# Public Document Pack



**SCOTTISH BORDERS COUNCIL**
**THURSDAY, 13 MAY, 2021**

A MEETING of the SCOTTISH BORDERS COUNCIL will be held  VIA MS TEAMS on

THURSDAY, 13 MAY, 2021 at 10.00 AM

J. J. WILKINSON,
Clerk to the Council,
6 May 2021

| | BUSINESS | |
|---|---|---|
| 1. | **Convener's Remarks.** | |
| 2. | **Apologies for Absence.** | |
| 3. | **Order of Business.** | |
| 4. | **Declarations of Interest.** | |
| 5. | **Minute** (Pages 5 - 20)<br><br>Consider Minutes of Scottish Borders Council held on 19 and 25 March 2021 for approval and signing by the Convener.  (Copies attached.) | 2 mins |
| 6. | **Committee Minutes**<br><br>Consider Minutes of the following Committees:-<br><br>(a)    Peebles Common Good Fund      24 February 2021<br>(b)    Chambers Institution Trust      24 February 2021<br>(c)    Major Contract Governance      2 March 2021<br>(d)    Pension Fund      4 March 2021<br>(e)    Audit & Scrutiny      8 March 2021<br>(f)    Hawick Common Good Fund      16 March 2021<br>(g)    Galashiels Common Good Fund      18 March 2021<br>(h)    Eildon Area Partnership      25 March 2021<br>(i)    Planning & Building Standards      29 March 2021<br>(j)    Tweeddale Area Partnership      30 March 2021<br><br>(Please see separate Supplement containing the public Committee Minutes.) | 5 mins |
| 7. | **Build Back a Better Borders Recovery Fund** (Pages 21 - 30)<br><br>Consider report by Service Director Customer and Communities.  (Copy attached.) | 20 mins |
| 8. | **Enterprise Mobility for Social Care - Delivering on the Digital Strategy** (Pages 31 - 66) | 15 mins |

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| | Consider report by Executive Director Finance and Regulatory. (Copy attached.) | | |
| 9. | **Fees and Charges 2021/22** (Pages 67 - 70)<br><br>Consider report by Executive Director Finance and Regulatory. (Copy attached.) | 10 mins |
| 10. | **Galashiels Community Campus Update Report** (Pages 71 - 78)<br><br>Consider report by Service Director Assets and Infrastructure. (Copy attached.) | 20 mins |
| 11. | **Motion by Councillor Bell**<br><br>Consider Motion by Councillor Bell in the following terms:-<br><br>"This Council, following the departure of the UK from the EU in January this year, welcomes the UK announcement that the Shared Prosperity Fund will be launched in 2022.<br><br>Given the timescale, we also welcome the invitation to apply for interim funding through the UK Community Renewal Fund. This funding will enable community organisations, statutory bodies and non-government organisations to pilot new programmes and approaches to community renewal and hopefully lay the foundations for applications to the Shared Prosperity Fund when it becomes operational.<br><br>Despite the extremely short deadline, we support our officers in the work they are doing to ensure bids are now submitted and hope their endeavours will ensure Borderers receive their full share of funding over this period." | 5 mins |
| 12. | **Open Questions** | 15 mins |
| 13. | **Any Other Items Previously Circulated** | |
| 14. | **Any Other Items Which the Convener Decides Are Urgent** | |
| 15. | **Private Business**<br><br>Before proceeding with the private business, the following motion should be approved:-<br><br>"That under Section 50A(4) of the Local Government (Scotland) Act 1973 the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in the relevant paragraphs of Part 1 of Schedule 7A to the aforementioned Act." | |
| 16. | **Committee Minutes**<br><br>Consider private Sections of the Minutes of the following Committees:-<br><br>(a)    Peebles Common Good Fund      24 February 2021<br>(b)    Major Contract Governance      2 March 2021<br>(c)    Pension Fund      4 March 2021<br>(d)    Hawick Common Good Fund      16 March 2021<br><br>(Please see separate Supplement containing private Committee Minutes.) | |

**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.**

Please direct any enquiries to Louise McGeoch Tel 01835 825005
email lmcgeoch@scotborders.gov.uk

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# <u>SCOTTISH BORDERS COUNCIL</u>

MINUTE of MEETING of the SCOTTISH BORDERS COUNCIL held via Microsoft Teams on 19 March 2021 at 10.00 a.m.

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Present:-        Councillors D. Parker (Convener), S. Aitchison, A. Anderson, H. Anderson, J. Brown, S. Bell, K. Chapman, C. Cochrane, G. Edgar, J. A. Fullarton, J. Greenwell, C. Hamilton, S. Hamilton, S. Haslam, E. Jardine, H. Laing, J. Linehan, S. Marshall, W. McAteer, T. Miers, D. Moffat, S. Mountford, D. Paterson, C. Ramage, N. Richards, E. Robson, M. Rowley, H. Scott, S. Scott, E. Small, R. Tatler, E. Thornton-Nicol, G. Turnbull, T. Weatherston

In Attendance:- Executive Director (Corporate Improvement & Economy), Executive Director (Finance and Regulatory), Service Director Assets & Infrastructure, Service Director Customer & Communities, Service Director HR & Communications, Service Director Young People, Engagement & Inclusion, Chief Operating Officer Adult Social Work & Social Care, Clerk to the Council.

