual meetings, video calls and chat. It enables out staff to effectively collaborate with colleagues, from any internet connected location at any time, with **over 2,000 SBC staff members** regularly logging into Teams each month.

There are **20,000 1:2:1 calls** being made each month and **800 Teams sites** have now been setup. SBC staff hold over **8,000 meetings** on Teams each month, not only with internal colleagues but with external participants also. Prior to the pandemic, the majority of these interactions would have been done face-to-face.

Teams has reduced isolation by bringing colleagues together over this challenging period as the majority of office based staff have now worked from home for over a year. This teamwork tool improves productivity and boosts employee morale and motivation.

Teams has allowed Council Committee Meetings to continue to be held and broadcast using Teams Live Events during the pandemic.

By utilising this digital technology, the volume of documents printed for meetings has reduced as documents are attached, circulated and shared before, during and even available after the meeting. By having easily accessible meetings on Teams, the

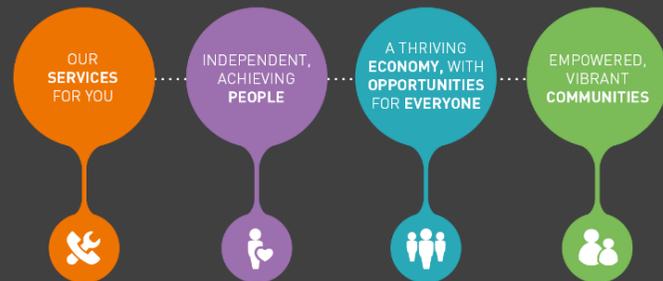
requirement for staff, and the staff of partner organisations, to travel to meetings has been dramatically reduced, there are an unlimited number of instantly available virtual meeting rooms, removing barriers of geography and available meeting spaces. Staff are able to attend multiple meetings in close succession, by pressing the 'Join' and 'Leave' button and they also provide an opportunity to dip in and out of meetings with ease. By collaborating actively within Teams, inefficient back-and-forth email messaging is reduced.

Going forward, and as CV-19 restrictions are further eased, Microsoft Teams has the ability to continue to be the default meeting solution, collaboration and communication hub for staff, our partners and service users as hybrid working becomes a new normal encouraging staff autonomy, flexibility and a high performance workforce.



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INSPIRE LEARNING

Inspire Learning already had a challenging deployment timescale even before the impact of CV-19. During 2019-2020 we deployed devices to all teachers and students in secondary schools and then during academic year 2020-2021 we were to focus on deploying to teachers and P6/7 students in primary schools. CV-19, and the associated restrictions culminating in most students learning from home for an extended period, greatly increased the need to complete the deployments significantly ahead of our original timescales.

Secondary student deployments were due to be completed by the end of June 2020 and the programme was already ahead of schedule for 8/9 schools but Jedburgh Grammar as the final school to receive their iPads did so one day before the start of the first national lockdown and three months ahead of schedule. In May 2020 over just three days **540 iPads and cases were delivered** directly to the homes of all of our primary teachers allowing them an opportunity over the summer to become familiar with their use for teaching and learning.

In June 2020 we began to deploy **3,600 iPads** directly to the homes of all of the students in P6/7 and S1, to ensure they all had a device in time for the resumption of in-school learning on 11th August 2020. This was almost eleven months ahead of our original timescale.

The original scope of the project was extended to include all new P4 and P5 students. A further **2400 iPads** were deployed, this time to schools, to meet the needs of the two additional year groups by the first week in September 2020. These devices were subsequently distributed to students in school immediately prior to the October half term break. Throughout this time teachers and students were fully supported both from a technical perspective and in the use of devices in teaching and learning.

Equity of access and the desire to raise attainment levels in schools were already central to the Inspire Learning project. The challenges brought by CV-19 and all associated restrictions meant we had to realise these benefits and others within a much tighter timeframe.

Uniquely within the UK, for the greater part of the pandemic, Scottish Borders has had the infrastructure and resources in place to offer a fully managed remote learning solution for all students from P4 to S6.

The Inspire Learning project competed in two categories of the **Local Government Chronicle (LGC) Awards in 2020**. Firstly in the **FUTURE PLACES** category for councils that have worked creatively with technology to make the area they serve more prosperous, liveable, and resilient in the face of likely social, economic, demographic, political or environmental need. Secondly, in the **PUBLIC/PRIVATE PARTNERSHIP** Category which recognises councils who work with Private or voluntary sector organisations to devise better more efficient services. Inspire Learning is run in partnership with SBC's IT partner CGI alongside XMA and Apple. **Inspire learning won in both categories.**



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INSPIRE LEARNING – WHAT OUR PARENTS, TEACHERS & STUDENTS HAVE TO SAY...

Thank God for the iPads!

She has loved how she can just speak to her teacher right away and then she can talk to her friends

Hard to imagine what learning would look like without it

Been fantastic for continuing education at home.

Parents...

Both parent and child finding it beneficial

No challenges getting connected

It's making learning at home so much easier and straight forward

So encouraged by the variety of work my students are handing in!

The fact that the iPad is mobile and you can take them anywhere. Especially good for filming learning and getting instant feedback!

Great for keeping in touch with pupils.

Staff are using screen recording on the iPads to video learning and popping this into Teams

Thank goodness for impactful collaboration using Teams!

The school has transitioned easily to working in a new way with the full support of the Inspire team if we have needed anything.

Teachers...

Lifted my spirits being able to use my iPad to chat with my colleagues again

Fantastic Art that has been created on the iPad - amazing!

Staff still working on Apple Teacher and Microsoft MIE badges

Knowing they have an iPad means I can set a variety of different types of learning

It has been great for collecting in work and marking it on the screen with my Apple Pencil.

It gives pupils feedback quickly

The lesson was easy to follow and it was delivered the same as if we were in the classroom.

They have let me learn at my own pace outside class too.

The iPads have really made the lessons interactive and this has made it much more enjoyable.

The fact that the iPad is mobile and you can take them anywhere. Especially good for filming learning and getting instant feedback!

Having the iPads has significantly improved my English classes

Young People...

Inspire Learning even helps the environment because you are not always using paper

I love the fact that I don't need to take out my laptop every time I need to do some research or create a document

It has really helped me with my essay writing and spelling.

With Inspire Learning I am now able to get clear next steps and my ideas are now legible. I can also access resources anyway and anytime

I have noticed how much easier it is to revise with my iPad

They are a wonderful tool in the classroom.

I'm now able to keep all my files organised for my Highers this year



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LEARNING ESTATE PROGRAMME

Jedburgh Campus Opening:

The Campus was completed in March 2020 but was immediately impacted by lockdown restrictions associated with Covid-19. The Campus opened again in August 2020 but has again been impacted by the second national lockdown.

As this current lockdown rules ease in terms of movement and use of the campus by the community, the fuller benefits of the project can be seen to be realised.

Galashiels Community Campus and Peebles High School:

The overall Learning Estate programme is now focusing on the 2 significant secondary school projects in the Capital Investment Plan in Galashiels and Peebles. Both projects are in early design and consultation stage at the moment. Construction is programmed to commence late 2022 with completion forecast for 2025. Both projects have been granted funding support from Scottish Government through their Learning Estate Investment Programme.

It is intended that the completion of the Galashiels Community Campus will allow for rationalisation of the Queens Leisure Centre, the swimming pool and possibly the Focus Community Centre within the town.

Peebles High School project is principally focused on replacing the part of the school lost to the November 2019 fire but a recent report to Council in January 2021 has identified that there are timing and disruption benefits to providing a complete new building solution.

Hawick High School:

The third major secondary school in Hawick is also currently at early design stage. It would be proposed that community based consultation will take place later in 2021. The project is likely to complete by 2027.

Earlston Primary School:

The Capital Investment programme also shows that the existing primary school in Earlston will be replaced with a new build that offers the ability to allow for improved community use, a relocation of the town's medical centre for General Practice and the proposal to bring the public library closer to the town centre from its current location within the secondary school. The project will also include an early years centre. This project is forecast to complete by 2024/25. Community consultation is programmed for Autumn 2021 on the overall proposals.

Eyemouth Primary School:

The final Learning Estate project within the current Capital Investment Plan will see the option to create enhanced learning in Eyemouth through the potential to create a learning campus approach. A consultation process is currently underway within the community to seek views for 3 options of how to deliver this enhanced learning. Subject to the findings of the consultation, the project would be able to be completed by 2024/25.



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CONNECTING SCOTLAND

The Connecting Scotland programme, delivered by Scottish Council for Voluntary Organisations (SCVO) on behalf of Scottish Government, was launched in response to the pandemic to help support vulnerable people get online. Individuals are provided with an appropriate internet enabled device (Chromebook or iPad), access to connectivity (a mobile hotspot and 12 or 24 months of data) and paired with a digital champion.

SBC, and other organisations, identified those who faced barriers to digital inclusion, and was originally targeted to those who were shielding and clinically vulnerable from CV-19, but since then additional phases of the scheme have been rolled out, offering devices to other vulnerable groups.

Those other phases of Connecting Scotland included households with pre-school and school age children and young care leavers on low incomes, and people who are older or those with a disability. Once these phases are complete, the Connecting Scotland programme will have **supported 834 people in the Borders**.

SCVO provided SBC staff with digital champion training enabling them to assist recipients with their device and getting online. The digital champion 'buddying' is provided for a period of six months, it is delivered remotely and at a pace that suits the learner. The focus is on mastering digital foundations, building confidence online, and exploring hobbies and interests. Many of the people who were shielding in the initial phase have learned new skills such as how to make video calls with their friends and family and as a result, it is reducing their social isolation.

Furthermore, by providing digital devices, connectivity and learning skills, **recipients are better able to access support from essential services**, most of which are only available online presently.

Feedback from Digital Champions:

"Small steps but progress as my learner initiates her Facetime contact with family far away. Now she takes it for granted that she can see photos of a sister in a care home sent via her niece. The device has made a difference."

"One of my Learners is now confident with their digital skills so we have moved onto resuming Adult Literacies work, as that had to be abruptly halted with the COVID lockdown. I am supporting her to complete her Communications course and get her qualifications."

"I'm enjoying encouraging my learners to explore new opportunities through their iPads. Conversations around what they have learned have been very uplifting. Having these devices has created stronger connections with their family members across the generations in sharing learning around using an iPad, but also enabling contact with family members they have not seen face to face for a long time."



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APPENDIX 3: PERFORMANCE INDICATORS

Trend Key (trends are typically represented over the preceding year)

	Increasing value - improvement		Decreasing value – improvement		Broadly level trend
	Increasing value - deterioration		Decreasing value - deterioration		
	Increasing value – context indicator		Decreasing value – context indicator		

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Planning Permission – Average Time to Determine (Weeks)

Performance Indicators	Basis	18-19	19-20	Q1 20-21	Q2 20-21	Target	Trend	Status
Major Developments	Average Weeks to determine	13.9	12.9	-	-	-	n/a	n/a
Local Devs – Non Householder	Average Weeks to determine	9.0	8.0	9.7	9.2	8.0	↓ 19/20	19/20
Local Devs –Householder	Average Weeks to determine	7.0	6.2	6.2	6.1	8.0	↓ 19/20	19/20

Planning Permission – Application Numbers

Performance Indicators	Basis	18-19	19-20	Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	20-21	Target	Trend	Status
Number of applications	Total number in period	1,369	1,200	257	324	317	357	1,255	-	↗	Context

Observations:

Adjusted data for time to determine continues to be received from Scottish Government twice yearly. Quarters 3 and 4 of 2020/21 is expected to be released in November 21.

No “Major” applications were determined in the first two quarters of 2020-21.

Q1 Local Devs – Non Householder - Although performance has dropped back slightly by this measure, it continues to remain above the national average (11.9). Q2 Performance improved slightly during this quarter and improved compared to the Scottish average, at three weeks faster in determination period compared to the national position (12.2).

Q1 Local Devs – Householder - A slight improvement in performance on the previous quarter by this measure, and still ahead of target and nearly two weeks faster than the

national average (7.9). Q2 Performance remaining relatively steady, ahead of target and about two weeks faster than the national average (8.3).

On both categories, performance has been affected by Covid as the service (and its customers) adapted to new ways of working to accommodate the restrictions that were placed on normal practices.

A total of 357 **planning permission applications** have been received during Q4 2020/21. This is a 39% increase compared to the same quarter in 2019/20. Overall, there is a 5% increase on the number of planning permission applications received throughout 2020-21 when compared to the previous year. An initial drop in numbers following the initial COVID lockdown has been followed by an increase later in the year, the effect of which is likely to be felt in the next reporting period.



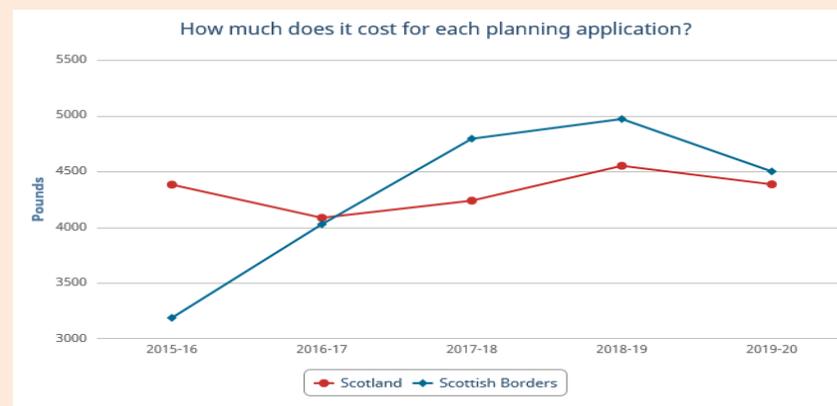
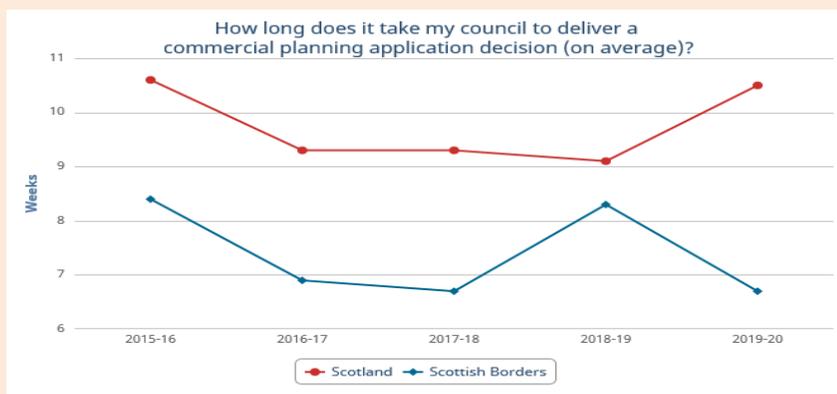
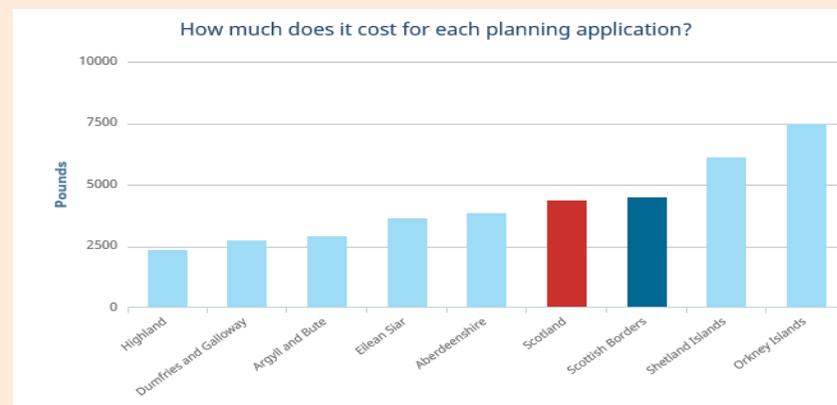
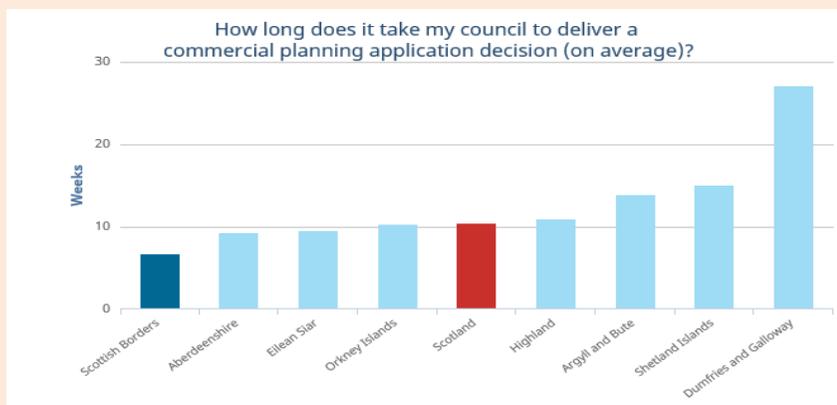
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Planning – How do we compare to others ? (Local Government Benchmarking Framework 2019-20)



Source: Adapted from mylocalcouncil website, latest LGBF family group & national comparisons

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Waste and Recycling

*SEPA verified figs

Performance Indicators	Basis	2019	2020	Q1 2020	Q2 2020	Q3 2020	Q4 2020	Target	Trend	Status
Household Waste Recycled	% Recycled rolling annual basis	47.61%	56.04%	52.20%	55.29%	55.86%	56.04%	-	↗	n/a
Household Waste Landfilled	% Landfilled rolling annual basis	28.67%	0.09%	14.69%	0.03%	0.06%	0.09%	-	↘	n/a
Household Waste Other Treatment	% Other Treatment rolling annual basis	23.72%	43.87%	33.10%	44.68%	44.07%	43.87%	-	↗	n/a
Recycling – Community Recycling Centres (CRC)	% Recycled rolling annual basis	63.56%	75.21%	70.98%	74.01%	74.09%	75.21%	-	↗	n/a



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Observations:

Note: Recycling data is reported on a rolling annual basis. Years relate to calendar years to align to SEPA reporting. Q2 2020 relates to the year to June 2020.

It is important to note that the data used to calculate this indicator has not yet been validated by SEPA and it is possible that some material streams will need to be re-categorised. This may result in an adjustment to performance for the year.

The Councils Waste and Recycling Performance Indicators have shown significant improvement since June 2019. This follows the closure of the Council's landfill site and the commencement of a new residual waste contract, which involves the pre-treatment of waste to extract potentially recyclable material prior to

treatment by Energy from Waste. The latest performance figures show the impact of a full year under the contractual arrangements and we therefore do not anticipate further significant improvements at this stage.

It is worth noting that CV-19 has seen a significant increase in the quantity of waste generated by households as result of lockdowns and increased home working. At this stage the impact on household recycling performance appears to have been limited. However further analysis is required to fully understand the impacts.

The **household waste recycling** performance has increased by 0.17%, from 55.86% to 56.04%. This is

the combined result of seasonal fluctuations in waste generation and the new residual waste contract.

The **household waste landfilled** rate has stayed fairly static, increasing by 0.03% from 0.06% to 0.09% in Q4.

The **household waste other treatment** rate has decreased by 0.20%, from 44.07 to 43.87%. This is the combined result of seasonal fluctuations in waste generation and the new residual waste contract.

The **CRC recycling** performance has increased slightly, 1.12% from 74.09% to 75.21%.

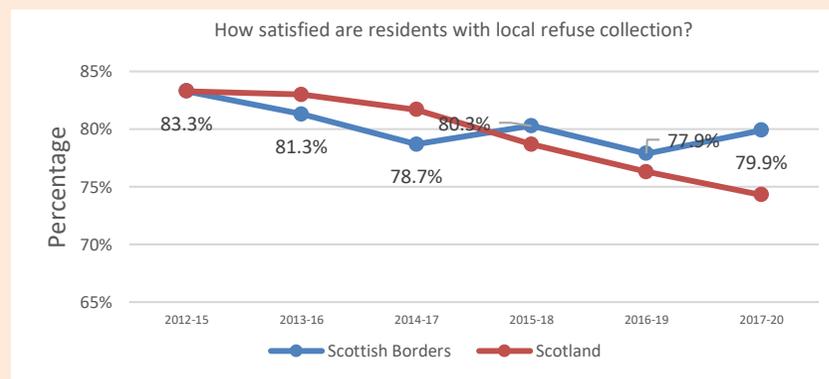
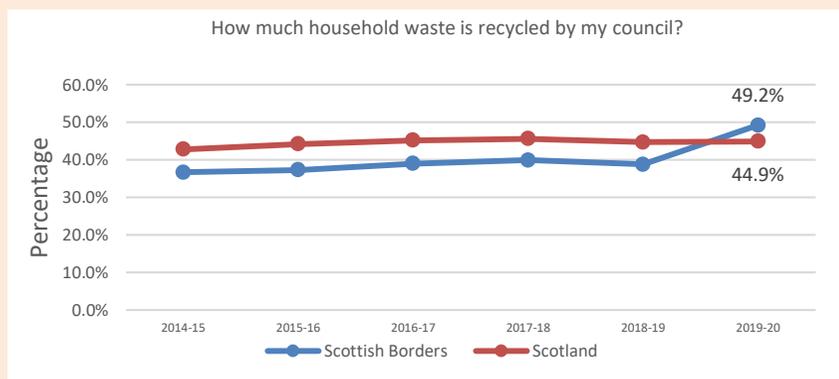
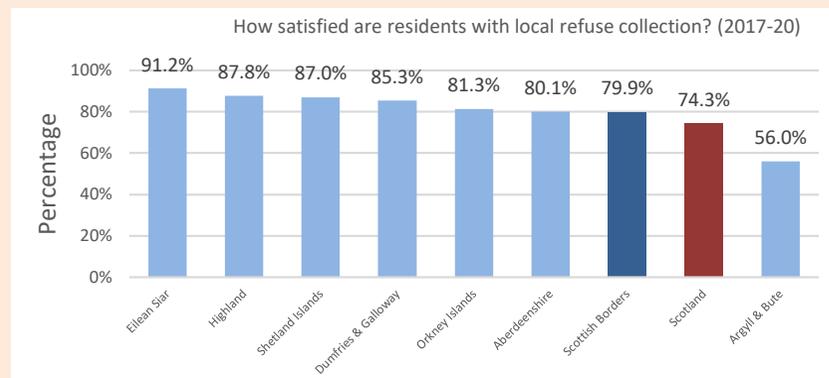
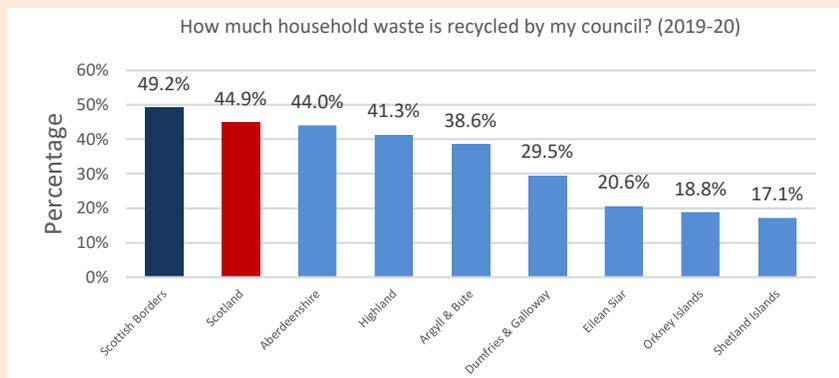
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Waste – How do we compare to others ? (Local Government Benchmarking Framework)



Source: Adapted from mylocalcouncil website, latest LGBF family group & national comparisons

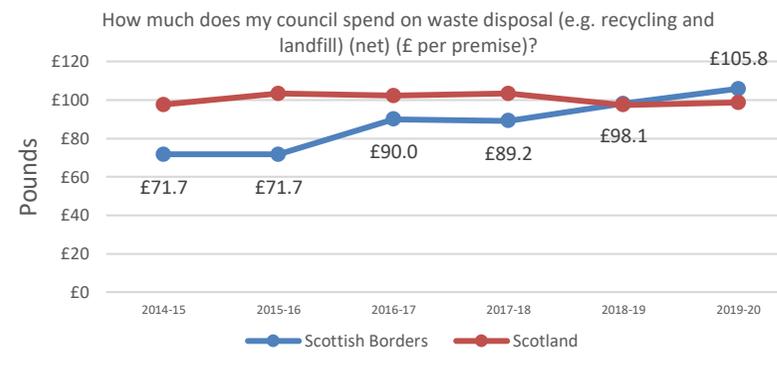
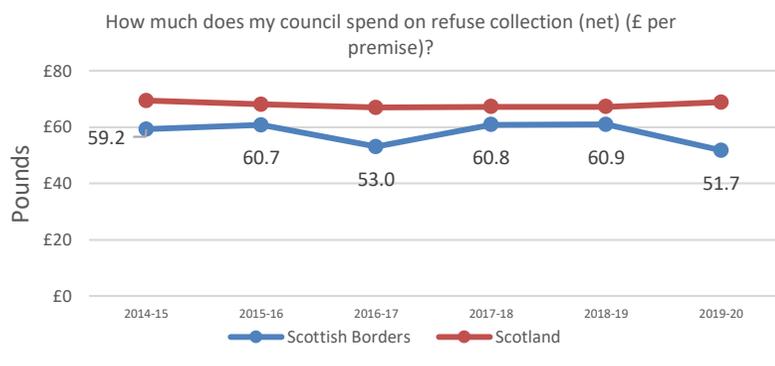
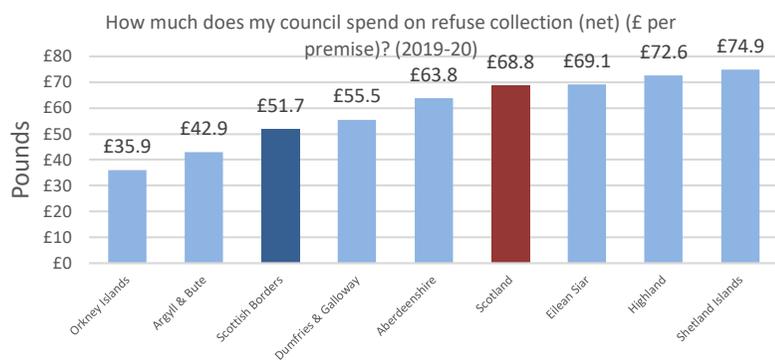
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Waste – How do we compare to others ? (Local Government Benchmarking Framework)



Source: Adapted from mylocalcouncil website, latest LGBF family group & national comparisons

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Energy Use (26 key Sites)

* Vs 2019-20

Performance Indicators	Basis	18-19	19-20	Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	20-21	Target	Trend *	Status
Electricity Consumption	Kwh in period	7,921,217	7,567,839	1,230,205	1,071,409	2,199,464	2,212,303	6,713,382	-	↘	n/a
Gas Consumption	Kwh in period	11,744,733	12,183,596	1,770,887	1,367,029	4,184,827	5,533,532	12,856,277	-	↗	n/a

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Observations:

Note: Figures relate to 26 key sites and include some estimated bills so will be subject to minor changes.

Overall Performance

Overall our energy consumption was 5% higher than the same period last year.

Electricity:

Our electricity in Q4 was 13% lower than the same period last year. Electricity usage decreases are linked to:

- LED lighting upgrades
- Solar PV installations
- CHP installations

Gas:

Our gas consumption increased by 15% in Q4 compared to the same period last year. This increase is possibly due to weather as well as increased ventilation requirements due to CV-19.

Actions we are taking to improve our performance

As part of the transformation programme of works the Energy Efficiency Programme (EEP) is focussed on delivering cost effective energy reductions that represent best value for money while reducing our energy consumption and costs as much as possible.

What we have done:

- ✓ Continued with our programme of LED upgrades on various sites
- ✓ Continued with our programme of installing solar panel arrays
- ✓ Retrofitting oil heating systems with biomass boilers
- ✓ Converting oil boilers to natural gas
- ✓ Installing gas CHP which generates electricity while capturing heat that would otherwise be wasted and using it in our buildings
- ✓ Upgraded aging storage heaters with high heat retention heaters or new quick reacting closely controlled electric heaters
- ✓ Replacing thermally inefficient glazing with high efficiency double glazing

What's coming up:

- Further phases of LED lighting projects
- Construction phase completing for a multi-site energy efficiency project procured through the Non-Domestic Energy Efficiency Framework (NDEEF)
- Looking at ways to maximise renewable energy potential by installing battery systems
- Conducting option appraisals to eliminate expensive and high carbon fuels from our estate
- We are identifying and planning priority work at our most inefficient properties and highest consumers
- We are working closely with our managed services partners to identify and implement efficiency opportunities
- We continue to work hard with our new buildings to ensure they are run as efficiently as possible
- We are actively engaging with new building projects at design concept stage to ensure our new building stock is as efficient as possible and renewable energy opportunities are realised.

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Road Casualties

Performance Indicators	Basis	2018	2019	Q1 20	Q2 20	Q3 20	Q4 20	2020	Trend	Status
Fatalities on Borders Roads	Number in period	11	6	2	0	1	2	5	↘	Context
Seriously Injured on Borders Roads	Number in period	65	68	20	5	16	6	47	↘	Context

Observations:

Note that Road Casualty figures here are reported on a calendar year basis, by quarter.

Tragically there were 2 **fatalities resulting from road accidents in the Scottish Borders** in Q4 of 2020. This compares to a figure of 1 in the previous quarter, while there were no fatalities in the equivalent period of 2019. Overall, in 2020 there were 5 fatalities on Borders Roads. This is a reduction of 1 fatality when compared to 2019 and 6 less than in 2018.

Based on un-validated data there were 6 people **seriously injured as a result of road accidents** in the Scottish Borders in Q4 of 2020. This is 2 more than the equivalent period of 2019 but 10 less than the previous quarter in 2020. The total number of people seriously injured on Borders Roads in 2020 is 21 fewer than in 2019.

OUR SERVICES FOR YOU

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Customer Advice & Support Services

Performance Indicators	Basis	18-19	19-20	Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	20-21	Target	Trend	Status
Housing Benefit New Claims	Average time to process in days	24.20	13.63	21.08	14.42	15.09	17.19	16.99	23.00	↗	On Track
Housing Benefit Change Events	Average time to process in days	6.51	4.90	4.16	6.39	3.94	2.66	3.73	7.00	↘	On Track
Welfare Benefits – People Contacting Us	Number in period	1,329	1,264	278	272	296	280	1,126	-	↘	n/a
Welfare Benefits – Monetary Gain	£m in additional benefits, cases closed in the quarter	£4.537m	£4.916m	£1.174m	£1.074m	£1.030m	£0.960m	£4.237m	-	↘	n/a
Welfare Benefits – Cumulative Monetary Gain	£m in additional benefits, cases closed ytd	£4.537m	£4.916m	£1.174m	£2.248m	£3.277m	£4.237m	£4.237m	-	↘	n/a



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Observations:

Housing Benefit: We are continuing to prioritise new Housing Benefit claims to help assist claimants who may be required to claim Universal Credit instead of Housing Benefit. Although there is an overall increase in the average time to process in 20-21 (16.99) when compared to 19-20 (13.63), the data demonstrates a positive trend throughout the last year – reducing from an average of 21.08 days in Q1 to 17.19 days in Q4. Both housing benefit measures remain well within target.

Welfare Benefits: The number of referrals received in Q4 2020/21 is down on the same period last year. Covid-19 has impacted on the monetary gains, with £506k

less in monetary gains for 2020/21 when compared to 2019/20. Referrals for appeals remain low and there have been delays with the Tribunals Service setting up appeal hearings which left several cases to be resolved. The Early Years Service monetary gains have increased on last year with particularly good take up levels in Best Start Grants, which is paid at three stages from birth to starting primary school.

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Customer Contact

Performance Indicators	Basis	18-19	19-20	*20-21	Target	Trend	Status
Voice interactions logged by contact centres	Number in period	94.8k	87.2k	126.7k	-	n/a	Context
Face to face interactions – logged through CRM	Number in period	61.7k	53.9k	1.6k	-	n/a	Context
Interactions by email	Number in period	6.7k	8.1k	54k		n/a	Context
Web Based Interactions	Number in period	4k	4.1k	5.2k		n/a	Context
Total Customer Contacts	Number in period	167.1k	153.3k	187.5k	-	n/a	Context

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Observations:

*Note: There is a need for technical reports to be developed in order for these measures to be reported on a quarterly basis. This is being progressed with the council's IT provider. *2020-21 figures are provided from the initial lockdown beginning in March 2020.*

CV-19 has significantly impacted and changed how we interact with Customers. This is evident in the interactions reported above and when compared to 2019-20 demonstrate:

- A **664% increase** in the volume of Email interactions;
- A **45% increase** in the volume of Voice interactions;
- A **27% increase** in Web Based interactions;
- A **97% decreased** in Face to Face interactions;
- An **increase of approx. 34,000** Customer Contacts overall.

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Council Tax Collection



Performance Indicators	Basis	18-19	19-20	Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	20-21	Target	Trend	Status
Council Tax Due that was collected	% in period (ytd)	96.84%	96.62%	29.79%	55.48%	81.28%	95.97%	95.97%	96.62%	↘	

Observations:

The **collection of Council Tax** has been impacted by the CV-19 pandemic and the decision to pause recovery action for a significant part of the year. Despite continuing significant challenges collection levels improved throughout 2020-21; however at year end the collection rate is slightly down on 2019-20 by 0.65%. The low reduction in the collection level can be attributed to the relatively low increase in payment defaults during the year, the awarding of Council Tax Reduction, the high proportion of Council Tax which continued to be paid by direct debit and missed payments being paid later in the financial year.

Property



Performance Indicators	Basis	18-19	19-20	Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	20-21	Target	Trend	Status
Capital receipts	Cumulative in year £m	£1.444m	£676k	£14k	£151k	£151k	£645k	£645k	£1.185m	↘	Context
Properties surplus	Number at end of period	30	39	42	41	41	39	39	-	↘	Context
Properties marketed	Number at end of period	5	7	7	7	7	5	5	-	↘	Context
Properties under offer	Number at end of period	16	15	16	15	15	12	12	-	↘	Context

Observations:

The market has been severely affected as a result of the CV-19 pandemic. Four sales were completed in Q4 generating resulted in **total receipts** for the year of £645k. The cumulative target for the year has been reduced significantly to reflect little progress with sales

or prospect of interest in properties currently being marketed due to the on-going pandemic. No further assets have been declared **surplus to the Councils requirements** although this has reduced by 2. There are 5 **properties currently being actively marketed** and 12 now **under offer**. The situation continues to be

reviewed with our selling agents and the sales of industrial development sites are still being pursued with interested parties.

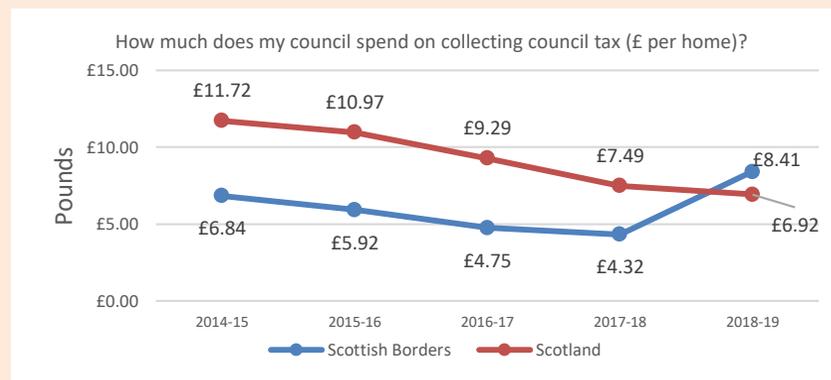
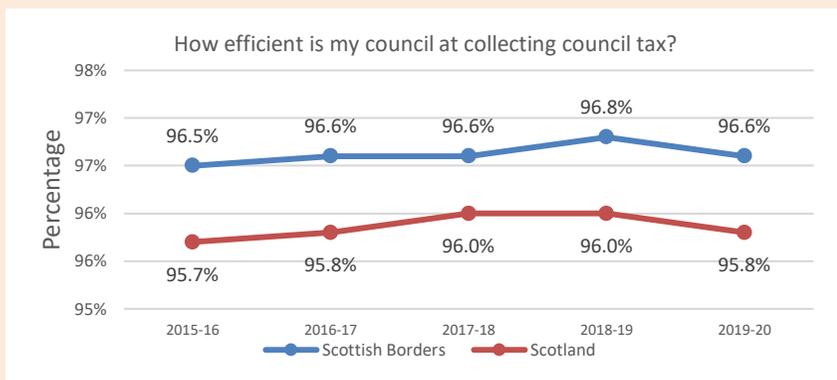
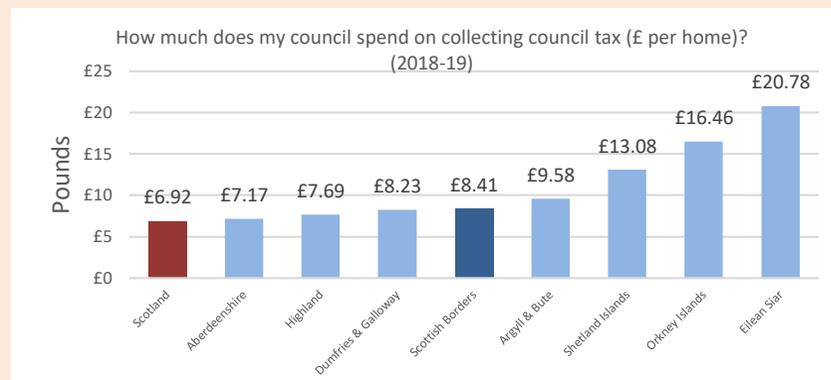
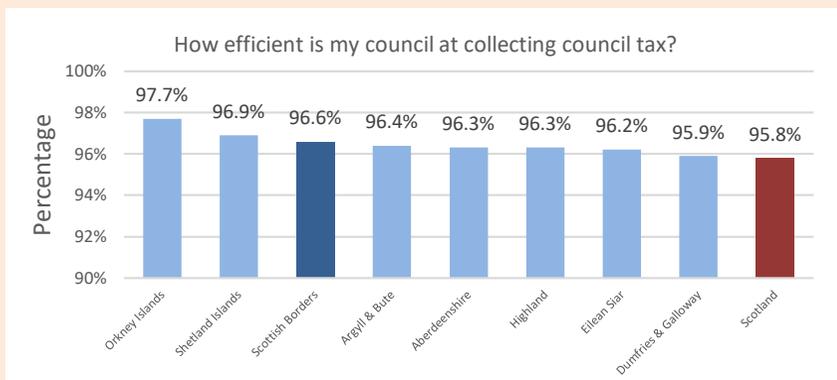
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Council Tax Collection – How do we compare to others ? (Local Government Benchmarking Framework 2019-20)



Source: Adapted from mylocalcouncil website, latest LGBF family group & national comparisons

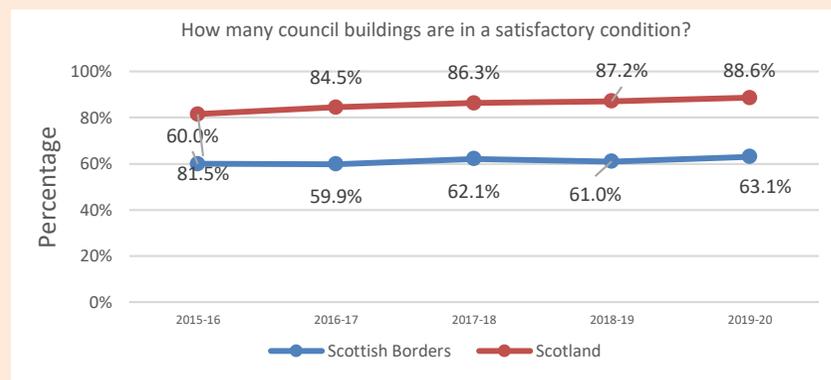
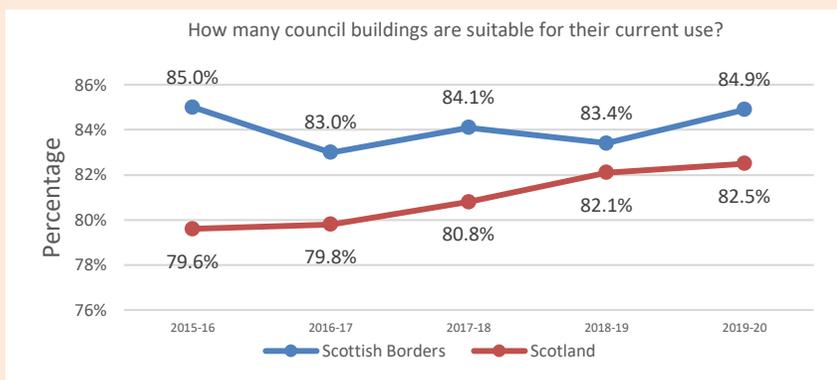
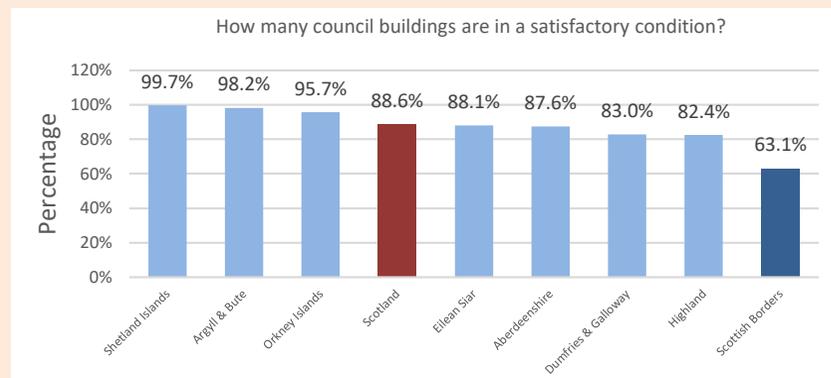
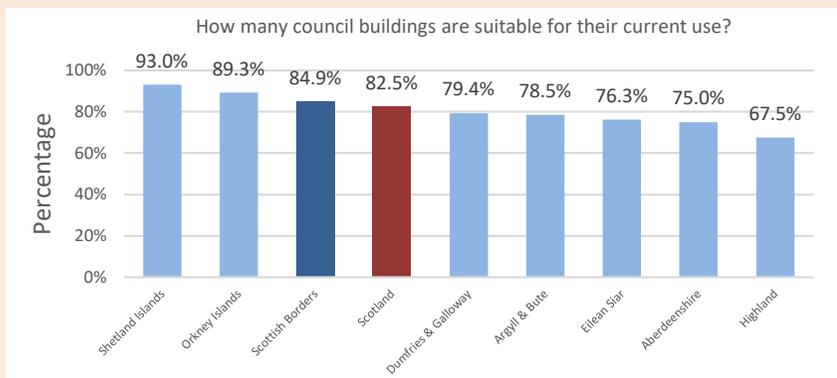
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Property – How do we compare to others ? (Local Government Benchmarking Framework 2019-20)



Source: Adapted from mylocalcouncil website, latest LGBF family group & national comparisons

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Complaints Handling

Performance Indicators	Basis	18-19	19-20	Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	20-21	Target	Trend	Status
Complaints Closed at Stage One avg days	Average time to process in days	4.55	5.1	7.2	8.8	6.71	6.17	7.22	5	↗	Red
Complaints Closed at Stage One within time	% Closed within 5 working days	81.0%	80.6%	73.4%	69.1%	79.05%	71.04%	73.14%	100%	↘	Red
Complaints Closed at Stage Two avg days	Average time to process in days	18.22	19.65	21.8	22.8	17.58	19.48	19.95	20	↗	Green
Complaints Closed at Stage Two within time	% Closed within 20 working days	73.9%	70.2%	46.2%	62.5%	68.42%	61.11%	59.55%	100%	↘	Red
Complaints Closed – Escalated – avg days	Average time to process in days	14.83	20.23	19.5	16.6	17.67	19	18.19	20	↘	Green
Complaints Closed – Escalated – within time	% Closed within 20 working days	78.6%	62.4%	100%	100%	66.67%	60%	81.67%	100%	↗	Red
Number of Complaints Closed	Number in period	645	614	139	233	173	206	742	-	↗	Context



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Observations:

In Quarter 4 (2020/21) we averaged 6.17 working days at the **first stage to respond to complaints**, this has decreased by 0.54 working days when compared to Quarter 3 (7.71). In comparison to Quarter 4 in 2019/20 there has been an increase of 1.27 working days (4.9).

The **percentage of complaints closed within 5 working days at the first stage** has decreased by 8.01% in Quarter 4 (2020/21) compared with Quarter 3 (79.05%). This has decreased by 11.96% when comparing with Quarter 4 of 2019/20 (83%). Quarter 4 (2020/21)

experienced an increase of 1.9 working days to respond to **complaints at the investigation stage** when compared to Quarter 3 (17.58). In comparison to Quarter 4 in 2019/20 there has been an increase of 1.18 working days (18.3). In Quarter 4 (2020/21) there has been an decrease of 7.31% in the volume of **complaints closed within timescales at stage 2**, investigation stage; when compared to Quarter 3 (68.42%). In comparison to Quarter 4 in 2019/20 this has decreased by 16.69% (77.8%). Quarter 4 (2020/21) has seen an increase of 1.33 **days taken to respond to complaints after they have been escalated** in comparison to Quarter 3 (17.67). In

comparison to Quarter 4 in 2019/20 the number of days increased by 1.2 (17.8). The percentage of **escalated complaints closed within 20 working days** has decreased this quarter by 6.67% when compared with Quarter 3 (66.67%). In comparison to Quarter 4 in 2019/20 this has decreased by 2.5%.

38% of complaints were classified as 'Justified' and 56% as 'Unjustified'. In addition 5% complaints were classified as 'Policy'.

OUR SERVICES FOR YOU

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Complaints Handling – How do we compare to others ? (SBC Complaints Annual Report 2018/19)

Complaints Closed by Stage

	2017/18			2018/19		
	SBC	Family Group	Scotland	SBC	Family Group	Scotland
Stage One	75.4%	78.6%	88.9%	78.4%	75.3%	87.1%
Stage Two	20.8%	18.7%	8.4%	17.2%	21.3%	9.7%
Escalated from Stage One	3.8%	2.7%	2.6%	4.3%	3.4%	3.1%

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Complaints Closed by Stage

	2017/18			2018/19		
	SBC	Family Group	Scotland	SBC	Family Group	Scotland
Stage One	4.0	8.6	8.1	4.6	7.9	7.1
Stage Two	17.7	18.2	23.8	18.2	18.5	29.9
Escalated from Stage One	18.0	18.9	15.5	14.9	20.3	23.0

Complaints Upheld / Not Upheld

	2017/18			2018/19		
	SBC	Family Group	Scotland	SBC	Family Group	Scotland
Stage One - Upheld	42.0%	44.7%	65.8%	36.8%	47.9%	64.5%
Stage One - Not Upheld	58.0%	55.3%	33.5%	63.2%	52.1%	34.6%
Stage Two - Upheld	38.2%	36.9%	53.5%	45.0%	36.8%	55.9%
Stage Two - Not Upheld	61.8%	63.2%	46.2%	55.0%	63.1%	44.1%
Escalated from Stage One - Upheld	50.0%	39.6%	54.0%	39.3%	48.2%	52.3%
Escalated from Stage One - Not Upheld	50.0%	60.4%	46.5%	60.7%	51.8%	47.4%

Complaints Closed Against Timescales

	2017/18			2018/19		
	SBC	Family Group	Scotland	SBC	Family Group	Scotland
Stage One	86.4%	64.5%	62.9%	81.0%	61.3%	65.0%
Stage Two	67.4%	79.4%	76.6%	73.9%	71.0%	58.2%
Escalated from Stage One	53.8%	65.3%	61.5%	78.6%	61.2%	67.4%

Sources: Scottish Borders Council Complaints Annual Report 2018/19

OUR SERVICES FOR YOU

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Freedom of Information Requests (FOI)



Performance Indicators	Basis	18-19	19-20	Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	20-21	Target	Trend	Status
% of FOI requests completed on time	% in period	85.8%	88%	81%	83%	89%	88%	85%	100%	↘	
Number of FOI requests received	Number in period	1,418	1,254	197	251	281	230	959	-	↘	Context

Observations:

Performance reporting for Q4 shows that there is a continued decrease in the number of information requests received over the past few years. When compared to 2018 the Council received, 343, this figure slightly increased in 2019 to 363. In 2020, the number dropped to 307 and again in 2021 to 230.

In 2021 of the 214 requests responded to in Q4, 27 were responded to out with the legislative timescales. Departments and FOI co-ordinators report that some requests for information are complex and voluminous, especially if more than two services require input, which sometimes has an impact on other functions. Other reasons for delay include awaiting information from external sources, requests involving input from individual schools and failure to consider the appropriate exemption or exception (including carrying out the necessary test to ensure this can be applied). In addition, Coronavirus is a contributing factor in not reaching the timescales.

The Information Management Team has recommended the FOI Co-ordinators Group meeting. This meeting will take place every quarter to address any ongoing issues and deliver training. As well as departmental co-ordinator training, staff awareness and training sessions are being considered to ensure all staff have a general awareness of information access, records management and, specific role-related training around risk and responsibility (i.e. what information can be placed into the public domain).

Performance is reviewed by SBC's Corporate Management Team on a monthly basis, with response times from individual departments monitored so that any problems or delays can be addressed. Performance information is also discussed at SBC's Information Governance Group on a quarterly basis and improvement actions identified.

The Council always endeavours to respond to 100% of requests within the statutory timeframe. An average of 88% of responses were completed on time in Q4 of 2021.

During the time period January to March 2021 the Council received 7 requests to review the Council's original response. The original response to 4 requests for information was upheld by the Review Group. Additional information was provided to assist the Applicant for 2 requests and 1 was overturned due to an insufficient link to published information being provided.

The Scottish Information Commissioner received 1 appeal in January 2021. The Commissioner has requested the Council's submissions with regards to this application and is with a Solicitor for consideration.

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Social Media

Performance Indicators	Basis	18-19	19-20	Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	20-21	Target	Trend	Status
Facebook Engagements	Number in period	259.6k	516.7k	144.8k	130.1k	123.4k	162.1k	560.4k	-	↗	Context
Twitter Engagements	Number in period	33.2k	58.3k	14.2k	14.5k	10.8k	10.9k	50.4k	-	↘	Context



Observations:

In the fourth quarter of 2020/21 the total reach of all 271 **Facebook** posts on the SBC corporate account was 2,156,610, with 162,116 **post engagements**. The number of followers increased by 532 over the quarter. Our **Twitter** posts during the period were seen 453,380 times, with 10,867 **engagements**. The number of followers increased by 147.

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Assessor – Council Tax Valuation List and Valuation Roll (Non Domestic Rates)



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Performance Indicators	Basis	18-19	19-20	Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	20-21	Target	Trend	Status
Council Tax Valuation List- Time taken to add new properties to the List	% Within 3 months of the date of occupation/completion and the issue of the banding notice	91%	90%	88%	88%	93%	92%	92%	91%	↗	Green
Valuation Roll (Non Domestic) - Time taken to amend the valuation roll to reflect new, altered or demolished properties	% Within 3 months of the date of completion and the issue of the valuation notice	56%	63%	97%	69%	68%	61%	61%	50%	↘	Green

Observations:

These figures are reported annually to Scottish Government. The Assessor Performance Reports are published at www.saa.gov.uk/scottishborders/our-performance/ and other statistical information can be found at www.saa.gov.uk/general-statistics/

The Assessor for Scottish Borders Council is an independent statutory official who is personally responsible for the preparation and maintenance of the Valuation Roll and Council Tax Valuation List for the Scottish Borders Valuation Area. The Valuation Roll contains an entry and a rateable value for every non-domestic property in the Scottish Borders. The Assessor measures performance relating to the time taken for valuation amendments to be reflected in the Valuation Roll within the current financial year. The Assessor reviewed his target to reflect the impact of the CV-19 pandemic in respect of the impact on physical surveys of non-domestic properties. **The number of amendments**

during Q1, Q2 & Q3 are comparable to 2019/20 in part due to the improvement of the accuracy of the valuation roll with the identification of new or split non-domestic properties via the CV-19 Business Grants. At the end of Quarter 4, 61% of valuation amendments were completed within 3 months. Whilst this is showing a downward trend it must be noted that the final annual performance is above the target of 50% with the total *number* amended for 2020-21 exceeding that achieved in the previous year by 26%. The CV-19 pandemic has impacted the number of **new properties entering the Council Tax List** during Q1, Q2, Q3 & Q4. As a result the total number amendments for 2020-21 was 6.5% below that achieved in the previous year. At the end of Quarter 4, 92% of new properties were added within 3 months, above the target of 91%. Since the implementation of the presumption of no survey in 2018 there has been a 10% increase in the *number* of entries added within 3 months.

Actions we are taking to improve/maintain performance:

Valuation Roll – encouraging a “self-service” risk-based approach to reduce the volume of physical surveys and allow desk-top valuations where appropriate. Increased frequency of discussions at individual, group and section level on caseload and work allocation to further improve response time, quality and accuracy. Benchmarking against Assessors with similar geographic areas e.g. Dumfries & Galloway.

Council Tax – maintaining a presumption of no survey. Additional communications to ensure taxpayers inform the Assessor/Customer Advice when they move into a new domestic property. Increased frequency of discussions at individual, group and section level on caseload and work allocation to further improve response time, quality and accuracy. Benchmarking against Assessors with similar geographic areas e.g. Dumfries & Galloway.

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Staff Absence

* SPI Basis

Performance Indicators	Basis	* 18-19	19-20	Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	20-21	Target	Trend	Status
SBC Absence Rate – Staff	Annual absence rate % to end of quarter reported	5.03%	5.23%	4.41%	4.41%	5.73%	5.04%	LGBF	-	↗	n/a
SBC Absence Rate – Teaching Staff	Annual absence rate % to end of quarter reported	3.34%	3.48%	1.72%	1.88%	2.86%	2.59%	LGBF	-	↗	n/a
Staff Absence Rate – SB Cares	Annual absence rate % to end of quarter reported	8.33%	Integrated into SBC figs from Dec-19								

Observations:

Note: Latest figures are not directly comparable with 2018/19 figures which were compiled on an 'SPI basis'. The 2018/19 figures excluded temporary staff with contracts for less than 12 months, and were based on actual full time equivalent (fte) available and absence days, capped at 224/195 days in the year, excluding school and public holiday periods.

The change in absence figures is all linked to the Covid-19 restrictions, the initial lockdown and staff working from home saw a reduction in absence, the easing of

restrictions and return to some elements of normal working saw an increase in the third quarter. Whilst there was an increase in Q3 this was 0.32% lower for staff and 1.25% lower for teaching staff compared to 2019.

2020-21 Annual Figures will be reported following submission to the Improvement Service as part of the LGBF (Local Government Benchmarking Framework) return.

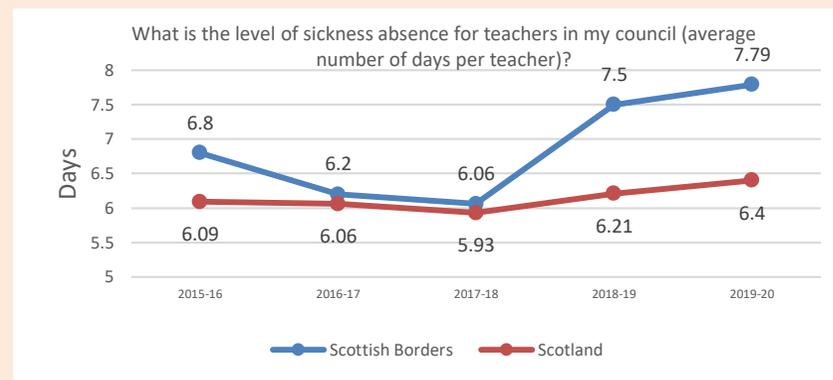
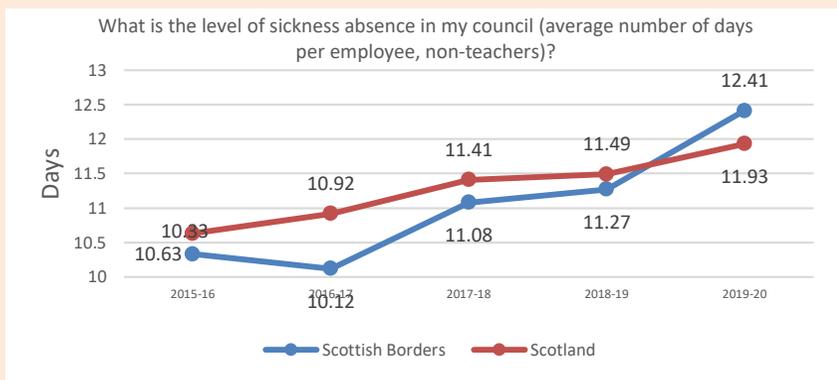
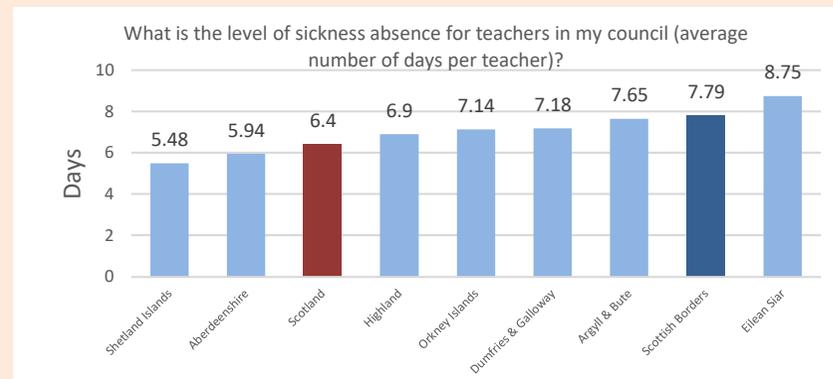
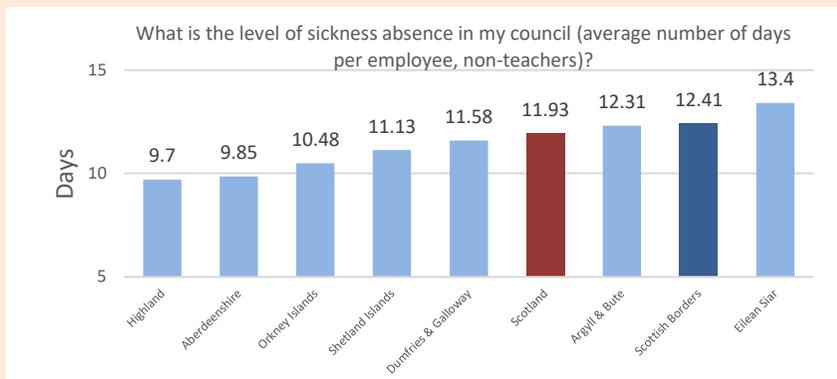
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Staff Absence – How do we compare to others ? (Local Government Benchmarking Framework 2019-20)



Source: Adapted from mylocalcouncil website, latest LGBF family group & national comparisons

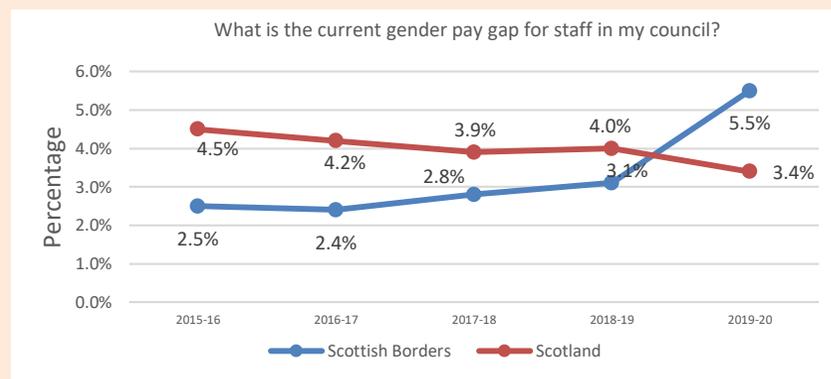
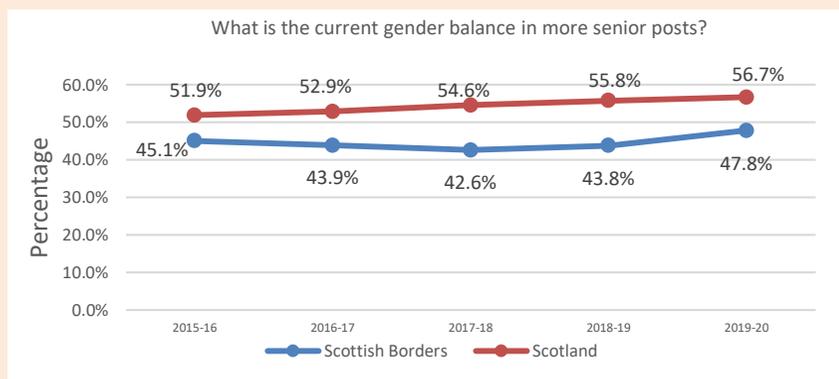
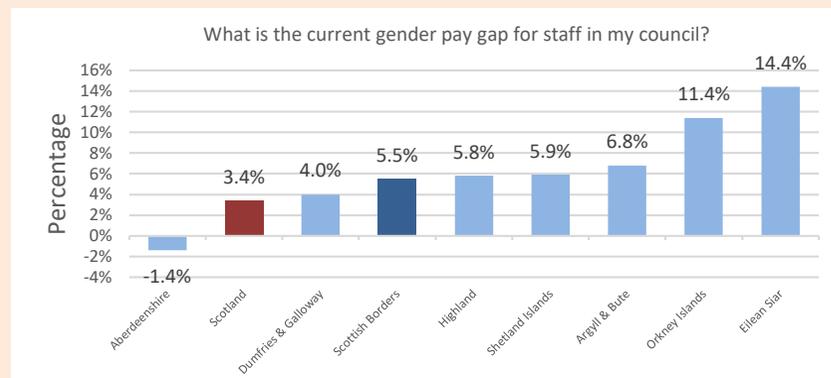
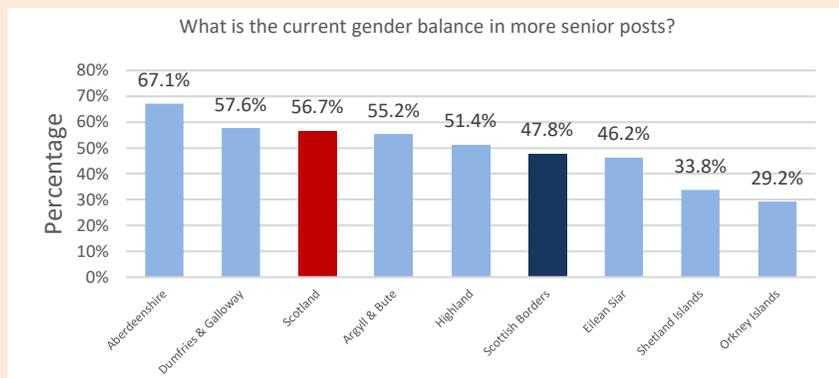
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Gender – How do we compare to others ? (Local Government Benchmarking Framework 2019-20)

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Source: Adapted from mylocalcouncil website, latest LGBF family group & national comparisons

INDEPENDENT, ACHIEVING PEOPLE

OUR PERFORMANCE DURING THE YEAR 2020/21 – APRIL 2020 TO MARCH 2021



Schools

Performance Indicators	Basis	18-19	19-20	Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	20-21	Target	Trend	Status
Attendance – Primary Schools	% Attendance in period	95.3%	94.4%	-	94.2%	94.9%	98.6%	97.1%	95%	↗	On Track
Attendance – Secondary Schools	% Attendance in period	91.2%	91.0%	-	91.7%	90.3%	98.93%	97.9%	92%	↗	On Track
School Attendance – Overall	% Attendance in period	93.2%	92.7%	-	92.9%	92.6%	98.8%	97.5%	-	↗	Context
Exclusion Incidents – Primary Schools	Number in period	31	46	-	1	2	0	3	-	↘	Context
Exclusions (students) – Primary Schools	Number in period	29	38	-	1	2	0	3	-	↘	Context
Exclusion Incidents – Secondary Schools	Number in period	263	158	-	15	32	0	47	-	↘	Context
Exclusions (students) – Secondary Schools	Number in period	236	153	-	15	31	0	46	-	↘	Context
School Exclusion Incidents – Overall	Number in period	294	204	-	16	34	0	50	-	↘	Context
School Exclusions (students) – Overall	Number in period	265	191	-	16	33	0	49	-	↘	Context
School / Nursery Inspections	Number in period	15	5	-	0	0	0	0	-	n/a	Context



Primary
Secondary

launched the **Inclusion Framework** which provides advice and guidance around exclusions.

Observations:
Both **Primary and Secondary attendance** for the year shows an improvement when compared to 2019/20. This can partly be attributed to pupils engaging in online learning as a result of school closures during lockdown.

Similarly, **Primary and Secondary exclusions** have dramatically reduced for the year. This, again, is partly as a result of schools being closed but also, during the 20-21 session Education

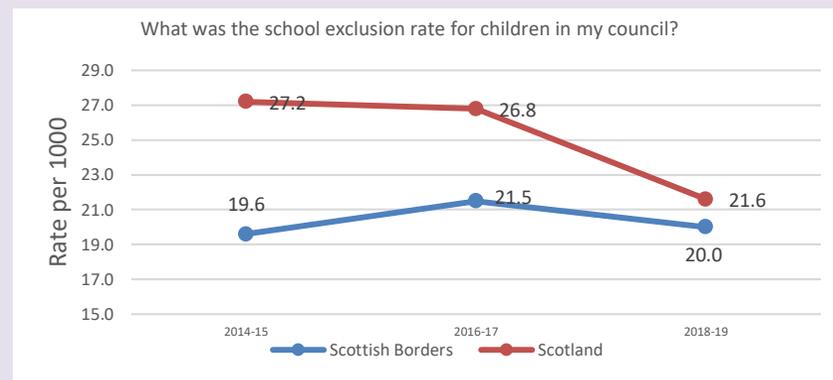
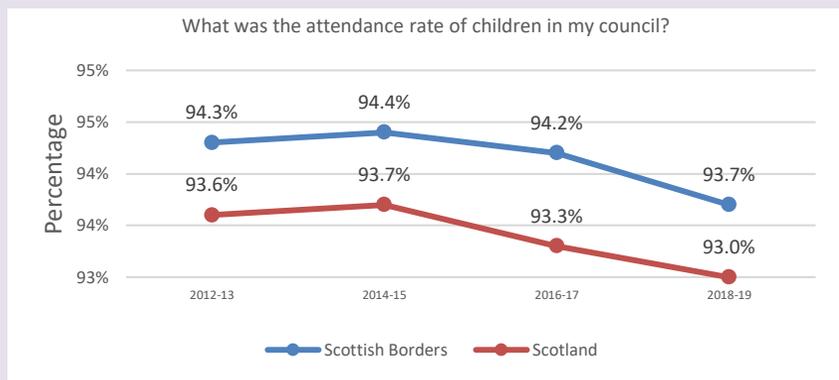
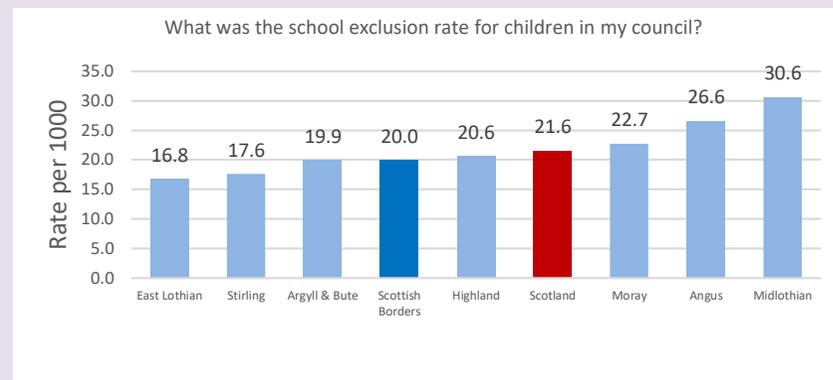
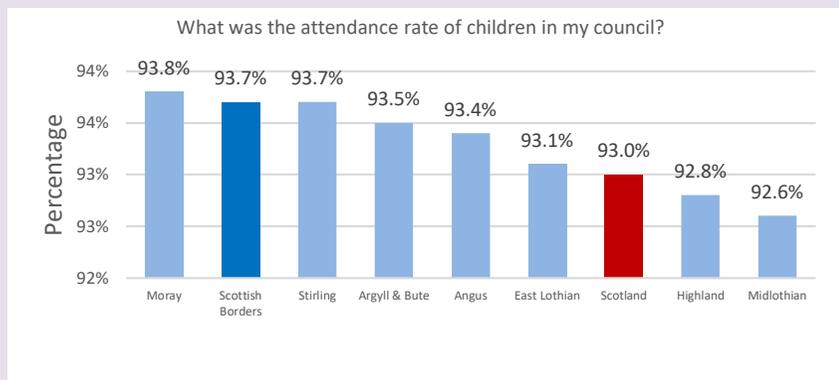
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Children's Services – How do we compare to others ? (Local Government Benchmarking Framework 2018-19)



Source: Adapted from mylocalcouncil website, latest LGBF family group & national comparisons

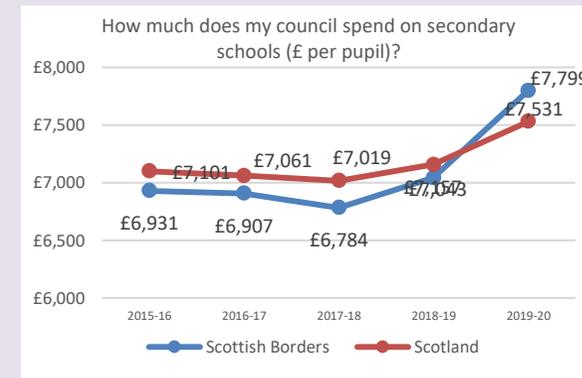
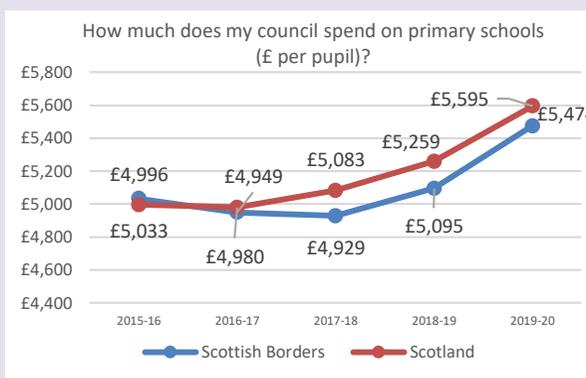
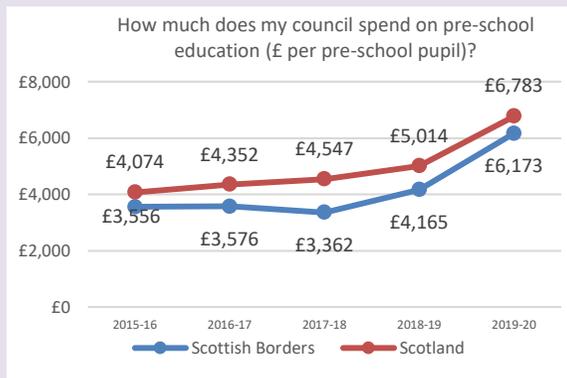
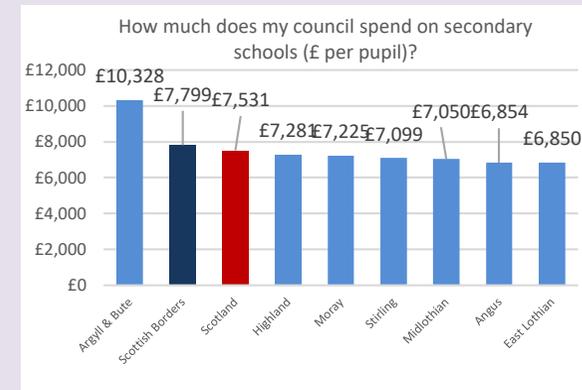
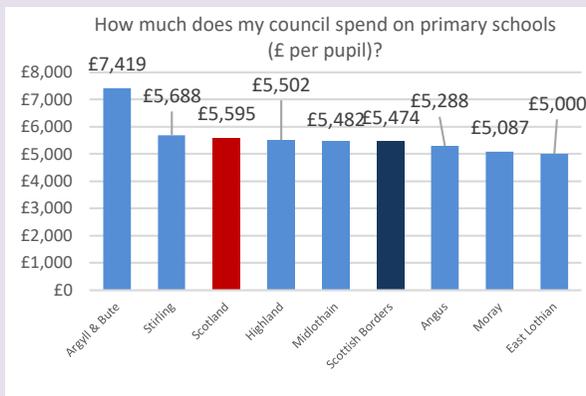
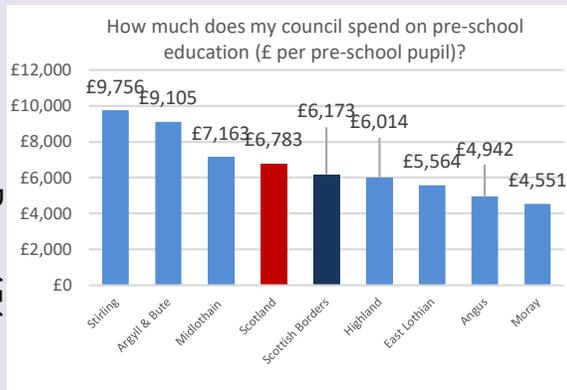
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Spend on Schools – How do we compare to others? (Local Government Benchmarking Framework 2019-20)

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Source: Adapted from mylocalcouncil website, latest LGBF family group & national comparisons

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Children & Families Social Work



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Performance Indicators	Basis	18-19	19-20	Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	20-21	Target	Trend	Status
Looked After Children (aged 12+) in Community Family Based Placement rather than residential	% at end of period	70%	64%	64%	63%	62%	63%	63%	70%	↘	Orange
Looked After Children (all ages) in Community Family Based Placement rather than residential	% at end of period	84%	80%	80%	80%	81%	81%	81%	80%	↗	Green
Number of Looked After Children	Number at end of period	202	200	197	193	181	180	180	-	↘	Context
Inter-agency Referral Discussions - child	Number in period	590	475	80	118	115	109	422	-	↘	Context
Child Protection Register	Number at end of period	46	30	34	46	53	53	53	-	↗	Context

Observations:

Looked after Children (aged 12+) in Community Family Based Placements has continued to decrease over the last year with 63% of this group being looked after in a community family based placement. This is attributed to the incremental implementation of Continuing Care following the Children and Young People (Scotland) Act 2014. Continuing Care is a non-looked after legal status which allows young people to choose to remain in their existing care placement until 21 years of age. Therefore, we have a number of young people in foster care who are no longer considered to be Looked After as they are in Continuing Care placements. Also, over the last 5 years we have seen a continuing rise in young people in kinship care placements (which are community

family based placements and the Continuing Care status is equally applicable to them too).

Looked after Children (all ages) in Community Family Based Placements remains positive and in Q4 has exceeded the 80% target with 81% of LAC being looked after in community family based placements.

The overall **Number of Looked After Children** has decreased for the third consecutive quarter. This is snapshot data and does not take in to account fluctuations throughout the period. This too will be affected by the implementation of Continuing Care.

The **number of Inter-agency Referral Discussions (IRD)** continues to fluctuate over the quarters, there has been an

11% decrease in the number of IRDs carried out in 2020-21 when compared to the previous year. IRD's provide a whole system co-ordinated approach to ensuring vulnerable children are highlighted, supported and their situation monitored to provide stability.

The **number of children on the Child Protection Register** has continued to show an increase at the end of Q3 2020/21. As with the LAC figure, this is a snapshot at the end of the period and doesn't take in to account fluctuations throughout the period. When we compare the position at the end of 2020/21 to that of 2019/20, there is a 43% increase in the number of children subject to a child protection registration.

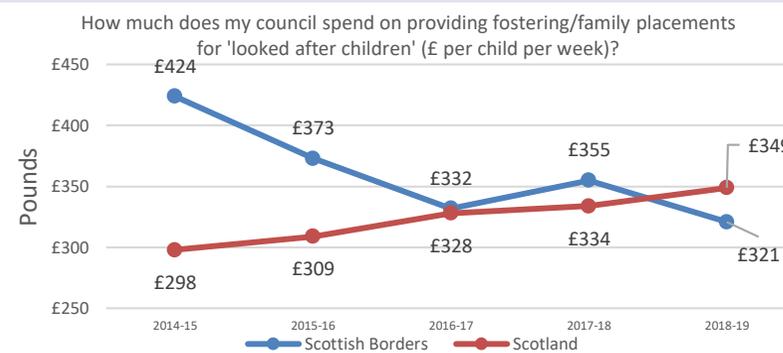
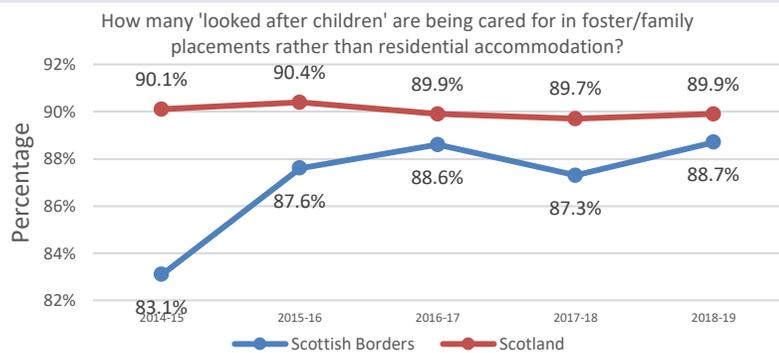
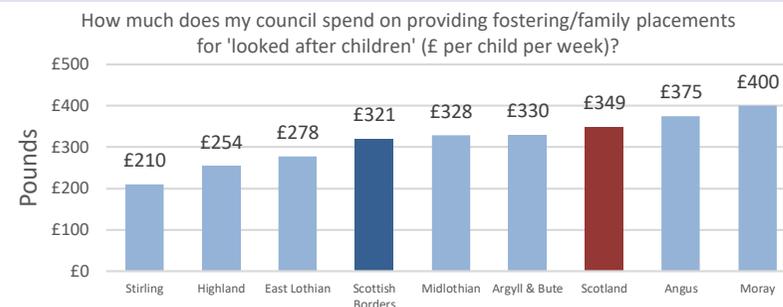
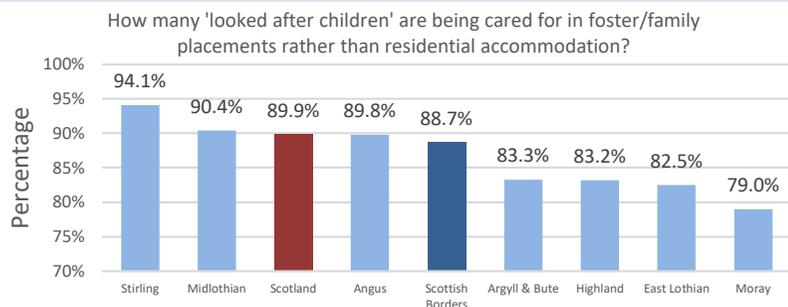
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Children's Services – How do we compare to others ? (Local Government Benchmarking Framework 2018-19)



Source: Adapted from mylocalcouncil website, latest LGBF family group & national comparisons

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OUR PERFORMANCE DURING THE YEAR 2020/21 – APRIL 2020 TO MARCH 2021



Community Learning & Development (Annual Performance)

*3 quarters only

Performance Indicators	17-18	18-19	19-20	*20-21	Trend	Status
Participation – Number of Learners	877	717	685	*274	↓	
Participation - Number of learning programmes delivered	937	896	817	*321	↓	
Achievement - Number of learning programmes that lead to outcomes of: Increased employability	156	204	147	*31	↓	
Achievement - Number of learning programmes that lead to outcomes of: Increased health and wellbeing	635	562	598	*125	↓	
Achievement - Number of learning programmes that lead to outcomes of: Increased skills	374	317	305	*75	↓	
Achievement - Number of learning programmes that lead to outcomes of: Family outcomes	379	326	284	*63	↓	
Progression - Number of learning programmes that lead to: Progression to employment, further learning, volunteering or participation in a community activity	387	484	400	*113	↓	
Progression - Number of learning programmes that lead to: Accreditation (nationally recognised)	273	346	204	*46	↓	

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Observations: (Note: Figs currently compiled on Annual Basis)

Each learning programme leads to the achievement of evidenced learning outcomes. Learners of all ages (9-65+yrs) may take part in more than one learning programme, which is delivered locally, largely in schools and Community Centres, across the Borders. Learning is designed to be accessible to vulnerable learners, including: people with few or no qualifications; socially isolated; additional support needs; living in SIMD deciles 1-3; low income; unemployed; health issues and Looked After Children. Learning programmes include: literacy, numeracy; English for Speakers of Other Languages (ESOL); employability; family learning; transitions for vulnerable young people; building young people's resilience; intergenerational learning; health and wellbeing and skills development.

The impact of CV-19 is apparent in the significantly reduced number of participants. The CLD service has been at the heart of the Community Assistance Hubs and the Council's Emergency Response role over the course of the last year. This, along with lockdown and social distancing, has heavily impacted upon our capacity to deliver learning programmes and achieve their planned outcomes.

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OUR PERFORMANCE DURING THE YEAR 2020/21 – APRIL 2020 TO MARCH 2021



Modern Apprentices

Performance Indicators	Basis	18-19	19-20	Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	20-21	Target	Trend	Status
New Modern Apprentices employed this year	Cumulative in year number	33	39	0	23	24	28	28	-	↘	Context
Number of Current Modern Apprentices	Number at end of period	34	50	49	49	43	45	45	-	↘	Context
Modern Apprentices securing employment with SBC after MA	Cumulative in year number	11	14	1	19	22	24	24	-	↗	Context

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Observations:

There are **currently 45 modern apprentices employed with SBC**. Modern apprentices are undertaking a vast range of learning opportunities in many departments including: Children and Young People, Human Resources, Assets and Infrastructure, Finance, Economic Development and Corporate Services. Many of these apprentices are working from home due to Covid-19 restrictions. Our Apprenticeship Forum is now 100% online offering peer support and access to information and training

There have been 28 **new apprentices employed by SBC** this financial year to date, with further apprenticeship opportunities being planned. This is a slight reduction on 2019-20.

Over the last 12 months 24 **apprentices have secured paid employment** with SBC following their apprenticeship. This equates to 65% of those who finish their apprenticeship during 2020/21 have continued to be employed by SBC.

INDEPENDENT, ACHIEVING PEOPLE

OUR PERFORMANCE DURING THE YEAR 2020/21 – APRIL 2020 TO MARCH 2021



Adult Social Care

Performance Indicators	Basis	18-19	19-20	Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	20-21	Target	Trend	Status
 Adults (aged 65+) receiving care at home	% at end of period	78%	79%	79%	78%	79%	78%	78%	70%	↘	Green
Adults using Self Directed Support (SDS) approach	% at end of period	85.2%	94.4%	94.6%	94.7%	94.7%	96.0%	96.0%	90%	↗	Green

Bed days

Performance Indicators	Basis	18-19	19-20	Q1 20-21	Q2 20-21	Q3 20-21	20-21	Target	Trend	Status
 Bed days associated with delayed discharges from hospital (residents 75+)	Rate per 1000 population, in period	761	656	118	153	165	-	180	↗ Q3	Green Q3
Bed days associated with Emergency Admissions (75+)	Rate per 1000 population, in period	3,544.9	3285.38	513.0	626.5	1,179.2	-	10% Scottish avg	↗ Q3	Red Q3

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Observations:

The data for **emergency admission occupied bed days (age 75+)** shows a significant increase in Q3 compared to the previous quarter (1,179 bed days compared to 626 last quarter). This has brought our performance below the Scottish average of 1059 and outside of the desired target (953.1). This increase is attributed to these figures now including the 4 Borders Community Hospitals.

The rate of **Bed Days Associated with Delayed Discharge** has increased in Q3 2020/21 to 165 (from a figure the previous Quarter of 153). However, this remains well below

the target of 180. The significant dip in Q1 can be attributed to the impact of the CV-19 response on hospital discharges.

Adults using SDS and those **aged 65+ receiving care at home** remains fairly static and above target.

Please note these indicators are under review with the intention of incorporating additional social care measures in the future.

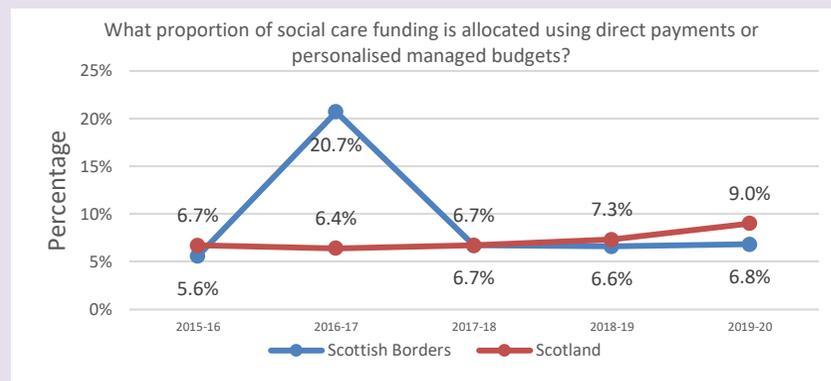
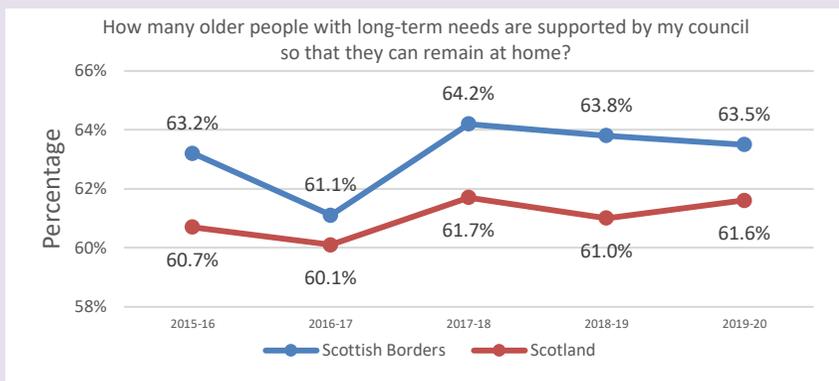
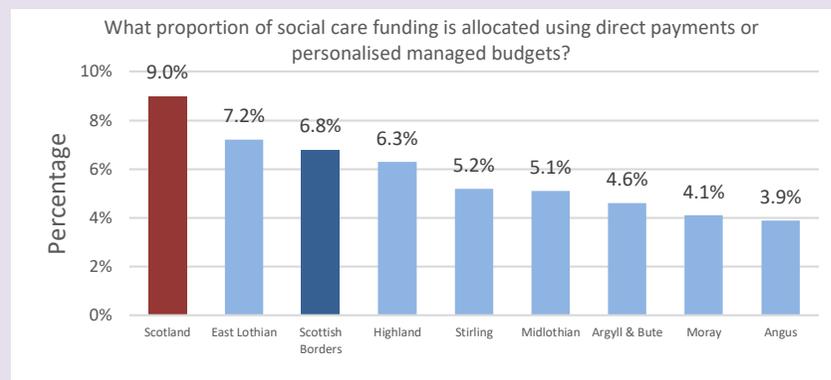
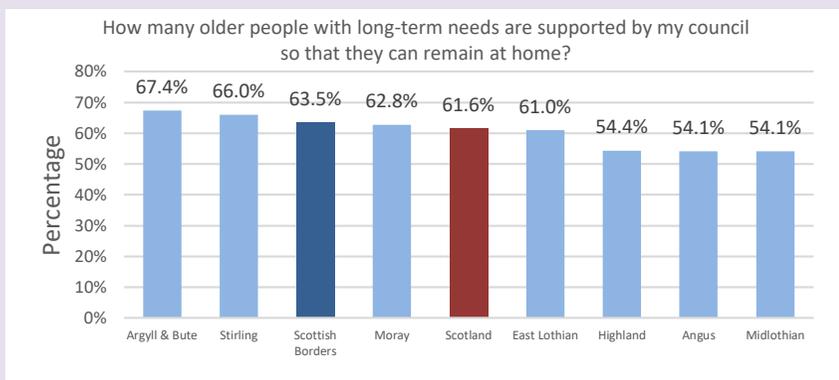
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Adult Social Care Services – How do we compare to others ? (Local Government Benchmarking Framework 2018-19)

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Source: Adapted from mylocalcouncil website, latest LGBF family group & national comparisons

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OUR PERFORMANCE DURING THE YEAR 2020/21 – APRIL 2020 TO MARCH 2021



Adult Protection

Performance Indicators	Basis	18-19	19-20	Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	20-21	Target	Trend	Status
Adult protection - Concerns	Number in period	338	356	63	67	57	51	238	-	↘	Context
Adult protection - Investigations	Number in period	176	205	36	32	34	21	123	-	↘	Context
Referrals To Domestic Abuse Services	Number in year to date	762	693	101	218	323	453	453	* 693	↘	Context
Reported incidents of domestic abuse	Number in year to date	1,005	1,129	329	667	975	Awaited from PS	Awaited from PS	* 871	↗ 19-20	Context
High Risk domestic abuse cases discussed at Multi Agency Risk Assessment Conference	Number in year to date	93	102	35	64	92	123	123	* 102	↗	Context

* Target = 2019/20 Ytd. value

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Observations:

There has been a decrease in the number of **Adult Protection concerns** raised during 20-21 compared to the previous 2 years. This is also true for the number of investigations undertaken in the same periods.

There were 453 **referrals to SBC Domestic Abuse services (Adults)** in 2020/21, which is 240 referrals less than 2019/20 and equates to a 34.6% decrease. The figures for 2019/20 included referrals into the Court Advocacy Service, which is no longer operating. The 2019/20 figure also included referrals into Safe Housing Options and Domestic Abuse Advocacy Outreach, which ceased to operate as separate services from 01/07/2020. The realignment of services has resulted in a reduction in total referrals. However the COVID-19 pandemic has also had an impact on referrals into domestic abuse services resulting in lower than expected referrals.

As government measures to combat COVID-19 are eased it is expected that referrals into the Domestic Abuse Advocacy Support service (DAAS) will start to increase again.

There were a total of 123 **referrals to MARAC** in 2020/21 compared to 102 in 2019/20, which is a 21 referral, 20.6% increase. During the COVID-19 lockdown MARAC has been running via teleconference and agency attendance has been excellent. MARAC will continue to operate via teleconference until normal service can be resumed.

NB: we are awaiting data from Police Scotland for the **Reported incidents of domestic abuse**.

INDEPENDENT, ACHIEVING PEOPLE

OUR PERFORMANCE DURING THE YEAR 2020/21 – APRIL 2020 TO MARCH 2021



Safer Communities

* Target = 2019/20 Ytd. value

Performance Indicators	Basis	18-19	19-20	Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	20-21	Target	Trend	Status
Cases showing agreement or improvement after mediation	% in period	93.3%	90.7%	50%	60%	68%	63.6%	63.6%	80%	↓	Red
% of clients surveyed (Adults) that reported feeling safer on exit from Domestic Abuse Advocacy Support	% in period	100%	100%	Annual				74%	100%	↓	Orange
Referrals to mediation	Number in year to date	123	152	26	33	43	49	49	* 152	↓	Red



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Observations:

63.6% of **mediation cases have shown agreement/improvement** following mediation in 2020/21 against a baseline target of 80%. The success rate has been significantly affected by CV-19 lockdown restrictions. The decrease in success rate is largely due to the impact of the CV-19 lockdown meaning there is little opportunity to conduct mediation through face to face contact. Where possible mediation is conducted through other than face to face contact.

14 of 19 (74%) **clients surveyed stated they felt slightly or much improved safety on exit from the service.** Of the Interviews conducted the majority of clients report having a positive experience working with DAAS. On entry to the service advocates are gaining consent to interview clients on exit from the service, which means interviews are conducted on a representative sample of clients who have worked with DAAS.

A decrease of 103 **mediation referrals** in 2020/21 when compared to 2019/20,

which equates to a 67.8% decrease. The decrease in referrals is largely due to the impact of the CV-19 lockdown and the inability to conduct face to face mediation. Where possible mediation is conducted through other than face to face contact.

INDEPENDENT, ACHIEVING PEOPLE

OUR PERFORMANCE DURING THE YEAR 2020/21 – APRIL 2020 TO MARCH 2021



Safer Communities

* Target = 2019/20 Ytd. value

Performance Indicators	Basis	18-19	19-20	Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	20-21	Target	Trend	Status
Number of reported ASB Incidents	Number in year to date	5,676	5,460	2,360	4,089	5,753	Awaited PS	Awaited PS	* 4,227	↘ 19-20	Context
ASB Early Interventions	Number in year to date	899	804	203	430	614	898	898	* 804	↗	Context
Monitored for ASB	Number in year to date	1,561	1,636	416	834	1,189	1,645	1,645	* 1,636	↗	Context
Group 1-5 recorded crimes and offences	Number in year to date	3,704	3,577	834	1,734	2,635	Awaited PS	Awaited PS	* 2,733	↘ 19-20	Context



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Observations:

9 more people were **monitored for antisocial behaviour** in 2020/21 when compared to 2019/20, which equates to a 0.6% increase. We are currently looking at amendments to the current antisocial behaviour recording system to enable us to better analyse and understand the effectiveness of intervention methods and so improve the approach being taken and as a result improve the outcomes for complainers. There was an initial impact to services due to the COVID-19 pandemic, however responses to issues and monitoring cases are now lower than last year at this point. We are continuously looking at what other agencies do or what diversions can be implemented. A formal process exists between partner agencies to take a consistent approach to addressing antisocial behaviour.

An increase of 94 **ASB interventions** in 2020/21 when compared to 2019/20 for the same time period, which equates to an 11.7% increase. There was an initial impact to services due to the COVID-19 pandemic, however all agencies have now adapted their ways of working and responses to issues and early interventions are now higher than last year at this point. We continue to work as a partnership to share information and respond in a coordinated way. We are using analysis to better understand antisocial behaviour and to improve the approach being taken and the outcomes for complainers.

NB: we are awaiting data from Police Scotland for the **Number of Reported ASB Incidents** and **Group 1-5 recorded crimes and offences**.

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OUR PERFORMANCE DURING THE YEAR 2020/21 – APRIL 2020 TO MARCH 2021



Economic Development and Procurement

Performance Indicators	Basis	18-19	19-20	Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	20-21	Target	Trend	Status
New businesses were created with Business Gateway help	Number in period	218	177	Service suspended during 2020/21.				-	-	n/a	n/a
Businesses supported by Business Gateway	Number in period	1,497	-	Service suspended during 2020/21.				-	-	n/a	n/a
Industrial and commercial properties owned by the council that were occupied	% occupied at end of period	88%	91%	91.3%	91%	91.3%	91%	91%	88%	→	Green
Invoices paid within 30 days	% in period	84%	90%	96%	95%	94%	93%	95%	93%	↗	Green
PCIP Score (Procurement Capability Improvement Programme)	Bi-annual score	78% 2018	n/a	2021/22 PCIP currently under review.				-	-	n/a	n/a
Additional homes provided affordable to people in the Borders, based on our wages?	Number provided in year	191	141	Annual measure				107	128	↘	Red

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Observations:

The current 5 year average **annual affordable housing** figure is circa 142. These annual delivery figures have always varied considerably from year to year due to a number of factors. In 20/21, CV-19 related impacts have included the closure of building sites, a number of delayed site starts, materials shortages, material delivery delays and working days lost due to infection.

Invoices paid within timescales annual performance has risen by 5% to 95% during 2020/21. This increase demonstrates the continuous and sustained improvement in supplier payments despite the challenges of 2020.

During 20/21 to **Business Gateway Service** was suspended in response to the CV-19 pandemic. Subsequently, the role of Business Gateway transferred from SBC to SOSE on 1 April 2021. SOSE will provide quarterly activity reports to Scottish Borders Council. The activity will align with Business Gateway National and SLAED performance indicators. Further information is available within the report presented to the Executive Committee in April 2021 - [Agenda for Executive Committee on Tuesday, 20th April, 2021, 10.00 am - Scottish Borders Council \(modern.gov.co.uk\)](#)

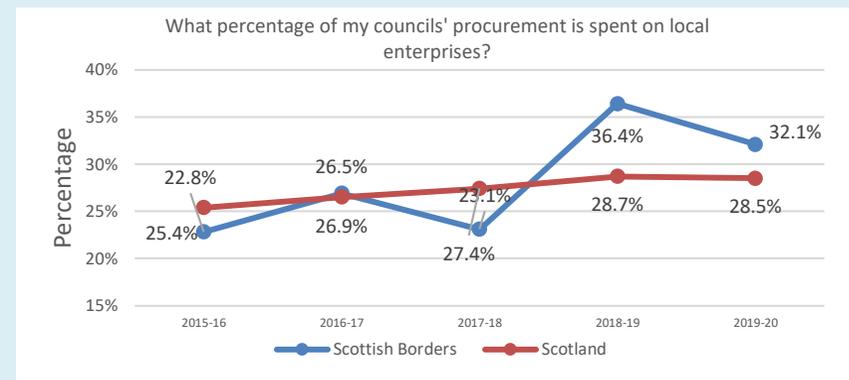
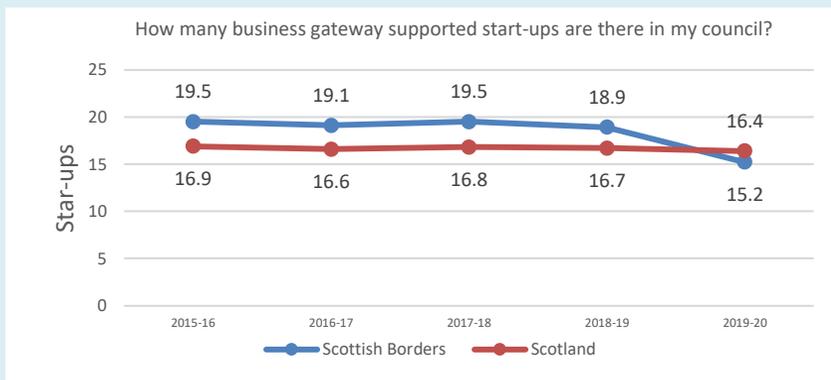
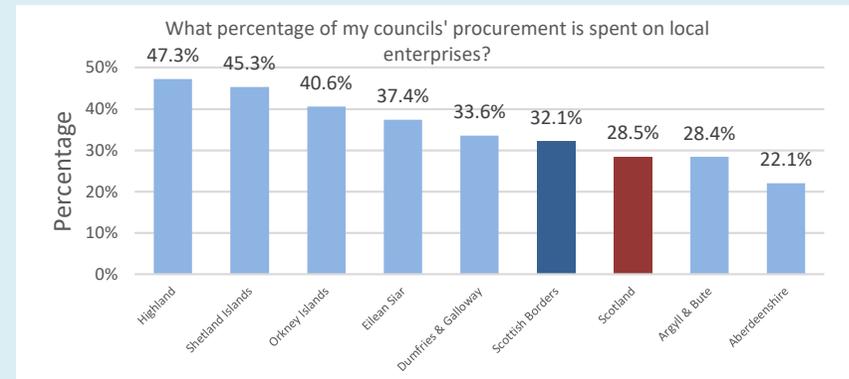
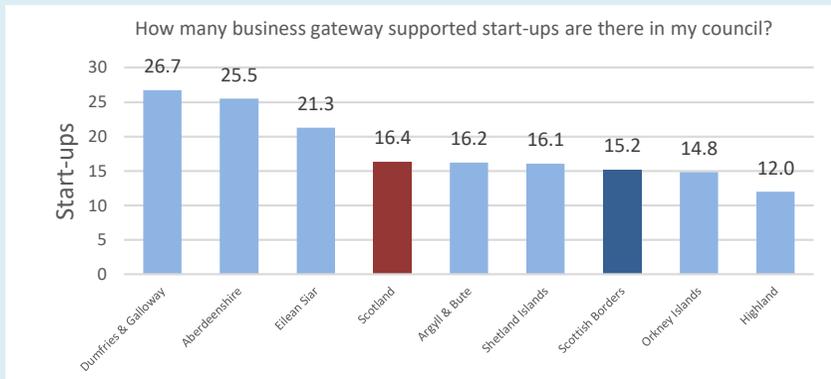
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Economic Development – How do we compare to Others ? (Local Government Benchmarking Framework 2019)



Source: Adapted from mylocalcouncil website, latest LGBF family group & national comparisons

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OUR PERFORMANCE DURING THE YEAR 2020/21 – APRIL 2020 TO MARCH 2021



Employment

Performance Indicators	Basis	18-19	19-20	Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	20-21	Target	Trend	Status
16 - 64 Employment rate	% final quarter in period	75.7%	74.9%	76.9%	78.5%	79.3%	n/a	n/a	73.5% (Scotland)	↘ 19-20	Context
16 - 64 Claimant Count	% final quarter in period	2.47%	2.77%	5.23%	5.6%	5.2%	5.3%	5.33%	6.03%	↗	Context
18 - 24 Claimant Count	% final quarter in period	4.53%	5.17%	9.13%	10.93%	9.9%	9.9%	9.9%	8.4%	↗	Context



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Observations:

The **employment rate of people aged 16-64** was 79.3% in the year to December 2020. The number of those employed in the Scottish Borders rose by 200 this Quarter to 54,800. The rate was above that of Scotland (73.5%) and that of Great Britain (75.4%). Please note this data is received from the Office for National Statistics and lags by a quarter.

The average rate of **people aged 16-64 claiming out-of-work benefits** was 5.3%, lower than the Scottish rate of 6%. At the end of March 2021, there were 3,660 people claiming out-of-work benefits, which is 175 more than at the end of the previous Quarter.

The average rate of **people aged 18-24 claiming out-of-work benefits** was 9.9% in

this Quarter, which was higher than the Scottish average of 8.6%. At the end of March 2021, there were 760 young people claiming out-of-work benefits, which was five more than at the end of the previous Quarter.

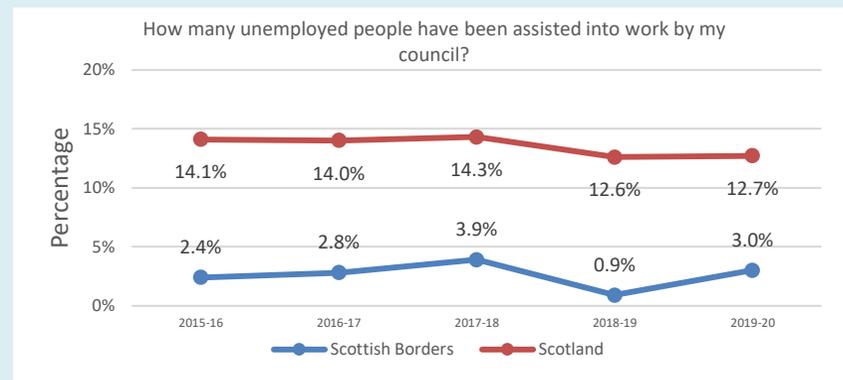
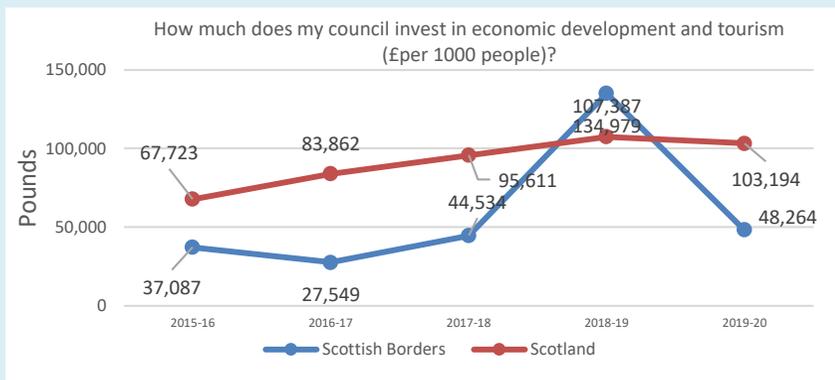
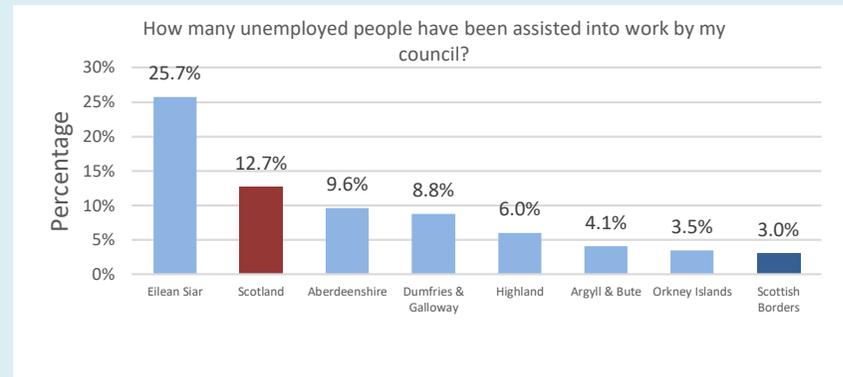
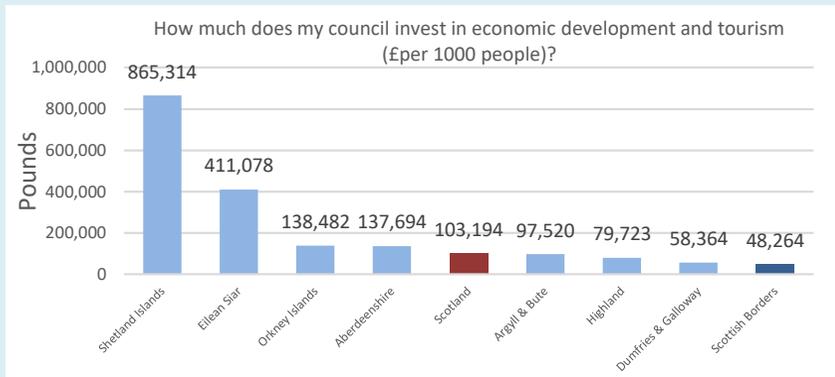
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Economic Development – How do we compare to Others ? (Local Government Benchmarking Framework 2019-20)



Source: Adapted from mylocalcouncil website, latest LGBF family group & national comparisons

A THRIVING ECONOMY, WITH OPPORTUNITIES FOR EVERYONE

OUR PERFORMANCE DURING THE YEAR 2020/21 – APRIL 2020 TO MARCH 2021



Major Projects

Performance Indicators	Basis	18-19	* 19-20	* Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	20-21	Trend	Status
Top Capital projects on target	Number with 'Green' RAG at end of period	18	12	12	17	16	18	18	-	-
Top Capital projects slightly behind target	Number with 'Amber' RAG at end of period	1	6	6	4	5	3	3	-	-
Top Capital projects not on target	Number with 'Red' RAG at end of period	0	0	0	0	0	0	0	-	-

* June 20 RAG's



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Observations:

Note that details of Capital Monitoring are provided to Executive Committee under a separate agenda item.

EMPOWERED VIBRANT COMMUNITIES

OUR PERFORMANCE DURING THE YEAR 2020/21 – APRIL 2020 TO MARCH 2021



Community Empowerment

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	Basis	18-19	19-20	Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	20-21	Target	Trend	Status
Asset transfer requests Received	Number in period	0	4	0	2	0	1	3	-	↘	n/a
Asset transfer requests Agreed	Number in period	3	3	0	0	0	0	0	-	↘	n/a
Asset transfer requests Refused	Number in period	0	0	0	0	0	0	0	-	→	n/a
Community Participation requests Received	Number in period	6	3	0	0	0	0	0	-	↘	n/a
Community Participation requests Agreed	Number in period	3	3	0	0	0	0	0	-	↘	n/a
Community Participation requests Refused	Number in period	2	1	0	0	0	0	0	-	↘	n/a
People carrying out volunteer work with SBC	Number of people volunteering	155 Q4 18-19	181 Q4 19-20	2	151	159	197	197	-	↗	Context

Observations:

One formal **asset transfer request** was received; it was validated on 13 January 2021. The request was subsequently withdrawn on 9 April 2021. One group is still actively exploring whether to pursue an asset transfer and another has a short term lease on a building while finalising their application. A group that had been developing an asset transfer request is in discussion with Council officers to acquire a lease on the property out with the Act. There were no participation requests received during Q4. Two outcome improvement processes, that had been paused, have been restarted meaning that there are six ongoing outcome improvement processes. It is surmised that the lack of **participation requests** received during 2020/21 is due to the global pandemic. Since March 2020 we have seen a huge response from communities, community bodies and the third sector reshaping their services to respond to the needs of their communities. By their very nature, participation requests are much more immediate than asset transfer requests which are developed over a longer period

of time. It should be stressed that groups are encouraged to approach services direct with requests and proposals for getting involvement, the more formal route set out in the Community Empowerment (Scotland) Act 2015 is an option but is not mandatory. Although there hasn't been any formal participation requests, this does not mean that communities aren't participating.

The tightening of restrictions after Christmas saw the number of many activities involving volunteers fall. However, the total number of **people carrying out volunteer work with SBC** shows a slight increase for 20/21 when compared to 19/20. The total estimated economic benefit to the Borders of the recorded volunteering was £4,475.50. This figure includes £4,336.08 provided by adults supporting young people that are participating in the DoE Awards Scheme. The number of volunteers includes 165 registered volunteer Walk It walk leaders although they were only able to record 2 hours of volunteer activity.

For more on performance visit www.scotborders.gov.uk/performance or email performance@scotborders.gov.uk

Correct at time of publication: 27 May 2021

EMPOWERED VIBRANT COMMUNITIES

OUR PERFORMANCE DURING THE YEAR 2020/21 – APRIL 2020 TO MARCH 2021



Community Funding

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Community Fund – Total Value of funding	Basis	18-19	19-20	Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	20-21	Target	Trend	Status
Total Scottish Borders	£ awarded in period	n/a	£198.5k	# £33.2k	# £26.6k	# £158.2k	# £197.9k	# £416.1k	-	n/a	Context
Berwickshire	£ awarded in period	n/a	£17.1k	# £1.4k	# £2.3k	# £35.2k	# £71.8k	# £111.7k	-	n/a	Context
Cheviot	£ awarded in period	n/a	£26.0k	# £2.35k	# £6.6k	# £27.9k	# £41.5k	# £78.4k	-	n/a	Context
Eildon	£ awarded in period	n/a	£88.3k	# £28.1k	# £10.8k	# £22.5k	# £31.9k	# £93.3k	-	n/a	Context
Teviot & Liddesdale	£ awarded in period	n/a	£22.6k	# £1.3k	# £5.2k	# £2.5k	# £36.7k	# £45.7k	-	n/a	Context
Tweeddale	£ awarded in period	n/a	£43.4k	# £0	# £0.8k	# £54.0k	# £16.0k	# £70.9k	-	n/a	Context
Borders-Wide	£ awarded in period	n/a	£1.1k	# £0	# £0	# £16.1k	# £0	# £16.1k	-	n/a	Context
Performance Indicators	Basis	18-19	19-20	Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	20-21	Target	Trend	Status
Neighbourhood Small Schemes Fund	£ awarded in period year to date	£176.7k	£157.7k	£0	£25.5k	£99.9k	£116.7k	£116.7k	-	↘	Context

Observations:

Community fund: Please note that the 2019/20 Community Fund was suspended on 20 March 2020, due to Covid-19, and the 2020/21 Fund opened at the beginning of September. Therefore, the amounts reported will relate to this position until all outstanding applications are progressed and is reflected in the increased figures for Q3 2020/21 onwards.

In relation to the **Neighbourhood Small Schemes Fund**, cumulatively to Q4 2020/21, 53 projects were awarded a total of £116,688. Amounts awarded ranged from £200 to £9,000 and averaged £2,202.

EMPOWERED VIBRANT COMMUNITIES

OUR PERFORMANCE DURING THE YEAR 2020/21 – APRIL 2020 TO MARCH 2021



Community Resilience

Performance Indicators	Basis	18-19	19-20	Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	20-21	Target	Trend	Status
Community Resilience – SB Alert Registrations	Number at end of period	5,266 Q4 18-19	6,211	6184	6,260	6,322	6,458	6,458	10,000 (2 yrs)	↗	
Active community resilience plans	Number at end of period	47 Q4 18-19	55	58	58	58	59	59	-	↗	Context
Progressing community resilience plans	Number at end of period	6 Q4 18-19	0	0	0	0	0	0	-	-	Context

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Observations:

Note: Target for SB Alert Registrations is an aspiration to reach 10,000 over 2 years.

6,458 **people are registered with SB Alert** at the end of 2020/21. The benefits of SB Alert will continue to be highlighted through the social media feeds and Resilient Community Groups to encourage additional sign up.

The number of **Active Community Resilience Plans** increased by 1 in Q4 20/21 bringing the total number of active plans at the end of the 2020/21 year to 59. These plans facilitate the ability of community groups and individuals to respond effectively to local issues and emergencies.

While a majority of communities in the Scottish Borders have signed-up and have plans in place there is still work to do to encourage more sign-ups because of the benefits these plans can have in helping communities mitigate some of the risks associated with emergency situations. Benefits of resilience plans include:

- Identifying a single point of contact for co-ordinators
- Provision of equipment

- Communities are better able to recover after emergency situations (e.g. severe weather).

More information about community resilience can be found at: https://www.scotborders.gov.uk/info/20008/emergencies_and_safety/191/resilient_communities

During the Covid-19 Pandemic a number of Community Council areas set up new Resilient Community Groups to assist with the response to the Pandemic. All of the existing and new groups have assisted within their communities from delivering shopping, prescriptions etc. to making hot meals and carrying out general assistance for the vulnerable and older people within their communities. This work has been excellent and has ensured that those who require support and assistance have received it from volunteers within their local community.

EMPOWERED VIBRANT COMMUNITIES

OUR PERFORMANCE DURING THE YEAR 2020/21 – APRIL 2020 TO MARCH 2021



Community Benefits



Performance Indicators	Basis	18-19	19-20	Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	20-21	Target	Trend	Status
Contracts awarded with community benefit clauses	Number during period	26	18	8	2	2	2	14	-	↘	Context
Employment opportunities delivered as a result of community benefit clauses	Number during period	25	46	9	2	20	8	39	-	↘	Context

Performance
2020/21
Q3

Observations:

During this reporting period **contracts awarded** that contained a community benefit clause included:

- Internal Wall Insulation (HEEPS)
- Winter Maintenance Assistance Framework Agreement

Q4

- Pension Investment Consultancy
- Health and Social Care – Aids to Daily Living Equipment

Actions we are taking to improve/maintain performance:

It should be noted that the number of the contracts awarded and start dates of those contracts will be subject to natural variation dependant on the timing of contract award, scope and scale of contract opportunities from the Council. It is therefore not possible to trend this indicator on a short term basis.

The number of **new employment and skills opportunities** created during this reporting period was still impacted due to the CV-19 pandemic and the associated restrictions.

The following new start employment opportunities were however realised from the following projects:

Q3

- The Hawick Flood Protection Scheme – 16 New Starts, 1 Existing Apprentice
- Repairs and Maintenance Framework - 2 New Starts, 1 Apprentice Start

Q4

- The Hawick Flood Protection Scheme – 7 New Starts, 1 Existing Apprentice

During this reporting period work experience has still not been available due to the ongoing impact of the restrictions due to the pandemic.

As evidenced by the new opportunities noted above, the Property Repairs and Maintenance local Framework Agreement and the Hawick Flood Protection Scheme contract continue to support the local economy through a wide range of employment and apprenticeship opportunities.

Actions we are taking to improve/maintain performance:

Monitoring of all contracted community benefit clause is in place to ensure delivery is achieved.



APPENDIX 4: PERFORMANCE INDICATOR SCHEDULE

OUR PLAN for 2018-23 and your part in it

PERFORMANCE INDICATORS SCHEDULE



Our Services For You

Indicators	Quarterly (#Exec)	Annual (*LGBF)
Planning Application Times	•	Bus & Ind
Planning Application numbers	•	
Cost Per Planning Application		•
Waste Treatment/Recycling Rates	•	Household
Adult Satisfaction - refuse collection		•
Net cost of waste collection per premise		•
Net cost of waste disposal per premise		•
Energy Consumption & Costs By Fuel Type	•	
Road Casualties - Killed & Seriously Injured	•	
Housing Benefits Processing Times	•	
Welfare Benefits - Referrals & Monetary Gain	•	
Customer Interactions By Channel	•	
Council Tax - Collection Levels	•	•
Cost per dwelling of collecting council tax		•
Operation Buildings % - Suitable for current use / Satisfactory Condition		•
Capital Receipts Generated	•	
Properties Surplus / Marketed / Under Offer	•	
Complaints - % Within Timescale	•	
Complaints - Days to respond	•	
Complaints - Numbers	•	
FOI's Received & Completed on Time	•	

Indicators	Quarterly (#Exec)	Annual (*LGBF)
Social Media Engagements By Type	•	
Assessor Performance	•	
Gender pay gap		•
Highest paid 5% employees who are women		•
Sickness absence days - non teacher		•
Sickness absence days - teacher		•
Support services as a % of total gross expenditure		•
Adult Satisfaction - Libraries / Parks & Open Spaces / Museums & Galleries / Leisure Facilities		•
Cost of parks & open spaces per 1,000 popn		•
Cost per attendance - Sports / Libraries / Museums		•
% Roads that should be considered for maintenance treatment by Class	Annual Overall	•
Adult Satisfaction - street cleaning		•
Cost of roads per kilometre		•
Cost per 1,000 population -Trading Standards / environmental health		•
Net cost of street cleaning per 1,000 population		•
Street Cleanliness Score		•
Staff Absence Rates	•	•

OUR PLAN for 2018-23 and your part in it

PERFORMANCE INDICATORS SCHEDULE



Independent, Achieving People

Indicators	Quarterly (#Exec)	Annual (*LGBF)
School Attendance Rate(s)	•	•
School Exclusions Rates(s)	•	•
School attendance rate (Looked After Children)		•
School exclusion rates ('looked after children')		•
Schools/Nurseries inspected	•	
Resident Satisfaction - Schools		•
Cost per Pupil By School Type (Pri/Sec/Pre)		•
Funded early years provision which is graded good/better		•
Children meeting developmental milestones		•
Pupil Attainment - Deprived Areas By Level		•
Pupil Attainment By Level	Annual	•
Pupil Attainment By SIMD Quintile		•
Pupils Positive Destinations		•
Participation rate for 16-19 year olds	Annual	•
Child - Inter-agency Referral Discussions	•	
Looked After Children - Number	•	
Looked After Children - Placement	•	Community
Looked After Children - Gross Costs - Residential / Community		•
Looked After Children - more than 1 placement in the last year		•
Number on Child Protection Register	•	
Child protection re-registrations		•

Indicators	Quarterly (#Exec)	Annual (*LGBF)
Community Learning & Development - Achievement	Annual	
Community Learning & Development - Participation	Annual	
Community Learning & Development - Progression	Annual	
Modern Apprentices - Council Employment	•	
Adults 65+ receiving care at home	•	•
Adults supported at home - agree that services/support had an impact in improving/maintaining quality of life		•
Home care costs per hour 65+		•
Residential costs per week 65+		•
Clients using the Self Directed Support approach	•	
Bed Days - Delayed Discharges / Emergency Admissions 75+	•	
Adult Protection - Concerns & Investigations	•	
Adult Satisfaction - Care or Support		•
Direct Payments + Managed Personalised Budgets spend on adults 18+ as a % of total social work spend on adults 18+		•
Domestic Abuse - Referrals / Incidents / MARAC	•	
Anti-Social Behaviour - Numbers / Early Interventions / Monitored	•	
Group 1-5 Crimes Numbers	•	
Mediation - Referrals & Improvement	•	

OUR PLAN for 2018-23 and your part in it

PERFORMANCE INDICATORS SCHEDULE



A Thriving Economy, With Opportunities For Everyone

Indicators	Quarterly (#Exec)	Annual (*LGBF)
Business Gateway - Businesses Supported	•	
Business Gateway - Start Ups	•	per 10k popn
Invoices paid within 30 days	•	•
Occupancy Rates of Industrial and Commercial Units	•	
Immediately available employment land as a % of total land allocated for employment purposes in the local dev plan		•
Procurement Capability Improvement Programme Score	Annual	
% of procurement spend spent on local enterprises		•
Scottish Borders Business Fund - Number / Value of grants	•	
Employment Rate & Claimant Count	•	
Unemployed people assisted into work - council operated / funded employability programmes		•
Investment in Economic Development & Tourism per 1,000 Population		•
Proportion of people earning less than the living wage		•
Proportion of properties receiving superfast broadband		•
Town Vacancy Rates		•
Capital Project Summary	•	

Empowered Vibrant Communities

Indicators	Quarterly (#Exec)	Annual (*LGBF)
Asset Transfers	•	
Participation Requests	•	
Volunteer Hours	•	
Community Fund - Value of Funding (inc By Locality)	•	
Neighbourhood Small Schemes Fund - value awarded	•	
Community Resilience Plans by Stage	•	
SB Alert Registration Numbers	•	
Community Benefit Clauses - Contracts / Employment & Skills Opportunities	•	

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COMMUNITY ACTION TEAM

IMPACT REPORT FOR QUARTER 4 JANUARY TO MARCH 2021



All Localities:
1. Road checks: Antisocial driving reports have been reported throughout the Borders.
2. Rural Thefts: Thefts from rural locations have increased.

Evidence of Impact:
1. Road Checks: 17 road traffic offence charges brought in January and 18 in March in relation to antisocial use of vehicles.
2. Rural Thefts: Officers from the CAT have developed a strategy targeting rural thefts, particularly of quad bikes.

	BERWICKSHIRE	CHEVIOT	EILDON	TEVIOT	TWEEDDALE
TASKING DURING PERIOD	<ol style="list-style-type: none"> Off road motorcycle issues in Monynut Forest, Duns. 	<ol style="list-style-type: none"> Following intelligence received drugs warrants were executed in Kelso in February. 	<ol style="list-style-type: none"> Following intelligence received drugs warrants were executed in Galashiels in February. Persistent parking issues in Galashiels around High Buckholmside. 	<ol style="list-style-type: none"> Antisocial driving issues reported in Hawick. Following intelligence received drugs warrants were executed in Hawick in March. 	<ol style="list-style-type: none"> Youth antisocial behaviour issues reported in Peebles, Innerleithen and West Linton.
EVIDENCE OF IMPACT	<ol style="list-style-type: none"> Day of action in Monynut Forest in February. The number of off road motorcycles in the area has reduced significantly but patrols will continue. 	<ol style="list-style-type: none"> Class A and B drugs were recovered. 	<ol style="list-style-type: none"> Person found with dealer quantities of heroin and weapons were found in the property. Fixed penalty tickets issued and as a result the problem has decreased. 	<ol style="list-style-type: none"> As a result of patrols 4 ASBO vehicle warnings were issued in Hawick in January. Cannabis cultivation found with an estimated street value of £90,000. 	<ol style="list-style-type: none"> Warning letters issued to parents of those young people engaged in antisocial behaviour. Once lockdown restrictions are eased diversionary work is being considered with young people who are engaging in antisocial behaviour.

COMMUNITY ACTION TEAM (CAT) ACTIONS																				
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Raised in Quarter	7	9	4	6	5	4	7	3	4	15	13	10	7	5	5	4	4	6	10	8
Accepted in Quarter	3	7	2	2	4	3	4	3	4	15	8	9	4	4	3	3	4	6	5	6
% of tasking accepted by the CAT across all localities					2019/20 70%								2020/21 Year to Date 73%							

Note: Not all issues received and discussed at the CAT oversight group meeting are taken on as actions by the CAT. Some actions may be more appropriately followed up and actioned by another service within SBC or by a partner organisation. Also some actions are tasked directly through Police Scotland so are not reflected in the figures above but show the impact the team is having in the Borders.

COMMUNITY ACTION TEAM

IMPACT REPORT FOR QUARTER 4 JANUARY TO MARCH 2021



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HI-VISIBILITY FOOT PATROL (HOURS) 				MOBILE PATROL (HOURS) 				STATIC ROAD CHECKS 				ANTI-SOCIAL BEHAVIOUR WARNING LETTERS ISSUED TO UNDER 18s 				NUMBER OF DRUG SEARCHES UNDERTAKEN PERSONS 											
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4								
289	322	393	361	1,020	1,275	1,509	2,050	55	70	71	88	28	75	62	20	65	52	73	84								
Foot patrols are the number hours CAT officers spend in a specific location carrying out foot patrols. The figure quoted is in individual officer hours.				Mobile patrols are those carried out in marked Police Scotland vehicles and can involve 1 or more officers. The figure quoted is in individual officer hours.				Static road checks are proactive stops of vehicles in known problem locations to prevent or detect criminal or antisocial acts involving vehicles.				Where young people aged under 18 are evidenced committing antisocial behaviour (including drinking alcohol) warning letters are issued to parents/guardians to advise them of the situation. The warning letter initiative commenced on 1st June 2020.				<p>32% of searches were positive for drugs in Q4</p> <p>NUMBER OF DRUG SEARCHES UNDERTAKEN PREMISES </p> <table border="1"> <thead> <tr> <th>Q1</th><th>Q2</th><th>Q3</th><th>Q4</th> </tr> </thead> <tbody> <tr> <td>16</td><td>17</td><td>23</td><td>18</td> </tr> </tbody> </table> <p>94% of searches were positive for drugs in Q4</p>				Q1	Q2	Q3	Q4	16	17	23	18
Q1	Q2	Q3	Q4																								
16	17	23	18																								

	BERWICKSHIRE				CHEVIOT				EILDON				TEVIOT				TWEEDDALE			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
PARKING: No of Tickets Issued	0	59	50	8	12	39	38	3	14	78	169	41	0	103	47	36	6	37	90	14
2020/21 Year to date all localities	Q1				Q2				Q3				Q4							
	32				316				394				102							

Note: Year to date quarterly totals include tickets issued where the locality wasn't recorded

COMMUNITY ACTION TEAM

ANNUAL SUMMARY FOR THE YEAR 2020/21



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HI-VISIBILITY FOOT PATROL (HOURS)



1,365 Foot Patrol Hours during 2020/21

ANNUAL TOTALS			
18-19	335	19-20	585

MOBILE PATROL (HOURS)



5,854 Mobile Patrol Hours during 2020/21

ANNUAL TOTALS			
18-19	588.5	19-20	1,046

STATIC ROAD CHECKS



284 Static Road Checks carried out during 2020/21

ANNUAL TOTALS			
18-19	101	19-20	117

ANTI-SOCIAL BEHAVIOUR WARNING LETTERS ISSUED TO UNDER 18s



185 ASB Warning Letters Issued to under 18s during 2020/21

NUMBER OF PARKING TICKETS ISSUED



844 parking tickets issued during 2020/21

ANNUAL TOTALS			
18-19	884	19-20	742

NUMBER OF DRUG SEARCHES UNDERTAKEN PERSONS



274 drug searches of people were undertaken in 2020/21

ANNUAL TOTALS			
18-19	217	19-20	185

PERCENTAGE OF POSITIVE SEARCHES PERSONS



44.5% of searches were positive for drugs in 2020/21

NUMBER OF DRUG SEARCHES UNDERTAKEN PREMISES



74 drug searches of premises were undertaken in 2020/21

ANNUAL TOTALS			
18-19	65	19-20	55

NUMBER OF DRUG SEARCHES UNDERTAKEN PREMISES



86.5% of searches were positive for drugs in 2020/21

S safer **B** communities partnership

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LOCAL HOUSING STRATEGY (LHS) 2017-22 YEAR 4 PROGRESS

Report by Executive Director Corporate Improvement and Economy

Executive Committee

8th June 2021

1 PURPOSE AND SUMMARY

- 1.1 **This report seeks endorsement of the Annual Progress Report which sets out achievements in the delivery of year four of the Local Housing Strategy (LHS) 2017-22 (Appendix 1) and approval to submit this to the Scottish Government More Homes Division.**
- 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 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. Year four has seen some challenges as a result of the ongoing Covid-19 pandemic, however, work during 2020/21 included the delivery of 107 affordable homes, the submission of an ambitious Strategic Housing Investment Plan (2021-2026) underpinned by up to £163m of investment, implementing the second year of the Affordable Warmth and Energy Efficiency Strategy, delivering the Warm and Wells Borders project and 41 major adaptations being completed in the private sector are just some of the achievements and progress made over the year.

2 RECOMMENDATIONS

- 2.1 **I recommend that the Committee:-**
 - (a) **Notes the progress made in delivering on the strategic actions as set out in the appended Annual Progress Report and Monitoring and Evaluation Matrix**
 - (b) **Approve submission of the Annual progress Report and Matrix to the Scottish Government More Homes division.**

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). The LHS sets out the strategic direction for housing investment and service delivery in the Scottish Borders for 2017-22. 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. An annual progress report for 2020-21 is appended at Appendix 1. A detailed monitoring and evaluation matrix has been developed to track the delivery of the strategic actions and is appended at Appendix 2.

4 LOCAL HOUSING STRATEGY 2017-22 – YEAR 4 SUMMARY

- 4.1 The Scottish Government allocated £16.975m Affordable Housing Supply Programme funding to assist the delivery of affordable housing within the Scottish Borders in 2020/21. Unfortunately, both nationally and locally, the impact of Covid-19 has adversely impacted on the delivery of planned projects in a range of ways, most notably through construction sites being closed for extended periods and delays to site starts. This resulted in a £2.855m underspend against the Scottish Government's funding allocation.
- 4.2 Funding in 2020/21 has supported the delivery of 94 new build affordable homes, 9 assisted purchases through Scottish Government's Open Market Shared Equity Scheme and 4 individual purchases by Waverley Housing Association; a total of 107 affordable homes. As was anticipated for 2020/21 period, this has fallen short of our annual 128 unit target. However, despite the ongoing impact of Covid-19, as of 31st March 2021, there were 449 affordable homes (18 sites) under construction, 33 homes (3 sites) at the pre-site start stage and 176 homes (4 sites) at planning and pre-application stages. The current SHIP identifies 1,125 affordable homes for anticipated completion from 2021-2026.
- 4.3 Scottish Borders Council were awarded £1.34m in Energy Efficient Scotland: Area Based Scheme funding. The Covid-19 pandemic has had a significant impact on the programme's delivery, despite this it was still possible to install 100 of the planned 278 energy efficiency measures supporting over 75 households. £550,000 of the £1.34m grant allocation was drawn down over that period. For the 2020/21 programme (expected to complete in December 2021) Scottish Borders Council have been allocated over £1.7m, a record allocation for the Scottish Borders. This will support over 250 measures; result in over £900,000 in lifetime financial savings and save over 700 tonnes of carbon. RSL's have continued to make good progress towards the Energy Efficiency Standard for Social Housing (ESSH) and the Borders Home Energy Forum celebrated its second year of operation. SBC also secured two years of funding to the amount of £551,000 from National Grid's Warm Homes Fund to deliver the "Warm and Well Borders" project. As we enter the second year of the project it has delivered significant savings and benefits for those most at risk and in fuel poverty. Over 300 households have been supported with benefits and energy savings of £300,000 having been realised.

- 4.4 Borders Homelessness and Health Partnership (BHHSP) members have been on the front line and have worked closely throughout the pandemic to ensure that tenants, customers and those at risk of homelessness have continued to receive the services and support they require. Homelessness services were delivered by telephone wherever possible, however, given the vulnerable nature of many homeless households, face to face access and support was retained where required. Early actions in response to the pandemic were focused around ensuring homeless or potentially homeless households within the Scottish Borders had suitable accommodation available to them that allowed them to comply with the imposed lockdown measures. To achieve this homelessness services and RSLs worked in partnership to increase the availability of temporary homeless accommodation by 15 properties, and ensured homeless applicants had continued access to permanent accommodation and support.
- 4.5 During 2020/2021 767 households approached the Council's Homelessness Team for advice and/ or assistance and 90% of households assessed as unintentionally homeless secured settled accommodation. 100% of clients are now provided with housing options advice and the level of repeat homelessness remains low. The Borders Homelessness and Health Strategic Partnership continues to operate with a key focus on the implementation of the Scottish Borders Rapid Rehousing Transition Plan.
- 4.6 Over 5,000 Private Landlords are now registered within the Scottish Borders, with almost 8,000 private 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. Throughout the pandemic Officers have continued to support landlords by providing the latest Scottish Government Guidance; information on financial help available and how to go about daily landlord activities including safety checks that should be completed and how to undertake viewings. Some enforcement actions have also been suspended during this time.
- 4.7 In 2020/21, under the Scheme of Assistance, £173,221 was spent on 41 completed major adaptations and £50,201 on 264 small adaptations and repairs. Covid-19 impacted upon delivery of major adaptations and numbers were down by almost 50% as a result of the period spent in lockdown and the difficulty in visiting properties, particularly where vulnerable residents were shielding for long periods of time. Progress in the delivery of the Missing Shares scheme has also been impacted by Covid-19 therefore the CARS programme and the associated Missing Shares pilot have now been extended.
- 4.8 Following the delivery of the finalised report "A space to live – Wheelchair accessible housing in the Scottish Borders" in January 2020, work has continued to engage stakeholders. It is intended that the action plan will now be delivered and integrated with the Local Housing Strategy 2017-22 actions through the LHS monitoring and reporting processes.
- 4.9 The final report identified a wide range of issues and challenges that will need to be addressed at national as well as at a local level by Scottish Borders Council and partner agencies. Informed by the report the Executive Committee agreed, in November 2020, to set an annual Wheelchair

Accessible Housing target of 20 homes with proposed delivery being divided into 15 by Registered Social Landlords with the balance provided by the private sector. This target is reflected in Scottish Borders Council's current Strategic Housing Investment Plan 2021/26. During 2020/21, 2 new build homes were completed to wheelchair accessible housing standards. These were delivered by Trust Housing Association at the new Extra Care Housing development at Longfield Crescent in Duns, which delivered 52 specialist housing places overall.

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 (Second Homes/ Council Tax) and resources arising from the affordable housing policy, partner agencies and private individuals.
- (b) Where any specific actions are considered as having a resource implication for the Council 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 Integrated Impact Assessment

- (a) A full Equality Impact Assessment was carried out on the current LHS (2017-2022). Equalities forms an integral part of the LHS process and is part of the LHS guidance.
- (b) A full Integrated Impact Assessment will be embedded in the development process of the new Local Housing Strategy.

5.4 Sustainable Development Goals

It is considered that implementation of the Local Housing Strategy contributes positively to goals 1, 3, 7, 8 10, 11 and 13. The strategy sets out the strategic direction for housing investment and service delivery in the Scottish Borders. The plan prioritises the delivery of, and access to, affordable housing; prioritises action to address climate change and contributes to reducing inequalities and tackling poverty.

5.5 Climate Change

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 and action to improve house condition.

5.6 Data Protection Impact Statement

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

5.7 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.

5.8 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.

6 CONSULTATION

6.1 *The Executive Director (Finance & Regulatory), the Monitoring Officer/Chief Legal Officer, the Chief Officer Audit and Risk, the Service Director HR & Communications, the Clerk to the Council and Corporate Communications are being consulted and any comments received will be incorporated into the final report.*

Approved by

Rob Dickson
Executive Director Corporate
Improvement and Economy

Signature

Author(s)

Name	Designation and Contact Number
Donna Bogdanovic	Principal Officer, Housing Strategy, Policy & Development
Lindsey Renwick	Housing Strategy Development Officer 01896 662 797

Background Papers: APPENDIX 1: LHS Annual Progress Report 2020/2021
APPENDIX 2: Monitoring and Evaluation Matrix 2017-22 – Year 4

Previous Minute Reference: 9th February 2021 – Executive Committee

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 housingenquiries@scotborders.gov.uk or tel:01896 661392



SCOTTISH BORDERS COUNCIL'S LOCAL HOUSING STRATEGY 2017-2022 ANNUAL REPORT 2020/21



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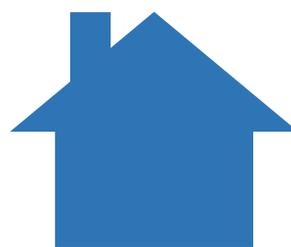
1. Introduction

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. Due to a range of factors, principally the timescales for the development of the next Housing Need and Demand Assessment, Scottish Borders Council Executive Committee agreed to extend the current LHS for an additional year up to March 2023.

The strategy was developed with our partners, stakeholders and the voluntary sector over an 18 month period and was formally approved in September of 2017. The strategy addresses a wide range of challenges and issues as well as setting 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 within 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 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 in the private sector 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 April 2020 to March 2021, featuring key highlights and achievements, as well as ongoing challenges for the future.

The beginning of the reporting period began in the week following the first national lockdown in March 2020, as we all know the past year has been a challenging one, Covid-19 has changed the world in a myriad of ways. Each Local Authority and Housing Association across the country has had to adapt the way they work, while ensuring tenants, customers and those at risk of homelessness continue to get the services and support that is needed now more than ever.

Local Authorities and Housing Associations have been on the front line throughout the Covid-19 pandemic, supporting communities to adjust to the new normal we all faced. Continuing our commitment to ensuring everyone has a home which meets their needs is more vital than ever and the importance of good quality housing has been highlighted by the pandemic. Scottish Borders Council and our partners have continued working hard to deliver on the ambitions of the Local Housing Strategy throughout the year; working to ensure that people have access to affordable, good quality housing and feel safe and supported in their homes.

Scottish Borders Council greatly appreciate the hard work that our local partners and communities have 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.

2. Housing Supply

Addressing Priority 1: The Supply of Housing Meets the Needs of Our Communities

Highlights

- Scottish Government funding allocation in 2020/21 of £16.975m
- The 2021/26 SHIP proposed delivery of 1,125 new affordable homes, under-pinned by an estimated investment of £166m
- Work continues on proposals for the regeneration of Upper Langlee in Galashiels. The proposals envisage the demolition of 159 homes, refurbishment of 68 homes and revised provision of 109 new build energy efficient homes
- 107 Affordable homes were delivered throughout the Scottish Borders
- Work underway on the latest Housing Need and Demand Assessment (HNDA)
- Essential repairs carried out to Abbey Rampart wall in Jedburgh, facilitated by CARs scheme
- Hawick CARs scheme extended to 2025

Covid-19 Impact

Covid-19 has adversely impacted on affordable housing delivery in a number of ways, in particular closure of construction sites and delays to planned site starts resulting in the need to delay construction activity with affected projects completing some months later than originally intended. This has been a contributory factor to the 2020/21 underspend of the grant allocation from the Scottish Government to the Scottish Borders area. However the programme is now recovering and 449 homes were under construction at 31st March 2021.

Covid-19 has impacted the delivery of a range of plans and activity, including for example, some of the CARs work. A number of repair projects and the delivery of education/training activities were impacted by Covid-19 restrictions, however it is hoped that as the restrictions ease, more activity will take place within the community during the 2021/22 financial year.

Affordable Housing Supply

Over the course of the current parliament the Scottish Government have set a national target for the delivery of 50,000 affordable homes within Scotland. The Scottish Government allocated £16.975m in Affordable Housing Supply Programme funding to assist with the delivery of affordable housing within the Scottish Borders in 2020/21. Unfortunately, both nationally and locally, the impact of Covid-19 has adversely impacted upon the delivery of planned projects in a range of ways, most notably through construction sites being closed for extended periods and delays to site starts, resulting in a £2.855m underspend against the Scottish Government's funding allocation.

In spite of Covid-19, as of 31st March 2021 there were 449 affordable homes (18 sites) under construction, 33 homes (3 sites) at the pre-site start stage and 176 homes (4 sites) at planning and pre-application stages.

The Strategic Housing Investment Plan [SHIP] is the sole strategic document for prioritising affordable housing investment within the Scottish Borders and sets out a rolling five year planning horizon. The SHIP 2021/26 was approved by Scottish Borders Council in November 2020 and proposes the delivery of 1,125

new affordable homes, under-pinned by an estimated investment of £166m over the period of the plan. Work has started to inform the development of the next SHIP submission in October 2021.

107 affordable homes delivered across the Scottish Borders in 2020/21

These were provided as follows –

94 new affordable homes provided by Registered Social Landlords

- 29 at Springfield Avenue/Drive, Duns by Berwickshire Housing Association
- 3 at St John's Court, Galashiels by Eildon Housing Association
- 9 at Thirlestane Road, Lauder by Eildon Housing Association
- 49 at Todlaw, Duns by Trust Housing Association
- 4 at Heriot Field, Oxton by Scottish Borders Housing Association

4 Individual house purchases

- 4 by Waverley Housing

9 Individual house purchases assisted by the Scottish Government's Open Market Shared Equity Scheme.

Addressing Housing Need

During 2020/21 Scottish Borders Council used Second Homes Council Tax and Affordable Housing Developer contributions to support:

- Eildon Housing Association to provide Extra Care housing at Langhaugh Galashiels;
- Waverley Housing to progress the regeneration of Beech Avenue Galashiels.
- Scottish Borders Housing Association to progress their proposals for Tarth Crescent Blyth Bridge.
- Eildon Housing Association to deliver their project at Tweed Bridge Court Peebles.



Completed Developments in 2020/21



Todlaw, Duns. Extra Care Housing



St John's Court, Galashiels



Stonyford, Lauder



Springfield Avenue, Duns



Todlaw, Duns. Amenity Housing



Heriotfield, Oxton

Tackling Rural Affordability

Scottish Borders Housing Association have completed a new development comprising four three bed family homes at Heriotfield in Oxton. Following background research into local housing as well as close consultation with the local community, it was confirmed that there was a specific need for affordable family homes in Oxton, which in recent years had seen families priced out of local housing and a resultant

fall in the school roll. All four homes at Heriotfield are now allocated with two of them providing homes to families returning to the area.

These homes feature air source heating: an energy-efficient, low-carbon home energy solution for off-grid homes, allowing tenants to both heat their homes economically and reduce their impact on the environment.

Through partnership working between SBHA, Scottish Borders Council, Oxton and Channelkirk Community Councils, wider benefits have been generated for this small community as part of the build, including improvements to the adjacent Council-owned play park and groundworks for a new community hub.

Masterplan for Upper Langlee, Galashiels Regeneration

Scottish Borders Council and Waverley Housing have worked closely to consider suitable options for the future of part of the Upper Langlee housing estate in Galashiels. There are 229 homes in the study area and proposals envisage the demolition of 159 homes and the provision of 109 new build



energy efficient homes for social rent. These homes will better meet the needs of tenants and residents in the local community along with addressing future housing demand in the Galashiels area. The project also includes the refurbishment of 68 homes, which is now substantially complete, this element of the project comprises the installation of external wall insulation ('EWI'), work being undertaken to properties along with roof repairs, replacement main doors and entry systems.

Contract work started on site in January 2020 based upon a 30 week notional timescale. Due to Covid-19 restrictions the programme of work was interrupted, and the revised completion date for these refurbishment works is April 2021. The new development comprises a 3 storey block of amenity flats with undercroft, located at the entrance to the site. The remainder of the site is being redeveloped with 14 blocks of terraced houses, which include a range of townhouses, terraced houses and cottage flats. This is a high cost regeneration project with estimated costs of £23m which will be delivered on a phased basis over a number of years.

There has been a desire to regenerate this area of Galashiels for some time, and this development is considered a strategic housing priority for both Waverley Housing and Scottish Borders Council. The development offers a clear fit with a number of the Strategic Outcomes set out in the Local Housing Strategy.

Lowood, Tweedbank

Lowood in Tweedbank is the only strategic housing site identified in both the Borders Railway Corridor and the South East Scotland City Region Deal that is situated within the Scottish Borders. Draft Supplementary Planning Guidance (SPG) was developed and was agreed as a Consultative draft by Scottish Borders Council in January 2020 with the public consultation period ended in May 2020. Consultation responses have been considered by Scottish Borders Council and the finalised SPG will be considered by Scottish Borders Council on the 17th June 2021. This guidance, once finalised and agreed, will steer future work to agree a master plan for development, help assemble infrastructure investment and implement phasing packages. Work has

also continued on the development of ideas for a care village as one element of the future development of Lowood. The SHIP 2021/26 includes proposals for 2 phases of affordable housing by Eildon Housing Association and Scottish Borders Housing Association aim to build 4 homes as part of a collaboration with Aberlour that will provide a specialist young person's service facility.

South East Scotland City Region Deal

Building on previous Council joint working through the South East Scotland Plan arrangements, City Region Deal joint working has developed on a number of fronts, with new governance arrangements being developed and agreed upon. A new Regional Housing Board was established in 2019 as a means of better engaging the housing sector and harnessing its potential contribution towards the wider City Region Deal objectives. A number of work streams have been, or are being developed. There is a particular focus on the development of a "Regional Growth Framework", which will be published for consultation in June 2021 and the development of Housing Need and Demand Assessment 3. The South East Scotland City Region partnership has developed a greater understanding of infrastructure requirements and challenges as well as opportunities for modern methods of construction and related funding bids.

Housing Need and Demand Assessment (HNDA)

The third South East Scotland Housing Need and Demand Assessment (HNDA3) for the period 2022-27 is being prepared on behalf of the City of Edinburgh, East Lothian, Midlothian, West Lothian, Fife and Scottish Borders Councils.

The HNDA3 will examine the interaction of Housing Market Areas in South-East Scotland; key housing market drivers; the housing stock profile and pressures; the current and future housing need and demand; and the need for specialist housing. The key output will be an estimate of the long-term requirement for additional housing. The HNDA3 Core Project Team was set up in June 2020 and is made up of planning and housing officers from each local authority. As the HNDA is evidence based a wide range of data is currently being collated. The project team have been identifying and collecting the evidence base, working with partners throughout. The timescale for completing the HNDA3 is October 2021.

Young People's Housing Study

The Housing Needs and Aspirations of Young People Scottish Borders 5 Year Action Plan April 2019: The Housing Needs and Aspirations of Young People aims to improve the housing options and outcomes available to all young people aged from 16 to 34 across the Scottish Borders.

The plan has developed a range of policy and practical responses, with commitment from a range of partners. This will enable young people to make more successful and sustainable transitions into their own housing. Work is currently underway towards ensuring these actions are delivered and Scottish Borders Council continue to work closely with our partners.

Town Centre Work

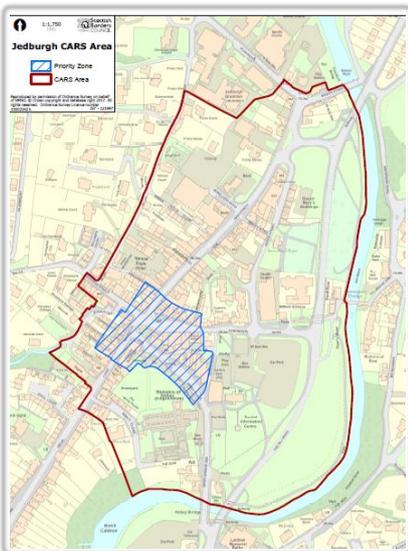
Housing has a significant role to play in contributing to and helping to maintain the vibrancy of town centres. Through implementing actions outlined in the LHS during 2020/21 Scottish Borders Council have continued to work with partners on initiatives to improve town centres, including support to reduce the number of vacant properties, the preparation of Town Centre Housing Contribution Statements for Hawick and Eyemouth, targeting energy efficiency measures within areas such as Jedburgh; as well as piloting a missing shares scheme in Hawick. The pilot missing shares scheme supports the scheme of assistance approach in regard to housing condition, including common repair.

Work has been completed on the Town Centre Housing Contribution Statement for Eyemouth and there are ongoing discussions on developing a statement for other settlements in the Scottish Borders, for example Galashiels. Other work has been impacted by covid-19 and the related restrictions.

Conservation Area Regeneration Scheme (CARS)

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.

Jedburgh CARS



The scheme has entered its final year and will draw to a close on 31st March 2022. At the end of year four a total of 34 individual grant offers for building repairs, towards 22 town centre buildings, totalling over £285k had been made with a number projects progressing on site. Further applications have been received which have resulted in the Repair Grant fund being oversubscribed.

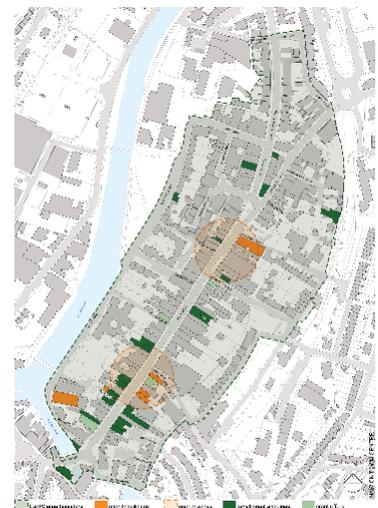
Three of the priority projects for Jedburgh CARS have been offered funding totalling over £250,000 and these have progressed on site with completion due later in 2021. Applications have been received for another two Priority Buildings, and these are currently being assessed with a view to grant offers being made imminently. The Public Realm component of Jedburgh CARS is the development of essential repairs to the Abbey Ramparts retaining wall. The works are now complete and the area re-opened to the public with very positive feedback being received.

Jedburgh CARS is currently on track to deliver all of, (and potentially exceed) the project outputs identified at the outset of the scheme, and has also been successful in attracting some additional funding to support additional repair works in the town centre. The final year of the initiative will be challenging, more so with the backlog of construction works to be cleared, but the repair projects to be delivered will result in a significant impact within the town centre Conservation Area, and hopefully assist with the development of robust and sustainable regeneration opportunities for the future.

Hawick CARS

Hawick CARS formally launched in October 2019 and has been extended for an additional year due to Covid-19 until March 2025. Three grant repair projects are now complete and awarded funding, and one is currently on site. The completed projects were able to progress on site last summer 2020 and into the autumn of 2020 once restrictions allowed, all of which provide a significant impact to the town centre due to their location and prominence on the high street.

Hawick CARS is also working with property owners to develop the priority building repair projects at six locations in the town centre. Hawick CARS were delighted to issue grant offers for one of the more prominent priority buildings on the high street, which is in a bad state of repair, at the end of March 2021. The project is due on site May 2021.



As per previous years, a complimentary missing shares initiative is being developed and delivered by Scottish Borders Council. This is a pilot scheme to run alongside Hawick CARS, originally for two years but now extended to the duration of the scheme. The scheme supports willing owners by paying the missing share of the contribution for essential works and recovers the cost.

Empty Homes

Work has begun on the creation of an updated empty homes profile for the Scottish Borders which will provide a more complete picture of empty homes within the region. Scottish Borders Council have engaged with empty home owners providing them with advice in relation to bringing empty homes back into use, including realistic timescales for the necessary work involved in doing so; advice in relation to potential VAT exemptions available for qualifying repairs as well as any potential funding opportunities such as the rural housing fund where these are applicable.

Scottish Borders Council are developing a Matchmaker Scheme to help connect people wishing to sell an empty home with people who want to buy them. Promoted via our website and Scottish Empty Homes Partnership a portfolio of owners and property is beginning to grow. The intention is to drive awareness of the scheme now that the base function has been created.

Scottish Borders Council have acted as a conduit between empty home owners and parties interested in these properties, while advising the home owner of help available to them to bring their home back into use.

As an example Scottish Borders Council supported work at a property at Chapel Street, Eyemouth lying within the town's conservation area and listed on the buildings at risk register. Guidance and specialist advice has helped the owner to progress works, and secure VAT exemptions.



Empty Homes: Before and after shots of the exterior of a renovated empty home at Chapel Street, Eyemouth



Before and after shots of the interior at Chapel Street, Eyemouth

3. Good Quality and Energy Efficient Homes

Addressing Priority 2: More People Live In Good Quality, Energy Efficient Homes

Highlights

- HEEPS:ABS has been renamed as Energy Efficient Scotland: Area Based Schemes (EES:ABS)
- Scottish Borders Council allocated £1.7m grant funding from Scottish Government for 2020/21 EES: ABS Programme
- EES:ABS Air Source Heat Pump installation scheme developed to support properties in off gas areas
- 5,501 advice interactions with Home Energy Scotland
- Successful joint bid by all 4 Scottish Borders RSL's to secure £450k from the Scottish Governments £2m Fuel Poverty fund
- Scottish Borders Council currently has over 5,000 approved registered Landlords and over 7,800 rental properties approved
- Online training courses held in conjunction with Landlord Accreditation Scotland (LAS)
- Over 300 households have been supported and benefits and energy savings of £300,000

Covid-19 Impact

During the last year there have been a number of challenges involved with delivering energy efficiency programmes across both the private and social sectors. This is due to works being put on hold due to Covid-19 restrictions and some delays with supply of Air Source Heat Pump units due to production slowing down as a result of social distancing guidelines within the manufacturing plant.

In the private sector property inspections were impacted as a result of Covid-19 restrictions and upon resumption were carried out virtually, in person inspections being carried out in emergencies only. The pandemic also had an impact upon training events with a scheduled June event cancelled, although this was mitigated by offering online training to landlords at a later date. In addition the pandemic impacted upon delivery of both the CARs, Scheme of Assistance and Missing Shares initiatives where delivery was impacted by periods of lockdown and difficulty securing contractors.

Climate Emergency

On the 25th September 2020 Scottish Borders Council declared a Climate Emergency and committed to a target of net carbon zero in line with government targets. The commitment adds further impetus to the need for an active delivery of the Affordable Warmth and Home Energy Efficiency Strategy (AWHEES).

The climate declaration supports the national commitment to achieving a net zero carbon in Scotland by 2045. The Scottish Borders can play its part in this by providing more energy efficient housing and affordable warmth as well as promoting decarbonisation, energy efficiency, sustainability and renewable technology within the region.

Affordable Warmth and Home Energy Efficiency Strategy



To support Priority 2 of the LHS the Affordable Warmth and Home Energy Efficiency Strategy (AWHEEs) was launched in 2019. The Strategy runs to 2023 and is reviewed regularly by 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.

The first two years of this Strategy have now been implemented and a separate update report is currently being prepared.

Eildon Housing Association’s Green Homes Pilot

Eildon Housing Association had previously secured £100,000 from Construction Scotland Innovation Centre and Scottish Borders Council in order to carry out an action based research and independent evaluation exercise, known as the “Green House Pilot”.

Four of the Association’s affordable housing projects have been selected for inclusion in the Pilot, which will involve the design, development and delivery of around 30 homes, using three different energy efficient solutions such as Passivhaus, Energiesprong and Off-site construction/ Volumetric Design, alongside a 12 house traditional build “control” project. Construction work on these homes started in March 2021. This follows on from the Association’s first Passivhaus development comprising 3 houses at Springfield Terrace Street Boswells which was completed in March 2020.



Passivhaus Development, St Boswells

Independent monitoring and evaluation will be undertaken by the Mackintosh Environmental Architecture Research Unit within the Mackintosh School of Architecture. The outcomes of the research will inform the Association’s new build design guide and its approach to component replacement and energy efficiency in existing properties. It will also influence the Association’s Rent Setting Policy.

Energy Efficient Scotland: Area Based Schemes (EES:ABS; formerly referred to as HEEPS:ABS)

The key delivery channel for addressing fuel poverty and improving domestic energy efficiency is the Energy Efficiency Scotland: Area Based Scheme (EES:ABS) This has been the cornerstone of both the Scottish Government's and Local Authority's energy efficiency improvements for private domestic properties since 2013.

Programmes typically involve the installation of external and internal wall insulation as well as cavity wall insulation, however, the scope of eligible measures is now widening. In the last year Scottish Borders Council has introduced decarbonisation and renewable technology in the form of Air Source Heat Pumps (ASHP), and Solar Photovoltaic and battery storage (PV Battery) to the programme.

Over the period April 2013 to December 2020 Scottish Borders Council has secured **£13.6m** in funding to deliver the programmes. £10.6 million has been Scottish Government EES:ABS grant funding allocation and £3m in Energy Company Obligation (ECO) funding. Table 1 shows a summary of outputs from April 2013 to December 2020.

Table 1: Summary of outputs April 2013-December 2020

Summary	
Measures installed	4,353
Households supported	over 3,500
Annual Financial Savings	£521,540
Lifetime Financial Savings	£20,811,240
Annual CO2 Savings (Tonnes)	2,060
Lifetime CO2 Savings (Tonnes)	16,585

In the financial year 2019-20 Scottish Borders Council were awarded £1.34m in EES:ABS funding. The Covid-19 pandemic has had a significant impact on the programme's delivery, despite this it was still possible to install 100 of the planned 278 energy efficiency measures supporting over 75 households. £550,000 of the £1.34m grant allocation was drawn down over that period. For the 2020/21 programme (expected to complete in December 2021) Scottish Borders Council have been allocated over £1.7m, a record allocation for the Scottish Borders. The anticipated measures, fuel bill and Co2 savings are detailed in table 2.

Table 2: Anticipated EES:ABS programme for 2020/21 (due to complete December 2021)

Description	2020/21
EES:ABS Funding	£1,770,000
Total Funding	£1,770,000
External Wall Insulation (Solid Wall)	30
Hard to treat CWI (CWI Solution)	88
Internal Wall Insulation (Solid Wall)	50
Air Source Heat Pump	39
PV & Battery	39
Total Measures	246
Annual Financial Savings (£)	£23,360
Lifetime Financial Savings (£)	£904,320
Annual CO2 Savings (Tonnes)	94
Lifetime CO2 Savings (Tonnes)	715

No estimate has been possible in regard to the level of ECO funding available during 2020/21. There have been challenges created by ECO providers removing funding from certain measures or reducing rates available mid project. In previous years there was a greater degree of certainty. ECO funding will continue

to be a high priority and we will look to maximise amounts. Projects must be developed with this in mind and find means to ensure affordability is achieved.

As EES:ABS mobilises there will be local community events held to raise awareness of the external wall insulation scheme with residents (where safe to do so and in line with Scottish Government Covid-19 guidelines). Furthermore, the project has partnered with Home Energy Scotland to run after-care events providing further support where external wall insulation measures have been installed.

Scottish Borders Council and the appointed EES:ABS contractors will continue to follow Scottish Government guidelines and advice, adhering to construction sector best practice to ensure that employees and householders are always protected.

Monitoring and evaluation activities this year 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.



Before and after photographs showing EWI Installation in Langlee

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 in order to reduce fuel poverty and carbon emissions.



They can provide advice on energy efficiency, switching suppliers, renewables, saving water, sustainable transport and refer people for benefits and tax checks.

Table 3 shows the last five years of interactions data from Home Energy Scotland for the Scottish Borders.

Table 3: Number of Home Energy Scotland interactions

	2016/17	2017/18	2018/19	2019/20	2020/21
Inbound calls	1,175	934	1,245	1,130	1,039
Outbound calls	592	705	977	558	2,330
Events	299	1,379	945	516	43
Other (e.g. emails, letters, home visits)	2,521	2,106	2,244	2,973	2,089
Total advice interactions	4,587	5,124	5,411	5,117	5,501

Energy Efficient Scotland (EES) Pilot Project

The Energy Efficient Scotland pilot project in Peebles (Change Works in Peebles hub – CWIP) ran until June 2020 and focused specifically on behavioural change, and in engaging and supporting local householders and businesses to reduce energy consumption and fuel bills as well as increasing the uptake of energy efficient measures.

This is seen as the first stage in covering all five localities during the funding period of Energy Efficient Scotland. The primary target for this self-funded project is owner occupiers with an EPC banding lower than C in line with EES route map aspirations. Additional funding received enabled the project to cover the whole of Tweeddale, specifically to explore the self-funded market. The primary target for this self-funded project are owner occupiers with an EPC banding lower than C. The lessons learned from this will inform both local and government strategy.

Given the Covid-19 restrictions the scheme was unable to build upon the community engagement work delivered previously, although lessons were still learned in how to engage using alternative methods, typically using social media and digital technologies.

Borders Home Energy Forum

The Borders Home Energy Forum continues 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 within the region.

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 continues to attract new members as more groups are established in the region to address climate change challenges and promote energy efficiency and affordable warmth within local communities. The Forum has acted as a catalyst for building collective support for ongoing strategies including;

- Affordable Warmth and Home Energy Efficiency Strategy
- EES:ABS and the Energy Efficiency Standard for Social Housing (EESH)
- Funding opportunities such as the Warm and Well project
- Joint proposals have been planned and submitted by RSLs
- Upcoming funding opportunities are being discussed proactively and in advance of calls being released
- Facilitated the recent establishment of a new Construction Sector and Supply Chain Forum

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. The move to online meeting has allowed guest speakers to appear at the forum and a collaboration with the Highlands & Islands Forum has benefitted the group through knowledge sharing and highlighting common issues that rural areas face while collectively seeking solutions.

Scottish Federation of Housing Associations £2M Fuel Poverty Fund for RSLs

Eildon Housing Association led a successful joint bid by all 4 Scottish Borders Registered Social Landlords to secure £450k from the Scottish Government's £2m Fuel Poverty fund. This significant 'one off' funding will have a real impact in tackling fuel poverty, funding has been allocated between RSLs on a pro-rata basis of housing stock and in two lots:

- Immediate payment of large-scale arrears of £50-£1000 per household. Payment will be made direct to the energy supplier and all RSLs will have a pro rata split for this purpose. It is estimated that around 200 people across all RSL's could benefit from this.
- Ring-fenced funding which will be held by the Fuel Bank Foundation who can issue vouchers to tenants throughout the rest of the year. These vary from £30 in the summer to £49 in the winter months, RSLs will have a pro rata total to draw upon.

Energy Efficient Standard for Social Housing EESSH & EESSH 2

The Energy Efficient Standard for Social Housing (EESSH) aims to improve the energy efficiency of social housing in Scotland. The first milestone (EESSH 1) was for all applicable social housing to reach the minimum rating of no lower than an EPC C or D by 31st December 2020.

RSLs across the region achieved the below EESSH percentages at the end date of 31st Dec 2021:

- Waverley Housing – 99.3% EESSH compliance
- SBHA – 97.14% EESSH compliance
- BHA – 76% EESSH compliance
- Eildon – 95% EESSH compliance

EESSH 2 Standard and timescales

A second milestone was confirmed in June 2019, for social rented houses to meet EESSH by December 2032

..."All social housing meets, or can be treated as meeting, EPC Band B (Energy Efficiency rating), or is as energy efficient as practically possible, by the end of December 2032 and within the limits of cost, technology and necessary consent"...

RSLs will continue to develop and deliver scheduled maintenance and improvement programmes to address the EESSH2 standards across their housing stock. EESSH 2 represents a much higher EPC standard and will be more challenging and costly for RSLs to attain. The higher EPC reflects the government's wider push for more energy efficient housing across Scotland.

Warm & Well Borders

Scottish Borders Council secured two years of funding worth £551,000, from National Grid's Warm Homes Fund to deliver the "Warm and Well Borders" project. The project is now in its second year. The Warm & Well scheme has developed a multi-agency approach to reducing fuel poverty, improving the energy efficiency of homes and improving the health and well-being of the most vulnerable households in the Scottish Borders.



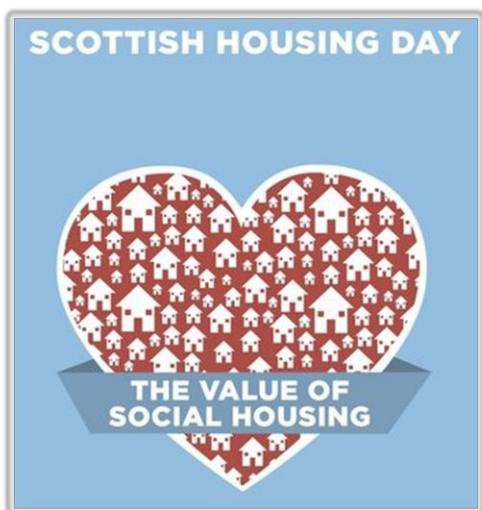
The project is being delivered through a partnership between Scottish Borders Council, Changeworks, three local Citizens Advice Bureau, Home Energy Scotland, health and social care teams and community health

organisations. Warm and Well Borders will have supported fuel poor households to live affordably warm at home by tackling high fuel bills, fuel debt, and supporting skills to be in better control of energy costs as well as building resilience to tackle the causes of fuel poverty.

Covid-19 had a huge impact on the delivery of the scheme due to the constraints put in place through social distancing. Working with the funder, the scheme delivery team were able to adapt support methods incredibly well, adopting alternative approaches including digital and online support as well as interviews with householders has been effective.

As we enter the second year of the scheme it has delivered significant savings and benefits for those most at risk and in fuel poverty. Over 300 households have been supported and benefits and energy savings of £300,000 realised. The support arrangements and relationships developed between the agencies have put in place a lasting legacy that will continue to support the region beyond the duration of the scheme.

Scottish Housing Day



Scottish Housing day was held on the 16th of September 2020. To mark Scottish Housing Day, Scottish Borders Council joined up with RSLs, other Local Authorities and other organisations across Scotland to promote the value of social housing.

Councilor Mark Rowley, Scottish Borders Council's Executive Member for Business and Economic Development said: "I'm passionate that Scottish Borders Council work with our partners to deliver exceptional housing across the Scottish Borders, so I'm delighted we are recognizing the value of social housing by taking part in this year's Scottish Housing Day".

Information on housing was publicised widely across Scottish Borders Council's social media platforms working closely with local RSLs to share information, advice and awareness of all the

services Scottish Borders Council and our partners offer in relation to homelessness, housing and other housing related services.

Private Landlord Registration

Landlord registration allows local authorities to control and regulate who can operate legitimately as a private landlord. This provides Scottish Borders Council with an effective tool for dealing with the worst performing landlords who, by their behaviour and attitude, mismanage their properties or fail to act in respect of their anti-social tenants and cause misery for their own tenants, other tenants, neighbours and communities. At the end of the 2020/21 period there were over 5,000 registered landlords and nearly 8,000 properties within the private rented sector in the Scottish Borders.

In recent years emphasis has shifted from registration enforcement to a liaison and support service for landlords and tenants. The service is focused on engagement and enforcement is only applied as a last resort. Key engagement activities include:

- Scrutinising prescribed information provided on applications and liaising with landlords where there are anomalies. This is an important point of engagement, landlords are offered guidance on legislation relating to letting properties. Rental properties are being improved as a result and landlords also gain a better understanding of the requirements when letting in the private sector.
- Due to the restrictions caused by Covid-19 property condition inspections have been problematic for example repairing standard issues are now being addressed through remote inspections. This

involves obtaining video footage or photographs provided by the tenant and a report is prepared by Officers and forwarded to the landlord in the usual way. Contact with landlords and Tenants has had to be adapted focusing on email and phone calls rather than the postal service, due to changing working practices introduced to limit the effects on the service by Covid-19.

Throughout the pandemic Officers have continued to support landlords by providing the latest Scottish Government Guidance; information on financial help available and how to go about daily landlord activities including what checks should be being completed and how to undertake viewings. This information is also available on our website which has been regularly updated throughout the pandemic. Some enforcement actions have been put aside during this time, contact with landlords providing support and encouraging them to complete any outstanding actions being the preferred method of engagement.

Throughout the year courtesy reminder letters are now sent to landlords prior to expiration of their registration, this has resulted in fewer complaints in regard to late fees being applied. In addition records in regard to prescribed information are being kept so that targeted advice can be provided to landlords to assist them with these forms.

Despite the pandemic Scottish Borders Council continued to work in conjunction with LAS to provide training for landlords. Training moved to a virtual classroom, making it more accessible for many of the region's landlords and two events were held, one on Property condition & property management and another on Tenancy Management during Covid-19.

Scheme of Assistance

The Scheme of Assistance helps to achieve the Local Housing Strategy's vision, with particular contribution to Priorities 1, 2 and 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 ensuring that they are able to live in a safe environment within their own property (Priority 4)
- Working with Environmental Health and Building Standards to address disrepair in private sector homes (Priority 2)
- Ensuring that properties in the Private Rented Sector meet the repairing standard and providing advice to both tenants and landlords about their rights and responsibilities
- 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.
- Common repairs work, engaging with and bringing together multiple owners to resolve complex repairs.
- Working with Building Standards to deliver enforcement work
- Financial help to cover some (or all) of the costs of eligible major adaptations.
- Information and advice to support empty homes owners to bring them back into use.



During the reporting period 46 instance of practical assistance were given to landlords including advice on repair and maintenance including common repair; empty homes advice; support to landlords and tenants and, as a last resort, enforcement.

In addition, general information and advice was also provided in regard to private property house condition concerns.

Missing Shares Scheme

In 2019 Scottish Borders Council agreed to pilot a Missing Shares Scheme in the Scottish Borders. Initially this pilot will target the Hawick Conservation Area over a two year period. The intention is to manage the Missing Shares scheme in tandem with the Scheme of Assistance and to support activity through the approved Hawick Conservation Area Regeneration Scheme. The pilot will be reviewed regularly and progress monitored. Progress in the delivery of the missing shares scheme has been hampered by Covid-19, in light of this the intention is to request an extension to the pilot.

4. Homelessness

Addressing Priority 3: Fewer People Are Affected By Homelessness

Highlights

- During 2020/2021, 767 households approached Scottish Borders Council 's Homelessness Team for advice and/ or assistance
- 558 households were assessed as unintentionally homeless or threatened with homelessness
- 90% of households assessed as unintentionally homeless, with a known outcome, secured settled accommodation
- No B&B accommodation used as temporary accommodation within the Scottish Borders during 2020/21
- During 2020/2021 the Housing support team received 256 new referrals. The number of cases closed during 2020/2021 was 114 of which 86% were closed due to a successfully completed intervention.
- 15 additional temporary homeless accommodation properties were acquired from RSL

Covid-19- Impact

Work and life changed dramatically in 2020/2021 due to the Covid-19 emergency. Borders Homelessness and Health Partnership (BHHSP) members have been on the front line of the crisis and have worked closely throughout the pandemic to ensure that tenants, customers and those at risk of homelessness have continued to receive the services and support they require. Homelessness services were delivered by telephone wherever possible, however, given the vulnerable nature of many homeless households, face to face access and support was retained where required.

Early actions in response to the pandemic were focused around ensuring homeless or potentially homeless households within the Scottish Borders had suitable accommodation available to them that allowed them to comply with the imposed lockdown measures. To achieve this homelessness services and RSLs worked in partnership to increase the availability of temporary homeless accommodation by 15 properties, and ensured homeless applicants had continued access to permanent accommodation and support.

As part of the national public health response, local authority homelessness services across the country continue to have temporary additional duties to provide temporary accommodation regardless of an applicant's entitlement to public funds. Within the Scottish Borders temporary homeless accommodation was provided to one household with no recourse to public funds.

Changes to legislation relating to the Local Connection that was set to be introduced during 2020/2021 was delayed until there is more certainty over the control of the coronavirus pandemic and a reduction in the need to restrict movement between local authority areas.

Test and Protect

As part of the local Test and Protect response, officers from Public Health, local RSLs, and Scottish Borders Council's Safer Communities, Assets and Infrastructure, and homelessness teams worked together to identify and provision a small number of suitable properties for use as alternative accommodation for individuals or families to self-isolate safely and effectively.

East Housing Options HUB

Scottish Borders Council continued to be actively involved with the Scottish Government's East Housing Options HUB which met on a fortnightly basis throughout 2020/2021 and proved to be a vital support during the pandemic response. Funding secured from the East Housing HUB resulted in the launch of a homelessness peer support pilot that is being delivered in conjunction with Penumbra.

Evictions

Eviction bans introduced in response to the pandemic remained in place at the end of 2020/2021, subject to three weekly reviews. In 2019/20, 140 statutory homelessness cases were as a result of an action taken by landlords to terminate a tenancy. This reduced significantly in 2020/2021 to 55 applications. At this time it is not known when the eviction ban will end nor what the impact of this will be but in order to mitigate this homelessness services and RSLs have continued to provide advice and support to tenants to prevent rent arrears throughout the pandemic.

Homeless Presentations

There was an 11% reduction in homeless presentations in 2020/2021 compared to 2019/2020, however, the response to each case was more complex and services had to adapt quickly to ensure every household had a place to stay. Of those that were assessed as homeless or threatened within homelessness during 2020/21 the main reasons for homelessness recorded was being asked to leave, relationship breakdown and domestic abuse, accounting for 67% of the reasons for homelessness during the period.

Key Homelessness Statistics

- 767 households approached Scottish Borders Council's Homelessness team for advice and/or assistance.
- 686 households presented as statutory homeless, an 11% reduction compared to 2019/2020. This is in keeping with indications coming from Bi-Annual national data which reported a 10% decrease in homeless presentations in the period 1st April 2020 to 30th September 2020.
- 558 households were assessed as homeless or threatened with homelessness, this is a decrease of 11% from 2019/2020. Of which, 557 were assessed as 'unintentionally' homeless or threatened with homelessness.
- The level of repeat homelessness applications in the Scottish Borders remains low, with 4% of applicants assessed as homeless or threatened with homelessness having applied within the previous year.
- 89% of households assessed as unintentionally homeless, where there was a known outcome, secured settled accommodation. This compares favourably with the 2019/2020 national average of 82%.
- Contact with unintentionally homeless households was maintained until closure in 94% of cases, broadly in keeping with the 2019/2020 national average of 95%.
- For homelessness cases that closed in 2020/21 it took an average of 141 days from assessment to closure, this has increased from 137 days in 2019/2020 but compares favourably to the national average for 2019/2020 of 224 days.
- There was no use of bed and breakfast as a temporary accommodation option in Scottish Borders
- 244 statutory homeless cases were open at the start of the period and 277 cases at close of the period. The 14% increase is a direct consequence of a number of challenges arising from the Covid-19 public health crisis.



Care Leavers

The Housing Options Protocol for Care Leavers in the Scottish Borders, which was developed and implemented in partnership between Scottish Borders Council and 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. Key partners continued to support the 'Youth Homelessness Prevention Pathway: Improving Care Leavers Housing Pathways' to ensure that the housing needs of our care leavers are met in a planned co-ordinated way.

Sustainable Housing on Release for Everyone' (SHORE) standards

The 'Sustainable Housing on Release for Everyone' (SHORE) was launched nationally in 2017. 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 2020/2021, Scottish Borders Council worked with the Scottish Prison Service to identify and people who may face homelessness upon their release to ensure that every person had access to suitable accommodation upon their release that met their housing and support needs and would allow them to adhere to the lockdown restrictions.

The information sharing protocol which was adopted in 2019/2020 and has improved information sharing arrangements contributing to the aspirations of SHORE, allowing for earlier intervention both in terms of the prevention and resolution of homelessness.

Homelessness services adopted the use of 'Email a Prisoner' which has proved to be a vital communication tool to ensure suitable housing arrangements are identified prior to reintegration within the community.

Although no visits within a prison setting were possible, the homelessness service worked with the Scottish Prison Service to ensure that homeless applicants being released from prison received access to housing and support.

The national Early Release Programme introduced regulations to allow a limited number of short-term prisoners nearing the end of their time in custody to be released early. In the Scottish Borders key partners worked together to undertake an exercise to identify all people who may face homelessness upon their release to ensure they had access to advice, support and accommodation where required.

RSL Partnerships

In October 2020 Eildon Housing Association implemented a new allocations policy changing the way in which homeless applicants were allocated permanent housing. Early indications in regard to this new allocations policy are encouraging both in regards to preventing and resolving homelessness.

Scottish Borders Council and Link Housing Association implemented a Section 5 protocol, which seeks to maximise the choice of homes available to homeless applicants and provide better opportunities to meet homeless households' needs. Scottish Borders Council look forward to working closely with Link Housing Association and the opportunities this will bring in terms of meeting the aims of the Borders RRTP.

From April 1, 2021, Berwickshire Housing Association (BHA) will be changing the system it uses to let its homes. BHA have been working together with six other social housing landlords across Scotland to create a new lettings service called These Homes. These Homes will replace the HomeHunt service currently used to advertise, allocate and let BHA homes. The new digital lettings service will look very different to Homehunt



but will still work in a similar way in that a prospective tenant will need to register and apply for the properties they want to be considered for.

SBHA introduced changes to their engagement strategy, increasing the use of emails, social media and texts to reach out to their tenants regarding rent arrears. This had a positive impact and the number of households receiving support from SBHA Financial Inclusion team increased to 814 households compared with 675 the previous year. SBHA also saw an increase in engagement from cases at high risk of enforcement action, engagement would traditionally sit at around 5% however this increased to over 90% during lockdown and successfully reduced the number of tenants with over £1000 in rent arrears. It is imperative that all opportunities to work in partnership to minimise evictions during 2021/2022 are explored as part of our recovery planning and response. Accordingly, a commitment to undertake a review of Section 11 procedures will be conducted in 2021/22. This will be enhanced by the Crisis Intervention Fund which was launched in 2020/21.

Berwickshire Housing Association's Financial Inclusion Team assisted their tenants to obtain £150,421 of backdated benefits in 2020/2021 with a further £898,131 of ongoing benefit gains for tenants over the following year. In addition Berwickshire Housing Association have developed a tenancy support services to support tenants who may have additional mental health and wellbeing support needs. The 18 month pilot project, called 'BeWell', is funded by BHA with additionally funding from the Lintel Trust. The project will launch in 2021/2022 and will be delivered in partnership with Penumbra.

BeWell aims to:

- Promote independent living by addressing key factors that risk tenancy sustainment;
- Work in a partnership with Penumbra to provide the range of emotional and practical supports that customers of Berwickshire Housing Association need;
- Reduce tenancy breakdown and rent arrears for customers of Berwickshire Housing Association;
- Reduce the number of voids created by tenancy breakdown;
- Maximise access to BHA's tenancy support teams including Financial Inclusion, Customer Accounts and Befriending services;
- Connect people rapidly to community-based personal and social support networks so that they feel safe and secure at home.

These Homes

Berwickshire Housing Association have been working together with six other social housing landlords across Scotland to create a new lettings service called These Homes. These Homes will replace the HomeHunt service currently used to advertise, allocate and let BHA homes. The new digital lettings service will look very different to HomeHunt but will still work in a similar way in that a prospective tenant will need to register and apply for the properties they want to be considered for.

Borders Homelessness and Health Strategic Partnership (BHHSP)

The Borders Homelessness and Health Strategic Partnership (BHHSP) established in 2018/19 continues to operate with a key focus on the implementation of the Scottish Borders Rapid Rehousing Transition Plan. The BHHSP includes senior officers from Scottish Borders Council and NHS Borders with responsibility in homelessness, health and social care, public health, social work, property management and housing strategy. The four locally based Registered Social Landlords have representation from senior officers.

Homelessness and Rough Sleeping Action Group (HARSAG)

The national Homelessness and Rough Sleeping Action Group (HARSAG) was reconvened in June 2020 in response to the coronavirus crisis and further recommendations were proposed to the Scottish

Government, these recommendations were considered and an updated Ending Homelessness Together action plan was published in early October 2020.

Following this, 'RRTPs and HARSAG 2020 –What Now? A Short guide for local Authorities', was published on 29th October 2020 and supports the HARSAG recommendations that the 'responsibilities for addressing and preventing homelessness do not sit solely with local authority homelessness teams' and highlight 'the core relationship between health and home, demonstrating that in order to keep people safe we must work collaboratively across all sectors, but also showing that it's possible to do so – and quickly', the guide reflects the four key themes of the HARSAG recommendations;

1. Prioritise Prevention – 'Where Homelessness is predictable it is preventable'
2. Settled Housing Options – 'We all have the potential to live a good life – and home is the best place from which to build it'
3. Equalities competence – 'The risk and impact of homelessness is not distributed equally, or in the same ways, across society'
4. Responsive systems – 'To end homelessness in Scotland we need an enabling system with no wrong door'

Scottish Borders Rapid Rehousing Transition Plan (RRTP)

Rapid Rehousing is a key component of the 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. The Covid-19 emergency has delayed the full application of resources and has consequently impacted on the development of the Borders RRTP. In order to support the work of the RRTP additional development resources have been appointed to compensate for time lost as a result of the delays.

As a result of the delays and impact of Covid-19 and updated emerging guidance, it was agreed that the RRTP action plan should undergo a review to reconsider the priorities of the BHHSP in light of the pandemic. Following the initial response to the pandemic, focus moved to the RRTP and work began on the 'Ending Homelessness Together' commitments, by progressing the Scottish Borders RRTP with our Housing Association and Health and Social Care partners.

We are mindful of the changing landscape brought about by the Covid-19 emergency and the impact this has had on the development of our RRTP, however, we are equally aware of the contribution that the RRTP framework can have on our recovery.

Housing First Service

A range of RRTP priorities were taken forward in the latter half of 2020/2021. Significant progress was made to pilot a Housing First Service within the Scottish Borders and organisations were invited to tender for the service in March 2021, we look forward to seeing a Housing First service operational in the Scottish Borders in 2021/2022. 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, it offers personalised, open-ended, flexible support for people to end their experience of homelessness and address wider needs.

Crisis and Housing Intervention Funds

One of two proposed Crisis Intervention Funds was launched in 2020/21. A total of £30,000 RRTP funding per annum has been committed to the Crisis Intervention Funds for the duration of the RRTP. The funds will be administered by Scottish Borders Councils with applications accepted from Homelessness and RSL officers.

The Housing Intervention Fund which launched in February 2020, aims to improve the housing options available to applicants who are in need of intervention due to rent arrears and who often face the prospect of being homeless. More often than not, by this stage, there has been a breakdown in communication with their landlords and/or a lack of engagement from the applicant to address the debt.

Homelessness Officers work in collaboration with both the applicant and other interested parties to bridge that gap and help the customer remain in their tenancy. The applicant's landlord and the homelessness team are required to work together to ensure reasonable milestones are met by the applicant that aim to address the underlying cause of the arrears. Seven applications to the Housing Intervention Fund were approved in 2020/2021.

The second fund which is planned to launch in 2021/2020 is a Homelessness Intervention Fund accessible by front line workers within homelessness services to use in the prevention or resolution of homelessness.

The Scottish Welfare fund continued to operate to provide essential furnishings and was an integral part of ensuring people had access to essential household items that they required to take up residence of their new homes.

Crash Pad

A Crash Pad was established within the temporary homeless accommodation portfolio and will become operational in April 2021. The Crash Pad is a self-contained property that can accommodate households on a short term basis (one or two nights), this will allow for improved assessment of need prior to allocation of temporary accommodation and aims to result in suitable temporary accommodation being provided in the first instance.

This will improve the customer's experience of homelessness, make more efficient use of the wider temporary accommodation stock and reduce Scottish Borders Council's risk of breaching the Unsuitable Accommodation Order.

Digital Inclusion

Housing access and housing stability can be greatly improved for those who have consistent access to the range of services that are offered digitally. The RRTP will continue to explore ways of getting homeless households digitally included throughout its lifespan.

As part of the RRTP action to improve digital access a successful application to the Connecting Scotland Programme was submitted, with 10 packages being awarded to homeless households and 237 packages to RSL tenants.

Housing Support

Receiving 256 new referrals into service the Housing Support team have continued to provide vital service provision to supported people throughout 2020/2021, continuing direct delivery where deemed essential. 86% of cases have been closed due to interventions being successfully completed.

The team have been trained by the local Naloxone Lead within the NHS and subsequently registered with the Scottish Government Population Health Directorate in order to supply and administer Naloxone in the case of an emergency to save a life.

In April 2020 the housing support team consulted with partners on the service currently being provided, considering; accessibility, communication, partnership working, quality of service and responsiveness. 80.6% rated the quality of the support provided high quality/very high quality.

“I feel the service is a vital component of homelessness services and we rely on their hard work and expertise to support vulnerable clients in their resettlement. Without them I have no doubt there would be a massive increase in the failure of tenancies and people would struggle to maintain them.”

“Great communication, partnership working, active problem solving and ability to look for solutions out of the norm”

“The people with whom I have worked from the Housing Support team are dedicated to providing a good service and committed to the people they are trying to support.”

5. Support to Live Independently

Addressing Priority 4: More People Are Supported To Live Independently In Their Own Homes

Highlights

- Longfield Crescent development completed in February 2021
- Construction underway at Langhaugh, Galashiels
- £173,221 spent on adaptations in the private sector
- Financial assistance provided by Scottish Borders Council for 41 major adaptations in the private sector
- 45 major adaptations carried out by RSLs
- Care and Repair Handyman Service fitted a total of 1,630 grabrails
- 2 new homes built to wheelchair accessible standards
- HNDA sub group established to work specifically on the Special Housing Provision

Covid-19 Impact

Despite the impact of Covid-19 and lockdown resulting in delays to projects much progress has been made over the 2020/21 period, with new extra care housing delivered. Covid-19 impacted upon delivery of major adaptations where numbers were down as a result of the period spent in lockdown and the difficulty in visiting properties particularly where vulnerable residents were shielding for long periods of time.

Extra Care Housing

Considerable progress has been made over the 2020/21 period in developing service specifications and contracts between Scottish Borders Council and Eildon and Trust Housing Associations.

The first development in the programme to complete in February 2021 was Trust Housing Association's Longfield Crescent development at Todlaw in Duns.

Scottish Borders Council and Trust have developed a joint approach to promote the development, services provided and allocate tenancies. Construction of Eildon Housing Association's 39 flat Wilkie Gardens development at Langhaugh Galashiels is advancing well, with the opening anticipated in the autumn of 2021.



ECH Housing at Todlaw, Duns

In addition, stripping out work started in March 2021 as a precursor to the start of building works to convert the Listed Building at the former Kelso High School, this will provide 36 flats for Eildon Housing Association upon completion which is expected around December 2022.

Wheelchair Accessible Housing Target

Following the delivery of the finalised report “A space to live – Wheelchair accessible housing in the Scottish Borders” in January 2020, work has continued to engage stakeholders. It is intended that the action plan will now be delivered and integrated with the Local Housing Strategy 2017-22 actions through the LHS monitoring and reporting processes.

The final report identified a wide range of issues and challenges which will need to be addressed at national as well as at a local level by Scottish Borders Council and partner agencies. The core findings indicated that up to 20 new wheelchair accessible homes will be required, per year, across all tenures in order to address both current unmet need and future requirements.

Informed by the above report the Executive Committee agreed to set an annual Wheelchair Accessible Housing target of 20 homes with proposed delivery being divided into 15 by Registered Social Landlords with the balance provided by the private sector. This target is reflected in Scottish Borders Council’s current Strategic Housing Investment Plan 2021/26.

During 2020/21, 2 new build homes were completed to wheelchair accessible housing standards. These were delivered by Trust Housing Association at the new Extra Care Housing development at Longfield Crescent in Duns.

HNDA Specialist Provision

As part of the development of the third South East Scotland Housing Need and Demand Assessment (HNDA3) a sub group has been established to work specifically on the Special Housing Provision section. Based on the previous HNDA, this was an area that required more focus and as a result four members of the project team have been meeting regularly to work on this section.

Specialist Provision refers to three broad categories of need covering six types of housing or housing-related provision. These support independent living for as long as possible and help to enable people to live well and with dignity.

Table 4: Housing Need Categories

Category of Housing Need	Type of Housing Provision
Property Needs	1. Accessible and adapted housing 2. Wheelchair housing 3. Non-permanent housing e.g. for students, migrant workers, asylum seekers, refugees
Care and Support Needs	4. Supported provision e.g. care homes, sheltered housing, hostels and refuges 5. Care/ support services for independent living
Locational or Land Needs ¹	6. Site provision e.g. sites/ pitches for Gypsy/ Travellers and sites for Travelling Showpeople, city centre locations for student accommodation

¹ At SDP and local authority level Gypsy/Traveller issues are a requirement of SPP given cross border issues here. Locational need may also be for non-permanent accommodation e.g. student accommodation in town centres or near the college/university. Other more innovative or aspirational 'locational need' may be for certain types of Specialist Provision e.g. properties within close proximity to shops and services or in groups (villages) to allow support services to be managed and delivered more effectively. With the health and social care agenda, this may come more to the fore so that in future there will be more planning collaboration over the provision of nursing/care homes, residential homes etc.

The group have been identifying the data requirements for the section and have been working closely with partners in Health & Social Care, Care and Repair Services, other local authority departments and RSLs.

For robust and credible status HNDAs must satisfy all core outputs and processes; for specialist provision these are:

- Identifies the contribution that Specialist Provision plays in enabling people to live well, with dignity and independently for as long as possible.
- Identifies any gap(s)/ shortfall(s) in that provision and the future level and type of provision required.
- Considers evidence regarding property needs, care and support needs and locational/ land needs.
- Undertakes consultation with all appropriate stakeholders who represent the views of those people who this chapter may impact upon and reports on the findings of such consultation.
- Gives due consideration to the provisions of the Equality Act (2010)

Care and Repair



Scottish Borders 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 achieves 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 is available to:

- home owners over 60 years of age
- private tenants over 60 years of age
- disabled owners or private tenants of any age

The service has been expanded due to a legacy donation from Borders Caring Service to provide an additional Handyperson and the introduction of a fall prevention pilot.



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.

During the 2020/21 period a total of £173,221 was spent on adaptations throughout the region in the private sector. Despite Covid-19 restrictions a total of 41 adaptations were delivered. Table 5 details the types of adaptations that were installed within the Scottish Borders.

Table 5: Major Adaptations (Private) Completed in 2020/21

Adaptation Type	No. Completed
Curved Stair Lift	3
Closomat	1
Create Shower Room in Spare Bedroom	1
External Ramp	2
Level Access Shower	21
Modular Ramp	1
New Door and Flat Threshold at House for Access	1
Ramp with Hardstand, Path and Turning Point	1
Regrading External Steps at Back Door	1
Stair Lift	5
Wet Floor Shower	3
Wet room	1
Total	41

Within the Scottish Borders there are currently 778 signed up members subscribed to the Handyperson Service. During 2020/21, the Care and Repair Handyperson Service fitted a total of 1,630 grab rails, at a total cost of £6,025. Table 6 details information on small repairs and adaptations and the Handyperson's Service.

Table 6: Small Repair & Adaptations & Handyperson 2020/21

	Number Completed	Spend
Small Repairs & Adaptations	264	£50,201
Handyperson Jobs	2,643	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 larger 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 7 details the number of major adaptations and spend by each RSL.

Table 7: Major Adaptations carried out by RSLs in 2020/21

RSL	Number Completed	Spend
Berwickshire Housing Association	13	£47,245
Eildon Housing Association	15	£25,782
Scottish Borders Housing Association	10	£44,069
Waverley Housing	7	£22,538
Total	45	£139,634

Personalising Services

Scottish Borders Housing Association's Strategic Plan has a commitment to personalising services to ensure those at risk can access support. Throughout lockdown welfare calls were made to 4,500 tenants and regular welfare checks were maintained with those who had requested them. Using Customer insight data SBHA were able to prioritise their response initially to those shielding, elderly or those with a disability. Referrals were made into the community assistance hubs and resilience groups where required. SBHA have reduced the number of Tenants who owe over £1,000 in arrears. This has been the result of a change in engagement strategy, email, social media and text been utilized to reach out to tenants. Normally there is a 5% engagement from high risk cases as SBHA proceed with enforcement however this has increased to over 90% during lockdown.

Connecting Scotland

RSLs throughout the region have taken part in the Connecting Scotland Initiative allowing them to distribute iPads and Chromebooks to tenants through the scheme enabling them to be digitally connected. Team members were trained as digital champions to offer support to Tenants to get online and use devices.

Housing Proactive, OK Each Day

Berwickshire Housing Association launched a new service across Independent Living homes in partnership with Alertacall, called Housing Proactive, Ok Each Day. This service is the first step towards Berwickshire Housing Association reviewing their overall approach to supporting customers to live independently at home within their local communities for longer. It marks the first step in preparations for the Analogue to Digital switchover.

6. Developments for the year ahead

The period 2020/21 has seen changes to all of our lives, the ways in which we work have changed. Housing services across the Scottish Borders have had to innovate in the way we interact with service users to continue to provide an excellent service that is inclusive to all. Housing will play a key part in the economic recovery of the country as well as addressing some of the inequalities that exist within our society.

Local Authorities and Housing Associations have been on the front line of the crisis, supporting communities to adjust to the huge challenges they now face. Continuing our commitment to ensuring everyone has a home which meets their needs is more vital than ever and looking to the year ahead. Scottish Borders Council and partners will be working hard to deliver on the ambitions of the Local Housing Strategy and working towards ensuring that people have access to affordable, good quality housing and feel safe and supported in their homes.

The year ahead will see continued efforts to help ensure that every person in the Scottish Borders lives in a home that meets their needs. As far as possible given the uncertain context of the impacts of Covid-19 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 that they need to live independently. Scottish Borders Council greatly appreciate the hard work that our local partners and communities have 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 2021-2026

The SHIP 2022/27 is due to be submitted to Scottish Ministers by the 31st of October 2020. Uncertainties in the housing sector have been eased to a degree regarding the future level of the Affordable Housing Supply Programme budget allocations beyond the Scottish Parliamentary election which is due to be held in May of 2021. Scottish Borders Council and its partners have been advised to plan on the basis of a £16.972m allocation for 2021/22.

Preparatory work has started to draft the next SHIP 2022/27. Current indications are that, all being well, it is anticipated that up to 343 affordable homes could potentially be delivered during the 2021/22 period.

Housing to 2040

Published in March 2021 Housing to 2040 is Scotland's first long-term national housing strategy with a vision for what we want housing to look like and how it will be provided to the people of Scotland, no matter where they live and what point in their life they are at. Housing to 2040 sets out a vision for housing in Scotland to 2040 and a route map to get there. It aims to deliver upon the ambition that everyone should have a safe, good quality and affordable home that meets their needs in the place they want to be.

The vision and underpinning principles inform the Housing to 2040 route map and describe the ambition for everyone to have access to a warm, safe, affordable and energy efficient home that meets their needs, in a community they feel part of and proud of. Housing to 2040 sets a new ambition to deliver 100,000 affordable homes by 2031/32 which will make an important contribution to tackling child poverty and continuing work towards ending homelessness.



It puts place at the heart of the strategy, with an intention to invest in our town centres and make it easier for homes to be the heart of strong communities with housing that is well designed, without compromising on the aesthetics. Housing to 2040 also aims to take action to stem rural depopulation and help communities in all corners of Scotland to thrive.

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 and the development of the next LHS expected to cover the period 2023-2028. This research 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 House Condition

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 Scottish Borders including supporting local economies, improving individual's health and well-being and by making communities safer.

Over the next year, Scottish Borders Council will be undertaking a significant amount of work to improve our understanding of the condition of private sector housing through the development of the Private Sector Housing Condition Improvement Action Plan throughout the year. The plan will set out how Scottish Borders Council, with partners, will support the improvement of private sector house conditions by tackling disrepair and below tolerable standards across tenures.

The team has worked closely with landlords over the past year developing new processes to improve our service and have engaged with them throughout the pandemic, providing relevant and up to date advice on Scottish Borders Council website along with support from our Private Sector Liaison and Enforcement Officer, who has been on hand to advise local landlords. The team will continue to support landlords moving forward for example keeping landlords up to date with proposed changes within the sector.

Recognising issues around empty homes can be complex and working with owners can, in many cases, be time consuming, Scottish Borders Council is working with the Scottish Empty Homes Partnership to secure additional staffing resource to develop a dedicated empty homes service. Funding has been approved for an Empty Homes Officer post for a two year period which will provide Scottish Borders Council with additional resource to target empty homes within the region. It is anticipated recruitment to this post could be completed by summer 2021.

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 was developed in 2018/19 and the second year of the strategy has been now been implemented, building on achievements of previous years.

The Borders Home Energy Forum maintains good support and its key 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 Energy Efficiency Scotland route map, as well as targeting efforts to work collectively on issues of fuel poverty.

Scottish Borders Council continue to support strategic development and actively participates and responds to government consultations, such as the Improving Energy Efficiency in Owner Occupied Homes, New Build Heat Standard and the Heat in Buildings Strategy.

Officers will continue to support the creation and development of the renewables and construction supply chain forum as well as the ongoing influence of the Borders Home Energy forum.

Beyond Energy Efficiency Standard for Social Housing (EESH2)

The Energy Efficiency Standard for Social Housing (EESH) was introduced in March 2014 and set a milestone for social landlords to meet for social rented homes by 31 December 2020. RSLs within the Scottish Borders were able to deliver a 92% compliance with this target despite the challenging restrictions of the Covid-19 pandemic. Works to improve properties' energy performance remains ongoing.

The next milestone is EESH 2. Under EESH2, all social housing must meet, or can be treated as meeting EPC Band B (Energy Efficiency rating), or is as energy efficient as practically possible by the end of December 2032 and within the limits of cost, technology and necessary consent.

This will have implications in the Scottish Borders due to the rural nature of the region higher percentage of pre-1945 solid walled properties that are more expensive to bring up to the required energy efficiency standard. Similarly, having a large percentage of properties off the gas grid also brings additional costs and challenges in improving the energy efficiency rating of a property. In addition, more straightforward improvements were addressed under the EESH 1 standards. The more stringent and far reaching standards set for EESH 2 represent additional challenges in the year ahead.

Homelessness

During 2021/2020 homelessness services will retain the key focus of progressing the reviewed Rapid Rehousing Transition Plan and working towards the 'Ending Homelessness Together' commitments, with our RSL and Health and Social Care partners. Scottish Borders Council are mindful of the continuing impact and changing landscape brought about by the coronavirus crisis, however, we are equally aware of the significant contribution that our RRTP can make during our recovery period and the opportunities that have been generated from strengthened relationships during the pandemic.

The expected introduction of a Housing First support model in 2021/2022 is particularly welcomed. Housing First will provide support to those who have endured long term homelessness or who have multiple experiences of homelessness and also have multiple and complex needs.

Although many people see homelessness as being a housing issue, for many of the Housing First cohort homelessness is symptomatic of a greater range of challenges.

Housing First will not replace specialist services, it will help individuals establish and maintain links with these services while recognising the fundamental impact that having a secure home can have in areas such as health, substance use, employability and offending behaviour.

Housing and Communities

Housing is a vital component within 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. This has been highlighted during the pandemic.

The development of new housing stimulates the local economy. In addition Housing Associations provide support to a wide range of initiatives within the local community 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 our local RSLs.

An example of this is Berwickshire Housing Association working alongside Abundant Borders to encourage the use of their community gardens in both Duns and Ayton.

The community garden at Todlaw in Duns will include an orchard, raised beds and other facilities to encourage use of the garden by tenants and their families. There is also an outdoor classroom planned for the Duns community garden which should be completed by the spring or early summer 2021.



Community Garden at Todlaw



Sensory Garden at Station Court

Berwickshire Housing Association have also been working on transforming a vacant piece of land into a vibrant sensory garden for Community Integrated Care residents at Station Court in Duns to be known as the Bumblebee Garden. Construction of the garden has completed and planting is due to begin this year.

New more environmentally friendly construction methods such as the Green House Pilot are being trialled throughout the region. In addition to which two other projects providing 24 homes are now being delivered out with the Pilot to similar low carbon and high energy efficiency standards with

20 homes at St Aidens, Galapark in Galashiels and 4 homes at The Valley in Selkirk. The continued regeneration of Upper Langlee in partnership between Scottish Borders Council and Waverley will bring improved more energy efficient housing along with addressing housing need in the area.

There are remain 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.

Working collaboratively to deliver on the ambitions of this LHS is paramount and through continued effective partnership working the vision of the LHS is being driven forward. Collectively we aim to build upon the achievements in this year's report to continue to ensure that the Scottish Borders remains a place where everyone is able to enjoy affordable, good quality housing in a pleasant and safe environment.

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HOUSING STRATEGY, POLICY & DEVELOPMENT

Council Headquarters | Newtown St Boswells | MELROSE | TD6 0SA

tel: 01896 661392 | email: housingenquiries@scotborders.gov.uk | www.scotborders.gov.uk



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LHS 2017-2022 Monitoring Tool

2020/21 – Year Four

	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	2020-2021 Actions	2020-2021 Progress	2020/21 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, meetings continue on a regular basis		SHIP Working Group	Strategic Housing Investment Plan (SHIP) 2021-2026 SHIP 2020-2021 Progress Delivery Report
	Liaise with Scottish Government quarterly through SGMHD Liaison Meetings	Ongoing work with Scottish Government, meetings continue on a regular basis			
	SHIP Delivery Support Group to continue to meet regularly	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 2021-26 to Scottish Government in November 2020	SHIP 2021-2026 was submitted to Scottish Government in November 2020. The SHIP received very positive feedback from the Scottish Government			
Identify mismatch of supply and demand in social rented housing, including need for re-provisioning, inform investment priorities	Continue regular meetings with the Borders Housing Alliance	Meetings are on a quarterly basis with the four local RSLs		LHS Partnership Group	Border Housing Alliance Minutes SHIP 2021-2026 Learning Disability Service Strategic Commissioning Plan 2016-19 Space To Live: Wheelchair Accessible Housing in The Scottish Borders SESHoF Minutes Langlee Steering Group minutes The Housings Needs and Aspirations of Young People; Scottish Borders 5 Year Action Plan April 2019
	Working with the Learning Disability Service to identify supported accommodation solutions	SHIP 2021/26 contains projects to reflect Services commissioning intentions.			
	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 begin in 2021/22.			
	Implement the findings and Actions of the Wheelchair Accessible Housing Study	The findings of the Wheelchair Study have been included in the SHIP and are being used to support the development of the specialist housing section of HNDA3			
	Develop the third South East Scotland Housing Need and Demand Assessment 3	Work on HNDA3 began in June 2020. A Project Team has been meeting regularly and different workstreams have been allocated for officers to progress. The timescales for completing the HNDA3 is October 2021.			
	Continue to work to support with Waverley Housing to progress work on Upper Langlee Regeneration	There are 229 homes in the study area and the proposals envisage the demolition of 159 homes and provision of 109 new build energy efficient homes for social rent. A detailed major Planning Application for the new build housing proposals was submitted to Scottish Borders Council in June 2020. This is on track to be considered by the Planning and Building Standards Committee on 29 March 2021.			
	Implement the actions identified in the Young Persons Housing needs study and update on progress through LHS Annual Progress Report	The Young People's Housing Need Study continues to be monitored but due to the pandemic some of the actions have not been progressed as quickly as anticipated be due to other priorities			
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)	Engage Scottish Government to review and extend use of Housing Infrastructure Funding	Discussions are being progressed through South East Scotland City Regional Deal		SBC, HfS, Rural Housing, Scottish Enterprise	City Deal Workstreams Minutes Regional Housing Board Minutes SHIP 2021-2026 Housing Supply Strategy 2018-2028
	Identify potential Housing Infrastructure Fund project bids	No HIF funding bids identified by SBC and RSLs			
	Develop Supplementary Planning Guidance for Lowood site	Public Consultation Exercise has been carried out. Intention to take to revised and finalised SPG to Council Committee in June 2021.			
	Identify infrastructure investment and funding requirements to facilitate developments at Lowood	Ongoing work led by SBC Capital Projects Team and Finance			
	Promote Access to the Rural Housing Fund	A review of the housing pages on SBC's website has begun and is currently ongoing. Officers have provide advice and support to those seeking to access funding.			
	Explore the potential for providing serviced plots for self-build projects at Lowood	This has been explored but preference offer sites for sale to developers which will be a simpler way of progressing development.			
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.	Being progressed as intended through the City Deal.		SBC, Borders College, South East Scotland Housing Forum	City Deal Workstreams Minutes

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	Work with Economic Development, particularly in response to the establishment of the South of Scotland Enterprise, to support increasing capacity in the construction sector.	This work is ongoing. The construction Sector Supply Chain forum has recently been established and the terms of reference for the group have been drafted.			Regional Housing Board Minutes
	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 has also progressed development partnerships with 4 other Developers. These are Cubby Construction Ltd, M&J Ballantyne Ltd, Stewarts & Shields Building Contractor and High Buckholm Ltd. Between these 4 Developers it is envisaged that up to 162 new homes will be completed by end of 2021/22.			Housing Supply Strategy 2018-2028
	Contribute to the development of the South East Scotland Regional Growth Framework (Housing and Sustainability themes)	Work to develop the draft Regional Growth Framework is ongoing. The framework will be published for consultation in June 2021.			
	Through HEEPS provide ongoing support and opportunities through Borders College training facilities & student employment opportunities	ESS:ABS Community Benefits has enabled Borders College to develop an Insulation training facility at the Hawick campus to support students and supply chain, supported by EES:ABS contractors and suppliers. Contractors delivering EES:ABS will also support training, product awareness and keen to take on staff from the student body. Looking at how to work with Youth Guarantee funding to raise funding opportunities for apprentices and/or employment. The construction and renewable supply chain forum is working to build relations and share knowledge within the region. A number of different activities are ongoing that need drawn together through supply chain forum.			
Proactively engage with housing land owners and developers to improve communication, share market intelligence, influence value expectation and cultivate development opportunities	Continue to engage with landlord owners and developers Arrange Developer Forum Event in partnership with Homes For Scotland	Due to Covid and the impact that this had has on services, arranging a forum has been delayed. This action will be carried forward but in the meantime SBC officers are engaging with Homes For Scotland on the Housing Land requirements and the draft NPF4.		SBC, RSL's	SHIP 2021-2026 Housing Supply Strategy 2018-2028
1.2 Increase options for affordable housing					
Strategic actions	2020-2021 Actions	2020-2021 Progress	2020/21 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	A range of procurement, design and partnership arrangements can be demonstrated through consideration of SHIP 2021/26 and individual projects.		South East Scotland Housing Forum, SHIP Working Group	SHIP 2021-2026
	Explore collaboration opportunities with the Construction Scotland Innovation Centre	CSIC and SBC have jointly funded the future monitoring evaluation and final report regarding Eildon HA's "Green House Pilot" projects.			
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	Partnership working is central to the development of the annual SHIP submission. Ongoing work with RSLs, developers and Scottish Government. Discussions and information sharing continue to take place on a regular basis		South East Scotland Housing Forum, SHIP Working Group	SHIP 2021-26 Main Issues Report Housing Supply Strategy 2018-2028
	Review any impact of the Land and Buildings Transaction Tax (LBTT) on the Borders Housing Market	Due to Covid and the impact this had and suspension of stamp duty this has not been progressed. This is likely to be considered in next LHS or we will consider any national evaluation. No longer considered a priority but this will be reviewed when work is undertaken to develop the LHS 2023-2028.			
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	Review provision of information and advice on shared equity and other Low cost Home ownership options and update information points accordingly	A review of the housing pages on SBC's website has begun and is currently ongoing. This includes information and advice on housing options, including low cost home ownership and shared equity		SBC, South East Scotland Housing Forum	Communications Plan The Housings Needs and Aspirations of Young People; Scottish Borders 5 Year Action Plan April 2019 Border Housing Alliance Minutes
	Continue to implement and monitor the action plan for young people's housing and report on progress through the LHS Annual Progress Report.	The Young People's Housing Need Study continues to be monitored but due to the pandemic some of the actions have not been progressed as quickly as anticipated due to other priorities			
	Continue to engage with SFT to contribute to the development of the 5k and £40k home in the Borders	Potential RSL project considered for this is now being delivered assisted by Scottish Government's Affordable Housing Supply Programme grant.			
	Consider feasibility and potential service development around apprenticeships linked to provision of housing and consider review of housing allocation policies for young people moving into Scottish Borders for employment and training.	All the four local RSLs have updated their allocations policies since April 2019.			
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	Being progressed as intended via the South East Scotland Edinburgh City Region Skills and Innovation work stream.		Skills Development Scotland Business Gateway	Regional Housing Board Minutes
	Develop closer links between Borders housing sector and the newly established South Of Scotland Enterprise Agency	Continuing to develop more links with SOSE staff in addition to those who transferred from SBC.			

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	Eildon working in partnership with development partners to capitalise on local employability opportunities through recruitment of a Community Benefits/Employability coordinator.	A number of Community Initiatives have been progressing across the programme. Eildon Housing Association have been working in collaboration with its building contractors, the Association has been pushing for local employment and suppliers to be used where possible.			Border Housing Alliance Minutes
	Consider skills and opportunities emerging from Energy Efficient Scotland and how this can align with broader construction opportunities	Having an understanding of what type of technologies are to be funded and promoted in the coming years to support energy efficient heating and the decarbonisation of heat has allowed SBC to start to develop experience in using these technologies. Training is now available within the region for heat pumps and fabric first insulation that ensures effectiveness of renewable technology in properties. Seeing the Scottish government's EES route map, the council's commitment to decarbonisation and renewable technology, and the technology that will be supported and delivered through EES:ABS, SBC have been able to offer householders the opportunity to sign up for these measures. This in turn will raise the profile, and increase the number of households that have the technology installed, this supports the development and upskilling of the local supply chain and college to support, install and service these measures.			Borders Home Energy Forum Minutes

1.3 Review and progress delivery of locality plans

Strategic actions	2020-2021 Actions	2020-2021 Progress	2020/21 Status	Partners	Related documents
Page 226 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	Jedburgh CARS has entered its final year and will draw to a close on 31st March 2022. At the end of year four a total of 34 individual grant offers for building repairs, towards 22 town centre buildings, totalling over £285k had been made with a number projects progressing on site. Hawick CARS formally launched in October 2019 and has been extended for an additional year due to Covid-19 until March 2025. Three grant repair projects are now complete and awarded funding, and one is currently on site.		CPP	Town Centre Strategies - CARS SHIP 2021-26 Town Centre Contribution Statements
	Identify town centre opportunities in the SHIP and report on progress.	Town centre projects are monitored through SHIP. There are two projects that are within the town centre boundary and five that are very close to the boundary: <ul style="list-style-type: none"> High St/Market Place corner block Jedburgh, which is an SBC led CPO initiative with intention to demolish the block and replace with 4 new build flats for sale to Eildon HA upon completion. Peebles Road Innerleithen, which is a redevelopment gap site, to provide 9 new build homes by Eildon HA. <ul style="list-style-type: none"> Huddersfield Street, Galashiels Langhaugh ECH, Galashiels Oakwood Park, Galashiels St Aidans Gala Park, Galashiels Tweed Bridge Court, Peebles 			
	Monitor the number of town centre affordable housing completions annually	There were no town centre completions by RSLs in 2020/21 but Housing Strategy continue to monitor projects through SHIP			
	Finalise Housing Contribution Statement to Support Town Centre Living	Contribution Statements have been finalised for Hawick and Eyemouth. These may be extended to include other town centres, for example Galashiels			
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 meet regularly with locality partners.		SESplan Housing Market partnership	Strategic Planning Group Minutes
	Engage with Health and Social Care through the Integrated Joint Board and Strategic Planning Group	RSL and Housing Strategy Team are represented on the Strategic Planning Group			Housing Locality Profiles
	Develop and finalise Housing Profiles for each Locality area	Housing Locality Profiles have been developed. This include information on a wide range of housing, included affordability and income			Community Led Steering Group Minutes

1.4 Reduce the number of empty homes					
Strategic actions	2020-2021 Actions	2020-2021 Progress	2020/21 Status	Partners	Related documents
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.	Ongoing as part of the Scheme of Assistance and empty homes work SBC have also promoted initiatives such as the matchmaker service for empty home owners for which a database has been created.		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	A dual approach has been adopted. The Senior Private Sector Officer works with empty homes owners to agree a package of work and timescales. A Case application is then made to customer services requesting discretion – including supporting statement from empty homes officer/senior private sector housing officer.			
	Continue to update the corporate website with information and advice on empty properties	A review of the housing pages on SBC's website has begun and is currently ongoing.			
	Explore the provision of financial incentives such as an Empty Homes Loan Scheme, with the Shelter Empty Homes Partnership	The expectation is that a dedicated empty homes officer will be appointed in the first half of the 2021/22 financial year. A key part of this role will be exploring feasibility and options to develop financial incentives such as grants or loans. Some background exploratory work is already underway.			
	Monitor the impact of the council raise of 200% on long term empty properties	The long term empty property numbers remain at relatively constant level. The overall empty homes numbers in the Scottish Borders will continue to be monitored.			
	Implement and deliver actions identified in the Housing Supply Strategy which relate to empty properties	Work is ongoing to deliver the actions but due to the pandemic and other pressures some of the actions have not been progressed as much as intended. It is anticipated the appointment of a dedicated empty homes officer in 2021 will support delivery of this action.			
	Develop Private Sector House Condition Strategy to include a focus on improving conditions and standard of empty properties, supporting owners to bring them back in to use.	Toward the latter end of 2021 work will be begin developing the next LHS 2023-2028. This will include a review of house condition across the Borders and include priorities for action. Over the last 2 years work has continued to progress in this area with the establishment of the missing shares scheme in Hawick and the anticipated recruitment of a dedicated empty homes officer in 2021 will increase capacity.			
	Prepare Business case for recruitment of an Empty Homes Officer including paper on options to be explored to support owners	A Business Case for an Empty Homes Officer has been completed – this will go to committee in April 2021.			
Review and update Empty Homes Strategy and prepare health check	An Empty Homes Policy Statement has been developed which provides an updated profile of empty homes in the Scottish Borders. The statement reviews the previous empty homes strategy				
1.5 Contribute to strategic planning					
Strategic actions	2020-2021 Actions	2020-2021 Progress	2020/21 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 in the Borders	Engagement with South of Scotland Community Housing as a means of exploring and promoting the delivery of affordable housing via this route.		SBC, RSL's, South East Scotland Housing Forum	Housing Supply Strategy 2018-2028
	Work with Local Community Housing Trusts and support them to acquire land for affordable housing development				

Performance Indicators:

Strategic outcome	Relevant Indicators	Baseline (date)	Targets	Previous Performance	Performance 2020-21	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	2017/18 – 222 2018/19 – 345 2019/20 – 331 (provisional figure)	Figure not available yet	SG house building statistics	2017-22
	Number of affordable homes completed	87 pa (2011/12 – 2014/15)	128 pa	2017/18 – 87 RSL 2018/19 – 139 (130 RSL & 9 NHT) 2019/20 – 114	94	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	2017/18 – 78% 2018/19 – 84% (includes RSL purchases) 2019/20 – 84%	89%	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	2017/18 – 145 (23%) 2018/19 – 192 (16%) 2019/20 – 141 (16%)	107 (8%)	SBC, SG AHIP	2017 - 2022
1.2 Increase options for affordable housing	Options identified	None	Complete option identification	Exploring SFT 5k and 40k house model	Proposed Home Scheme units at Eildon HA's Earlston development	SBC Committee reports	2020
	Feasibility studies undertaken	None	Complete feasibility studies	Not applicable	-	SBC operational information	2020
	No. of MMR units	None	Increase provision of MMR	2017/18 – 45 (Bridge Homes) 2018/19 – 9 (Bridge Homes) 2019/20 – 0	0	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	-	Housing Locality Profiles have been developed	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	March 2018 – 1,438 March 2019 – 1,500 March 2020 – 1,542 (1,041 long term + 502 exemptions)	1,260 ¹ (990 long term empty + 270 exemptions)	Revenues and benefits data	2017-22
	Enforcement orders used – e.g. CPOs	0	>0	2017/18 – 0 2018/19 – 0 2019/20 – 6 (in collaboration with Building Standards)	14 in progress. With official notice due early 21/22	SBC data	2017-22
	Homes brought back into use	9 (ave 2011/12 – 2014/15)	> 9 homes	2017/18 – 5 2018/19 – 2019/20 – 6	4	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	-	SESPLAN SDP2 was rejected by Ministers due to transport concerns. SDP2 has not been adopted. SBC are working with relevant partners to develop a new Regional Spatial Strategy.	SBC Committee reports	2018
	Delivery of HNDA3	HNDA2	Set in place partnership arrangements to deliver HNDA3 and inform the next LHS	-	Project Team has been established and meet regularly to progress HNDA3	South East Scotland Housing Forum, HNDA3	2022
	Engage with Planning Review	HNDA3, SHIP	Mechanisms to streamline and enable new housing supply	-	SBC are involved in the development of 2 regional spatial strategies (South East Scotland Edinburgh City Region and one for the South of Scotland with D&G Council)	HNDA3, SHIP	2017-22

¹ Long term empty properties are calculated using long term empty property and exemption data from Council Tax (please note only some exemptions are used in calculating empty homes figures). Recent trends show that long term empty homes remain at a figure of approx. 1,500 of which approx. 500 are exemptions. As of March 2021, exemptions are much lower at 270. Further analysis will be carried out in due course to identify the reason for this decrease.

LHS Priority 2: More people live in good quality energy efficient homes

Outcomes:

2.1 Social housing stock meets the SHQS					
Strategic actions	2020-2021 Actions	2020-2021 Progress	2020/21 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	Refer to the RSL Asset Management plans		SBC, RSLs, developers	Borders Housing Alliance Minutes
	RSLs to carry out stock condition surveys and report to the Scottish Housing Regulator annually	RSLs are currently in the process of arranging comprehensive stock condition surveys to be carried out			SHR Data
2.2 Social Housing stock meets EESSH 2020 target					
Strategic actions	2020-2021 Actions	2020-2021 Progress	2020/21 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	Update the Borders Home Energy Database with 2019/20 data and use it when targeting future funding opportunities	Database is maintained and update by the Energy Efficiency Strategy and Policy Officer.		SBC, RSLs, developers	Borders Home Energy Database
	Carry out an audit on energy efficiency measure installed and planned installations in the social rented sector	SBC have engaged with local RSLs to understand their projected schedule of works relating to energy efficiency improvements and to establish where there may be synergy with ESS:ABS activity.			BHEF Minutes
	Identifying funding opportunities through partnership working and Scottish Government initiatives	Attend Govt meetings and liaise with stakeholders to take advantage of appropriate right for initiatives.			Affordable Warmth and Home Energy Efficiency Strategy
RSLs to prepare annual reports on their progress on achieving EESSH	Develop Paper outlining RSLs response to the Efficiency Standards for Social Housing 2 (EESH2) targets to be met by 2032	RSLs are currently reviewing their stock. Detailed surveys on condition will inform EESH 2 strategy, probably be completed in 2022/23. Some are already started comprehensive stock condition surveys to be carried out.		SBC, RSLs, developers	Affordable Warmth and Home Energy Efficiency Strategy
	Prepare report on RSL progress with EESSH and achieving EESSH by 2020	RSL progress on EESSH is reported in Annual reports and the Affordable warmth strategy annual update report. RSLs achieved good completion of EESSH (1) despite challenges that Covid pandemic presented. An overall EESSH compliance of 92% was achieved. <ul style="list-style-type: none"> Waverley Housing – 99.3% SBHA – 97.14% BHA – 76% Eildon – 95% 			SHR Data
2.3 Significant improvement in fuel efficiency of housing stock					
Strategic actions	2020-2021 Actions	2020-2021 Progress	2020/21 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 and to develop case studies accordingly	Borders Home Energy Forum continues to meet regularly to promote and develop opportunities and support options to cooperate for funding opportunities.		SBC, SG, Utility Companies, Developers, East Scotland Home Energy Forum	Affordable Warmth and Home Energy Efficiency Strategy
	Borders 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	With colleagues in Highlands and Islands are sharing information and activity re: energy suppliers. This will identify any potential opportunities or ways to access alternative tariffs or collective switching.			BHEF Minutes
	Liaise with HES to understand the best practice to engage these types of householders and areas	Additional insight into demographics supported or in contact with HES will allow strategic and informed plans to engage with the different groups on the technology and opportunities that would benefit most. Offering a more tailored approach.			
Incentivise mixed tenure approaches to improve energy efficiency	Continue to proactively look for opportunities through HEEPS and Energy Efficient Scotland funding	This is currently ongoing		SBC, SG, RSLs, Developers,	Affordable Warmth and Home Energy Efficiency Strategy
	Consider mixed tenure solutions as part of the HEEPS:ABS/Energy Efficient Scotland programme development and funding bid process	RSLs actively share information with SBC to see where EES activity can work in shared blocks or to free up blockers. As RSLs understand their stock and where adjacent to private owned homes, more opportunities will be made available. In part of major planned works SBC were able to apply EES:ABS funding to enable a private property within a social EWI scheme to be installed.			BHEF Minutes
	Liaise with RSLs to identify opportunities regularly and through the Home Energy Forum	Ongoing activity. As funding opportunities are identified by members, they are shared at the forum and options to take forward discussed.			
Target resources, information and advice to ensure owner occupiers and private landlords benefit from	Respond to the Energy related consultations from Scottish Government as they emerge	There have been a number of energy related consultations that SBC have responded to, these are: Improving Energy Efficiency in Owner Occupied Homes, New Build Heat Standard, Heat In Buildings Strategy.		SBC, SG, RSLs, Developers, SAL, Private Landlords, East	Affordable Warmth and Home Energy Efficiency Strategy

opportunities for insulation, double glazing, upgraded heating systems etc.	Update the energy efficiency and affordable warmth web pages as part of the as part of the website review	A review of the housing pages on SBC's website has begun and is currently ongoing.		Scotland Home Energy Forum	Consultation Responses
	Develop an increased presence on social media to promote energy efficiency and affordable warmth in the home, referral mechanisms and funding opportunities	Due to the Covid pandemic and priorities around communicating about Covid related issues, has led to delays in development of platform across social media. However there have been opportunities to share social media "tool box" with local communities to self-promote EES:ABS schemes. Similarly the core changes to SBCs website such as the updated Statement of Intent have been achieved. Covid had detrimental impacts across a lot of planned delivery. Social media was used to advise of Covid response and guidance. As such some of the proposed activity has been temporarily held back as resource and time was used to prioritise Covid response and support activity.			
	Explore opportunities to engage and support households in relation to behavioural change, energy efficiency and affordable warmth in the home – including liaison with Home Energy Scotland	Post install survey and questionnaire being used on EES:ABS installations.			
	Develop an evidence base relating to the behaviour in the home post energy efficiency improvement	As part of the ongoing EES:ABS scheme a proportion of the funding and resource is set aside to complete monitoring & evaluation on the effectiveness of the scheme and the measures installed. This will create data showing how behaviours can further improve efficiency post install, what guidance works and is followed and gaps for further development and improvement.			
	Explore opportunities to engage with households in relation to fuel costs.	Proposals to have community engagement activities were held back due to Covid. The community activities are proposed to be bespoke sessions that set out to provide guidance and advice relating to fuel costs, fuel switching and behaviour change.			
	Explore opportunities to engage with households in relation to income maximisation	Lessons learned through the Warm & Well Borders scheme include how to engage digitally via email, web chat or utilising webcams etc. to offer advice and guidance without having to have face to face or home visits. This was as a result of Covid restrictions, but has provided longer lasting tools and skills to support households.			
	Proactively inform private landlords of requirements for Energy Efficient Scotland and engage further to outline support, resources, funding opportunities and advice in collaboration with Scheme of Assistance	Government policy and expected legislative changes were delayed in response to the Covid pandemic. SBC are closely monitoring the guidance and advice from Govt and as soon as firm details are in place, these will be shared with local private landlords across SBC platforms, comms and awareness sessions.			
	Continue to deliver the local HEPS/Energy Efficient Scotland projects which are aimed at improving the efficiency in the private sector	In the financial year 2019-20 SBC were awarded £1.34m in EES:ABS funding to spend by December 2020. The Covid-19 pandemic has had a significant impact on the programme's delivery due to the restrictions put in place to help prevent the spread of the virus. No installations were able to take place between March and July 2020 and following the nationwide lockdown restrictions remained on works taking place inside people's homes. It was still possible to install 100 of the planned 278 energy efficiency measures supporting over 75 households. £550,000 of the £1.34m grant allocation was drawn down over that period. For the 2020/21 programme (expected to complete in December 2021) SBC have been allocated over £1.7m, a record allocation for the Borders.			
	Apply for future funding to expand the Energy Efficient Scotland projects in the Borders out into other Localities and towns	Opportunities across other funding streams being considered.			
	Identify new and existing schemes to leverage funding to support the fuel poor.	A number of new funding opportunities are being progressed such as: Levelling up fund, SFHA Fuel Poverty fund, financial inclusion funding, community renewal funding			
	Ensure all support extends to, and is relevant for rural and/or off-gas grid areas, and is relevant for; the elderly and vulnerable and; households that are experiencing child poverty.	On line digital support as a result of Covid restrictions has embedded behaviours that can support isolated households such as those in very rural areas or those particularly vulnerable.			
	Explore best practice on engaging the 'self-funded' market to develop a programme of encouragement and support for this these homeowners	Working with HES to understand the interactions and traffic of the able to pay households in relation to energy efficiency enquiries.			

Ensure effective targeting of energy efficiency measures on those who are experiencing fuel poverty	Undertake Affordable Warmth Strategy & Energy Efficiency Annual Report for year 2	Year two of the strategy has been implemented and a progress report is currently being developed		SBC, RSLs, SG, East Scotland Home Energy Forum, SPAP	Affordable Warmth and Home Energy Efficiency Strategy BHEF Minutes
	Undertake midpoint review of Year of the Affordable Warmth Strategy	Review of year 1 was completed. Year 2 review follow in same time frame.			
	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	Once restart activity underway will take stock and complete audit across all activity. Restart and delivery current priority.			
	RSLs to continue financial inclusion activity and develop bespoke projects with key partners (such as Changeworks) to delivery targeted home energy advice to tenants	Ongoing			
	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, RSLs and local knowledge	Have used Home Analytics and Arc GIS mapping to explore areas most at risk of fuel poverty or with other specific challenges to delivering affordable warmth. This resulted in strategic targeting and delivery of heat pump aspect of EES:ABS as off gas fuel poor areas identified.			
Develop a local, multi-agency home energy forum to support the development and implementation of the strategic approach to tackling fuel poverty	Ensure the Borders Home Energy Forum remains fit for purpose in terms of membership, networks and priorities	A review of the SBHEF was completed asking for delegate feedback anonymously online. There was also a review of the terms of reference to ensure they remain fit for purpose. Will be completed annually.		SBC, RSLs, East Scotland Home Energy Forum	BHEF Minutes
	Lead officer/Chair to prepare Annual Activity Report detailing the forums progress over 2020/21	Annual review conducted and led to update of Terms of Reference.			
Explore the development of a comprehensive local network of delivery options to provide enhanced fuel poverty and energy efficiency advice	Develop a longer-term approach for the Borders for home energy efficiency and fuel poverty projects, which includes a comprehensive local network of delivery options	Looking at technology adoption and longer term aspirations beyond annual EES:ABS delivery. Such as renewable technology and training in college. Supporting local awareness and interest in both renewables and energy efficiency fabric first measures.		SBC, RSLs, East Scotland Home Energy Forum	Affordable Warmth and Home Energy Efficiency Strategy BHEF Minutes
	Set Up a Construction and Supply Chain forum	Renewables and construction sector supply chain has been set up. Terms of Reference drafted and key stakeholders on board. These include representations from SBC, Borders College, SoSe, local SMEs			
	Continue to be involved and participate in the Sustainability Development Group	Ongoing			
	Monitor Eildon's Green Homes Pilot and identify new construction methods which could be considered across the Borders	Engaged with Eildon delivery team and monitoring and evaluation project lead to define success criteria and metrics			
	Work with Home Energy Scotland, Health and Social Care and NHS Borders 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.	Supported NHS delivery of Warm & Well app and having Warm & Well Borders and EES:ABS promoted on NHS waiting screens across surgeries and hospital.			
	Deliver, monitor and report on the "Warm and Well" project	Regular reporting to the funder and course correction in line with Covid restrictions and challenges. Successful year 1 delivery against revised target.			

2.4 Improved functioning of the private sector housing portfolio

Strategic actions	2020-2021 Actions	2020-2021 Progress	2020/21 Status	Partners	Related documents
Work in partnership to improve condition of empty homes in rural areas and town centres	Work in partnership with, and provide local support, to the Shelter Scotland Empty Homes Initiative	Housing Strategy, Policy and Development continues to work with the Scottish Empty Homes Partnership to assist owners in bringing long term empty properties back into use. Of particular note is the agreement of dual funding for provided a dedicated Empty Homes Officer in the Scottish Borders		SBC, SG, RSLs, Developers, CPP	CARS Empty Homes Work
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 at least one landlord forum per annum	Financial pressures experienced by SBC concluded a freeze on discretionary spend consequently the delivery partnership with Landlord Accreditation Scotland (LAS) suffered postponement.		SBC, RSLs, Private Landlords, SAL, BHHSP	Communication Plan PRS Quarterly Reports
	Continue to work in partnership with SAL to provide training to landlords in the Borders	The intention is to prepare agreement and restart the partnership early 2021 – in principle the intention is to provide 3 landlord training events and a landlord forum.			
	Work closely with Scottish Government, managing agents, landlords and other organisations to support and facilitate effective communications and referrals	Landlord registration and the related support service is a constantly changing environment and the Covid response saw effort in engagement in regard to tenancy issue for example – where we ensured SG guidance was suitably communicated. Work continued to develop robust procedures in relation to prescribed information and the common occurrence relating to invalid applications.			

		Working closely with landlords to ensure they met their obligation taking into consideration the restrictions encountered due to Covid19			
	Prepare quarterly Private Rented Sector reports	Quarterly reports are produced and circulated			
	Work in partnership with Homelessness to ensure the private rented sector and empty homes actions are being monitored and implemented	Following the delayed recruitment of the RRTP officer and additionally the COVID-19 emergency has further restricted the full application of this resource and delayed some of the RRTP actions. The RRTP officer working with the BHHSP have reviewed the action plan and set new dates and targets. A new for completion date for the this action is March 2023 Initial discussions have taken place about recruiting a RRTP Private Sector Officer – these discussions will continue into 2021/22			
	Monitor the impact prescribed information is having on the landlord registration process	Scrutinising prescribed information provided on applications and liaising with landlords where there are anomalies. This is an important point of engagement, landlords are offered guidance on legislation relating to letting properties. Rental properties are being improved as a result and landlords also gain a better understanding of the requirements when letting in the private sector			
	Investigate Housing Pressure in the Private rented sector	Report on the pressures in the private rented sector has been developed. This is currently being consulted on before being circulated			
	Consider and implement new arrangements for a new in-house private landlord database	A new database has been developed and is currently being used by the team. This supports the functions of the primary national landlord registration database.			
	Examine the potential and feasibility of a project to match suitable private landlords with tenants	Viability to be explored in 2021 in collaboration with Homelessness Service.			
Page 232	Develop the Private Sector House Condition Improvement Strategy	Toward the latter end of 2021 work will be begin developing the next LHS 2023-2028. This will include a review of house condition across the Borders and include priorities for action. Over the last 2 years work has continued to progress in this area with the establishment of the missing shares scheme in Hawick and the anticipated recruitment of a dedicated empty homes officer in 2021 will increase capacity.		SBC, RSLs, Shelter, CAB	Scheme of Assistance
	Develop Strategy to address Below Tolerable Standard Housing as part of the Private Sector House Condition Strategy. This will include the develop processes, and packages of advice and assistance to ensure SBC'S duty to deal with BTS property is met where possible, including exploring potential enforcement actions and resource required	A focused examination of BTS properties will be included in the review of house condition referred to in the action above. Processes linking scheme of assistance continue to be developed. Guidance notes relating to common repair, for example, have been drafted. Pathways from Scheme of Assistance to support stewardship through to enforcement, as a last resort, are clearer. Including introduction of a Missing Shares Scheme piloted in Hawick.			
	Better align private sector initiatives such as Scheme of Assistance, landlord engagement, empty homes and enforcement activity	Within our team Private Sector initiatives are approached more holistically and appropriately linked. Improvement into referral and liaison with other departments has been made but needs further development. Our website is under review with a draft outline agreed - to include private sector Housing pages which further aligns the service provision in these areas.			
	Develop a Procedural and Policy Framework for Improving Conditions and Management of Properties in the Private Rented Sector	Due to the restrictions caused by Covid-19 property condition inspections have been problematic for example repairing standard issues are now being addressed through remote inspections. Contact with landlords and tenants has been adapted, focusing on a virtual approach in regard to inspections and necessary communications. Some enforcement actions have been put aside during this time, contact with landlords providing support and encouraging them to complete any outstanding actions being the preferred method of engagement.			
	Review and update the Scheme of Assistance	Partially drafted. It's been agreed to postpone its implementation until review of supporting actions i.e. Missing Shares can be made			
Explore and implement mixed tenure solutions to improve stock condition	Evaluate year one of the Missing Shares Project	Progress in the delivery of the missing shares scheme has been hampered by Covid-19, in light of this the intention is to request an extension to the pilot.			Missing Shares Pilot

Performance Indicators:

Strategic outcome	Relevant Indicators	Baseline (date)	Targets	Previous Performance	Performance 2020-21	Data type & source	Timescale
2.1 Social housing stock meets the SHQS	% of dwellings that meet the SHQS	91% compliance (2014/15)	100%	2017/18 – 94% 2018/19 – 94% 2019/20 – 95%	Data not available yet	RSL SHR returns	2018
	% of dwellings with failures, abeyances or exemptions	9% (2014/15)	0%	2017/18 – 6% 2018/19 – 6% 2019/20 – 5%	Data not available yet	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	2017/18 – 68% 2018/19 – 80% 2019/20 – 91%	92%	RSL SHR returns; Audit Scotland return	2017-20
H3 Significant improvement in fuel efficiency of housing stock	Production of a 2017 Fuel Poverty Delivery Strategy	N/A	Complete	2018/19 – Draft Affordable Warmth and Energy Efficiency Strategy is currently out for consultation 2019/20 – Affordable Warmth and Energy Efficiency Strategy was approved by council. First year of implementation	Second year of the strategy has been implemented	SBC operational	2018
	Households in fuel poverty	40% fuel poor and 11% extreme fuel poor (2011-2013)	Reduce households in fuel poverty	2014-2016 – 34% fuel poor and 13% extreme fuel poor 2015-2017 – 31% fuel poor and 8% extreme fuel poor 2016-2018 – 29% fuel poor and 15% extreme fuel poor	2017-2019 – 29% fuel poor and 14% extreme fuel poor	SHCS	2017-22
	HEEPS-ABS investment in Scottish Borders	£1,623,023 (2014/15)	Full HEEPS:ABS spend	2017/18 – £1,409,119 2018/19 – award is almost £1.3m 2019/20 - £1.4m	£1.7m	SBC	2017-22
	Social rented sector stock built to Silver energy standard	N/A	100%	2017/18 – 87 2018/19 – 130 2019/20 – 114	103	RSL data	2017-22
	No. of private sector measures installed	420 (370 External wall insulation, 50 cavity wall insulation) (2014/15)	>420	2017/18 – Over 700 (600 Hard to Treat cavities, 37 External wall insulation, 35 internal wall insulation) 2018/19 – 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) 2019/20 - 278 private measures installed (126 HTTC, 65 EWI, 56 IWI & 25 Air Source Heat Pumps)	The Covid-19 pandemic had a significant impact on delivery due to the restrictions put in place. No installations were able to take place between March and July 2020 and restrictions remained on works inside homes. It was still possible to install 100 of the planned 278 energy efficiency measures supporting over 75 households. £550,000 of the £1.34m grant allocation was drawn down over that period.	Operational data	2017-22
	No. of households provided with energy advice/information	4,041 Engagements; 895 referrals (Home Energy Scotland) (2014/15)	>4,041	2017/18 – 5,124 Engagements; 2,034 referrals 2018/19 – 5,411 engagements; 847 referrals 2019/20 – 5,117 engagements, 724 referrals	5,501 Engagements 183 Referrals	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	Strategy to be finalised by March 2021	Will be reviewed as part of LHS 2023-2028 development	SBC operational	2018
	No. of private sector properties where serious disrepair and BTS 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. 2019/20 – 40 instances of practical assistance.	46 instances of advice and practical assistance	SBC: Environmental Services data;	2017-22
	Enforcement orders used	0	>0	2017/18 – 0 2018/19 – 0 2019/20 – 6 (in collaboration with Building Standards)	14 in progress. With official notice due early 21/22	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	2020-2021 Actions	2020-2021 Progress	2020/21 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	Map and analyse current housing support arrangements across all housing agencies, to inform further actions (RRTP 4.1)	Following the delayed recruitment of the RRTP officer and additionally the COVID-19 emergency has further restricted the full application of this resource and delayed some of the RRTP actions. The RRTP officer working with the BHHSP have reviewed the action plan and set new dates and targets. A new for completion date for the this action is Sept 2021		BHHSP, Housing Support providers, Information & advice agencies	Rapid Rehousing Transition Plan (RRTP)
Monitor the strategic homelessness approach through the newly established Homelessness and Health Strategic Partnership, and delivery of the new Rapid Re-Housing Transition Plan	Review the RRTP and action plan and monitor the delivery of the RRTP	The BHHSP has monitored and progress the RRTP throughout 2020/21 In June 2020 the RRTP Funding and Activity Monitoring template was completed and sent to Scottish Government		BHHSP, SG, private landlords, Housing Support providers, Information & advice agencies	
3.2 Improve access to & impact of Housing Options model					
Strategic actions	2020-2021 Actions	2020-2021 Progress	2020/21 Status	Partners	Related documents
Conduct research and analysis of the reasons behind tenancy sustainment outcomes for previously homeless households to ensure that effective support models are identified and are made more widely available Page 34	Develop and implement comprehensive local modelling framework to build on existing evidence base and ensure that we continually improve our understanding of 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. (RRTP 1.5)	Development of the Performance Monitoring and Impact Measure Framework – pulling together all the PI's from across the service (including equalities) to report on quarterly to the BHHSP		BHHSP, Housing Support providers, Information & advice agencies	Rapid Rehousing Transition Plan (RRTP)
	Explore the potential of implementing a Crisis Intervention Fund (RRTP 2.9)	A total of £30,000 RRTP funding per annum has been committed to the Crisis Intervention Funds for the duration of the RRTP. The funds will be administered by SBC with applications accepted from Homelessness and RSL officers. The second fund which is planned to launch in 2021/2022 is a Homelessness Intervention Fund accessible by front line workers within homelessness services to use in the prevention or resolution of homelessness.			
Improve access and links to education, training or employment opportunities within homelessness and resettlement processes	Map the availability of Employment Support Services for household who are homeless or threatened with homelessness (RRTP 4.5)	Following the delayed recruitment of the RRTP officer and additionally the COVID-19 emergency has further restricted the full application of this resource and delayed some of the RRTP actions. The RRTP officer working with the BHHSP have reviewed the action plan and set new dates and targets. A new for completion date for the this action is March 2023		BHHSP, Employability services, Housing Support providers	Rapid Rehousing Transition Plan (RRTP)
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	Carry out an evaluation of prevention and early intervention activities (RRTP 2.1)	Following the delayed recruitment of the RRTP officer and additionally the COVID-19 emergency has further restricted the full application of this resource and delayed some of the RRTP actions. The RRTP officer working with the BHHSP have reviewed the action plan and set new dates and targets. A new for completion date for the this action is March 2022 Action updated to carry out an evaluation of prevention and early intervention activities, across SBC, RSLs, Health and Social Care Partnership aimed at improving tenancy sustainment in a consistent way		BHHSP, BWA, private landlords, Housing Support providers, Info & advice agencies, IJB, H&SCP,	Rapid Rehousing Transition Plan (RRTP)

	<p>Review the delivery of services, develop housing and support pathways for the following groups, with the aim of preventing or alleviating homelessness for</p> <ul style="list-style-type: none"> Individuals with Drug and Alcohol Use Individuals with Mental health difficulties Individuals being discharged from hospital or other institutions Individuals receiving Social Care Support Individuals up to the age of 26 who were previously looked after by the local authority Individuals with an offending history Victims of domestic abuse Veterans Migrants Individuals experiencing poverty Young People <p>(RRTP 2.7)</p>	<p>National reviews ongoing in these areas and work stream/guidance being fed down from SG.</p> <ul style="list-style-type: none"> Care Leavers – Youth Homelessness Prevention Pathway: Improving Care Leaver Housing pathway – published in November 2019 by a Way Home Scotland Domestic Abuse – Improving housing Outcomes for women and children experiencing domestic abuse, published December 2020 Poverty is a thread that will run through all pathways however this action will seek to ensure that no gaps remain following the completion of the individual pathways work. Young People – awaiting the outcome of a funding bid made by a Way Home Scotland to the Third Sector Homelessness fund to support us in this review. The Young people Pathways are expected to be published in March/April 2021. <p>These will inform local progress throughout the lifetime of the RRTP</p>			
Develop a range of Housing Options pathways tailored to the needs of specific client groups and communities	SBC and local RSLs continue to work together to review rehousing processes to ensure homeless households, or those in greatest housing need are being housed as quickly as possible (RRTP 2.11)	EHA have adopted a new allocations policy in October 2020 which includes platinum pass for homeless and other key priority groups		BHHSP, BWA, private landlords, Housing Support providers, Info & advice agencies, IJB, H&SCP	Rapid Rehousing Transition Plan (RRTP)
	Implement a pilot, 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.	Significant progress was made to pilot a Housing First Service within Scottish Borders and organisations were invited to tender for the service in March 2021 and we look forward to seeing a Housing First service operational in the Scottish Borders in 2021/2022.		BHHSP, BWA, private landlords, Housing Support providers, Info & advice agencies, IJB, H&SCP	Rapid Rehousing Transition Plan (RRTP)
3.3 Improve access to a range of settled accommodation options					
Strategic actions	2020-2021 Actions	2020-2021 Progress	2020/21 Status	Partners	Related documents
Improve access to a better range of settled accommodation options for homeless households	Enhance rehousing solutions in the private rented sector (RRTP 2.17)	Appointment of a dedicated RRTP Private Sector Officer Initial discussions with HR, Housing Strategy and Homelessness to scope out the role and responsibilities with the aim of appointing an officer in 2021/22		SG, DWP, BHHSP, BWA, private landlords, Housing Support providers, Info & advice agencies	Rapid Rehousing Transition Plan (RRTP)
	Commence review model of access to social housing across Scottish Borders including across all providers, to minimise homelessness and achieve rapid rehousing as the default response as homelessness occurs. (RRTP 3.3)	EHA have adopted a new allocations policy in October 2020 which includes platinum pass for homeless and other key priority groups A Crash Pad was established within the temporary homeless accommodation portfolio and will become operational in April 2021.			
	Carry out analysis on specific areas (localities/ settlements) of the Scottish Borders to gain a better understanding on pressure points for housing demand	Housing Locality Profiles have been developed. This includes information on a wide range of housing, including affordability and income			
3.4 Lessen the impact of residing in temporary accommodation					
Strategic actions	2020-2021 Actions	2020-2021 Progress	2020/21 Status	Partners	Related documents
Review the strategy for temporary accommodation to ensure financial sustainability and to continuously improve customer outcomes	Scope ways in which to reduce no of applicants being placed into bed and breakfast and length of time spent in temporary accommodation (RRTP 5.1)	A Crash Pad was established within the temporary homeless accommodation portfolio and will become operational in April 2021. For the first time since recording B&B usage. SBC have not utilised B&B's as temporary homelessness accommodation – different to the national trend		SG, DWP, BWA, BHHSP, private landlords, Housing Support providers, Info & advice agencies	Rapid Rehousing Transition Plan (RRTP)
	Scope ways in which to reduce the number of people placed into temporary accommodation (RRTP 5.2)	As part of the national public health response homelessness services increased the number of temporary accommodation units in partnership with the RSLs. The change in course was due to the global pandemic.			
	Review temporary accommodation rental structure to increase accessibility to temporary accommodation when it is needed (RRTP 5.7)	The national finance framework for temporary accommodation has been delayed and is not expected to complete until 2022/2023 at the earliest.			
Explore ways to expand the range of transitional accommodation options for homeless households	Review temporary accommodation type and size need and align with customer need as RRTP develops (RRTP 5.6)	This has been delayed due to COVID-19 response and our need to increase temporary accommodation to deal with this national crisis		SG, BHHSP, private landlords, Housing Support providers, Information & advice agencies	Rapid Rehousing Transition Plan (RRTP)

3.5 Promote independent living & tenancy sustainment through effective delivery of housing support duty

Strategic actions	2020-2021 Actions	2020-2021 Progress	2020/21 Status	Partners	Related documents
<p>Improve access to health and social care services for homeless people, particularly for those with complex needs by working with integration partners</p>	<p>Implement a pilot, 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’.</p>	<p>Significant progress was made to pilot a Housing First Service within Scottish Borders and organisations were invited to tender for the service in March 2021 and we look forward to seeing a Housing First service operational in the Scottish Borders in 2021/2022.</p> <p>Additional RRTP funding received this year to be use as part of the recovery of the pandemic will be used to explore options around mental health and homeless</p>	<p></p>	<p>BHHSP, IJB, H&SCP</p>	<p>Rapid Rehousing Transition Plan (RRTP)</p>

Performance Indicators:

Strategic outcome	Relevant Indicators	Baseline (date)	Targets	Previous Performance	Performance 2020-21	Data type & source	Timescale
3.1 Use effective housing options and preventative intervention to successfully prevent homelessness	% of closed 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% 2018/19 – (a) 11% (b) 7% 2019/20 – (a) 26% (b) 13%	(a) 30% (b) 13%	SBC Homeless Case Management Prevention Data	2017-22
	Number & % assessed as homeless	535 (83% of all applications): 2014/15	Not applicable	2017/18 – 590 (84% of applications) 2018/19 – 629 (82%) 2019/20 – 645 (82%)	558 (84%)	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	2017/18 – 30 (4.5%) 650 2018/19 – 29 (3.8%) 2019/20 – 36 (4.6%)	33 (4.9%)	SBC HL1 data – assessed in period	2017-22
	% young people presenting as homeless	210 (34% applications): 2014/15	5% reduction per annum	2017/18 – 171 (24% applications) 2018/19 – 197 (26% applications) 2019/20 – 205 (27% applications)	198 (29% 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	2017/18 – 403 2018/19 – 268 2019/20 – 288	179	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 2018/19 – Agreement of Scottish Borders R RTP 2019/20-2023/24 including actions 1.16, 1.17 and 1.18. 2019/20 – Agreement of Scottish Borders R RTP 2019/20-2023/24 including actions 1.16, 1.17 and 1.18.	Agreement of Scottish Borders R RTP 2019/20-2023/24 – Target date 31/03/2023	SBC data	2022
	% housing options cases that progress to homeless application	37%: 2014/15	Not applicable	2017/18 – 62% 2018/19 – 65% 2019/20 – 49%	48%	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	2017/18 – (a) 57% (b) 6% 2018/19 – (a) 58% (b) 7% 2019/20 – (a) 59% (b) 6%	(a) 59% (b) 8%	SBC HL1 Data – closed in period	2017-22
	% unintentionally homeless household access settled accommodation	59% (2014/15)	90%	2017/18 – 62% 2018/19 – 78% 2019/20 – 80%	89%	SBCHL1 Data – closed in period	2022
	Number of homeless people housed through rent deposit scheme	84 (2014/15)	10% increase per annum	2017/18 – 21 2018/19 – 2019/20 – 10	3	DGS Data	2017-22
	% RSL lets to homeless households	23% (2014/15)	50%	2017/18 – 22% 2018/19 – 28% 2019/20 – 30%	Not available at time of writing	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	2017/18 – 107 2018/19 – 104 2019/20 – 106	119	SBC data	2017-22
	Number of supported accommodation spaces	8 spaces (5 x refuge, 4 x looked after children): 2014/15	13 spaces	2017/18 – 8 spaces (4 x refuge, 4 x looked after children) 2018/19 – 8 spaces (4 x refuge, 4 x looked after children) 2019/20 – 8 spaces (4 x refuge, 4 x looked after children)	In order to provide Covid safe accommodation, refuge spaces reduced to – 2 women with their children.	SBC data	2017-22
	% accessing temporary accommodation (i.e. not emergency placements)	94%: 2014/15	100%	2017/18 – 99% 2018/19 – 98% 2019/20 – No longer recorded through SHR	No longer recorded through SHR	SHR data	2022

	% of households who occupied temporary accommodation - B&B accommodation	7%: 2014/15	0%	2017/18 – 1% 2018/19 – 2% 2019/20 –	0%	SBC data	2022
	Average length of stay in temporary accommodation	100 days: 2014/15	10% reduction in length of stay per annum	2017/18 – 118 2018/19 – 128 2019/20 – 116	124	SBC data	2017-22
	% satisfaction of temporary or emergency accommodation	83% very and fairly satisfied (2015/16)	90% satisfaction rate	2017/18 – 90% 2018/19 – 90% satisfaction rate 2019/20 –	Not available at time of writing	SHR data	2017-22
	% of offers of temporary or emergency accommodation refused	15%: 2015/16	Reduce refusals by 5%	2017/18 – 14% 2018/19 – 3% 2019/20 – 5%	11%	SBC data	2017-22
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	2017/18 – 476 2018/19 – 592 2019/20 – 388 (new methodology, see footnote) ²	261	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	2017/18 – 278 2018/19 – 296 2019/20 – 395	386	SBC Better Futures data and commissioned service annual return	2017-22
	Case closed with positive outcome recorded 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	2017/18 – Collective 73% of total cases closed (291 cases) 2018/19 – 74% 2019/20 – Total closed cases 255, 204 identified with a positive outcome = 80%	85%	SBC Better Futures data and commissioned service annual return	2017-22

² Please note new method is being used. Previous years have included some double counting between services – e.g. 358 received internally and 252 by Commissioned services = 610 (however 218 referral were direct referral to commissioned services from internal service therefore total = 388).

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	2020-2021 Actions	2020-2021 Progress	2020/21 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.	Consider potential projects for the inclusion in SHIP	The findings from the Wheelchair Housing Study have been included in the SHIP 2021-26. SBC Executive Committee agreed a Wheelchair accessible target of 20 homes per annum on 17 Nov 2020. The SHIP identifies proposed projects which includes particular needs housing provision.		SBC, RSLs	Space To Live: Wheelchair Accessible Housing in The Scottish Borders SHIP 2021-26
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)	Proposed Home Scheme units at Eildon HA's Earlston development have been dropped in favour of 100% social rented units.		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.	Support the implementation and delivery of the older people's housing care and support strategy through the various relevant programme boards	A new service contract is being developed between SBC and Care and Repair. Programme Board governance arrangements are being reviewed.		SBC, Eildon, SWD	Integrated Strategic Plan for Older People's Housing, Care and Support 2018-2028
	Monitor and Develop the SoA in relation to the provision of major adaptations, including budget management and eligibility criteria in relation to SG legislation.	Covid has adversely impacted on delivery of major adaptations in 2020/21. This has been tracked and reported on through existing budget management arrangements.		SBC Housing Strategy, Care and Repair Service	Scheme of Assistance
Make better use of digital infrastructure and telephony to enable individuals to live independently.	Support the implementation and delivery of the older people's housing care and support strategy through the various relevant programme boards	Older Peoples Strategy governance arrangements are being reviewed.		IJB, RSLs, SBC	Integrated Strategic Plan for Older People's Housing, Care and Support 2018-2028
	Support the implementation of the Health and Social Care Integrated Strategic Plan and provide updates for inclusion in reporting	Updates, statistics and reports are provided when requested. Extra Care Housing Board continues to operate to oversee delivery of the ECH programme.		IJB	Strategic Plan
4.2 Increased provision of specialised housing					
Strategic actions	2020-2021 Actions	2020-2021 Progress	2020/21 Status	Partners	Related documents
Implement an Older People's Housing Strategy in partnership with the Health and Social Care Partnership	Support the implementation and delivery of the older people's housing care and support strategy through the various relevant programme boards	Extra Care Housing Board continues to operate to oversee the delivery of the ECH programme		IJB, SWD, RSLs	Integrated Strategic Plan for Older People's Housing, Care and Support 2018-2028 RRTP
	Through delivery of the RRTP monitor the numbers of older people experiencing homelessness	Statutory homelessness presentations from older people are being monitored and will be included in RRTP reports Development of the Performance Monitoring and Impact Measure Framework – pulling together all the PI's from across the service (including equalities) to report on quarterly to the BHHS			
Assess the extent and nature of needs within the gypsies and traveller community; and develop appropriate response.	Support the development of National Action Plan on Gypsy Traveller Access to services, in particular ensure provision and quality of permanent Gypsy/Traveller sites in the Borders – if required	The Scottish Borders Gypsy Traveller Policy Working Group continue to meet. The group have responded to a number of challenges due to the pandemic.		SESHoF, SBC, G&T community	SBC Gypsy/ Traveller Meeting minutes RRTP HNDA Project Team minutes
	An increased focus on specialist provision (included need for wheelchair accessible, other accessible, adapted housing and housing for specialist groups for example Gypsy/Travellers and veterans) is included in HNDA3	As part of the specialist provision chapter of HNDA3 a sub group has been established to focus their attention on collating evidence/ data to inform HNDA3			
	Include Gypsy and Traveller community work in the project brief of the new LHS (based on LHS guidance)	Housing Strategy sent a committee report to deferred LHS for another year which was agreed in November 2020. This means the project brief for the next LHS will be developed in 2021/22			
4.3 Effective housing input to process of health and social care integration					
Strategic actions	2020-2021 Actions	2020-2021 Progress	2020/21 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.	Contribute to the annual report for the Health and Social Care Strategic Plan	Due to the Covid impact, housing strategy haven't received a request on annual progress		IJB, RSLs, Third sector	Strategic Plan Locality Working Group minutes
	Monitor housings contribution to the Health and Social Care Strategic Plan	Governance arrangements being reviewed. Annual Affordable Housing including ECH, Amenity and wheelchair accessible housing delivery reported to Executive Committee.			

	Develop Housing Profiles for each Locality area	Housing Locality Profiles have been developed. This include information on a wide range of housing, included affordability and income			Housing Contribution Statement 2018
	Attend locality working groups regularly and contribute to implementation of locality plans	Locality working group arrangements suspended due to Covid impact.			
	Ensure housing continues to be represented at the H&SC Strategic Planning Group	SBC and RSL representation attend the Strategic Planning Group			
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 planning arrangements temporarily suspended due to Covid. Housing Strategy included in Area Partnership arrangements.		SBC, IJB,RSLs, Third sector	Locality Plans Community Led Support Group Minutes

4.4 Improved availability of housing support services

Strategic actions	2020-2021 Actions	2020-2021 Progress	2020/21 Status	Partners	Related documents
Page 240 Monitor availability and impact of housing support for young people and other vulnerable client groups	Review the delivery of services, develop housing and support pathways for the following groups, with the aim of preventing or alleviating homelessness for: <ul style="list-style-type: none"> • Individuals with Addictions • Individuals being Discharged from hospital or other institutions • Victims of Domestic Abuse • Gypsy Travellers • Individuals up to the age of 26 who were previous looked after by the local authority • Individuals with Mental health difficulties • Migrants • Individuals with an offending history • Individuals experiencing poverty • Individuals receiving Social Care Support • Veterans • Young People (RRTP 2.7)	Young People – awaiting the outcome of a funding bid made by a Way Home Scotland to the Third Sector Homelessness fund to support us in this review. The Young people Pathways are expected to be published in March/April 2021. These will inform local progress throughout the lifetime of the RRTP		SBC, RSLs, BHSP	RRTP The Housings Needs and Aspirations of Young People; Scottish Borders 5 Year Action Plan April 2019
	Implement and monitor delivery of the Young People’s Housing Needs Plan – Year 2	The Young People’s Housing Need Study continues to be monitored but due to the pandemic some of the actions have not been progressed as much as they should be due to other priorities			
	Collaborate with the Mental Health Service to support the delivery of supported housing service	Mental Health Service reviewing wider housing and building based service requirements			
	Review the RRTP and action plan and monitor the delivery of the RRTP	The BHSP has monitored and progress the RRTP throughout 2020/21			
	Examine the potential and feasibility of peer support networks throughout Scottish Borders (RRTP 4.10)	One year Pilot Commencing in January 2020. Delivered in partnership with Penumbra and funded through RRTP and East Housing Hub			
	Ensure housing is represented on the Children and Young People’s Leadership Group	There is no requirement for a housing rep at CYPLG, but there is the opportunity to have items added to the agenda and attend a meeting to discuss these where relevant.			

4.5 Increase in prevention and early intervention

Strategic actions	2020-2021 Actions	2020-2021 Progress	2020/21 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.	Support the implementation and delivery of the older people’s housing care and support strategy through the various relevant programme boards, in particular tech enabled care programme board	Governance arrangements currently being reviewed		SBC, RSLs	Integrated Strategic Plan for Older People’s Housing, Care and Support 2018-2028 Physical Disability Strategy Strategic Plan
	Contribute to the monitoring of the Physical Disability Strategy	Housing Strategy continue to be involved in Physical Disability Strategy Reference Group			
	Consider the findings of the Wheelchair Housing Study	The findings of the Wheelchair Study have been included in the SHIP and are being used to support the development of the specialist housing section of HNDA3			
	Ensure continued Housing Representation on the Strategic Planning Group	SBC Housing Strategy and RSL representatives are on SPG			

	Ensure continued Housing Representation on the Learning Disability Group	SBC Housing Strategy and RSL representatives are on SPG			
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.	Review Housing Advice availability within Scottish Borders with the aim of creating a consistent response to people experiencing housing difficulties across all sectors. (RRTP 1.16)	Following the delayed recruitment of the RRTP officer and additionally the COVID-19 emergency has further restricted the full application of this resource and delayed some of the RRTP actions. The RRTP officer working with the BHHSP have reviewed the action plan and set new dates and targets. A new for completion date for the this action has been set		SBC, RSLs Third sector	RRTP Communication Plan
	RSLs provide Information and advice on their allocation processes on their stock	Eildon revised their allocations policy in October 2020 following extensive consultation. This includes a number significant changes to the policy All the four local RSLs have updated their allocations policies since April 2019.			
	Carry out a review of the website and update all the content and navigation	A review of the housing pages on SBC's website has begun and is currently ongoing.			

Performance Indicators:

Strategic outcome	Relevant Indicators	Baseline (date)	Targets	Previous Performance	Performance 2020-21	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.	2017/18 – Minor adaptations & repairs – 155 Handyperson – 4,154 Major adaptations – 85 2018/19 – Small repairs & adaptations - 421 Handyperson – 4,058 Major adaptations – 94 RSL adaptations – 128 2019/20 – Small repairs & adaptations – 400 Handyperson – 4,060 Major adaptations – 116	Small repairs and adaptations – 264 Handyperson – 2,643 Major Adaptations – 41	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 2018/19 – 4 2019/20 – 5	52	SBC and AHIP	2017-22
	Number of new homes to wheelchair and varying needs standard	ECH/HwC places = 129 (Dec 2014)	ECH/HwC = 180	2017/18 – 4 2018/19 – 4 2019/20 – 5	2	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.	Housing Contribution Statement 2016 in place Housing Contribution Statement 2018 in place	Housing Contribution Statement 2018 in place	Reference SCP and HCS and emerging plans for localities	2020
	Housing represented at strategic planning level	N/A	Housing involved in service redesign plans.	Housing represented	Housing represented	Reference SCP and HCS and emerging plans for localities	2020
	Housing representation on locality planning groups	N/A	Housing involved in service redesign plans.	Housing represented	Housing represented	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	-	-	SBC	2020
	No of people receiving housing support	N/A	Increase in number receiving support	2017/18 – 476 2018/19 – 592 2019/20 – 388 ³	261	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	-	-	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.	2017/18 – Social Rented Sector = £423k Private Sector = £442k 2018/19 - Social Rented Sector = £452k Private Sector = £406k 2019/20 – Social Rented Sector = £409k Private Sector = £439k	£187K Private Sector Major Adaptations £139,634 Social Rented Sector	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.	2017/18 – 18 – 64: 219, 65+: 1,445 2018/19 – 18 – 64: 239, 65+: 1,637 2019/20 – 18 – 64: 290, 65+: 2,564	Not available at time of writing	SBC social work and health	2017-22
	Evaluation of housing options advice and general advice/information services	n/a	Evaluation report on outcomes	2017/18 - Initially considered as part of Homelessness restructure on 2018/19 - Taken forward as part RRTP 2019/20 – Part of RRTP action Plan	Part of RRTP action Plan	SBC Homelessness team	

³ Please note new method is being used. Previous years have included some double counting between services – e.g. 358 received internally and 252 by Commissioned services = 610 (however 218 referral were direct referral to commissioned services from internal service therefore total = 388)



SCOTTISH BORDERS RAPID REHOUSING TRANSITION PLAN 2019 - 2024

Report by Service Director – Customer and Communities Executive Committee

8 June 2021

1 PURPOSE AND SUMMARY

- 1.1 This report provides an update on progress with the Scottish Borders Rapid Rehousing Transition Plan 2019/2020 – 2023/2024 (RRTP) (Appendix 1), and seeks endorsement of the reviewed Scottish Borders RRTP – Action Plan (Appendix 2), Integrated Impact Assessment (Appendix 3) and Funding and Activity Monitoring Return (Appendix 4) for submission to the Scottish Government.**
- 1.2 The Scottish Government is committed to making “radical changes to end homelessness in Scotland” and sees “Rapid Rehousing by default” as a cornerstone of this commitment. In 2018 the Scottish Government requested that all Local Authorities submit a 5- year RRTP for the period 2019/20 – 2023/24 by the end of March 2019.
- 1.3 Development of the Scottish Borders RRTP was led by the Borders Homelessness and Health Strategic Partnership and included consultation with key partners including the Borders Housing Alliance and the Health and Social Care Integration Strategic Planning Group. The Council formally approved the Scottish Borders RRTP at its meeting on 28 March 2019 and it was submitted to the Scottish Government in March 2019.
- 1.4 The Scottish Government has provided funding to local authorities for the development of RRTP from the ‘Ending Homelessness Together Fund’. Further details can be found in Section 4.
- 1.5 The RRTP Action Plan has been reviewed and updated by the Homelessness and Health Strategic Partnership, particularly in light of the impact of the pandemic, and a Funding and Activity Monitoring Return has been prepared for submission to the Scottish Government.
- 1.6 There have been significant delays to progress on the RRTP, particularly in light of the impact of the pandemic, however, significant progress is now being made.

2 RECOMMENDATIONS

2.1 I recommend that the Executive Committee:-

- (a) Notes the progress made with delivery of the Scottish Borders RRTP.**
- (b) Approves submission of the reviewed and updated Scottish Borders RRTP Action Plan, Integrated Impact Assessment, and Funding and Activity Monitoring Return to the Scottish Government.**

3 RAPID REHOUSING TRANSITION PLAN BACKGROUND

- 3.1 The Homelessness and Rough Sleeping Action Group (HARSAG) was set up by Scottish Government in October 2017 to develop solutions to alleviate homelessness and rough sleeping across Scotland. HARSAG produced 4 sets of recommendations, all of which the Scottish Government accepted in principle, and these informed the joint COSLA/Scottish Government publication of 'Ending Homelessness Together – A High Level Action Plan, in November 2018. The Scottish Government created an 'Ending Homelessness Together' fund to support this commitment. A cornerstone of the recommendations is a transition to a 'Rapid Re-housing', incorporating 'Housing First', approach to tackling homelessness.
- 3.2 HARSAG was reconvened in June 2020 in response to the pandemic and further recommendations were proposed to the Scottish Government, these recommendations were considered and an updated Ending Homelessness Together action plan was published in October 2020.
- 3.3 The vision from the recommendations is of a whole-system approach whereby prevention of homelessness is paramount and the responsibility lies not just with Local Authorities but with housing providers, Health and Social Care Partnerships and the broad range of organisations that provide support.
- 3.4 When homelessness cannot be prevented, Rapid Rehousing should be the default response. Rapid Rehousing means: (a) A settled, mainstream housing outcome as quickly as possible; (b) Time spent in any form of temporary accommodation reduced to a minimum, with the fewer transitions the better; (c) When temporary accommodation is needed, the optimum type is mainstream, furnished and integrated within a community.
- 3.5 And for people with multiple complex support needs beyond housing: (a) Housing First is the first response for people with complex needs and facing multiple disadvantages; (b) Housing First provides general settled housing as a first response for people with complex needs; (c) It recognises a safe and secure home as the best base for recovery and offers personalised, open-ended, flexible support for people to end their experience of homelessness and address wider needs; (d) The model aligns the provision of housing and support, offers choice and control to tenants and works to the principles of harm reduction.
- 3.6 The Scottish Government gave Local Authorities and their partners a 5 year timescale for transformation to "Rapid Rehousing by default" and requested that all Local Authorities submit a 5-year RRTP for the period 2019/20 – 2023/24.
- 3.7 The Scottish Government indicated that it will use the RRTPs to assess progress towards the 5-year vision of Rapid Rehousing and inform the allocation of resources (eg from the 'Ending Homelessness Together Fund'). It is expected that RRTPs will be jointly developed, implemented and resourced by Local Authorities, Health & Social Care Partnerships, RSLs, and other relevant partners (although led by Local Authorities). RRTPs should sit within the Community Planning Partners wider strategic planning framework

of the Local Outcome Improvement Framework and the Local Housing Strategy.

- 3.8 Development and implementation 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.
- 3.9 The Scottish Borders RRTP vision for Rapid Rehousing in the Scottish Borders is: (a) Homelessness is prevented wherever possible but where homelessness cannot be prevented a settled, mainstream housing outcome is secured as quickly as possible. (b) 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. (c) Housing First will be the first response for people with complex needs and facing multiple disadvantages. We will work in collaboration with Health and Social Care Partnership, and other relevant services, to ensure tenancies are supported and sustained.
- 3.10 RRTP is a learning process and we will continue to review, update and amend the Plan on an ongoing basis in order to ensure that it serves as a focused and practical tool to help us to achieve our vision for Rapid Rehousing in the Scottish Borders.

4 RAPID REHOUSING TRANSITION PLAN FUNDING

- 4.1 Resourcing the Scottish Borders Rapid Rehousing Transition Plan is critical to its successful delivery. All the partners in the development of the Scottish Borders Rapid Rehousing Transition Plan believe it offers opportunities to improve joint working and the quality of service for people who are threatened with homelessness or who become homeless, and that we can make significant progress towards achieving our vision for Rapid Rehousing from within existing resources.
- 4.2 However, as described in the Resource Plan section of the RRTP, it is clear that without continuing to secure additional resources from, for example, the Scottish Government's 'Ending Homelessness Together Fund', it will not be possible to achieve Rapid Rehousing in full.
- 4.3 The Scottish Government has awarded Scottish Borders the following funding from the 'Ending Homelessness Together Fund' to assist with the development and implementation of the RRTP to date;
- 2018/19 - £35,000
 - 2019/2020 - £153,000
 - 2020/2021 - £167,000.
 - 2021/2022 - £166,000

The Scottish Government committed an additional £5 million towards RRTPs as part of the winter plan for social protection. Scottish Borders received an additional £105,000 in 2020/2021.

Funding allocations for 2022/2023 and 2023/2024 have not yet been confirmed.

- 4.4 The Scottish Government has asked that local authorities submit a 'Funding and Activity Monitoring template in order to monitor RRTP progress and how Ending Homelessness Together funding is being used. The Scottish Government has asked that a 'Funding and Activity Monitoring template' for RRTP progress to 2020/2021 be submitted 30th June 2021, along with any updated RRTP's or RRTP Action Plans, and equalities assessments.

5 SCOTTISH BORDERS RAPID REHOUSING TRANSITION PLAN 2019/2020 – 2023/2024 – PROGRESS TO DATE

- 5.1 The COVID-19 emergency has impacted significantly on the implementation of the RRTP.
- 5.2 Borders Homelessness and Health Partnership (BHHSP) members have been on the front line of the crisis and have worked closely together throughout the pandemic to ensure that tenants, customers and those at risk of homelessness have continued to receive the services and support they require. Homelessness services were delivered by telephone wherever possible, however, given the vulnerable nature of many homeless households, face to face access and support was retained where required. Early actions in response to the pandemic were focused around ensuring homeless or potentially homeless households within the Scottish Borders had suitable accommodation available to them that allowed them to comply with the imposed lockdown measures. To achieve this homelessness services and RSLs worked in partnership to increase the availability of temporary homeless accommodation by 15 properties, and ensured homeless applicants had continued access to permanent accommodation and support.
- 5.3 During 2020/2021 767 households approached the Council's Homelessness Team for advice and/ or assistance and 90% of households assessed as unintentionally homeless secured settled accommodation. 100% of clients are now provided with housing options advice and the level of repeat homelessness remains low. The Borders Homelessness and Health Strategic Partnership continues to operate with a key focus on the implementation of the Scottish Borders Rapid Rehousing Transition Plan.
- 5.4 A post of Rapid Rehousing Development Officer was designed in 2019 in order to help develop, implement and review the plan, and an appointment made to this post in December 2019. However, as part of our response to the COVID-19 emergency, the work of this officer was dedicated to front-line service delivery for most of 2020. The Rapid Rehousing Development Officer is now engaged full-time on RRTP work. In addition, further staff resource from the wider Customer Advice & Support Service has been committed to RRTP work in order to help compensate for time lost. Significant progress on the RRTP is now being made.
- 5.5 The procurement process is currently underway for the provision of a two year pilot Housing First Service and is expected to be operational from July/August of 2021. Housing First is the most resource intensive part of

the RRTP and £230,000 funding from Scottish Borders Ending Homelessness Together fund allocation has been committed to the pilot.

- 5.6 A Housing Intervention Fund launched in February 2020, aims to improve the housing options available to applicants who are in need of intervention due to rent arrears and who often face the prospect of being homeless. The applicant's landlord and the homelessness team are required to work together to ensure reasonable milestones are met by the applicant that aim to address the underlying cause of the arrears. Seven applications to the Housing Intervention Fund were approved in 2020/2021, with a total commitment of £11,000. £20,000 per annum, for the life time of the RRTP, has been committed for the remaining years of the RRTP.
- 5.7 A Crash Pad has been established from within the temporary homeless accommodation portfolio. The Crash Pad is a self-contained property that can accommodate households on a short term basis (one or two nights) that face an immediate crisis. This will allow for improved assessment of need prior to allocation of temporary accommodation and aims to result in suitable temporary accommodation being provided first time. This will improve the customer's experiences of homelessness, make more efficient use of the wider temporary accommodation stock and reduce the Council's risk of breaching the Unsuitable Accommodation Order. £4,725 was spent on the implementation of the Crash Pad and has an estimated £5,500 annual cost for the remaining of the RRTP.
- 5.8 A key aim of RRTP is to utilise less, but better quality, temporary accommodation. However, Covid 19 resulted in an increase in demand for temporary accommodation in 2020/2021. To meet this challenge the Council and its RSL partners added to the stock of temporary accommodation properties. There continue to be concerns about the possibility of a further increase in demand for temporary accommodation at some point as a result of COVID19 factors. Close monitoring and management of the temporary accommodation demand and supply continues in order to ensure that we continue to be able to provide suitable temporary accommodation for everyone who needs it. Despite the additional challenges brought about by the pandemic, and a national doubling of the use of B&B over the first months of the pandemic, Scottish Borders Council did not require to place any household in to Bed and Breakfast or unsuitable accommodation during 2020/2021. Nevertheless, whenever the COVID19 situation stabilises sufficiently, a critical priority will be to revise the RRTP targets and timescales for reducing the stock of temporary accommodation in order that we can meet our RRTP objectives.
- 5.9 The Borders Homelessness and Health Strategic Partnership has comprehensively reviewed and updated the RRTP Action Plan (Appendix 2) in light of the impacts of the COVID 19 pandemic. A full Integrated Impact Assessment has been completed in relation to updated Action Plan (Appendix 3)

6 IMPLICATIONS

6.1 Financial

- (a) Significant elements of the RRTP can be achieved within the partners' existing resources and there is evidence to indicate that RRTP has the potential to reduce the need for expenditure on acute and emergency service provision across housing, health and social care services in the medium to long-term.
- (b) We remain committed to developing RRTP in such a way that, in due course, Rapid Rehousing and Housing First become, as far as possible, a part of mainstream service delivery across all of the partners.
- (c) However, delivery of the RRTP in full will require continuing to secure additional resources from, for example, the Scottish Government's Ending Homelessness Together Fund.
- (d) Where any specific actions are considered as having a further resource implication for the Council, Officers would bring back proposals for consideration by the Executive Committee as they arise over the period of the RRTP.

6.2 Risk and Mitigations

There is a risk that the Scottish Government will not provide the funding requested by our RRTP either in part or in full. This would lead to us being unable to provide the level of service identified to provide a transition to Rapid Rehousing for homeless households in the Scottish Borders within the target timescales.

6.3 Integrated Impact Assessment

A full Integrated Impact Assessment has been carried out (Appendix 3).

6.4 Acting Sustainably

It is considered that there are no significant direct negative economic, social or environmental impacts arising from the content of this report. RRTP is likely to contribute to reducing inequalities and tackling poverty.

6.5 Climate Change

It is considered that there are no direct effects on the Council's carbon emissions arising from the content of this report recommendations.

6.6 Data Protection Impact Statement

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

6.7 Rural Proofing

The RRTP was rural proofed and it is anticipated there will be no adverse impact on the rural area from implementation. RRTP is likely to improve the quality of services for people in rural areas who become threatened with homelessness or who become homeless.

6.8 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 Executive Director (Finance & Regulatory), the Monitoring Officer/Chief Legal Officer, the Chief Officer Audit and Risk, the Service Director HR & Communications, the Clerk to the Council and Corporate Communications have been consulted and any comments received have been incorporated into the final report.

Approved by

Jenni Craig

Signature

Service Director – Customer and Communities

Author(s)

Name	Designation and Contact Number
David Kemp	Homelessness and Financial Support Manager (01896 661387)
Jordan Manning	Rapid Rehousing Development Officer

Background Papers:

Appendix 1 – Scottish Borders Rapid Rehousing Transition Plan 2019/20 – 2023/24

Appendix 2 – Scottish Borders Rapid Rehousing Transition Plan 2019/20 – 2023/24 – Action Plan – Reviewed and Updated

Appendix 3 – Scottish Borders Rapid Rehousing Transition Plan 2019/20 – 2023/24 – Integrated Impact Assessment

Appendix 4 – Funding and Activity Monitoring Return

Previous Minute Reference: 28 March 2019 – Scottish Borders Council

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 Council Headquarters, Newtown St Boswells, Melrose TD6 0SA

Scottish Borders Rapid Rehousing Transition Plan 2019/20 – 2023/24

Introduction

The Homelessness & Rough Sleeping Action Group (HARSAG) was set up by the Scottish Government in October 2017 to produce short and long term solutions to end homelessness and rough sleeping. The cornerstone of recommendations is a transition to a Rapid Rehousing approach, of which Housing First is a component. 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. The Scottish Government has given Local Authorities and their partners a 5 year timescale for transformation to “Rapid Rehousing by default” and requested that all Local Authorities submit a 5-year RRTP for the period 2019/20 – 2023/24. 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.

Development of the Scottish Borders RRTP has been led by the Borders Homelessness and Health Strategic Partnership (BHHSP). 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. Development of the Plan has been further informed by workshops which have also involved officers with responsibility for frontline service delivery and officers with specific remits for, for example, housing support, and drug and alcohol services.

This first Scottish Borders Rapid Rehousing Transition Plan is the start of our discussion about how to proceed with Rapid Rehousing in Scottish Borders. We will be reviewing, updating and amending the Plan on an ongoing basis in order to ensure that it serves as a focused and practical tool to help us to achieve our vision for Rapid Rehousing in the Scottish Borders.

Our 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. We will work in collaboration with Health and Social Care Partnership, and other relevant services, to ensure tenancies are supported and sustained.**

All the partners in the development of the Scottish Borders Rapid Rehousing Transition Plan believe that Rapid Rehousing offers opportunities to improve joint working and the quality of service for people who are threatened with homelessness or who become homeless. We all acknowledge that achieving rapid rehousing will present some significant challenges but all of the partners are fully committed to participating actively and wholeheartedly to achieving our vision for Rapid Rehousing in the Scottish Borders.

RRTP will require a multi-agency review of the existing model, and development of a new joint model, of access to social housing across Scottish Borders, which will help homeless people to move directly into suitable mainstream housing as a normal default resolution to homelessness, reducing the need for temporary accommodation. This will include a review of RSLs' Allocations Policies, and will require the RSLs and the Council's Assets and Infrastructure Department to work together to reshape our model of temporary accommodation.

Background

The Homelessness & Rough Sleeping Action Group (HARSAG) was set up by the Scottish Government in October 2017 to produce short and long term solutions to end homelessness and rough sleeping. Four sets of recommendations were made in December 2017 and in February, May and June 2018. The context for the 70 detailed recommendations is a vision of a whole-system approach whereby prevention of homelessness is paramount and the responsibility lies not just with local authorities but with housing providers, health and social care partnerships and the broad range of organisations that provide support.

When homelessness occurs, rapid rehousing should be the default position, as that will avoid the need for time in temporary accommodation. Recognising that some people need more than just a house and have multiple complex needs that must be addressed alongside their homelessness, the action group has made it clear that the Housing First model of intensive support should be available. For people who require the emergency safety net of temporary accommodation, their time there should be as short as possible. It should be spent in accommodation that is of a high standard and in a location that minimises disruption to their daily lives.

Where homelessness cannot be prevented, Rapid Rehousing means:

- A settled, mainstream housing outcome as quickly as possible;
- Time spent in any form of temporary accommodation reduced to a minimum, with the fewer transitions the better;
- When temporary accommodation is needed, the optimum type is mainstream, furnished and integrated within a community.

And for people with multiple complex support needs beyond housing:

- Housing First is the first response for people with complex needs and facing multiple disadvantages;
- Housing First provides general settled housing as a first response for people with complex needs;
- It recognises a safe and secure home as the best base for recovery and offers personalised, open-ended, flexible support for people to end their experience of homelessness and address wider needs;
- The model aligns the provision of housing and support, offers choice and control to tenants and works to the principles of harm reduction.

A rapid rehousing approach sees a shift away from a culture of 'tenancy readiness'. The majority of households experiencing homelessness have no, or low support needs. Some households may have higher support requirements, and for them rapid rehousing means supporting people in their own settled home rather than in temporary or supported accommodation for prolonged periods of time. Where independent living within the community is not possible or preferable for whatever reason (safety, risk to self or others, choice) and for whom residential or supported accommodation is the preferred housing option, we will work with relevant partners to secure specialist supported housing provision.

The Rapid Rehousing Transition Plan (RRTP) is a new planning framework for local authorities and their partners to transition to a rapid rehousing approach. Each Local Authority is required to develop their plans in collaboration over a planned and costed phase of 5 years (2019/20 to 2023/24) with a 'first iteration' RRTP being 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. RRTPs will then be an integral part of the Strategic Housing Investment Plan (SHIP) and be reviewed annually as part of the SHIP process. RRTPs will sit within the Community Planning Partners wider strategic planning framework of the Local Outcome Improvement Framework and the Local Housing Strategy, and the Strategic Plan for the delivery of objectives identified by the Health and Social Care Partnership

The Rapid Rehousing Transition Plan is designed to be a working tool which:

- Sets out the local housing market and homelessness context in the Scottish Borders;
- Provides the baseline position of temporary accommodation supply;
- Sets out Scottish Borders Council's and partners' 5-year vision for temporary accommodation supply;
- Identifies support needs to enable rapid rehousing and action required to deliver these;
- Details the actions required to achieve our vision for temporary accommodation supply and settled housing options for homeless households; and
- Provides a rapid rehousing resource plan required to deliver the plan and evidence the co-ownership and resourcing of the Plan with wider partners, particularly Health & Social Care Partnerships and Registered Social Landlords (RSLs).

Scottish Borders Housing Market

The Scottish Borders area is 473,614 hectares (1,827 square miles) and is located in the South East of Scotland. It has Edinburgh and the Lothians to the North, Northumberland to the South and Dumfries and Galloway to the West. Scottish Borders Council area is the fourth most sparsely-populated mainland Local Authority area in Scotland after Highland, Argyll and Bute and Dumfries and Galloway.

There are four Housing Market Areas in the Scottish Borders; Berwickshire, Central Borders, Northern and Southern Borders. Northern Borders is a sub - market in the wider Edinburgh market. Central Borders contains the larger settlements in the Scottish Borders; Hawick and Galashiels. Southern Borders is quite rural with only one main settlement, Newcastleton and Berwickshire is also a very rural and sparsely populated area.

Figure 1: Housing Market Area Maps

The estimated 2017 population for Scottish Borders was 115,020: an increase of 0.9 per cent from 114,030 in 2014. The population of Scottish Borders accounts for 2 per cent of the total population of Scotland. Since 1988, Scottish Borders's total population has risen overall. Scotland's population has also risen over this period. The 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.



In the Scottish Borders, 13 per cent of the population are aged 16 to 29 years. This is smaller than Scotland, where 18 per cent are aged 16 to 29 years. Persons aged 65 and over make up 24 per cent of Scottish Borders. This is larger than Scotland where 18 per cent are aged 60 and over.

The overall population of Scotland is expected to increase by 5.3% between 2016 and 2041 but the overall population of the Scottish Borders is not expected to change significantly in the same period (increase of 2.4%). However, the constitution of the population by banded age group is expected to change significantly, with a drop in the proportions of children and working-age people and an increase in the proportion of pensioners. These changes are expected to be more marked in Scottish Borders than in Scotland as a whole. In particular, proportions of the 75+ age group in Scottish Borders are projected to increase by 80%, which is even higher than the projected Scottish increase.

Of the 52,498 households that were recorded in the 2011 Census, the most typical household structure was of the married couple with no dependent children, followed by the single, working-age householder. The Scottish Borders has a slightly higher proportion of 2-person households than the Scottish average, confirming that the married couple with no children living at home is the most typical household structure in the region. All other household sizes are correspondingly slightly below the national average.

The number of households is projected to increase by 8% in the Scottish Borders, compared to 14% nationally. Within the Scottish Borders, it is projected that there will be more single person households and 3+ adults home.

66% of households in the Scottish Borders are owner-occupiers; this is the most typical tenure type in the region which is higher than for Scotland (62%). 19% of households live in the social rented sector and 12% private rented sector. The Scottish Borders has a lower level of social rented accommodation and a lower level of private rented housing, than is the case nationally (although in some years the private rented sector has been much higher: 2012 it was 17% and 2015 it was 16%).

56,400 people work in Scottish Borders. 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.

In the Scottish Borders, the public services sector (public admin, education and health) is the largest employment sector (28% in the Borders and 31% for Scotland). Hotels and restaurants (including distribution) accounts as a large employment sector (22%). Fishing and agricultural accounts for 8% of the employment sector compared with Scotland (2%). There is a large amount of seasonal and part time employment in the Scottish Borders.

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 level for Scotland. The unemployment rate in the Scottish Borders is 3.1%, below the national average of 4.1%.

The ratio of house prices compared with income levels is a key indicator of the relative affordability of owner occupation (6.3 in the Scottish Borders). Affordability varies across the Housing Market Areas, people who live and want to buy a property in the Scottish Borders will require on average over five times their income to be able to buy a home, in Southern Borders it is six times their income.

Table 1: Income and House Price 2016

Housing Market Area	Average Income*	Average House Price**	Housing affordability ratio
Berwickshire	£31,618	£184,202	5.8
Central Borders	£31,116	£157,544	5.1
Northern	£42,376	£218,586	5.2
Southern	£32,756	£206,131	6.3

*CACA Paycheck Data 2016

** Sasines data 2016

More detailed analysis of housing affordability was completed in 2016, in preparation for LHS development, using a modelling tool developed by Arneil Johnston. The model works by analysing a range of housing cost benchmarks and testing these against a range of assumptions, based on the proportion of income devoted to housing costs. The model then calculates the percentage of households that can/ cannot afford each housing tenure.

As can be seen from the housing cost profile, unsurprisingly, PRS rents are significantly higher than RSL rents, LHA rates and MMR benchmarks. Even at the LHA rate, PRS rents are unaffordable to households across all property sizes. Based on a two bedroom property households (assuming a 30% income to rent ratio) would require an annual income of £12,718 for a social rented property and £18,284 for a private rented property.

Figure 2: Affordability Analysis

1 bed housing costs	2 bed housing costs	3 bed housing costs	4 bed housing costs
RSL: £292 PRS: £352 LHA: £312 MMR: £265	RSL: £318 PRS: £457 LHA: £400 MMR: £340	RSL: £347 PRS: £559 LHA: £475 MMR: £404	RSL: £393 PRS: £790 LHA: £600 MMR: £510

Source: Arneil Johnston, 2016

The Local Housing Allowance levels for the Scottish Borders are as follows (2018/19):

Table 2: LHA rate 2018/19

Number of Bedrooms	2018/19 LHA rate per week
1 room - shared bathroom and kitchen	£56.96
1 bedroom	£72.00
2 bedrooms	£92.05
3 bedrooms	£109.62
4 bedrooms	£138.46

Recent national figures published on private sectors rents (Private Sector Rent Statistics, Scotland, 2010 to 2018) shows that the average rent in the Scottish Borders has increased for all sizes between 2017 and 2018. Increases ranged from 3.5% for one bedroom properties up to 25.6% for four bedroom properties, which compares to CPI inflation of 2.4% across this time period.

Table 3: Broad Rental Market Area Profile: Scottish Borders, 2018 (monthly)

	1 bed	2 bed	3 bed	4 bed	1 shared bed
Lower Quartile	£325	£425	£495	£738	£251
Median	£350	£450	£563	£875	£294
Mean	£357	£478	£591	£942	£357
Upper Quartile	£390	£525	£675	£1,050	£541

The second SESplan Housing Need and Demand Assessment (HNDA) was undertaken in 2013/14 and was assessed as robust and credible by Scottish Government in 2015. It was undertaken to support the preparation of SDP2, as well as to inform development of the member authorities' LHS and Local Development Plans. Table 5 below sets out the total future housing need (excluding existing need) for the SESplan area from 2012-2032.

Table 4: Future Housing Need for Newly Arising Households, Excluding Net Existing Need (Constrained to SESplan Total) 2012-2032

	City of Edinburgh	East Lothian	Fife SESplan	Midlothian	Scottish Borders	West Lothian	SESplan
Alternative Future: Steady Recovery 2	59,024	8,686	10,341	5,505	2,549	9,525	95,631
Alternative Future: Wealth Distribution 2	72,743	9,500	13,804	6,266	4,188	11,060	117,562
Alternative Future: Strong Economic Growth 2	87,452	10,563	17,006	6,617	5,863	12,412	139,913

Source: Core HMP Analysis of HNDA tool output, combined with core HMP analysis of existing need requirements, 2014

The SESplan Housing Supply Targets have been informed by a Housing Need and Demand Assessment (HNDA which identified three alternative futures based on different economic and demographic assumptions. Following analysis SESplan has concluded that the most likely outcome will fall

somewhere between the Steady Recovery and Wealth Distribution alternative futures. This means the Housing Supply Target for the Scottish Borders is 348, 128 for affordable housing and 220 for market housing.

The current SHIP (2019-2024) sets out how, when and where the Council and its partners could potentially deliver up to as many as 1,047 affordable homes over the period of SHIP and beyond. Table 5 below shows the breakdown of these proposed projects by year and Housing Market Area. If the SHIP delivers on these projects then this will meet the Housing Supply Target over the five years.

Table 5: Proposed Development Projects for SHIP 2019-2024

	2019/2020	2020/21	2021/22	2022/23	2023/24	Total
Berwickshire	47	114	70	12		243
Central	51	245	238	50	85	642
Northern	52	29	6	48		135
Southern						0
Scottish Borders	150	388	314	110	85	1,047

Scottish Borders Council is a stock transfer local authority, transferring all of its stock to Scottish Borders Housing Association in 2003. As of 2017/18 there were approximately 11,930 properties between nine different registered social landlords (RSLs) operating within the Borders. The four largest RSLs to operate in the Borders are; Waverley Housing Association, Berwickshire Housing Association, Scottish Borders Housing Association (SBHA) and Eildon Housing Association. The others include national housing associations with some properties in the Borders, some of which provide specialist as well as general needs housing.

On average there are approximately over 1,200 lets every year within these four RSLs, each of these RSLs operates their own choice based lettings scheme and allocations policies.

The number of long term empty properties in the Scottish Borders in 2017 was 1,419 this figure has remained consistent over the past six years when the number of empty homes in 2011 was 1,422. This does not follow the same trend for Scotland where empty homes have continued to increase each year since 2012. Long term empty properties can impact the built environment, quality of life for neighbours, on housing need and on the sustainable use of land and resources and on the economy. The only effective way to reduce the negative impact of an empty dwelling is to occupy it.

Key points from the local Housing Market Context that impact on our approach to RRTP include:

- The Scottish Borders is a predominately large rural area which creates challenges for service delivery
- Each Housing Market Area has its own challenges – Northern HMA has very strong links with the Edinburgh housing market which creates affordability issues
- An increase in households in the Scottish Borders, particularly an increase in single households will have an impact on the housing stock required to accommodate smaller households.
- The role of the private rented sector in the Scottish Borders is very important in providing housing options but there continues to be barriers experienced by homeless households accessing the sector, through lack of choice and affordability.

- Council and RSL led developments will make a significant contribution to the delivery of affordable housing, albeit the level of this development is constrained by the availability of opportunities and other variable factors
- For households requiring larger properties the cost of housing in the PRS is considerably higher than that of social housing and for those who depend on the LHA it is simply unaffordable as a result of wider welfare reform challenges.
- The demand for social housing is greater for those on lower incomes, single households under 35 years old due to LHA rates in the Scottish Borders and the cost of the private rented sector.

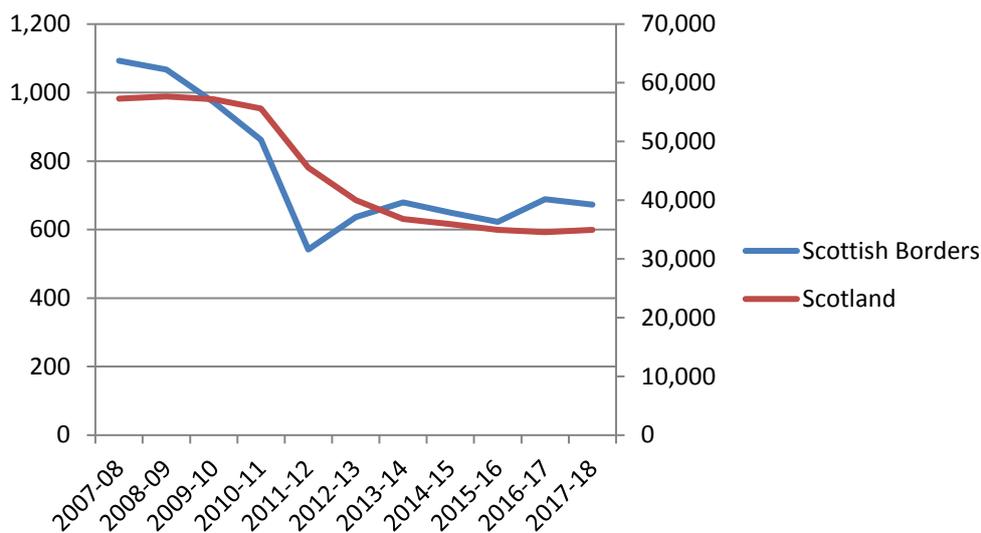
Homelessness

Following the introduction in 2011 of a housing options approach to homelessness prevention, and an initial significant fall of 37% in 2011/2012, the number of homelessness applications in Scottish Borders has remained largely stable at around the 650 mark per year since 2012/2013. This has been in contrast with the national picture which has seen year on year decreases in the number of applications until 2017/2018 when a 1% increase in applications nationally contrasted with a 2% decrease in Scottish Borders. The 673 applications received in 2017/2018 were 38% fewer than in 2007/2008 when the number of applications peaked at 1093. The number of applications received in each of the most recent years accounts for about 1% of households in the Scottish Borders.

Table 6: Homeless applications in the Scottish Borders Year	07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16	16/17	17/18
Total	1093	1067	972	862	542	637	679	650	623	689	673

Source: Scottish Government Homelessness in Scotland 2017-18

Figure 3: Number of applications under the Homeless Persons legislation



The relative stability of the number of homelessness applications in the Scottish Borders is set against a very challenging local landscape in terms of housing affordability, welfare reform and economic fragility. A shortage of some house types in the social rented sector places pressure on the private rental market, where high rents are driven by demand from the buy-to-let, second homes, holiday rentals and commuter market. Settled accommodation options for homeless people are in short supply and demand continually exceeds supply. This brings specific challenges to homelessness services, will continue to do so, and places an increasing emphasis on the private sector and alternative tenures to provide long term housing solutions.

While rough sleeping in the Scottish Borders is not necessarily as visible as it is in the cities, of the 673 homeless applications made in 2017/2018, 30 applicants advised that they had slept rough at least once during the last 3 months and 10 had slept rough the night before.

Single people make up the majority of applicants (62%) and those under 35. The number of statutory homelessness applications received from young people aged 24 or under fell by 8% in 2017/2018 and, as a proportion of the total number of applications received, has fallen from 30% in 2015/2016 to 27% in 2016/2017 and to 24% in 2017/2018.

The reasons that households become homeless in the Borders largely mirrors the national picture with housing crisis most commonly underpinned by households (i) asked to leave their current accommodation; (ii) experiencing a dispute within the household; or (iii) as a result of action by landlord

In 2017/18, 590 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. These figures are slight increases of 1.7% and 0.5% respectively in comparison with 2016/2017 and on a par with the rate of increase nationally during the year.

The level of repeat homelessness applications in Scottish Borders remains low, with only 4.5% of new applications in 2017/2018 having already made an application within the previous year in comparison with the national average of 6%.

In 2017/18, 63% of households assessed as unintentionally homeless secured settled accommodation. This was a slight decrease in comparison with the previous year and remains lower than the national average of 69% in 2017/2018.

220 households entered temporary accommodation during 2017/2018. 7% (15) of these households contained children. This compares with the national average of 10% of households in temporary accommodation containing children. 90% of respondents expressed satisfaction with the quality of temporary accommodation provided. And the use of bed and breakfast as a temporary accommodation option in Scottish Borders remains minimal with only 2 households in bed and breakfast during the year.

The average length of stay in temporary accommodation in the Scottish Borders increased in 2017/2018 to 119 days from 115 days in 2016/2017. This compares with a national average of 97 days and a 'East HUB' average of 140 days.

The proportion of all social lets by RSLs to statutory homeless households in 2017/2018 was 22%, a decrease from the previous year at 24%.

Rapid Rehousing Baseline Position

As a housing stock transfer authority, Scottish Borders Council has only a small number of properties available for its own use. Consequently, a strong partnership approach between the Council and Registered Social Landlords has been essential to ensure the provision of a sufficient supply of good quality temporary accommodation. The success of this partnership approach is reflected in the low level of reliance on bed and breakfast accommodation.

RRTP will require a multi-agency review of the existing model, and development of a new joint model, of access to social housing across Scottish Borders, which will help homeless people to move directly into suitable mainstream housing as a normal default resolution to homelessness, reducing the need for temporary accommodation. This will include a review of RSLs' Allocations Policies, and will require the RSLs and the Council's Assets and Infrastructure Department to work together to reshape our model of temporary accommodation.

There is clear evidence that particular groups are at high risk of homelessness. A HARSAG recommendation is that pathway plans are always agreed (or agreed as quickly as possible) to prevent homelessness for the groups who are predictably at highest risk of homelessness including:

- People leaving public institutions or with previous experience of public institutions such as prison, mental health services, armed forces;
- Groups with particular needs such as women who have experienced domestic violence, migrants, asylum seekers, refugees, people experiencing relationship breakdown, LGBT groups and people with experience of the care system or on leaving the care system;
- People who have experienced or are experiencing poverty and/or adverse childhood experiences; and
- Those facing potential eviction from the private rented sector, or the social rented sector including particular approaches on rent arrears.

We will build on existing local joint pathway arrangements such as the SHORE (Sustainable Housing On Release for Everyone) standards for prisoners, the multi-agency 'Housing Options Protocol for Care Leavers in the Scottish Borders', and the Safer Housing Options Service, MARAC (Multi-Agency Risk

Assessment Conference arrangements), and CEDAR (Children Experiencing Domestic Abuse Recovery) services for victims of domestic abuse, to ensure that effective pathways are developed and implemented for all of the groups who are predictably at highest risk of homelessness. The Safer Housing Options Service, MARAC and CEDAR services already provide evidence for how strong local partnership connections at both a strategic and operational level across a wide range of agencies can produce positive outcomes for vulnerable people.

In addition, HARSAG recommends building on the above recommendation about high risk groups by offering additional recommendations in relation specifically to children and young people. As indicated in the Scottish Borders 2017-2022 Local Housing Strategy, the Scottish Borders has had a relatively high level of homelessness young people. This picture has been improving year on year since 2014/2016, however, addressing the needs of young people continues to be, and will continue to be, a priority for the RRTP partners in the Scottish Borders. We will build on the success of the specialist supported accommodation for care experienced young people at Albert Place in Galashiels and our multi-agency 'Housing Options Protocol for Care Leavers in the Scottish Borders'. During 2018/2019, the Council has started working with Aberlour to deliver a flexible, intensive and highly responsive support service to families at the edge of care. In 2018, the Council commissioned a study on the housing needs and aspirations of young people in the Scottish Borders which included face to face surveys with young people. The findings of the study will help us to shape pathways and interventions meet the particular needs of young people, prevent them from becoming homeless, and support them in sustaining accommodation

The majority of temporary accommodation stock in the Scottish Borders is in mainstream properties based within the community. The properties vary in type and size, are a mix of flatted and cottage type accommodation and are fully furnished. They are located within the main towns and villages across the Scottish Borders and so have access to shops, schools, GP practices, support providers and other services. Nevertheless, provision of temporary accommodation over such a wide rural area presents significant challenges, particularly to ensure that the right size and type of accommodation is available at the right time to meet the needs of each homeless household.

They provide temporary accommodation to single applicants, couples and families. The average stay in this type of accommodation in 2017/18 was 119 days at an average cost of £96.36 per week.

At 31 March 2018, this stock of temporary accommodation consisted of 108 properties. 18 of the properties were Council owned and 90 were leased by the Council from RSLs and sublet to homeless households.

4 of the properties are adapted, including 1 which is fully adapted for use by people with wheelchairs.

With the exception of the Council owned accommodation in Hawick, which includes a part-time concierge service, these properties do not have any integral support provision. Floating support is offered to every household who is assessed as having a need for it.

In addition, the Council continues to make occasional use of B+B. There is no stock of Bed and Breakfast places reserved for use by homeless households: the Council secures Bed and Breakfast on a spot-purchase basis when required. Action by the Council to continually improve the management of temporary accommodation has reduced the rate of use of B+B in the Scottish Borders year on year from 124 households in 2012/2013 to only 2 households in 2017/2018.

Exit surveys indicate a high level of satisfaction with 90% of those surveyed in 2017/2018 expressing satisfaction with the overall quality of the temporary accommodation with which they were provided.

At 31 March 2018, there were 83 households in the Scottish Borders living in temporary accommodation provided by the Council and its RSL partners. This included 21 households with pregnant women or dependant children. All of this temporary accommodation provision was in the form of mainstream, furnished properties. There were no households staying in B+B at 31 March 2018.

We have previously piloted “flipping” temporary accommodation into RSL permanent tenancies, which has produced successful results. It is a tool we are looking to develop and utilise further where this outcome would benefit the tenant and reduce disruption on the household.

Table 7: Temporary Accommodation Provision and Voids in the Scottish Borders at 31 March 2018

Accommodation	Provider	Capacity	Occupied	Vacant	Average weekly charge (incl. service charges)
Kelso	SBC	14	10	4	£249.97
Hawick	SBC	4	4	0	£233.36
Dispersed	SBHA	50	42	8	£175.87
Peebles	SBHA	4	2	2	£159.88
Dispersed	Berwickshire Housing Association	7	6	1	£198.03
Dispersed	Waverley Housing	14	10	4	£188.34
Dispersed	Eildon Housing Association	11	8	3	£195.56
Dispersed	Link Housing Association	4	3	1	£163.39
Total		108	85	23	

In addition, specialist supported accommodation at Albert Place in Galashiels, provides 4 self-contained flats for care experienced young people and includes a training flat. The accommodation is owned by SBHA and managed by the Council’s Throughcare and Aftercare team. The allocation of flats is agreed through a multi-disciplinary panel. High level intense support tailored to the individual is provided by the Throughcare and Aftercare team.

In addition, Border Women’s Aid manage a property which provides refuge accommodation and support for up to 4 women or families at risk of domestic abuse or fleeing domestic abuse. The cost per week in 2017/2018 was £287.25 and the average length of stay was 54 days.

To date, there is no Housing First provision in the Scottish Borders. However, we believe that the strong local partnership connections which we have at both a strategic and operational level in relation to, for example, the Scottish Borders Justice Service and MAPPA, and the Safer Housing

Options Service, MARAC and CEDAR services for victims of domestic abuse, provide us with a strong foundation upon which to develop a Housing First principles.

Rapid Rehousing 5 Year Vision / Projections

Our 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. We will work in collaboration with 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:

- We 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.
- We will seek to do so 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.
- When homelessness cannot be prevented time spent in temporary accommodation will aim to a maximum of 60 days by 2024
- Our 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 continue to make minimal use of B&B and, if possible, not use it at all.
- 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.

Below are initial projections for the change in temporary accommodation supply over the forthcoming 5 years:

Table 8: Initial Projections of Temporary Accommodation Capacity (No. of Households) at 31 March

Accommodation	Provider	2019	2020	2021	2022	2023	2024
Kelso	SBC	14	0	0	0	0	0
Hawick	SBC	4	4	0	0	0	0
Dispersed	SBHA	50	50	45	37	25	16

Peebles	SBHA	4	4	2	0	0	0
Dispersed	Berwickshire Housing Association	7	7	7	6	4	3
Dispersed	Waverley Housing	14	14	12	10	7	4
Dispersed	Eildon Housing Association	11	11	10	8	6	4
Dispersed	Link Housing Association	4	4	4	3	2	1
Total		108	94	80	64	44	28

The above are initial projections for our first Rapid Rehousing Transition Plan. It is important to stress that the aims, targets and projections described above will be subject to continual review and, therefore, possible amendment, as our Rapid Rehousing Transition Plan develops over the forthcoming years: this first Scottish Borders Rapid Rehousing Transition Plan is just the start of our discussion about how to proceed with Rapid Rehousing and achieve our vision for Rapid Rehousing in the Scottish Borders.

Identifying Support Needs

The Guidance for Local Authorities and Partners on Rapid Rehousing Transition Plans emphasises that a critical part of the shift to a position of rapid rehousing will be to remove “tenancy readiness” culture and language. The evidence is clear that the majority of households experiencing homelessness have no, or low support needs and will easily move into mainstream housing with day to day housing management advice and assistance.

Our initial analysis of support needs in the Scottish Borders indicates the following:

Table 9: Support Needs

Estimated Support Needs	Estimated %age of current homeless cases	Estimated number of current homeless cases
No/low support needs - proportion of current homeless cases with no/low support requirements who will easily move into mainstream, settled housing with no need for specific support other than sign-posting and low level housing management support provided by housing providers. This also include concierge based services.	57%	143
Medium support needs - proportion of current homeless cases with medium support needs, whether visiting housing support, or multi-professional wrap-around support to enable people to live independently in mainstream	32%	80

housing. May include concierge in addition to visiting housing support and other professional support services.		
SMD/Complex needs - proportion of current homeless cases with severe and multiple disadvantage or complex needs who would benefit from intensive wrap-around support and a Housing First approach to re-housing	11%	28
Residential/Supported Accommodation - proportion of current homeless cases where independent living within the community is not possible or preferable for whatever reason (safety, risk to self or others, choice) and for whom shared and supported accommodation is the preferred housing option.	0%	0

Our initial analysis indicates that, in common with the national picture, the majority of households experiencing homelessness in the Scottish Borders, have no, or low support needs and will easily move into mainstream housing with day to day housing management advice and assistance.

Our initial analysis indicates that the proportion of homeless cases with severe and multiple disadvantages (SMD) or complex support needs who would benefit from a Housing First approach to rehousing is currently around 11%. Currently there is no Housing First provision in the Scottish Borders. Introducing this model of intensive support in the Scottish Borders will ensure households with complex needs can access personalised, open-ended, flexible support to minimise their risk of repeat homelessness and address their wider needs. Accordingly, we will be seeking to develop and implement a Housing First model that meets the needs of people with multiple needs in the Scottish Borders, which is responsive, joined-up, delivered locally and effective, and which, as far as is possible in a rural context, conforms with the 7 principles of Housing First. We believe that the strong local partnership connections which we have at both a strategic and operational level in relation to, for example, the Safer Housing Options Service, MARAC and CEDAR services for victims of domestic abuse, already provide us with a strong foundation upon which to do so.

Our initial analysis of current homelessness cases has not identified any households who currently would require residential or supported accommodation, however, we know that this is a need for some households. Consequently, we will be looking demand for and availability of suitable supported accommodation for homeless households in the Scottish Borders for whom independent living within the community is not possible or preferable for whatever reason (safety, risk to self or others, choice) and for whom residential or supported accommodation is the preferred housing option. We shall aim to ensure that such accommodation is appropriate for the individual person including, where necessary, highly specialist provision in a psychologically informed environment.

We are conscious that our analysis of support needs at this point is just a first step to better understanding the need for support services and the impact of support services on homeless households in Scottish Borders. Consequently, we are doing work across partner agencies to map existing support services in order to better understand what works best, where there might be gaps in service provision, and project likely future support needs.

Rapid Rehousing Plan

Using the analysis undertaken above, the Plan sets out how Scottish Borders Council and partners are going to move from the current position to the future vision of rapid rehousing. The *Scottish Borders Rapid Rehousing Transition Plan 2019/20-2023/24: Action Plan* identifies 6 high level actions with sub-actions detailed against each:

1. Develop, implement and monitor the Rapid Rehousing Transition Plan.
2. Increase focus on homelessness prevention to stop homelessness happening in the first place.
3. Ensure homeless households can access existing housing quickly.
4. Ensure homeless and potentially homeless households can access the right type of support.
5. Review Temporary Accommodation model.
6. Increase affordable housing supply to meet needs of homeless households.

Key actions include:

Short Term - December 2018 to March 2019:

- Prepare of First iteration of RRTP and submit it to Scottish Government.
- Seek Scottish Borders Council Members approval of RRTP.
- Establish formal links for RRTP with all relevant partners and strategies and develop governance map of same including:
 - Local Housing Strategy (LHS)
 - Strategic Housing Investment Plan (SHIP)
 - Health and Social Care Strategic Plan
 - Integration Joint Board (IJB)
 - Borders Housing Alliance
 - Health and Social Care Integration Strategic Planning Group
 - Scottish Borders Community Planning Partnership
 - Public Protection
 - Adult Protection
 - Child Protection
 - Borders Drug and Alcohol Services
 - Scottish Borders Violence Against Women Partnership
- Complete Equality Impact Assessment.
- Develop resource plan which will assess the staffing and other costs required to develop and implement the Rapid Rehousing Transition Plan and how these staffing and other costs may be resourced.
- 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.

Medium Term – April 2019 to March 2020:

- Implement Rapid Rehousing Transition Plan.
- Develop and implement an engagement and communications plan for Rapid Rehousing.
- Develop and implement comprehensive local modelling framework to build on existing evidence base and ensure that we continually improve our understanding of 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.
- 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:
- Review Rapid Rehousing Transition Plan including aims, targets and projections.

Long Term – April 2020 to March 2024:

- Review model of access to social housing across Scottish Borders, including RSLs' Allocations Policies review.
- Develop new model of access to social housing across Scottish Borders, including RSLs' Allocations Policies review.
- Conduct annual review Rapid Rehousing Transition Plan including aims, targets and projections and make adjustments to Plan as necessary.

Resource Plan

The *Scottish Borders Rapid Rehousing Transition Plan 2019/20-2023/24: Action Plan* describes in detail the 6 high level actions and sub-actions which Scottish Borders Council and its partners are going to take to achieve rapid rehousing over the forthcoming 5 years. Resourcing the Scottish Borders Rapid Rehousing Transition Plan is critical to its successful delivery. We can achieve much within existing resources, however, without securing additional resources from, for example, the Scottish Government's 'Ending Homelessness Together Fund', it will not be possible to achieve rapid rehousing in full.

All the partners in the development of the Scottish Borders Rapid Rehousing Transition Plan believe we can make significant progress towards achieving our vision for Rapid Rehousing from within existing resources.

We can do so by continuing to further strengthen already successful partnerships, continue to build on existing local joint pathway arrangements, and develop a new joint model of access to social housing across Scottish Borders which will help homeless people to move directly into suitable mainstream housing as a normal default resolution to homelessness thereby reducing the need for temporary accommodation.

Council and RSL led housing developments will make a significant contribution to the delivery of affordable housing and, accordingly, our ability to provide suitable housing for people who become homeless. The Strategic Housing Investment Plan 2018-2023 describes a very ambitious and aspirational 1177 new affordable homes over the life of the SHIP.

The positive impacts arising from implementation of rapid rehousing have the potential to reduce expenditure in crisis, emergency, and acute service delivery over the medium to long term. If these expenditure reductions can be realised and evidenced then it may be possible to use them to offset a proportion of ongoing rapid rehousing and Housing 1st operational costs in the long term.

Further, we are committed to developing rapid rehousing and Housing First in such a way that, in due course, Rapid Rehousing and Housing First become, as far as possible, a part of mainstream service delivery across all the partners.

Nevertheless, there are aspects of rapid rehousing resourcing which remain uncertain at this stage.

The reduction in the 'backlog' of homelessness cases which rapid rehousing aims to achieve and, correspondingly, in the number of units of temporary accommodation should lead to a reduction in direct temporary accommodation costs. However, the continuing ongoing changes in welfare reform, particularly in regard to Universal Credit, and the Scottish Government's current review of temporary accommodation financing mean that there remains considerable uncertainty over how the financial framework for temporary accommodation will develop over the forthcoming years.

There is a need for further assessment of how best to meet the need for residential or supported accommodation for homeless households for whom independent living within the community is not possible or preferable. It is important that this assessment is not conducted related to other ongoing assessment work that is being done under LHS Priority 4 'More People are Supported to Live Independently in Their Own Homes'.

In addition, it is clear that additional resources will be required in order to support the transformation and achieve in full our vision for rapid rehousing. Without this it will not be possible to achieve our vision for rapid rehousing in the Scottish Borders.

A critical need identified by the Scottish Borders RRTP partners is for dedicated staffing resources which can take forward the significant volume of developmental work which will be needed to achieve the transformation to rapid rehousing and Housing First across all the partner agencies. It is envisaged that this would include:

- 1 fte Rapid Rehousing Development Officer over the duration of the RRTP.
- 0.75 fte Housing 1st Development Officer over the duration of the RRTP.
- 0.5 fte Rapid Rehousing Private Sector / Empty Homes Officer for 18 months in years 1 and 2 of the RRTP.

In particular, however, it appears likely that significant additional resources will be needed, not just to develop a Housing 1st model, but to implement a Housing 1st model on an ongoing basis. At this very early stage in the development of the Housing 1st model nationally, it is very difficult to be sure how the demand for Housing 1st and the resourcing of it will develop. However, it appears reasonable to assume that (1) the demand for Housing 1st will include a 'backlog' of current cases which will reduce as Housing First develops, and (2) the cost of Housing 1st for each client is normally likely to reduce over the first 1 to 3 years. On the basis of these assumptions and of the existing research on Housing

1st, the following table describes initial estimated projections of numbers and costs for implementing Housing 1st in Scottish Borders:

(Period of Rapid Rehousing Transition Plan)					(Post RRTP)	
2019/20	2020/21 (H1st Yr 1)	2021/22 (H1st Yr 2)	2022/23 (H1st Yr 3)	2023/24 (H1st Yr 4)	2024/25 (H1st Yr 5)	2025/26 (H1st Yr 6)
	8 new H1st clients at £6.0k per client p.a. = £48,000	22 new H1st clients at £6.0k per client p.a. = £132,000	28 new H1st clients at £6.0k per client p.a. = £168,000	12 new H1st clients at £6.0k per client p.a. = £72,000	12 new H1st clients at £6.0k per client p.a. = £72,000	12 new H1st clients at £6.0k per client p.a. = £72,000
		7 yr 1 clients b/f at £3.5k per client p.a. = £24,500	6 yr 1 clients b/f at £2.0k per client p.a. = £12,000	5 yr 1 clients b/f at £1.5k per client p.a. = £7,500	4 yr 1 clients b/f at £1.5k per client p.a. = £6,000	3 yr 1 clients b/f at £1.5k per client p.a. = £4,500
			22 yr 2 clients b/f at £3.5k per client p.a. = £77,000	20 yr 2 clients b/f at £2.0k per client p.a. = £40,000	18 yr 2 clients b/f at £1.5k per client p.a. = £27,000	16 yr 2 clients b/f at £1.5k per client p.a. = £24,000
				22 yr 3 clients b/f at £3.5k per client p.a. = £77,000	20 yr 3 clients b/f at £2.0k per client p.a. = £40,000	18 yr 3 clients b/f at £1.5k per client p.a. = £27,000
					22 yr 4 clients b/f at £3.5k per client p.a. = £77,000	20 yr 4 clients b/f at £2.0k per client p.a. = £40,000
						22 yr 5 clients b/f at £3.5k per client p.a. = £77,000
Total Annual Cost of Housing 1st	£48,000	£156,500	£257,000	£196,500	£222,000	£244,500
Cumulative Cost of Housing 1 st Over Period of RRTP	£48,000	£204,500	£461,500	£658,000	-	-

A further additional resource would be the creation of a Crisis Intervention Fund to allow the application of creative and immediate service responses to cases of homelessness risk which do not fit into established pathways in order to improve the chances of positive outcomes for individual households and to develop practical new solutions and new ways of working.

The following table summarises the estimated key additional resources required to support the required transformational change needed to develop and implement the RRTP:

	2019/20	2020/21	2021/22	2022/23	2023/24
Rapid Rehousing Development Officer from April 2019 (1.0 fte).	£39,073	£39,073	£39,073	£39,073	£39,073
Housing First Development Officer from September 2019 (0.75 fte)	£14,652	£29,305	£29,305	£29,305	£29,305
Rapid Rehousing Private Sector / Empty Homes Officer from September 2019 to March 2021 (0.5 fte)	£9,768	£19,537	Nil	Nil	Nil
Develop and implement a Crisis Intervention Fund from December 2019	£6,500	£25,000	£25,000	£25,000	£25,000
Implementation of Housing 1st	Nil	£48,000	£156,500	£257,000	£196,500
Total Annual Additional RRTP cost	£69,993	£160,915	£249,878	£350,378	£289,878

It must be emphasised that this resource plan will require to be subject to continual review and, therefore, possible amendment, as our Rapid Rehousing Transition Plan develops over the forthcoming years. We are confident that we can achieve a lot of our Rapid Rehousing Transition Plan within existing resources, however, it is clear that without securing additional resources we will not be able to complete the Plan in full.

Scottish Borders Rapid Rehousing Transition Plan 2019/20 – 2023/24

Reviewed and Updated by the Borders Homeless and Health Strategic Partnership May 2021.

- G Progressing to plan.
- A Issues have been identified that will require remedial action if work is to remain within tolerance.
- R There are significant issues that require immediate remedial action.

Action 1: Develop, implement and monitor the Rapid Rehousing Transition Plan

What actions are underway/ planned?	When will this be completed?	Lead Partners	Existing strategy / action plan?	Indicators	Baseline 2017/18	2024 target	Resources Required	Status	Progress (Including issues and risks)
1.1 Establish formal links for RRTP with relevant partners and strategies and develop governance map for RRTP ¹	30/06/2021		Local Housing Strategy (LHS)	RRTP meeting minutes attendees		Formal links established	Existing Resources	G	<p>The Borders Homelessness and Health Strategic Partnership (BHHSP) continues to lead on the implementation of the Scottish Borders Rapid Rehousing Transition Plan. The BHHSP includes senior officers from Scottish Borders Council, NHS Borders and the four locally based Registered Social Landlords.</p> <p>Particularly in light of the impacts of the pandemic, the strengthened partnership working throughout, and the lessons to be learned from this, this action has been reviewed by the BHHSP and a new target date has been agreed.</p>
1.4 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.	30/09/2021	SBC Homelessness / SBC Housing Strategy / RSLs.	LHS, Strategic Housing Investment Plan (SHIP), Health & Social Care Strategic Plan (H+SCSP)			Comprehensive and Responsive model	Existing Resources + Key task for new additional post of Rapid Rehousing Development Officer	G	<p>Housing Locality Profiles have been developed for each of the localities within Scottish Borders</p> <p>Work is being undertaken to understand the pressures in the Private Rented sector.</p>
1.5 Develop and implement comprehensive local modelling framework to build on	31/03/2023	SBC Homelessness /	LHS, SHIP, H+SCSP			Comprehensive and Responsive model	Existing Resources + Key task for new additional	G	

¹This including description of links with: Local Housing Strategy (LHS), Strategic Housing Investment Plan (SHIP), Health and Social Care Strategic Plan, Integration Joint Board (IJB), Borders Housing Alliance, Health and Social Care Integration Strategic Planning Group, Scottish Borders Community Planning Partnership, Public Protection, Adult Protection, Child Protection, Borders Drug and Alcohol Services, Scottish Borders Violence Against Women Partnership

What actions are underway/ planned?	When will this be completed?	Lead Partners	Existing strategy / action plan?	Indicators	Baseline 2017/18	2024 target	Resources Required	Status	Progress (Including issues and risks)
existing evidence base and ensure that we continually improve our understanding of 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.		SBC Housing Strategy / RSLs.					post of Rapid Rehousing Development Officer		In light of the impacts of the pandemic, this action has been reviewed by the BHHSP and a new target date has been agreed.
1.6	Develop and Implement an engagement and communications plan for Rapid Rehousing	30/09/2021	SBC Homelessness / RSLs / H+SC Partnership	No	Engagement and Communication Plan		E+C Plan	Existing Resources	 This action has been reviewed, particularly in light of the pandemic and a new target date has been agreed.
1.9	Appointment of dedicated Private Sector Officer/s	01/10/2021		No	dedicated Private Sector Officer/s in post	0	18 month post/ 0.5 FTE	Funded by Borders <i>Ending Homelessness Together</i> funding allocation	 This action has been reviewed, particularly in light of the pandemic and a new target date has been agreed.
1.10 (Amended)	Develop and apply practices to ensure lived experience is an integral part to all RRTP developments.	30/09/2021	SBC Homelessness / RSLs / H+SC Partnership	No	No of customers consulted	N/A	tbc	Key task for new additional post of Rapid Rehousing Development Officer	 This action has been reviewed, particularly in light of the pandemic and a new target date has been agreed.
1.11	All relevant agencies to review data collections to reflect the aims of the Rapid Rehousing Transitions Plan	30/09/2021		LHS, SHIP, H+SCSP		N/A		Existing resources	 This action has been reviewed, particularly in light of the pandemic and a new target date has been agreed.
1.13	Develop a Rapid Rehousing 'Performance monitoring' and impact 'Measurement framework' Including; - Impact monitoring in relation to equalities - Gendered Analysis as per IIA recommendations - Improve data collection for some equalities groups as per IIA recommendations	30/09/2021	SBC Homelessness / SBC Housing Strategy / RSLs.	LHS, SHIP, H+SCSP	Performance framework established	N/A	Perf Mon F'work/ Imp M't F'work	Existing resources + Key task for new additional post of Rapid Rehousing Development Officer	 SHN national model Homelessness indicators have been reviewed and work will shortly commence on building an RRTP report. Consideration needs to be given to capture data of partners that contribute to the aims of RRTP.
1.15	Inclusion of RRTP principles in the 4 locally based RSL's 5 yr. strategies.	31/03/2024		RSL strategies	Inclusion of RRTP principles within RSL 5 year strategies	N/A	4	Existing Resources	 This action will be considered in line with each RSL 5year strategy development.
1.16	Review Housing Advice availability within Scottish Borders with the aim of creating a consistent response to people experiencing housing difficulties across all sectors.	31/03/2023	SBC Homelessness / SBC Housing Strategy / RSLs.	LHS	Assessment and access to advice time scales. No of Services delivering housing options advice consistently			Existing resources + Key task for new additional post of Rapid Rehousing Development Officer	 The delayed Housing Options toolkit (Action 1.17) will potentially have an integral role in achieving this. Therefore, this action has been reviewed by the BHHSP and a new target date has been agreed.
1.17	Review the National Housing Options Training Toolkit, complete an impact	TBC	SBC Homelessness /	No				Key task for new additional post of Rapid	 The launch of the National Toolkit has been delayed. SBC have continue to monitor the

What actions are underway/ planned?	When will this be completed?	Lead Partners	Existing strategy / action plan?	Indicators	Baseline 2017/18	2024 target	Resources Required	Status	Progress (Including issues and risks)
assessment to establish required resources to deliver.		SBC Housing Strategy / RSLs.					Rehousing Development Officer		development progress and have significantly contributed to the development and testing of modules.
1.18	Roll out of the Housing Options Training toolkit across all relevant sectors. Aligning with RRTP communications plan.	TBC	SBC Homelessness / SBC Housing Strategy / RSLs.	No	No of officers completing the Housing Options Training Toolkit	0	existing resources + Key task for new additional post of Rapid Rehousing Development Officer		Awaiting launch of toolkit.

Action 2: Increase focus on Homelessness Prevention

What actions are underway/ planned?	When will this be completed?	Lead Partners	Existing strategy / action plan?	Indicators	Baseline 2017/18	2024 target	Resources Required	Status	Progress (Including issues and risks)	
2.1	Carry out an evaluation of prevention and early intervention activities, across SBC, RSLs, Health and Social Care Partnership aimed at improving tenancy sustainment in a consistent way	31/03/2022	SBC Homelessness / RSLs / H+SC Partnership	LHS, H+SCSP	Homeless Prevention outcomes for prevention activities where homelessness was prevented Threatened with homelessness decision where outcome is returned to previous present	158 2	Evaluation	Dedicated officer/s time - existing resources + Key task for new additional posts of Rapid Rehousing Development Officer and Housing First Development Officer		Consideration will need to be given to the recommendations coming from the Prevention Review Group, therefore, a new target date has been agreed.
Page 273 2.3	Assess the feasibility of delivering a Mediation Service	31/03/2022	SBC Homelessness / SBC Housing Strategy / RSLs.	No	No of Homeless Assessment where reason for homelessness is 'asked to leave' and the outcome in remained/returned (closed in period indicator) No of families receiving Mediation Support		Increase yr on year	Key task for new additional post of Rapid Rehousing Development Officer + potential training budget required		This action has been reviewed and a new target date has been agreed.
2.4	Scope out availability of relationship counselling service	31/03/2023	SBC Homelessness / SBC Housing Strategy / RSLs.	No	No of Homelessness Assessments where reason for homelessness is 'relationship breakdown, no violence/abuse'	150	128	Key task for new additional post of Rapid Rehousing Development Officer		This action has been reviewed and a new target date has been agreed.
2.5	Review and evaluate the operation of SHORE implementation	30/09/2021		No	Evaluation report	n/a	n/a	Dedicated officer/s time – existing resource		In light of the ongoing national review this action has been reviewed and a new target date has been agreed.

What actions are underway/ planned?		When will this be completed?	Lead Partners	Existing strategy / action plan?	Indicators	Baseline 2017/18	2024 target	Resources Required	Status	Progress (Including issues and risks)
2.6 (Amended)	Establish a SHORE working group to take forward the SHORE standards and embed them into operational practice within Scottish Borders.	30/06/2021		No	Prisoner tenancies sustained % of prisoners identified as homeless who had a pathway plan prior to release % of prisoners who are homeless on release that are housed directly into permanent accommodation on release. No of homeless applicants where 'prison' was their last settled accommodation are entering temporary accommodation % of Homeless applicants where prison was the last settled accommodation achieving secure housing	N/A N/A 0 23 21%	Increase each year 100% 100% 0 Year on year increase	To Be identified		Key discussions are ongoing as to who will form part of this group and it is hoped the group will convene shortly. A dedicated officer will be considered to support development in this area.
2.7	Review the delivery of services, develop housing and support pathways for the following groups, with the aim of preventing or alleviating homelessness for;		SBC Homelessness / RSLs / H+SC Partnership	LHS, SHIP, H+SCSP	No of Homelessness presentations where reason for homelessness is 'relationship breakdown, abuse/violent' (opened in period indicator)	84	Reviews completed and appropriate pathways implemented	Existing Resources + Dedicated officer/s time - Key task for new additional posts of Rapid Rehousing Development Officer and Housing First Development Officer		National reviews ongoing in these areas and work stream/guidance being fed down from SG. *Care Leavers – Youth Homelessness Prevention Pathway: Improving Care Leaver Housing pathway – published in November 2019 by a Way home Scotland ** Domestic Abuse – Improving housing Outcomes for women and children experiencing domestic abuse, published December 2020. A local RSL Domestic Abuse: Unified Procedure was finalised in October 2020. ***Poverty is a thread that will run through all pathways however this action will seek to ensure that no gaps remain following the completion of the individual pathways work.
(a)	Individuals with Drug and/or Alcohol use	31/12/2021								
(b)	Individuals being discharged from hospital or other institutions	31/03/2023								
(c)	Individuals receiving Social Care Support	21/03/2024								
(d)	Individuals up to the age of 26 who were previous looked after by the local authority *	31/12/2021								
(e)	Individuals with an offending history	31/03/2022								
(f)	Victims of domestic abuse**	31/12/2021								
(g)	Veterans	30/09/2022								

What actions are underway/ planned?	When will this be completed?	Lead Partners	Existing strategy / action plan?	Indicators	Baseline 2017/18	2024 target	Resources Required	Status	Progress (Including issues and risks)
									**** Young People – we are awaiting the outcome of a funding bid made by a Way Home Scotland to the Third Sector Homelessness fund to support us in this review. The Young people Pathways are expected to be published in March/April 2021.
(h)	Migrants, particularly those who have no access to public funds								
(i)	Individuals experiencing poverty***								
(j)	Young People ****								
(k)	Gypsy/travellers								
(l)	Individuals with Mental health difficulties *****								***** Mental Health – early discussions have commenced with partners in Mental Health services to consider Homelessness/Mental Health service provision to <ul style="list-style-type: none"> a) Support in the covid 19 recovery period b) Provide evidence to support strategic decision that could support the aims of the RRTP going forward <p>The BHSP have reviewed these actions and target dates have been agreed for each individual pathway.</p>
2.9	Develop and implement a Crisis Intervention Fund to remove homelessness risk in specific cases that do not fit into established pathways and to test new solutions and new ways of working.	SBC Homelessness / RSLs / H+SC Partnership	No			Positive outcomes in individual cases / new solutions and new ways of working	£30,000 per annum		The Housing Intervention fund was launched in February 2021. Homeless Intervention Fund due to launch in June 2021. <p>2020/2021 – 7 households received supported through the Housing Intervention fund to remain in their home.</p>
2.10	Review and improve the advice and support to people who are subject to a Section 11 notice	SBC Homelessness / SBC Housing Strategy / RSLs.	No	% of households who were subject to a section 11 notification for whom homelessness was prevented No of RSL evictions Improved communications for Private Sector tenants.		Ongoing year on year increase until 2024 Ongoing year on year reduction until 2024	Existing Resources + Dedicated officer/s time Key task Rapid Rehousing Development Officer		Partial completion as Crisis Intervention Fund links to this action. <p>RSLs have taken considerable steps to support households in rent arrears throughout the pandemic. Learning from this will be taken forward into the review.</p>

What actions are underway/ planned?		When will this be completed?	Lead Partners	Existing strategy / action plan?	Indicators	Baseline 2017/18	2024 target	Resources Required	Status	Progress (Including issues and risks)
2.11	SBC and local RSLs continue to work together to review rehousing processes to ensure homeless households, or those in greatest housing need are being housed as quickly as possible.	Ongoing	SBC Homelessness / SBC Housing Strategy / RSLs.	LHS	% of all applicants that are rehoused in permanent mainstream accommodation immediately Average length of homeless application from decision to closure who receive social housing offer (closed in period indicator) Reflected in RSL Allocation Policies	133	90%	Existing Resources + Key task for new additional post of Rapid Rehousing Development Officer		All local RSLs have reviewed allocation policies and consideration has been given to rehousing homeless applicants. RSL Domestic Abuse: Unified Procedure was finalised in October 2020.
2.11 (a) (NEW)	Complete a review of direct matching with SBHA	30/06/2021	SBC Homeless/ SBHA			NA	Review completed	Existing resources		New Action
2.12	Review and streamline Homelessness Operations and appointment procedures to ensure advice and assistance is provided as quickly as possible.	30/09/2021		No	Average length of time to assessment decision (Assessed in period indicator) Monitoring of first contact to appointment timescales	14 days	10 days	Existing resources		New homeless duty system implemented in March 2020, however Covid has impacted on continued delivery, reinstate when able to do so. Crash Pad will support this action.
2.13	Explore feasibility of implementing an online housing need and homeless assessment form	31/03/2022			Feasibility Study completed with reviewed outcomes	N/A	N/A			This action will be considered in 2021/2022

What actions are underway/ planned?		When will this be completed?	Lead Partners	Existing strategy / action plan?	Indicators	Baseline 2017/18	2024 target	Resources Required	Status	Progress (Including issues and risks)
2.14	Increase use of Deposit Guarantee scheme, including expand as a wider options for households in housing need not just homelessness or potential homeless households.	Ongoing year on year improvement	SBC Homelessness / SBC Housing Strategy	No	No of DGS's set up out with the statutory homeless assessment process Total Number of DGS set ups	11	Ongoing year on year increase until 2024 Ongoing year on year increase until 2024	Existing Resources + Dedicated officer/s time		Key task for post of new additional post of Rapid Rehousing Private Sector Officer
2.15	Develop communications plan for improving awareness across private sector.	30/06/2022	SBC Homelessness / SBC Housing Strategy	LHS	Communications plan	N/A	N/A	Existing Resources + Dedicated officer/s time		This action has been reviewed and a new target date has been agreed. Key task for post of new additional post of Rapid Rehousing Private Sector Officer
2.16	Develop information and guidance materials for private tenants	30/06/2022	SBC Homelessness / SBC Housing Strategy	No	Good quality Information and guidance materials for private tenants		Info and Guide Materials	Existing Resources + Dedicated officer/s time		This action has been reviewed and a new target date has been agreed. This will be a key task for post of new additional post of Rapid Rehousing Private Sector Officer
2.17	Enhance rehousing solutions in the private rented sector, including; development of social letting agencies ? <ul style="list-style-type: none"> Increased awareness and promotion of Mortgage to Rent schemes Enhancing Private Landlord enforcement links with housing options/prevention activities. Improved house condition in the Private sector Strengthening relationships within the private sector Explore ways in which SBC can support private landlords. Explore services which can be offered to Private Landlord 	31/03/2023	SBC Homelessness / SBC Housing Strategy	LHS/ Currently under Development – New Private Sector House condition Strategy	Regular meetings between private sector liaison and enforcement officer and homelessness team.		Optimal range of solutions in place	Dedicated officer/s time		Key task for post of new additional post of Rapid Rehousing Private Sector Officer
2.18	Create awareness of and make appropriate use of First-tier Tribunal referral powers, monitoring cases considered by the First-tier tribunal	30/06/2022	SBC Homelessness / SBC Housing Strategy	LHS	Communications Plan New Homelessness Team procedures PRS prevention outcomes			Existing Resources + Dedicated officer/s time		This action has been reviewed and a new target date has been agreed. This will be a key task for post of new additional post of Rapid Rehousing Private Sector Officer
2.19	Raise awareness according to need on new private tenancy regime and tenancy rights for relevant staff including; <ul style="list-style-type: none"> Homelessness Staff Housing Support Providers Advocates Health and Social Care staff 	30/06/2022	SBC Homelessness / SBC Housing Strategy	LHS	No of staff reached on the new private tenancy regime Communications	0		Existing Resources + Dedicated officer/s time		Partially complete – Homeless, DA, TCAC, Housing support officer have completed bespoke training. Remaining: to consider awareness raising needs of

What actions are underway/ planned?	When will this be completed?	Lead Partners	Existing strategy / action plan?	Indicators	Baseline 2017/18	2024 target	Resources Required	Status	Progress (Including issues and risks)
<ul style="list-style-type: none"> Domestic Abuse Pathway Staff RSLs Through Care After Care Officers 									RSLs, Advocates and Health and Social Care officers.
2.20	Review Financial Inclusion advice and Support availability within Scottish Borders		No		N/A		Existing Resources		This action will be considered in 2021/2022.
2.21	Review existing processes to ensure applications for DHP are maximised to prevent homelessness and/or to achieve positive outcomes for people who are Homeless or threatened with homelessness		No	DHP outcomes			Existing Resources		This action has been reviewed, particularly in light of the pandemic and will now be considered in 2021/2022.
2.22	Review existing processes to ensure applications for SWF are maximised to prevent homelessness and/or to achieve positive outcomes for people who are homeless or threatened with homelessness		No	SWF outcomes			Existing Resources		This action has been reviewed, particularly in light of the pandemic and will now be considered in 2021/2022.
2.23	Review the existing processes for the provision of furniture and goods to homeless households		No		N/A		Existing Resources		This action has been reviewed, particularly in light of the pandemic and will now be considered in 2021/2022.
2.24 (NEW)	Support people to access digital equipment and data								<p>Several partners within the BHSP have received digital packages as part of Phase 1 and 2 of the Connecting Scotland Programme and will consider further applications in phase 3.</p> <p>Digital Inclusion has also been considered within the Housing First service specification.</p> <p>This will also be addressed on an ongoing basis through SBCs Digital Strategy roll out programme.</p>

Action 3: Ensure homeless households can access existing housing quickly

What actions are underway/ planned?	When will this be completed?	Lead Partners	Existing strategy / action plan?	Indicators	Baseline 2017/18	2024 target	Resources Required	Status	Progress (Including issues and risks)
3.2 (Amended)	Conclude the Duty to Cooperate protocol for homelessness applicants subject to MAPPA. Ensuring that it is aligned to the visions of RRTP. Include relevant elements of service development arising from the SHORE working group		No	Completed Duty to Co Operate protocol	N/A	Protocol in place	Existing Resources		This action will be considered in 2021/2022 and will incorporate findings from the SHORE working group.

What actions are underway/ planned?		When will this be completed?	Lead Partners	Existing strategy / action plan?	Indicators	Baseline 2017/18	2024 target	Resources Required	Status	Progress (Including issues and risks)
3.3	Review model of access to social housing across Scottish Borders including across all providers, to minimise homelessness and achieve rapid rehousing as the default response as homelessness occurs. This will including how we will achieve a consistent approach to housing advice and information across all local RSLs and Homelessness.	31/03/2023	SBC Homelessness / SBC Housing Strategy / RSLs.	No	% of people threatened with homelessness who are prevented from becoming homeless % of those who are homeless who achieve permanent rehousing outcome immediately No of households entering temporary accommodation Average length of time spent in temporary accommodation % of lets to homeless households (data source ARC) Reviewed RSL allocation Policies	EHA = 16% WH = 12% SBHA = 25% BHA= 30% Average % across all RSLs = 22%	New model	Dedicated officer/s time - existing resources + Key task for new additional post of Rapid Rehousing Development Officer		Direct Matching process introduced within SBHA and Eildon Allocation polices. This action links to action 1.16 and agreed that a workgroup should be established to take forward both actions.
3.5	Enhanced link between RSL Voids processes, Allocations processes, and Homeless/Housing Options applicants in order to inform Personal Housing Plans	31/03/2022	SBC Homelessness / SBC Housing Strategy / RSLs.	No	No of households entering temporary accommodation Average length of time spent in temporary accommodation Average Homeless Case duration.			Dedicated officer/s time - existing resources + Key task for new additional post of Rapid Rehousing Development Officer		Currently awaiting the outcome/guidance emerging from the Health Improvement Scotland PHP working Group. Consider localised implementation following publication of guidance.
3.6	Re-examine the potential and feasibility of lodgings for young people project or other accommodation sharing projects, that are in keeping with the new Unsuitable Accommodation Order legislation and guidance	31/03/2023	SBC Homelessness / SBC Housing Strategy / RSLs.	No		N/A		Dedicated officer/s time - Key task for new additional post of Rapid Rehousing Development Officer		This action will be considered in 2022/2023
3.7	Examine the potential and feasibility of a project to match suitable private landlords with tenants.	30/11/2022	SBC Homelessness / SBC Housing Strategy	No		N/A		Dedicated officer/s time		Key task for post of new additional post of Rapid Rehousing Private Sector Officer.
3.8	Review empty homes initiatives to explore links between empty homeless and homeless.	31/03/2023		LHS	No of Empty Homes	1419	Reduction	Dedicated officer/s time - Key task for post of new additional post of Rapid Rehousing Private Sector Officer and Rapid Rehousing Development Officer		Key task for the new post of Rapid Rehousing Private Sector Officer and the Empty Homes Strategy and Policy Officer that is currently being recruited.
3.9	Explore ways in which to establish formal working relationships with all non-Borders based RSLs who have a presence in the Scottish Borders.	30/09/2021		No				Existing resources		SBC and Link have been working on Section 5 protocol and are currently in final draft and awaiting confirmation from senior management re-sign off.

What actions are underway/ planned?		When will this be completed?	Lead Partners	Existing strategy / action plan?	Indicators	Baseline 2017/18	2024 target	Resources Required	Status	Progress (Including issues and risks)
3.10 (Amended)	Review Rapid Rehousing Transitions Plan annually.	30/06/2021 And 30 th June each year thereafter		No	Review report					Activities and spend template submitted to SG 30/06/2020. We anticipate an ongoing requirement to submit Activities and Spend templates each year, alongside any RRTP updates, if applicable.

Action 4: Ensure homeless and potentially homeless households can access the right type of support

What actions are underway/ planned?		When will this be completed?	Lead Partners	Existing strategy / action plan?	Indicators	Baseline 2017/18	2024 target	Resources Required	Status	Progress (Including issues and risks)
4.1	Map and analyse current housing support arrangements across all housing agencies, to inform further actions.	30/09/2021	SBC Homelessness / SBC Housing Strategy / RSLs.	LHS, H+SCSP		N/A	N/A	Existing Resources + Key task for new additional post of Rapid Rehousing Development Officer		This action has been reviewed, particularly in light of the pandemic and will now be considered in 2021/2022.
4.2	Implement a pilot, 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'.	30/07/2021	H+SC Partnership / SBC Homelessness / RSLs	LHS, H+SCSP	Housing First pilot implemented	N/A		Dedicated officer/s time - Key task for new additional post of Housing First Development Officer		Tender submission are being evaluated at the time of writing with the aim of commencing a 2 year pilot in July/August 2021.
4.3 (Amended)	Consider the findings of the Housing First pilot in order to develop and implement a full 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'.	31/03/2024	H+SC Partnership / SBC Homelessness / RSLs	LHS, H+SCSP			10 people supported by Housing First in Year 1 of pilot 10 people supported by Housing First in year 2 of Pilot.	Key task for new additional post of Housing First Development Officer or similar post		Monitoring and evaluation will be a key part of the 2 year pilot.
4.5	Map the availability of Employment Support Services for household who are homeless or threatened with homelessness.	31/03/2023	SBC Homelessness / SBC Housing Strategy / RSLs.	No	No of referrals to Employment Support Services from Housing and Homelessness teams			Dedicated officer/s time - Key task for new additional post of Rapid Rehousing Development Officer		This action has been reviewed, particularly in light of the pandemic and will now be considered in 2021/2022.
4.6	Undertake an analysis of the need for highly specialised provision within small, shared, supported and trauma informed environments if mainstream housing, including housing first, is not possible or preferable. These units may be better aligned with the Border Health and Social Care strategy	31/03/2023	H+SC Partnership / SBC Homelessness / RSLs	LHS, SHIP, H+SCSP		N/A		Key task for new additional post of Housing First Development Officer		Await findings from the Shared Spaces research. SBC have participated in a consultation session regarding this research. Subsequently, this action has been reviewed and a new target date has been agreed.

What actions are underway/ planned?		When will this be completed?	Lead Partners	Existing strategy / action plan?	Indicators	Baseline 2017/18	2024 target	Resources Required	Status	Progress (Including issues and risks)
4.8	Map availability of voluntary and 3 rd sector organisations that offer opportunities for meaningful activities specifically to applicants who are not ready for employment or those who are socially isolated.	31/03/2023	SBC Homelessness / SBC Housing Strategy / RSLs.	No	Number of people receiving advice or support in this area from Homelessness Housing Support Team Penumbra indicator to be added	33 TBC	40 TBC	Key task for new additional post of Rapid Rehousing Development Officer		This action has been reviewed and a new target date has been agreed.
4.9	Revise existing Homelessness Housing Support tender documents for re-tendering	01/08/2021		No	N/A	N/A	N/A	Existing Resources		This action will be considered in 2021/2022.
4.11	Improve access to Energy Efficiency advice.	31/03/2024		Affordable Warmth & Home Energy Efficiency Strategy	No of staff undertaken training on Energy Efficiency Review Of AWHEE			Existing Resources		Successful joint bid by all 4 Scottish Borders RSL's to secure £450k from the Scottish Governments £2m Fuel Poverty fund.

Action 5: Review Temporary accommodation model

What actions are underway/ planned?		When will this be completed?	Lead Partners	Existing strategy / action plan?	Indicators	Baseline 2017/18	2024 target	Resources Required	Status	Progress (Including issues and risks)
5.1	Scope ways in which to reduce no of applicants being placed into bed and breakfast and length of time spent in temporary accommodation	31/03/2024	SBC Homelessness / SBC Housing Strategy / RSLs.	No	No of applicants entering B&B in period Average Length of Stay in Bed and Breakfast	2 7.5 days	0	Existing Resources + Key task for new additional post of Rapid Rehousing Development Officer		New homeless duty system implemented in March 2020, however Covid has impacted on continued delivery, reinstate when able to do so. Crash Pad identified, aim to be operational in May 2021.
5.2	Scope ways in which to reduce the number of people placed into temporary accommodation	31/03/2024	SBC Homelessness / SBC Housing Strategy / RSLs.	No	No of households entering temporary accommodation in period	257	116	Existing Resources + Key task for new additional post of Rapid Rehousing Development Officer		This action has been reviewed and a new target date has been agreed to recognise that this will be an ongoing consideration through the lifetime of the RRTP. Monitoring against this action will be built into the RRTP performance framework.
5.3	Scope ways in which to reduce average length of time spent in temporary accommodation	31/03/2024	SBC Homelessness / SBC Housing Strategy / RSLs.	No	Average length of time in temporary accommodation (by closed in period)	118 days	47	Dedicated officer/s time - Key task for new additional post of Rapid Rehousing Development Officer		This action has been reviewed and a new target date and been agreed to recognise that this will be an ongoing consideration through the lifetime of the RRTP.

What actions are underway/ planned?	When will this be completed?	Lead Partners	Existing strategy / action plan?	Indicators	Baseline 2017/18	2024 target	Resources Required	Status	Progress (Including issues and risks)
									Monitoring against this action will be built into the RRTP performance framework.
5.4	Reduced temporary accommodation void times		No	Average void times	Data recording to be established		Existing Resources		This action will be considered throughout the lifetime of the RRTP. Monitoring against this action will be built into the RRTP performance framework.
5.5	Reduced temporary accommodation Units		No	No of temporary accommodation Units	As at 31/03/18 = 108	Mid way targets; End of yr 1 = 94 End of yr 2 = 80 End of yr 3 =64 End of yr 4 = 44	Existing Resources		The temporary accommodation targets need to be revised in light of the pandemic response and the additional temporary accommodation acquired. We will continue to monitor the supply and demand of temporary accommodation during the recovery period. New targets for the RRTP will be agreed by 31/03/2022 to ensure the impacts of the pandemic can be fully considered.
5.6	Review temporary accommodation type and size need and align with customer need as RRTP develops		No	N/A	N/A	N/A	Existing resource		The supply and demand for temporary for temporary accommodation has been closely monitored throughout the pandemic. Temporary accommodation has been increased as a response to this.
5.7	Review temporary accommodation rental structure to increase accessibility to temporary accommodation when it is needed		No	Implementation of a new temporary accommodation rental structure	N/A	N/A	Existing resource		This action has been reviewed and the target date will be informed by the outcome of the national finance framework for temporary accommodation review that it not expected to complete until 2022/2023.

Action 6: Increase affordable housing supply to meet needs of homeless households

What actions are underway/ planned?	When will this be completed?	Lead Partners	Existing strategy / action plan?	Indicators	Baseline 2017/18	2024 target	Resources Required	Status	Progress (Including issues and risks)
6.1 Deliver 128 new affordable homes per annum through the Affordable Housing Supply Programme and other non-grant funded initiatives	31/03/2024		LHS, SHIP	Monitor delivery of affordable housing - No. of new affordable homes delivered		128 per year	As per SHIP		The number of affordable housing per annum: 2017/18 – 145 2018/19 – 192 2019/20 – 141 2020/21 – 107
6.2 Analyse current and projected homeless need in Housing Market Areas to inform the-SHIP and LHS	01/04/2023		LHS, SHIP				Existing Resources		Current and projected need are being identified in HNDA3 and will be included in future LHS and SHIP
6.3 Set supply targets in LHS/ SHIP to meet identified homeless need	01/04/2023		LHS, SHIP				Existing Resources		This will be considered as part of HNDA3 and setting the new Housing Supply Target. This will also be included in the development of the next LHS (2023-2028)
6.4 Assess current supply and demand for Mid-Market rents	01/04/2023		LHS, SHIP				Existing Resources		There has been some work carried out on identifying mid-market rent properties in the Borders. Information and advice is currently being revived on SBC's website on mid-market homes
6.5 Identify mismatch of supply and demand in social rented housing including need for re-provisioning	01/04/2023		LHS, SHIP				Existing Resources		A mis-match project brief has been developed and agreed with the RSLs. Work on this will begin in 2021/22.
6.6 (Amended) Implement the findings of the Housing Needs and Aspirations of Young People study	30/09/2021		LHS, SHIP				Existing Resources		The first year of the action plan was implemented with a progress report draft. The Young People's Housing Need Study continues to be monitored but due to the pandemic some of the actions have not been progressed as

What actions are underway/ planned?	When will this be completed?	Lead Partners	Existing strategy / action plan?	Indicators	Baseline 2017/18	2024 target	Resources Required	Status	Progress (Including issues and risks)
									quickly as anticipated be due to other priorities

Completed/Archived Actions

What actions are underway/ planned?	When will this be completed?	Lead Partners	Existing strategy / action plan?	Indicators	Baseline 2017/18	2024 target	Resources Required	Comments
1.2	Finalise Equality Impact Assessment		No	Equality Impact Assessment completed	N/A	EIA	Existing Resources	Completed and submitted to SG in March 2019
1.2 (b) NEW	Equalities Integrated Impact Assessment to be completed		No	Integrated Impact Assessment	N/A	EIA	Existing Resources	Completed
1.3	Develop Resource Plan		No	Resource plan		Resource Plan	Existing Resources	Completed and submitted March 19 to SG – revised drafted has been distributed
1.7	Scope role/s and assess costs for dedicated officer/s to develop RRTP		n/a	n/a	n/a	n/a	Existing Resources	completed
1.8	Appointment of dedicated officer/s to develop RRTP		n/a	dedicated RRTP officer/s in post	0	1.5 / 2 (prov)	Funded by Borders <i>Ending Homelessness Together</i> funding allocation	
Page 284 1.12	Undertake a Data Sharing impact Assessment in line with GDPR	SBC Homelessness / SBC Housing Strategy / RSLs.	No	Data Sharing Impact Assessment completed	N/A	Impact Ass't	Key task for new additional post of Rapid Rehousing Development Officer	Removed as consideration given to each project
3.1	Complete current review of existing section 5 protocol and implement reviewed protocol		No	Completed Section 5 protocol	N/A	n/a	Existing Resources	Completed – Sep 2019
3.4	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 <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 		No	Open homeless applications of over 6 months	61 (as at 28/11/18)	Reduction by March 2019 on ongoing reduction thereafter	Existing resources	Initial review completed – reduction in Homelessness queue. Ongoing reviews are monitored at 'Section 5 Overview meetings' Queue monitoring to be built into performance framework
4.10	Examine the potential and feasibility of peer support networks throughout Scottish Borders	SBC Homelessness / SBC Housing Strategy / RSLs.	No				Key task for new additional post of Rapid Rehousing Development Officer	Funding secured from East Hub to deliver pilot. Pilot Commencing in Dec 2020

Integrated Impact Assessment (IIA)

Part 1 Scoping

1 Details of the Proposal

Title of Proposal:	Scottish Borders Rapid Rehousing Transition Plan (RRTP) 2019/20 – 2023/24
What is it? Scottish Borders Rapid Rehousing Transition Plan 2019/20 – 2023/24	A new Policy/Strategy/Practice <input type="checkbox"/> A revised Policy/Strategy/Practice <input checked="" type="checkbox"/>
Description of the proposal: (Set out a clear understanding of the purpose of the proposal being developed or reviewed (what are the aims, objectives and intended outcomes, including the context within which it will operate).	<p>The Scottish Government is committed to making “radical changes to end homelessness in Scotland” and sees “Rapid Rehousing by default” as a cornerstone of this Commitment.</p> <p>The Scottish Government has given Local Authorities and their partners a 5 year timescale for transformation to “Rapid Rehousing by default” and has requested that all Local Authorities submit a 5-year Rapid Rehousing Transition Plan (RRTP) for the period 2019/20 – 2023/24.</p> <p>Development and implementation of the Scottish Borders RRTP is being overseen by the Scottish Borders Homelessness and Health Strategic Partnership (BHHSP).</p> <p>Our vision for Rapid Rehousing in the Scottish Borders is:</p> <ul style="list-style-type: none"> • 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. We will work in collaboration with Health and Social Care Partnership, and other relevant services, to ensure tenancies are supported and sustained.

The plan has been published and this IIA reflects the annual review of the RRTP Action Plan. Under the Resource Plan section of the Scottish Borders RRTP 2019/20-2023/24, the aim was to have the RRTP Development Officer post in place from April 2019. However, a number of factors served to delay the recruitment process and, as a result, our RRTP Development Officer was not in post until the start of January 2020. The COVID-19 emergency has further restricted the full application of this resource and has consequently impacted on the development of the Borders RRTP. In order to support the work of the RRTP Development Officer and compensate for time lost as a result of the delays, an additional part time Development Officer and part time Development Assistant have been appointed, which would make use of previously unspent RRTP funding which had originally been intended for meeting the costs of the RRTP Development Officer from April 2019.

The action plan reflects those that are predictably at highest risk of rough sleeping and homelessness, namely the following key groups, in no particular order;

- Individuals with *Addictions*
- Individuals being *Discharged from hospital or other institutions*
- Victims of *Domestic Abuse*
- *Gypsy Travellers*
- Individuals up to the age of 26 who were previous *looked after by the local authority*
- Individuals with *Mental health difficulties*
- *Migrants*
- Individuals with an *offending history*
- Individuals experiencing *poverty*
- Individuals receiving *Social Care Support*
- *Veterans*
- *Young People*

	<p>In preparing this impact assessment this is the data and desktop research that has been considered.</p> <p><u>Scottish Governments: Homelessness in Scotland Statistics</u> – Uses data provided by all Local Authorities on an agreed National framework. Data publications collate the data to provide national and some localised data that includes information on; reasons for homelessness, homeless applications, homeless prevention activities housing outcomes, equalities, temporary accommodation and support requirements. https://www.gov.scot/collections/homelessness-statistics/</p> <p><u>Scottish Government: Homelessness In Scotland: Equalities Breakdown</u> https://www.gov.scot/publications/homelessness-scotland-equalities-breakdown-2019-20/</p> <p><u>Scottish Borders Homelessness Statistics</u> – A range of statistics which allow compliance with the Scottish Governments Homelessness in Scotland statistics (as above) at a local level.</p> <p><u>The Scottish Governments: <i>Ending Homelessness Together Action Plan</i></u>, sets the direction for real and lasting change towards ending homelessness. It will be led and overseen by the Homelessness Prevention and Strategy Group, which is co-chaired by political leadership from both the Scottish Government and COSLA, because at its core is the need to work in partnership to deliver its ambition. The Strategy Group is clear that in addition to homelessness and housing services we need partners across services including health, education, social work, community support and justice and the third sector to recognise and act when people they work with are at risk of homelessness to ensure that homelessness is only ever rare, brief and non-recurrent.</p> <p>https://www.gov.scot/binaries/content/documents/govscot/publications/strategy-plan/2018/11/ending-homelessness-together-high-level-action-plan/documents/00543359-pdf/00543359-pdf/govscot%3Adocument/00543359.pdf</p> <p><u>The Updated Ending Homelessness Together action plan</u> – outlines how national government, local government and third sector partners will work together on their shared ambition to end homelessness. It has been revised to reflect actions needed in response to the global coronavirus pandemic. https://www.gov.scot/publications/ending-homelessness-together-updated-action-plan-october-2020/</p> <p><u><i>Youth Homelessness Prevention Pathway: Improving Care Leavers Housing Pathway</i></u>,</p>
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	<p>Produced by the <i>A Way Home Scotland</i> coalition assesses the problem, ambition, activity, partnerships and implementation process required for improving housing outcomes of care leavers and provided a set of key recommendations to improve the outcomes and experiences for care leavers. https://www.rocktrust.org/wp-content/uploads/2015/09/Youth-Homelessness-Prevention-Pathway-Care-Leavers.pdf</p> <p><u>Sustainable Housing on Release for Everyone (SHORE) standards</u></p> <p>SHORE seeks to ensure that people entering prison receive the right advice, information and support to allow them to maintain their tenancy or have suitable accommodation arrangements in place upon their release. https://www.sps.gov.uk/Corporate/Publications/Publication-5363.aspx</p> <p><u>Improving housing Outcomes for women and children experiencing domestic abuse: Scottish Governments working group report</u> https://womensaid.scot/wp-content/uploads/2020/12/Improving-Housing-Outcomes-for-Women-and-Children-Experiencing-Domestic-Abuse-Report.pdf</p> <p><u>A Way Home Scotland, Youth Homelessness Prevention Pathway: For all young people published in March 2021.</u> https://www.awayhomescotland.org/wp-content/uploads/sites/13/2021/03/YHPP-for-All-Young-People-1.pdf</p> <p>To help further inform the all partners within the Borders Homelessness and Health Strategic Partnership have been invited to comment and contribute. Going forward further consultation and the role of lived experience will continue to be sought as actions within the plan progress, with an action to develop a tool that aims to ensure lived experience is considered as a priority in all projects..</p> <p>It is recognised that the action plan is a fluid living document and one that will continue to be developed to reflect current needs that may not have been part of the initial action plan.</p>
<p>Service Area: Department:</p>	<p>Customer Advice and Support Service Customer and Communities</p>
<p>Lead Officer: (Name and job title)</p>	<p>David Kemp - Homelessness and Financial Inclusion Manager Jordan Manning – Rapid Rehousing Development Officer</p>

<p>Other Officers/Partners involved: (List names, job titles and organisations)</p>	<p>Development of the Scottish Borders RRTP has been led by the Borders Homelessness and Health Strategic Partnership (BHHSP). 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.</p> <p>Gregor Booth – Operations Director, Waverley Housing Lindsey Renwick - Strategic Housing Development Officer, Scottish Borders Council</p>
<p>Date(s) IIA completed:</p>	<p>02/12/2020 23/01/2021 18/02/2021 24/03/2021 30/03/2021 04/05/2021</p>

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

Yes

If yes, - please state here:

Policies including;

- Registered Social Landlord Business Plans and Strategies
 - [Document library - Eildon Housing Association, Scottish Borders](#)
 - [Freedom of information - Berwickshire Housing Association](#)
 - [SBHA-Strategic-and-Business-Plan-2020-25.pdf](#)
 - [Waverley Housing - Plans and Strategies - Waverley Housing \(waverley-housing.co.uk\)](#)
- Scottish Borders Community Plan [Scottish Borders Community Plan | Community planning | Scottish Borders Council \(scotborders.gov.uk\)](#)
- Scottish Borders Health and Social Care Integration Strategic Plan [Health and social care integration | Scottish Borders Council \(scotborders.gov.uk\)](#)
- Housing Needs and Aspirations of Borders Young People Study [Strategies, plans and policies directory - Young People's Housing Needs | Scottish Borders Council \(scotborders.gov.uk\)](#)
- Local Housing Strategy 2017-2022 [Strategies, plans and policies directory - Local housing strategy | Scottish Borders Council \(scotborders.gov.uk\)](#)
- SESplan Housing Need and Demand Assessment 2 - [Strategies, plans and policies directory - Housing need and demand assessment | Scottish Borders Council \(scotborders.gov.uk\)](#)
- Strategic Housing Investment Plan [Strategies, plans and policies directory - Strategic Housing Investment Plan \(SHIP\) | Scottish Borders Council \(scotborders.gov.uk\)](#)

Operating procedures, including

- Access to Temporary Accommodation
- Housing Support delivery
- Statutory Homeless Assessment and Housing Options; as per the Homelessness etc. (Scotland) Act 2003 and Homelessness Code Of Guidance 2019
- Scottish Government's HL1, HL2, HL3 and Prevent1 data frameworks
- Housing Allocation Policies

3 Legislative Requirements

3.1 Relevance to the Equality Duty:	
<p>Do you believe your proposal has any relevance under the Equality Act 2010? <i>(If you believe that your proposal may have some relevance – however small please indicate yes. If there is no effect, please enter “No” and go to Section 3.2.)</i></p>	
Equality Duty	Reasoning:
<p>Elimination of discrimination (both direct & indirect), victimisation and harassment. <i>(Will the proposal discriminate? Or help eliminate discrimination?)</i></p>	<p>Yes. The RRTP will directly affect any household who becomes threatened with homelessness or actually homeless. The RRTP improves the range of service options and availability of service provision, and minimises the time that households are likely to experience homelessness. Regardless of and individuals protective characteristic policy and service provision is offered fairly and in a non-discriminatory way in order to meet their requirements, subject to the context of the Action Plan .</p>
<p>Promotion of equality of opportunity? <i>(Will your proposal help or hinder the Council with this)</i></p>	<p>Yes. The RRTP development and implementation of the RRTP will identify and promote equality of opportunity by improving service provision, availability and quality to prevent homelessness wherever possible and respond quickly with high quality services where homelessness is unavoidable.</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>Yes. The development and implementation of the RRTP is dependent on successful 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</p>

3.2 Which groups of people do you think will be or potentially could be, impacted by the implementation of this proposal? (You should consider employees, clients, customers / service users, and any other relevant groups)				
<p>Preliminary note – The RRTP aims to improve services to all those who become threatened with homeless or who become homeless, regardless of their protected characteristics. The RRTP requires that pathway plans are always agreed (or agreed as quickly as possible) to prevent homelessness for the groups who are predictably at highest risk of homelessness.</p> <p>Irrespective of an individuals protected characteristics the service is delivered in a fair and equitable manner, however were there are specific considerations these are indicated below.</p> <p>Please tick below as appropriate, outlining any potential impacts on the undernoted equality groups this proposal may have and how you know this.</p>				
	Impact			Please explain the potential impacts and how you know this
	No Impact	Positive Impact	Negative Impact	
Age Older or younger people or a specific age grouping		x		<p>The RRTP aims to improve services to all those who become threatened with homeless or who become homeless, regardless of age. The RRTP requires that pathway plans are always agreed (or agreed as quickly as possible) to prevent homelessness for the groups who are predictably at highest risk of homelessness including people with experience of the care system, and stresses the importance of addressing the needs of children and young people. The RRTP seeks to build on existing local joint pathway arrangements including the multi-agency ‘Housing Options Protocol for Care Leavers in the Scottish Borders’ and on the success of the specialist supported accommodation for young people at Albert Place in Galashiels to improve outcomes for care experienced young people. It seeks to use the findings of the 2018 study of the housing needs and aspirations of young people in the Scottish Borders to help us shape pathways and interventions to meet the particular needs of young people, prevent them from becoming homeless, and support them in sustaining accommodation.</p> <p>In 2019/2020 4% of households assesses as homeless or threatened with homeless in the Scottish Borders were from 16 to 17 year old and 23% were from 18 to 24 year olds. This is slightly higher than the national average but is in keeping with national trend that young people are over represented in homelessness services and why young people of considered a key at risk group within the RRTP.</p>

				<p>Monitoring age groups experiencing homeless will form part of the performance framework that is currently being developed.</p> <p>The following documents will be key in informing actions within the RRTP around youth homelessness.</p> <p><u>A Way Home Scotland, Youth Homelessness Prevention Pathway: For all young people published in March 2021.</u></p> <p><u>https://www.awayhomescotland.org/wp-content/uploads/sites/13/2021/03/YHPP-for-All-Young-People-1.pdf</u></p> <p>The Housing Needs and Aspirations of Young People – Scottish Borders 5 Year Action Plan <u>https://www.scotborders.gov.uk/downloads/download/1166/young_peoples_housing_needs</u></p> <p>Homelessness In Scotland Equalities Breakdown 2019 to 2020 <u>https://www.gov.scot/publications/homelessness-scotland-equalities-breakdown-2019-20/</u></p> <p>Integrated Strategic Plan for Older People’s Housing, Care and Support Needs 2018-28 <u>Integrated Strategic Plan for Older People's Housing Care and Support 2018-28 Scottish Borders Council (scotborders.gov.uk)</u></p>
Disability e.g. Effects on people with mental, physical, sensory impairment, learning disability, visible/invisible, progressive or recurring		x	x	<p>The RRTP aims to improve services to all those who become threatened with homeless or who become homeless, regardless of disability. The RRTP will be an integral part of the Strategic Housing Investment Plan (SHIP) and will be reviewed annually as part of the SHIP process. It will sit within the Community Planning Partners wider strategic planning framework of the Local Outcome Improvement Framework and the Local Housing Strategy, and the Strategic Plan for the delivery of objectives identified by the Health and Social Care Partnership.</p>

				<p>Universal Health Assessment informs the allocation policy arrangements within Scottish Borders RSL's. The process allows for assessment of a person health needs to inform their housing requirements and awards priority for housing if required.</p> <p>An annual Wheelchair Accessible Housing target of 20 homes with proposed delivery being divided into 15 by Registered Social Landlords with the balance provided by the private sector. This target is reflected in the Council's current Strategic Housing Investment Plan 2021/2026.</p> <p>The Scottish Government data frameworks do not currently include some areas of equalities data including disabilities. During a recent consultation on the national framework Scottish Borders Council highlighted this as a gap in evidence.</p> <p>Scottish Borders council are currently working with their homelessness database provider to improve the collection of data in this area.</p>
<p>Gender Reassignment Trans/Transgender Identity anybody whose gender identity or gender expression is different to the sex assigned to them at birth</p>		x	x	<p>There is a need to develop the evidence base for the incidence of homelessness amongst, and impact services on, transgender/transgender identity.</p> <p>The Scottish Government data frameworks do not currently include some areas of equalities data including Gender Reassignment, Trans/Transgender identity. During a recent consultation on the national framework Scottish Borders Council highlighted this as a gap in evidence.</p> <p>Scottish Borders council are currently working with their homelessness database provider to improve the collection of data in this area.</p>
<p>Pregnancy and Maternity (refers to the period after the birth, and is linked to maternity leave in the employment context. In the non-</p>		x	x	<p>The RRTP aims to improve services to all those who become threatened with homeless or who become homeless, regardless of pregnancy and maternity. The Unsuitable Accommodation Order 2014 already ensures that pregnant women cannot be accommodated in unsuitable accommodation for more than 7 days.</p> <p>Pregnant household members form part of the homeless monitoring framework that is currently under development.</p>

work context, protection against maternity discrimination is for 26 weeks after giving birth),				<p>In 2019/2020 – 21 new homeless applications contained a household member who was pregnant, equating to just under 3% of all application taken in the period.</p> <p>The Scottish Government data frameworks do not currently include some areas of equalities data including Maternity. During a recent consultation on the national framework we highlighted this as a gap in evidence.</p> <p>Scottish Borders council are currently working with their homelessness database provider to improve the collection of data in this area.</p>
Race Groups: including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)		x		<p>The RRTP aims to improve services to all those who become threatened with homeless or who become homeless, regardless of race. The RRTP requires that pathway plans are always agreed (or agreed as quickly as possible) to prevent homelessness for the groups who are predictably at highest risk of homelessness including groups with particular needs such as migrants and Gypsy Travellers.</p> <p>In 2019/2020 633 homeless applications who received a statutory homeless decision of 'unintentionally' 'homeless' or 'threatened with homelessness' where closed to homelessness services.</p> <p>624 of those applicants where from a white ethnic group, 505 (81%) of which received a secure housing outcome. 4 applicants were from a Black and Minority Ethnic group, all of which (100%) received a secure housing outcome. The remaining 5 applications had a 'not known' or 'refused' recorded as their ethnicity.</p>
Religion or Belief: different beliefs, customs (including atheists and those with no aligned belief)		x	x	<p>The RRTP aims to improve services to all those who become threatened with homeless or who become homeless, regardless of religion or other beliefs. Evidence regarding the religion or other beliefs of people who become threatened with homeless or who become homeless is not collected.</p>

				<p>The Scottish Government data frameworks do not currently include some areas of equalities data including Religion or Belief. During a recent consultation on the national framework Scottish Borders Council highlighted this as a gap in evidence.</p> <p>Scottish Borders council are currently working with their homelessness database provider to improve the collection of data in this area.</p>
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<p>Sex – Gender Identity women and men (girls and boys) and those who self-identify their gender</p>		x	x	<p>The RRTP aims to improve services to all those who become threatened with homeless or who become homeless, regardless of gender. The RRTP requires that pathway plans are always agreed (or agreed as quickly as possible) to prevent homelessness for the groups who are predictably at highest risk of homelessness including groups with particular needs such as those who have experienced domestic violence.</p> <p>The RRTP seeks to build on existing local joint pathway arrangements including the Safer Housing Options Service, MARAC (Multi-Agency Risk Assessment Conference arrangements), and CEDAR (Children Experiencing Domestic Abuse Recovery) services for victims of domestic abuse.</p> <p>The Scottish Government data frameworks only currently allows records ‘male’ or ‘female’ genders. During a recent consultation on the national framework Scottish Borders Council highlighted this as a gap in evidence.</p> <p>Scottish Borders council are currently working with their homelessness database provider to improve the collection of data in this area.</p> <p>Scottish Borders council also notes the recommendation to undertake a gendered analyse of homelessness , including specific measures to prevent women’s and children’s experience homelessness as a result of domestic abuse; as per the ‘Improving housing Outcomes for women and children experiencing domestic abuse’: Scottish Governments Working Group Report.</p> <p>Improving-Housing-Outcomes-for-Women-and-Children-Experiencing-Domestic-Abuse-Report.pdf (womensaid.scot)</p>
<p>Sexual Orientation, e.g. Lesbian, Gay, Bisexual, Heterosexual</p>		x	x	<p>The RRTP aims to improve services to all those who become threatened with homeless or who become homeless, regardless of sexual orientation.</p> <p>There is a need to develop the evidence base for the incidence of homelessness amongst, and impact services have on people from the LGBT community. The Scottish Government data frameworks do not currently include some areas of equalities data Sexual Orientation. During</p>

				<p>a recent consultation on the national framework Scottish Borders Council highlighted this as a gap in evidence.</p> <p>Scottish Borders council are currently working with their homelessness database provider to improve the collection of data in this area.</p>
<p>3.3 Fairer Scotland Duty</p> <p>This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to how we can reduce inequalities of outcome caused by socioeconomic disadvantage when making <u>strategic</u> decisions.</p> <p>The duty is set at a strategic level - these are the key, high level decisions that SBC will take. This would normally include strategy documents, decisions about setting priorities, allocating resources and commissioning services.</p>				
<p>Is the proposal strategic?</p> <p>Yes / No <i>(please delete as applicable)</i></p> <p>If No go to Section 4</p>				
<p>If yes, please indicate any potential impact on the undernoted groups this proposal may have and how you know this:</p>				
	Impact			State here how you know this
	No Impact	Positive Impact	Negative Impact	
<p>Low and/or No Wealth – enough money to meet basic living costs and pay bills but have no savings to deal with</p>		x		<p>The RRTP seeks to build upon and our solid foundations of partnership working to achieve change in preventing and reducing homelessness in Scottish Borders, where homelessness cannot be prevented the focus will be on reducing the impacts of homelessness.</p>

any unexpected spends and no provision for the future.				The RRTP aims to prioritise the prevention of homelessness services, subsequently, reducing the associated costs of homelessness and impacts on employments and access to established supports.
Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies		x		<p>Access to good quality, affordable housing and ensuring households have access to the right support is the key focus of the RRTP and the housing options approach.</p> <p>The RRTP aims to balance the range of settled housing options toward ordinary housing in ordinary communities, not ‘homeless’ places as quickly as possible. The provision of settled housing as quickly as possible minimises the financial impact on homeless households.</p> <p>Increased focus on health improving conversations that support income maximisation and reduce for example fuel poverty. Increase awareness of support available and access to services.</p>
Area Deprivation – where you live (e.g. rural areas), where you work (e.g. accessibility of transport)		x		<p>A Crisis Intervention Fund will be piloted to provide financial assistance to those who are homeless or threatened with homelessness in order to either prevent homelessness from occurring or to resolve homelessness quicker.</p> <p>Scottish Borders aims to launch a 2 year Housing First pilot in early 2021/2022 to provide support to 30 households over a 2 year period. Housing First follow 7 keys principles (https://homelessnetwork.scot/housing-first/know-how/principles/) and provides ordinary, settled housing as the first response for people with multiple and complex needs beyond housing.</p>
Socio-economic Background – social class i.e. parents’ education, employment and income		x		<p>The RRTP action plan includes actions to improve access to energy efficiency advice for homeless or potentially homeless households</p> <p>Although Scottish Border Council only provides B&B accommodation in a small number of circumstances the RRTP looks to further move away from the used of Bed and Breakfast accommodation for homeless households.</p> <ul style="list-style-type: none"> ○ In 2019/2020, 8 household entered bed and breakfast accommodation with a maximum stay period of 5 days.

				<p>Additionally the RRTP sets to review the temporary homeless accommodation rental structure to increase accessibility to temporary accommodation when it is needed.</p> <p>Poverty has been identified as a thread that will run through all at risk groups mentioned earlier and the subsequent housing and support pathways actions within the RRTP. It is also identified as a factor that places people at greater risk of homelessness. A recent report published by the Scottish Government investigates the links between Universal Credit and Homelessness and will be considered within these actions of the RRTP.</p> <p>https://www.gov.scot/publications/homelessness-universal-credit/</p>
Looked after and accommodated children and young people		x		<p>Scottish Borders Council currently operates a Housing Options Protocol for the housing arrangements of looked after young people which creates a direct housing pathway to RSL housing without the requirement of a statutory homeless presentation.</p> <p>The RRTP action plan has a specific action to review the delivery of service, develop housing and support pathways for individuals up to the age of 26 who were previously looked after by the local authority which it aims to conclude in 2021/2022. <i>The Youth Homeless Prevention Pathway: Improving Care Leavers Housing Pathways</i>, published by the <i>Way Home Scotland Coalition</i> will form a key element of this review.</p> <p>https://www.rocktrust.org/wp-content/uploads/2015/09/Youth-Homelessness-Prevention-Pathway-Care-Leavers.pdf</p>
Carers paid and unpaid including family members		x		<p>The RRTP has the potential to have a positive impact on carers through focusing on preventing homelessness from occurring and providing settled housing options toward ordinary housing in ordinary communities, not 'homeless' places as quickly as possible.</p>
Homelessness		x		<p>The action plan reflects the findings of HARSAG and the Scottish Government Ending Homelessness Together Action Plan by recognising the impacts of homelessness is not distributed equally and some groups are more impacted by, over-represented in, or excluded</p>

				from the homelessness system. Accordingly, recognised at risk groups some of which are indicated at the start of this assessment have targeted actions with the RRTP action plan.
Addictions and substance use		x		The RRTP Action Plan acknowledges individuals with Drug and/or alcohol use as an at risk group of homelessness and includes an action to review the delivery of service, develop housing and support pathways to this group.
Those involved within the criminal justice system		x		<p>The RRTP Action Plan acknowledges individuals with an offending history as an at risk group of homelessness and includes an actions to review the delivery of service, develop housing and support pathways to this group.</p> <p>Additionally the action plan seeks to review and evaluate the operation of the Sustainable Housing on Release For Everyone (SHORE) standards.</p> <p>In 2019/2020 – 35 new homeless applicants report ‘Prison’ as their last settled accommodation.</p>

Mitigating Actions and Recommendations

Consider whether:

Could you modify the proposal to eliminate discrimination or reduce any identified negative impacts?
(If necessary, consider other ways in which you could meet the aims and objectives of the proposal.)

Could you modify the proposal to increase equality and, if relevant, reduce poverty and socioeconomic disadvantage?

Describe any modifications which you can make without further delay (e.g. easy, few resource implications)

Mitigation Please summarise all mitigations for approval by the decision makers who will approve your proposal			
Equality Characteristic/Socio economic factor	Mitigation	Resource Implications (financial, people, health, property etc)	Approved Yes/No
Disability	Continue to develop data recording and collection in this area. Include meaningful data within the performance monitoring framework.	Database development	Yes
Gender Reassignment			
Trans/Transgender Identity			
Maternity			
Religion or Belief			
Gender Identity	Undertake a gendered analyse of homelessness , including specific measures to prevent women’s and children’s experience homelessness as a result of domestic abuse	Completed within existing resources	Yes
Sex – Gender Identity			

5 Recommendation and Reasoning

- Implement proposal taking account of mitigating actions (as outlined above)

Reason for recommendation:	
<p>Develop and implement comprehensive local modelling framework to build on existing evidence base and ensure that we continually improve our understanding of 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> <p>It is recognised that the RRTP action plan is a fluid document that should be responsive to the needs of homeless or potentially homeless people in Scottish Borders and that a comprehensive Performance monitoring' and impact 'Measurement framework' (Including impact monitoring in relation to equalities) should inform the action plan.</p> <p>The monitoring and evaluation of any findings will be undertaken by BHHSP on an annual basis. The results of which will be reported to Scottish Borders Council Executive Committee and to the Scottish Government, and will be published on the Scottish Borders Council website.</p>	
Signed by Lead Officer:	Jordan Manning
Designation:	Rapid Rehousing Development Officer
Date:	18/05/2021
Counter Signature (Service Director):	Jenni Craig
Date:	20/05/2021

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RAPID REHOUSING TRANSITION PLAN

Monitoring Report - activity and funding
(RRTP funding - part of the Ending
Homelessness Together Fund)

Monitoring of Implementation of Rapid Rehousing Transition



Plans

As part of the Scottish Government's Ending Homelessness Together Fund, funding of £8m was agreed with COSLA for 2020/21 and additional funding of £5m was provided to local authorities from the Winter Support for Social Protection fund to all local authorities to support the implementation of Rapid Rehousing Transition Plans (RRTPs). We are asking all local authorities to provide a written report on how they have spent their allocation of funding and progress to date. We would ask local authorities to remember to include funding carried over from 2019/20.

We would ask that all local authorities complete this report and include it with their amended RRTP for 2021/22 or latest version available which should be submitted to the Scottish Government by **30 June 2021**. We realise this may be subject to final accounts being cleared by Audit.

Included is a template to provide detail on specific activities which should be replicated for each activity you have taken forward in implementing your Rapid Rehousing Transition Plan. For example we are looking for information on specific activities such as prevention; recruitment of staff; temporary accommodation; shared tenancies; Housing First; or mediation.

We have also included a template for reporting on RRTP funding which has not been spent during 2020/21 and how local authorities plan to spend it during 2021/22.

Please submit this report, RRTP, an updated EQIA and any accompanying documents to: RapidRehousingTransitionPlansMailbox@gov.scot

If there are any questions then please send them to the mailbox and a member of the team will contact you to discuss.

Local Engagement and Rapid Rehousing Team

Details of funding recipient

Local Authority	Scottish Borders		
Reporting Period	01/04/2020 <small>DD/MM/YYYY</small>	to	31/03/2021 <small>DD/MM/YYYY</small>
Reporting Officer	David Kemp		
Position	Homelessness and Financial Support Manager		
Date Completed			
RRTP Funding carried over from 2019/20	£176,500 (includes £35K carried over from 18/19)		
RRTP Funding received for 2020/21 <small>£8m RRTP Funding confirmed 17/08/20</small>	£167,000		
Winter Support Fund received for 2020/21 <small>£5m Funding confirmed on 18/12/20</small>	£105,000		

2020/21 Activity	
Activity Name:	RRTP Development Officer/s
Activity Description: Provide a short overview of the aims and the transformative nature of this activity.	<p>The purpose of the RRTP Development Officer post is to proactively develop the Scottish Borders RRTP and co-ordinate the implementation and review of the RRTP in order to achieve the transformation to and embedding of rapid rehousing and Housing First across all the partner agencies within the 5 year delivery period.</p> <p>This includes contributing to the ongoing strategic and operational development of the multi-agency approach to Rapid Rehousing in the Scottish Borders and to developing policies, procedures, guidelines, training, communications and other</p>

	<p>materials as set out in the Scottish Borders Council Rapid Rehousing Transition Plan action plan.</p> <p>In addition, temporary Development Officer and Development Assistant posts have been identified in order to support the work of the RRTP Dev't Officer and compensate for time lost as a result of the delay in recruiting to the RRTP Dev't Officer post and of the further delaying impact of COVID. These posts are making use of previously unspent RRTP funding which had originally been intended for meeting the costs of the RRTP Dev't Officer from April 2019,</p>								
<p>Allocation Spent on activity:</p>	£	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 33%;">SG RRTP funding</th> <th style="width: 33%;">Local Authority funding</th> <th style="width: 33%;">Other</th> </tr> </thead> <tbody> <tr> <td>£46,000 for RRTP Development Officer + £12,503 for additional development resources.</td> <td></td> <td></td> </tr> </tbody> </table>	SG RRTP funding	Local Authority funding	Other	£46,000 for RRTP Development Officer + £12,503 for additional development resources.			
SG RRTP funding	Local Authority funding	Other							
£46,000 for RRTP Development Officer + £12,503 for additional development resources.									
<p>Overview of progress made to date:</p> <p>Provide a short summary of the work undertaken in the past year, progress made and challenges.</p>	<p>The COVID-19 emergency significantly restricted the anticipated application of these resources.</p> <p>Despite the pandemic progress was made in the following areas</p> <ul style="list-style-type: none"> • Housing First tendering • Development and launch of Crisis Intervention Funds • Crash Pad launch • Review of the RRTP action plan, realigning the priorities of the Border Health and Homelessness strategic partnership to support recovery following the COVID-19 emergency. • Full Integrated Impact Assessment undertaken. 								
<p>Future spend planned on this activity in 2021/22:</p>	£	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 33%;">SG RRTP Funding</th> <th style="width: 33%;">Local Authority funding</th> <th style="width: 33%;">Other</th> </tr> </thead> <tbody> <tr> <td>£46,000 + £30,700 for additional</td> <td></td> <td></td> </tr> </tbody> </table>	SG RRTP Funding	Local Authority funding	Other	£46,000 + £30,700 for additional			
SG RRTP Funding	Local Authority funding	Other							
£46,000 + £30,700 for additional									

	Development Officer and Development Assistant resource.		
<p>Implementation in 2021/22:</p> <p>Provide a short summary of the aims and targets for this activity during 2021/22.</p>	<p>Aims and targets are as described in the Scottish Borders RRTP 2019/20-2023/24 Action Plan - Reviewed and Updated by the Borders Homelessness and Health Strategic Partnership, May 2021.</p>		
<p>Plans for mainstreaming this activity:</p> <p>Provide detail of the timescale and plans to mainstream / when this activity will end:</p>	<p>As per the Resource Plan section of the Scottish Borders RRTP 2019/20-2023/24, the RRTP Dev't Officer post is scheduled to end at the end of 2023/2024.</p> <p>The additional Development Officer and Development Assistant resources are currently scheduled to end at the end of 2021/2022.</p>		

2020/21 Activity

Activity Name:	Crisis Intervention Fund			
Activity Description: Provide a short overview of the aims and the transformative nature of this activity.	<p>To establish two funds, totalling £30,000 per annum that will be administered by Scottish Borders Councils Homelessness and Financial Inclusion Teams.</p> <p>A 'Housing Intervention Fund', will aim to improve the housing options available to applicants who are in need of our intervention due to rent arrears and who often face the prospect of being homeless due to falling behind with their rent payments. It is anticipated that this fund will be closely linked with the ongoing review of Section 11.</p> <p>The remaining £10,000 per annum will form a 'Homelessness Intervention Fund' accessible by front line workers within the homelessness team to use in the prevention or resolution of homelessness with separate guidance developed, it should be noted that given the varying and complex reasons for homelessness, any application which demonstrates a contribution to the prevention or resolution of homelessness will be considered.</p>			
Allocation Spent on activity:		SG RRTP funding	Local Authority funding	Other
	£	11,000		
Overview of progress made to date: Provide a short summary of the work undertaken in the past year, progress made and challenges.	<p>The 'Housing Intervention Fund', was launched in February 2021. Seven households at risk of homelessness have been supported to remain in their tenancies.</p>			
Future spend planned on this activity in 2021/22:		SG RRTP Funding	Local Authority funding	Other
	£	34,000 (an additional £4000 for 2021/2022 due to carry forward of unspent monies from 2020/2021)		
Implementation in 2021/22: Provide a short summary of the aims and targets for this activity during 2021/22.	<p>Launch the Homelessness Intervention Fund in June 2021.</p>			
Plans for mainstreaming this activity:	<p>This activity will be funded for 3.5 years from the RRTP funding, at a cost £30,000 per annum. During this time full details of interventions will be collated along with assessment of costs avoided had the support not been provided. This information will be used to evidence the effectiveness of the interventions and</p>			

Provide detail of the timescale and plans to mainstream / when this activity will end:	thereby support the effort to mainstream the activity between partners.			
2020/21 Activity				
Activity Name:	Crash Pad			
Activity Description: Provide a short overview of the aims and the transformative nature of this activity.	Crash Pad has developed from the Scottish Borders RRTP 2019/20-2023/24 action to review our temporary accommodation model. The 'Crash Pad' would be a 1 bedroom property within central Borders that is leased from an RSL. It is anticipated that Crash Pad will contribute to the following key objectives; <ul style="list-style-type: none"> • reduced average length of time spent in temporary accommodation, • reduced average length of case duration and improved assessment decision making timescales. • Increased efficiency of wider temporary accommodation stock • Manage risks of failing to meet the interim accommodation duty 			
Allocation Spent on activity:	£	SG RRTP funding	Local Authority funding	Other
		4,800		
Overview of progress made to date: Provide a short summary of the work undertaken in the past year, progress made and challenges.	A property has been identified and work is ongoing to prepare the property for use.			
Future spend planned on this activity in 2021/22:	£	SG RRTP Funding	Local Authority funding	Other
		5,600		
Implementation in 2021/22: Provide a short summary of the aims and targets for this activity during 2021/22.	To commence operational use of the Crash Pad by the end of June 2021.			
Plans for mainstreaming this activity: Provide detail of the timescale and plans to mainstream / when this activity will end:	The initial 'Crash Pad' will be funded from RRTP funding to 31 st March 2024 with an anticipated annual costs of £5,600. The project will be monitored in regards to its aim and objectives and additional 'Crash Pads' maybe introduced should it prove beneficial. Following the RRTP period, the ongoing cost of the 'Crash Pad/s' will be included within mainstream funding arrangements if it/they have been successful in contributing			

	towards rapid rehousing and an improved customer experience.		
2020/21 Activity			
Activity Name:	Housing First		
Activity Description: Provide a short overview of the aims and the transformative nature of this activity.	To develop and implement a two year pilot Housing First project.		
Allocation Spent on activity:		SG RRTP funding	Local Authority funding
	£ 0,000		Other
Overview of progress made to date: Provide a short summary of the work undertaken in the past year, progress made and challenges.	<p>Significant progress was made to pilot a Housing First Service within Scottish Borders. A multidisciplinary short life working group was established to develop the service specification, outlining the shared aspirations from the pilot. The pilot aims to provide Housing First support to 30 individuals over its lifespan and includes objectives regarding digital inclusion with further RRTP funding being committed.</p> <p>The working group consisted of members from four locally based RSLs, Alcohol and Drug Partnership, Violence Against Women Partnership, Homelessness and Housing Support services.</p> <p>Interested parties were invited to tender for the service in March 2021. Evaluation of the tender submissions remains ongoing at the time of writing, however, Scottish Borders looks forward to seeing a Housing First service operational in the Scottish Borders in July/August 2021/2022.</p>		
Future spend planned on this activity in 2021/22:		SG RRTP Funding	Local Authority funding
	£ £115,000 + £9,000 for digital and furnishings reserve fund		Other
Implementation in 2021/22: Provide a short summary of the aims and targets for this activity during 2021/22.	To appoint a service provider and commence service delivery.		

Plans for mainstreaming this activity: Provide detail of the timescale and plans to mainstream / when this activity will end:	Housing First will be Funded from RRTP funds for two years. Consideration will be given to extending the pilot into a third year to the end of 2023/24. When further understanding of costs and resources are available from monitoring the project, plans will be developed in regards to mainstreaming this activity.
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2020/21 Activity

Activity Name:	Peer Support Project		
Activity Description: Provide a short overview of the aims and the transformative nature of this activity.	<p>Scottish Borders received £5,600 to operate a 6 month pilot project via the East Housing Hub. Scottish Borders matched this funding to allow for an extended one year pilot project.</p> <p>The project aims to employ a part time Peer Supporter who will provide social, emotional or practical help to those experiencing homelessness. The pilot recognises that Peers who work in services and use their lived experience to help other people who are facing similar challenges, are often best placed to break down barriers and access other support networks.</p>		
Allocation Spent on activity:	£	SG RRTP funding	Local Authority funding
			5,600
Overview of progress made to date: Provide a short summary of the work undertaken in the past year, progress made and challenges.	The project is delivered by a third sector provider and Peer Supporter was recruited by Penumbra.		
Future spend planned on this activity in 2021/22:	£	SG RRTP Funding	Local Authority funding
	5,600		
Implementation in 2021/22: Provide a short summary of the aims and targets for this activity during 2021/22.	The initial peer supporter resigned their post due to personal circumstances. Recruitment of a new peer supporter has commenced.		

Plans for mainstreaming this activity: Provide detail of the timescale and plans to mainstream / when this activity will end:	Mainstreaming will be considered when further understanding of the resources required and the project outcomes become available.
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Unspent 2020/21 RRTP Funding

Please provide the total of 2020/21 funding provided by the Scottish Government for the implementation of the Rapid Rehousing Transition Plan in your area that has <u>not</u> been spent in 2020/21.	£	£269,272 of the total funding provided to date that will be carried forward into 2021/2022
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Provide detail of how this funding will be spent on implementing the Rapid Rehousing Transition Plan in 2021/22 detailing the area that it will be used in. Please make clear the individual amounts

ACTIVITY	FUNDING TO BE CARRIED FORWARD	
Housing First	£	£115,000 for provision of support provider £9,000 fund for digital access and additional furnishings. (Please note: the Housing First pilot project will be funded by RRTP monies to a total value of £248,000 over two years and is the primary reason for the carry forward of monies)
RRTP Private sector Officer	£	10,000 (£20,000 in 2022/2023. The funding allocation in each period may change depending on recruitment timescales)
Peer support	£	5,600
Crisis Intervention Funds	£	34,000
RRTP development resources	£	76,700

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PAY & DISPLAY PARKING

Report by Service Director Assets & Infrastructure

Executive Committee

8 June 2021

1 PURPOSE AND SUMMARY

- 1.1 This report examines the current scope of Pay & Display operations in the Scottish Borders and proposes a number of changes to standardise these.
- 1.2 The report also provides feedback on the recent suspension of Pay & Display in the run up to Christmas 2020.

2 RECOMMENDATIONS

2.1 **I recommend that the Executive Committee agrees to:**

- (a) **Standardise the daily operational period across Pay & Display car parks at 08.30 to 17.00.**
- (b) **Pay & Display operating days being Monday to Saturday, but with the specific exceptions detailed in (c), (d) and (e) below.**
- (c) **Buccleuch Street, Melrose additionally operating on a Sunday.**
- (d) **St Abbs Car Park additionally operating on a Sunday.**
- (e) **Edinburgh Road, Peebles operating on a Saturday only.**
- (f) **Standardise tariff bands across all Pay & Display car parks as:**
 - **Up to 2 hours**
 - **Between 2 to 4 hours**
 - **Between 4 to 6 hours**
 - **Over 6 hours (in any one day)**

And that a separate daily charge for buses and coaches can still apply in those car parks that provide that facility.

- (g) Set costs for the proposed tariff bands as follows:**
- **50p** for up to 2 hours
 - **£1.50** for between 2 to 4 hours
 - **£3.00** for between 4 to 6 hours
 - **£5.00** for over 6 hours (in any one day)
- (h) Set a standardised charge of £40 (with a reduced charge of £20 if payment is received within 10 days) across all towns for any surcharges / Excess Charges / Irregular Parking Charges that may be incurred.**
- (i) Improved signage in existing Pay & Display car parks including emphasising the ability to pay by smart phone.**

3 BACKGROUND

- 3.1 Councils are responsible for the management and regulation of both on and off-street parking in their settlements, other than in areas that are privately owned and maintained.
- 3.2 Pay and Display parking has operated in the Scottish Borders since the early 1990's in certain off-street car parks. The number of car parks operating under Pay and Display has fluctuated over the years. At the moment the scheme operates in five towns:
- Galashiels (High Street, Ladhope Vale, Hall Street, Stirling Street and Stirling Place car parks)
 - Hawick (O'Connell Street, Walter's Wynd, Health Centre, Cross Wynd and Allars Crescent car parks)
 - Melrose (Buccleuch Street car park)
 - Peebles Edinburgh Road (Eastgate) (Sat only), Greenside and Swimming Pool car parks
 - St Abbs (Harbour car park)*

* The car park at St Abbs is operated by the Harbour Trust on behalf of the Council.

In addition, the car park at the Heart of Hawick operates exclusively for disabled badge holders only.

- 3.3 The rationale for introducing Pay & Display operations was and remains, to encourage the turn-over of vehicles, particularly in busy town centre car parks, thereby helping to stimulate the local economy.
- 3.4 The main revenue from Pay & Display is generated from the purchase of parking tickets that allow users to park for an allocated period of time, but additional revenue comes from surcharges/excess charges/irregular parking charges when applicable.
- 3.5 The ticket price; penalty charge payment level and operational period for Pay & Display parking can be set locally by Members. There is currently a variation in some or all of these aspects from town to town and in certain locations from car park to car park.
- 3.6 At its meeting of 17 November 2020 the Executive Committee authorised the Director of Assets and Infrastructure to undertake a review of the scope of pay parking; the current charging regimes and charging times for Pay & Display parking and asked that a further report is brought forward within a 6 month period.

4 FEEDBACK FROM SUSPENSION OF PAY & DISPLAY DECEMBER 2020

- 4.1 The Executive Committee of 17 November 2020 agreed to temporarily suspend Pay & Display parking operations between the 1 December 2020 and 4 January 2021, with the intention of providing a boost to the ability of towns to attract local shoppers in the lead up to Christmas. The measure

appeared to be generally well received by both car park users and local traders.

- 4.2 Parking Attendants continued to undertake periodic checking of the car parks during the suspension period in order to monitor and report back on the impact of the temporary suspension on parking behaviours. Details of the findings is provided in Appendix B.
- 4.3 The main change identified was that car parks were significantly busier than in previous months as well as in comparison to the previous December when Pay & Display operations were in place. This was most evident in Galashiels and Melrose with some car parks under half-full in December 2019 but approaching full capacity at times during the suspension period. Significant increases were also found in Hawick car parks but 2 of the 3 Peebles car parks showed the opposite trend.
- 4.4 Parking Attendants, however, also reported that a very high percentage of those parking in car parks during the suspension period were spending the whole working day there. This was evidenced across all four towns with incidences of up to three quarters of individual car parks being occupied by all day parkers.
- 4.5 Infringements such as parking over two bays; and parking in bus bays were noted to be considerably higher during the suspension period. There were also a number of complaints from residents permit holders who found it much more difficult to find a space over the suspension period.

5 CHARGING REGIMES AND TIMINGS

- 5.1 The ticket price; penalty charge payment level and operational period for Pay & Display parking can be set locally by Members. There is currently a variation in some or all of these aspects from town to town and in certain locations from car park to car park. A summary of the current regimes is provided in Appendix A
- 5.2 The majority of car parks that operate pay and display do so on a Monday to Saturday inclusive basis. There are, however, two exceptions to this. Firstly Edinburgh Road (Eastgate) Car Park in Peebles which operates only on a Saturday and secondly Abbey Car Park in Melrose which operates seven days a week.
- 5.3 There are fairly specific reasons for the two car parks that operate out with the standard Monday to Saturday operations.
 - The Abbey Car Park in Melrose operates seven days a week to reflect the fact that the car park remains very busy, and in need of turn-over, on a Sunday.
 - Edinburgh Road, Peebles is Saturday only as it is felt that weekday parking would put additional pressure on on-street parking such as the High Street and may discourage visitors to the town. In addition, the Area Forum sub-committee that considered this subject in 2013/14 wanted to facilitate the use of public transport – particularly Mon to Fri commuting to Edinburgh; and there was a belief that if the car park was

free all day Mon-Fri then this would be a help in encouraging commuters to take the bus to Edinburgh.

In order to continue to allow this flexibility it is not proposed to fully standardise this aspect of the current Pay & Display.

- 5.4 There are currently two distinct charging time periods across the region. In Galashiels and Melrose car parks the time period is 09.30 to 17.00, while in Hawick and Peebles the operating times are 08.30 to 17.30.
- 5.5 It is recommended that the operating period is standardised to 08.30 to 17.00 across all Pay & Display car parks.
- 5.6 Pay & Display operations also differ in terms of the level set for Surcharges/ExcessCharges/Irregular Parking Charges. In Galashiels, Hawick and Melrose this is set at £20 (with a reduced charge of £10 if payment is received within 10 days). In Peebles, however, Members increased this a number of years ago to £40 (with a reduced charge of £20 if payment is received within 10 days).
- 5.7 Noting that the £20 charge has not changed since the introduction of Pay & Display in the Scottish Borders over 25 years ago and may no longer be seen as a deterrent by some it is recommended that a standardised charge of £40 (with a reduced charge of £20 if payment is received within 10 days) is adopted across all towns.
- 5.8 The greatest variant across the towns is the number of tariff bands and the level of those tariffs. The lowest number of tariff bands is two in some Galashiels car parks and the highest is nine in the Hawick car parks. Cars are able to park for up to 4 hours for 20 pence in Greenside and the Swimming Pool car parks in Peebles, while in the more central car parks in Galashiels staying over 3 hours incurs a charge of £5. The full range of tariff bands and charges is outlined in Appendix A.
- 5.9 It is considered beneficial to standardise and reduce the number of tariff bands. It is suggested that there should be four bands going forward and that these would be set at:
 - Up to 2 hours
 - Between 2 to 4 hours
 - Between 4 to 6 hours
 - Over 6 hours (in any one day)

A separate daily charge for buses and coaches would still apply in those car parks that have that facility.

- 5.10 Standardising the cost for each band across towns is slightly less straightforward for a number of reasons:
 - There is a wide range of costs from town to town
 - There can be a deliberate differential between car parks in the same town to encourage drivers to use outlying car parks for longer stays and provide greater turn-over in busier town centre ones.

5.11 Notwithstanding 5.10 above there is a desire to standardise the tariffs across all car parks in the main towns. It is therefore proposed that the minimum charge would be set at 50 pence rising to £1.50 for 2 to 4 hours, then £3 for 4 to 6 hours and £5 for in excess of 6 hours in any one day. The intention being that this set of charges would encourage shorter stays, stimulate turn-over and aid local businesses.

5.12 Obviously any changes that affect car parks where the operation is in conjunction with a third party will need to be agreed in advance with those parties.

5.13 Should the proposed changes be agreed it is anticipated that it will be a minimum of 6 months before they can be implemented. As the proposals involve changing prices and operating times there needs to be statutory consultation (with 28 days for objection) followed by public consultation (further 28 days). Each of these needs to be advertised in the local press followed by a further notice making the Order. With press notice periods this exercise alone can be expected to take 3 months. Thereafter the two most time-critical elements are the machine calibration and ticket supply. Suppliers for both these activities have previously quoted a minimum 8 week lead-time from the provision of information; albeit it may be that this could be brought down slightly through negotiation. In addition to the preparation time required for SBC officers to collate the information and prepare the artwork it would be intended to go through a procurement exercise for the ticket supply to ensure best value for the Council.

5.14 Other requirements such as sign design, manufacture and erection should be able to be delivered simultaneously and within the above timescale.

ACTIVITY	Mth 1	Mth 2	Mth 3	Mth 4	Mth 5	Mth 6
Prepare documentation	■					
Advertise Statutory Consultation		■				
Statutory Consultation		■	■			
Advertise Public Consultation			■			
Public Consultation			■	■		
Publish Amended Order				■		
Prepare documentation and artwork				■		
Machine calibration				■	■	■
Procurement of Tickets				■	■	■
Supply of tickets					■	■
Sign Design				■		
Sign Manufacture & Erection				■	■	■

6 SPECIFIC ISSUES

6.1 The Council works with a partner "RingGo" in providing customers with the facility to pay their parking charge via smart phone. The use of RingGo has increased over the years since it was introduced in 2013 and this is a trend that is likely to be continued with fewer people using cash in their everyday transactions. Currently the RingGo service is provided at a small additional cost to the vehicle owner who pays 20p per transaction, but can also opt in to receive two text reminders at 10p per time. The only charge relayed to the Council as part of the RingGo service is a banking fee percentage. This is currently 5.8% of the fee paid by the user. Please note, however, that the contract provided by RingGo is currently up for renewal.

- 6.2 It was observed that many customers do not read the details on the car park signs and that the signs could be simplified and made clearer making good use of visual aids where possible.
- 6.3 The current charging regime in the central Galashiels car parks of up to 3 hours for £1 and £5 for over 3 hours was introduced to discourage all day parking and stimulate turn-over. In practice it leads to widespread illegal meter feeding by users (i.e. users go back towards the end of the first 3 hour period remove their ticket and purchase another 3 hours at £1 thus saving up to £3).
- 6.4 The disparity in charges between car parks in Peebles causes confusion for some users. In Galashiels this seems to be less of an issue with customers appearing to grasp the rationale that parking close to the centre of town is at a more premium rate.
- 6.5 An issue exists with car park users who have not used their full time allocation leaving their tickets on the machine so it might be used by someone else. As well as being illegal under the scheme this results in the machines becoming sticky with adhesives from the tickets and requires the machines to be cleaned on most visits.
- 6.6 Those parking in the Swimming Pool car park in Peebles currently get a rebate of the minimum 20p charge from the swimming pool on the use of those facilities. It would be the intention to adjust the rebate to 50p should it be agreed to set that as the new minimum tariff going forward, but discussions have yet to take place in that regard.
- 6.7 Other issues that officers will be considering going forward are:
- Increased bay size (spaces are tight in many car parks as cars are typically becoming larger)
 - Increased number of disabled bays
 - Electric vehicle charging provision
 - Providing dedicated spaces for camper vans
 - The potential for expanding P & D to other towns in the Scottish Borders
- 6.8 With respect to the final bullet point above there has not previously been an appetite from other towns to introduce pay and display parking. It was trialled in Kelso a number of years ago but proved very unpopular, with locals boycotting the car parks involved, and was discontinued. In Jedburgh there is a specific and understandable concern from High Street traders that the introduction of pay and display in town centre car parks would lead to visitors bypassing the town centre for the out-of-town woollen mills where there is free parking.
- 6.9 At the previous Executive meeting, Officers were also asked to look into the possibility of providing card payment facilities in existing P & D carparks. Initial investigation into this has highlighted that it is far from straightforward and probably cost-prohibitive.
- 6.10 There is a requirement to set up a Payment Service Provider and Merchant Bank and for the machines to sync with the network provider and back office. We are advised that there are compatibility issues between our

machine supplier Metric Group Ltd and the payment service provider. This is not insurmountable but would require an accreditation piece of work that could cost anywhere in the region of £20,000 to over £100,000 and the work could take up to a year to complete.

6.11 In addition to this, and as well as adapting the existing machines, they would require to be either hard wired into a Local Area Network or have individual Modem connections. The cost indications for this aspect of providing card payment facilities is outlined in 7.1 (d)

6.12 As outlined in 6.9 through 6.11 there are a number of complications and significant cost implications associated with providing a card payment option at the Councils Pay and Display machines. As RingGo already provides a cashless payment method to customers it is not recommended proceeding further with card payment facilities at this time.

7 IMPLICATIONS

7.1 Financial

There are costs implications associated with the report but it is not possible to quantify all aspects of these.

- (a) Any changes to the tariff bands; parking charges and excess charge payments will impact on the profitability of the scheme. With a number of unknowns it is very difficult to quantify this to any level of accuracy but it is anticipated that it will have a positive impact on surpluses.
- (b) There is a direct one-off cost associated with changing tariffs and/or bands as this will require a recalibration of the payment machines. The current charge for doing this is £90.50 + VAT which with 17 machines would equate to £1,542.75 ex VAT.
- (c) In addition to (b) there is also, under the current contract with RingGo, a charge of £106 for a new zone and £52 for a tariff charge. The changes proposed would amount to £884. It should be noted that the current operator has indicated that they will waive these charges. If however the contract were to be awarded to another operator there may be cost implications in this regard.
- (d) The cost of sign changes is estimated at £160 per sign so for 17 signs would be £2,720.
- (e) The costs of advertising the proposed changes in four local papers on the three occasions will be dependent on the size of the advert but is expected to cost between £1,200 and £1,800 ex VAT.
- (f) The costs associated with providing card payment facilities are as follows (please note that this incorporates the software configuration requirements costed at (b) above):

- LAN Upgrade* £29,507 ex VAT
- 4G MODEM Upgrade** £39,991.63 ex VAT

With either option there will be ongoing banking charges

* with LAN option SBC would need to arrange the laying of CAT 5 data cables to the machines from a router.

** 1) Signal surveys (£193.50 per site) are recommended to ensure there is sufficient signal strength to allow card payments.

** 2) Wireless logic SIMS required (£6.50 per machine per month minimum 24 month contract)

N.B. This would be in addition to the accreditation investigation discussed in section 6.10, that is estimated to cost between £20,000 and £100,000 plus.

7.2 Risk and Mitigations

It is believed that the changes being proposed will bring positive benefits to Pay & Display operations by introducing clearer and more consistent parameters for users and assisting operatives in undertaking their duties. Any potential for negative impacts can be mitigated through careful monitoring of the service following the changes.

7.3 Integrated Impact Assessment

An Integrated Impact Assessment has been undertaken in regards to the content of this report and no adverse findings have been observed requiring a fuller IIA to be undertaken.

7.4 Sustainable Development Goals

It is not felt that the recommendations in this report will have a material impact on any of the UN Sustainable Development Goals

7.5 Climate Change

The recommendations in this report do not make significant changes to the current Pay & Display regime. As such they do not provide opportunities to mitigate and/or enhance the activity in terms of climate change impacts.

7.6 Rural Proofing

There are no rural proofing impacts resulting from this report.

7.7 Data Protection Impact Statement

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

7.8 Changes to Scheme of Administration or Scheme of Delegation

There are no changes 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 Executive Director (Finance & Regulatory), the Monitoring Officer/Chief Legal Officer, the Chief Officer Audit and Risk, the Service Director HR & Communications, the Clerk to the Council and Corporate Communications will be consulted and any comments received will be incorporated into the final report.

CAR PARKING CHARGES**GALASHIELS**

HIGH STREET, STIRLING PLACE and STIRLING STREET CAR PARKS
Charges applicable Monday to Saturday inclusive - 9.30am – 5.00pm as of May 16

0 – 2 HOURS	£0.50
2 - 3 HOURS	£1.00
OVER 3 HOURS	£5.00

LADHOPE VALE AND HALL PLACE CAR PARKS

Charges applicable Monday to Saturday inclusive – 9.30am – 5.00pm

0 – 3 HOURS	£0.50
OVER 3 HOURS	£2.00

HAWICK

O'CONNELL STREET, TEVIOT ROAD (HEALTH CENTRE), ALLARS CRESCENT, CROSS WYND AND WALTERS WYND CAR PARKS

Charges applicable Monday to Saturday inclusive – 8.30am – 5.30pm

UP TO 1 HOUR	£0.40
UP TO 2 HOURS	£0.60
UP TO 3 HOURS	£0.90
UP TO 4 HOURS	£1.20
UP TO 5 HOURS	£1.60
UP TO 6 HOURS	£1.80
UP TO 7 HOURS	£2.20
UP TO 8 HOURS	£2.40
OVER 8 HOURS	£2.80

PEEBLES**EDINBURGH ROAD**

***Charges only applicable on Saturdays – 8.30am – 5.30pm**

UP TO 2 HOURS	£0.20
UP TO 3 HOURS	£0.90
UP TO 4 HOURS	£1.20
UP TO 5 HOURS	£1.60
UP TO 6 HOURS	£1.80
UP TO 7 HOURS	£2.20
UP TO 8 HOURS	£2.40
OVER 8 HOURS	£2.80
Buses and coaches – Any length of stay	£2.00

PEEBLES (Contd)**GREENSIDE AND SWIMMING POOL CAR PARKS***Charges only applicable on **Monday to Saturdays** – 8.30am – 5.30pm

UP TO 4 HOURS	£0.20
UP TO 5 HOURS	£1.60
UP TO 6 HOURS	£1.80
UP TO 7 HOURS	£2.20
UP TO 8 HOURS	£2.40
OVER 8 HOURS	£2.80

MELROSE**MELROSE ABBEY CAR PARK***Charges applicable **Monday to Sunday** (*this changed in Oct 2015 from seasonal ie Apr to Oct to all year round*) – 9.30am - 5.00pm

0 – 1 HOUR	£0.50
1 – 4 HOURS	£1.00
4 – 6 HOURS	£1.50
OVER 6 HOURS	£2.00
Buses and Coaches	£5.00

Gala, Hawick and Melrose have Surcharges/Excess Charges/Irregular Parking Charges of £20.00 with the reduced charge of £10 if paid within 10 days

Peebles have Surcharges/Excess Charges/Irregular Parking Charges of £40.00 with the reduced charge of £20 if paid within 10 days

Peebles has the voucher system with the Swimming Pool where the customer of that car park are refunded £0.20 ie the initial car parking fee

Melrose – Historic Scotland own part of the car park and share in any surplus. They therefore need to be consulted on any proposed changes

Hawick – **Health Centre and Common Good** also need to be taken into consideration

Permits

A number of the car parks have permit systems available.

There are currently 177 permits in operation.

- 160 Residents permits at £26.00 per year,
- 5 High Street only permits at £60 per year
- 3 Visitors permits at £41.50 per year.

Name	Charging Days	Charging Hours	Charges	Car park spaces	Disabled bays	Paypoint Machines	Coach Spaces	M/C Spaces	Electric bays	Taken from Parking Attendant's Dec 2020 survey			surveys		
										No. of occupied spaces	No. of spaces	occupancy rate	All day occupancy/ permit etc	Occupancy rate (survey Dec 2019)	
GALASHIELS															
High Street car park machine 1 & 2	Mon-Sat	9.30 am - 5.00 pm	Up to 2 hours 50p, up to 3 hours £1, over 3 hours £5	107	6	2	0	1		91	107	85%	75%	47%	
Stirling Place car park	Mon-Sat	9.30 am - 5.00 pm	Up to 2 hours 50p, up to 3 hours £1, over 3 hours £5	13	1	1	0	0		12	13	92%	76%	49%	
Stirling Street car park	Mon-Sat	9.30 am - 5.00 pm	Up to 2 hours 50p, up to 3 hours £1, over 3 hours £5	41	2	1	0	0	2	40	41	98%	50%	44%	
Ladhope Vale	Mon-Sat	9.30 am - 5.00 pm	Up to 3 hours 50p, over 3 hours £2	33	2	1	0	1		23	33	70%	45% 10 of these are permits	76%	
Hall Place car park	Mon-Sat	9.30 am - 5.00 pm	Up to 3 hours 50p, over 3 hours £2	27	0	1	0	0		25	27	93%	82% 13 of these are permits	58%	
HAWICK															
O'Connell Street car park	Mon-Sat	8.30 am - 5.30 pm	Up to 1 hour £0.40, up to 2 hours £0.60, up to 3 hours £0.90, up to 4 hours £1.20, up to 5 hours £1.60, up to 6 hours £1.80, up to 7 hours £2.20, up to 8 hours £2.40, over 8 hours £2.80	28	1	1	0	0		23	28	82%	53% 10 of these are permits	63%	
Walters Wynd	Mon-Sat	8.30 am - 5.30 pm	As above	14	0	1	0	0		14	14	100%	57% 5 of these are permits	72%	
Health Centre car park (Teviot Road)	Mon-Sat	8.30 am - 5.30 pm	As above	12	0	1	0	0		9	12	75%	25% 1 is a permit holder	50%	
Cross Wynd car park	Mon-Sat	8.30 am - 5.30 pm	As above	12	0	1	0	0		9	12	75%	50% 8 of these are permits	40%	
Allars Crescent car park	Mon-Sat	8.30 am - 5.30 pm	As above	9	0	1	0	1		8	9	89%	78%	76%	
Heart of Hawick	All Days	N/A	Blue Badge holders only	0	7	0	0	0	1	5	7	71%	71% plus 3 cars parked illegally	64%	
MELROSE															
Abbey car park	Mon-Sun	9.30 am - 5.00 pm	Up to 0-1 hours £0.50, 1-4 hours £1, 4-6 hours £1.50, over 6 hours £2, Coaches 0-7.5 hours	24	2	1	4	1	2	23	24	96%	60%	50%	
PEEBLES															
Edinburgh Road car park Machine 1,	Sat only	8.30 am - 5.30 pm	Up to 2 hours £0.20, up to 3 hours £0.90, up to 4 hours £1.20, up to 5 hours £1.60, up to 6 hours £1.80, up to 7 hours £2.20, up to 8 hours £2.40, over 8 hours £2.80	186	10	3	4	1		149	186	80%	34%	92%	
Swimming Pool car park	Mon-Sat	8.30 am - 5.30 pm	Up to 4 hours £0.20, up to 5 hours £1.60, up to 6 hours £1.80, up to 7 hours £2.20, up to 8 hours £2.40, over 6 hours £2.80	36	2	1	0	0		10	36	28%	5%	45%	
Greenside car park	Mon-Sat	8.30 am - 5.30 pm	Up to 4 hours £0.20, up to 5 hours £1.60, up to 6 hours £1.80, up to 7 hours £2.20, up to 8 hours £2.40, over 6 hours £2.80	47	2	1	0	1		44	47	94%	51%	68%	

Permits	
Permits for January 2020-December 2020 =	174
Permits for January 2019-December 2019 =	188
Permits for January 2018-December 2018 =	160

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