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1.  **CONVENER'S REMARKS**
    The Convener welcomed Councillor Linehan to her first Council meeting following her election at the recent By-Election in the Leaderdale and Melrose Ward.

2.  **FINANCIAL STRATEGY & RESOURCES 2021/22 - 2025/26**
    There had been circulated copies of a report by the Executive Director, Finance and Regulatory providing details of the estimated revenue and capital resources available for financial year 2021/22 following publication of the Local Government Finance Settlement (LGFS) on the 1st February 2021 and the subsequent approval of the Local Government Finance Order approved by Parliament on the 10th March 2021.  The report recommended the financial strategy to be followed by the Council next financial year, identified the financial constraints and major risks to be addressed and outlined the process supporting the construction of the draft revenue and capital Financial Plans for 2021/22 as well as draft plans for future years.  The Corporate Management Team had supported Members to set a corporate revenue and capital budget, meeting identified pressures facing the Council. These pressures had arisen from a variety of factors but were principally due to the anticipated continuing constraints on external revenue and capital funding from central government, the uncertainty around national pay negotiations, the increasing pressures from demographics, particularly the increasing numbers of older people requiring care services, as well as general inflation.  The budget development process had been conducted to ensure that the financial plans of the Council were aligned with its business and people planning objectives and the level of resources available.  The report explained that total revenue resources of £314.657m were available to Elected Members assuming the Council accepted the 2021/22 settlement offer from Scottish Government.  The Council agreed on the 25th February 2021 to freeze Council Tax at the 2020/21 rates  and accept funding of £1.955m provided by Scottish Government for this purpose, this funding being broadly comparable to a 3% increase.  The benefits, in terms of financial stability and effective change management, derived from adopting a longer term corporate approach to the revenue and capital planning process were widely accepted.  Financial year 2021/22 represented the fourth year of the revenue 5 year financial plan for the Council first agreed in February 2018.  It was anticipated members would continue to adopt a longer term approach to financial planning and consequently the estimated resources available over the following four financial years were also shown.  These estimates would continue to be updated annually as the detail of the financial settlement from Scottish Government became known. The Council approved a revised approach to organisational change under the banner of 'Fit for 2024' when the budget was set for 2019/20 in February 2019.  This approach was reshaping the transformation programme ensuring individual projects were more cross-cutting and focused on joined up business process

review.  The Fit for 2024 programme had been a strong driver in developing financial plan proposals for the 5 year period of the plan.  In line with previous Audit Scotland recommendations scenario planning had once again been used to model a range of scenarios with regard to Scottish Government grant, Council Tax increases and estimated future inflation and this analysis is included in Appendix 2 to the report.  The report also sought approval of the financial strategy for the Council covering the period 2021/22 – 2025/26.  The strategy provided the overall framework for the financial management of the Council and covered the revenue budget, capital investment plan, the Council's treasury management arrangements and the recommended policy on reserves.  The 2021/22 budget had been prepared against a background of significant financial uncertainty caused by the COVID-19 pandemic.  The impact of COVID-19 on wider society had been profound and this in turn had significant implications for the Council's finances and its service delivery model.  It was anticipated that these impacts would continue to be felt for some time to come, even once lockdown restrictions were raised.  The Council's financial strategy had been adapted accordingly using the best information available at this time. A risk based approach had once again been used to set the level of recommended balances to be held in contingency recognising the uncertainty caused by the Pandemic.  In response to question on the likely allocation of further funding, the Executive Director advised that Scottish Borders Council normally received around 2.2% but this could vary depending on the type of funding..

**DECISION**
**AGREED to:-**

**(a)**    **note the estimated revenue resources for 2021/22 to 2025/26;**

**(b)**    **note the estimated capital resources for 2021/22 to 2030/31 and the requirement to adhere to the prudential code for capital borrowing;**

**(c)**    **approve the financial strategy set out in in the report, including the recommendation to maintain unallocated reserves at £6.315m for 2021/22, having considered the risk register highlighted in Appendix 1 to the report;**

**(d)**    **proceed to consider the proposed Financial Plan for 2021/22; and**

**(e)**    **note that a freeze on Council Tax at current levels was approved by Council on 25th February 2021.**

3.    **CAPITAL INVESTMENT STRATEGY 2021/22**
There had been circulated copies of a report by the Executive Director, Finance and Regulatory presenting Scottish Borders Council's updated Capital Investment Strategy (CIS) supporting the 2021/22 financial planning process. The requirements of the Prudential Code were updated in December 2017 including the recommendation that Councils publish a Capital Investment Strategy to support their Capital Plan.  This strategy therefore supported the strategic investment priorities of Scottish Borders Council through the Capital Plan.  The Capital Investment Strategy was designed to highlight the capital investment priorities and explain how these priorities would assist with the delivery of the Council's Strategic Corporate Plan 2018 -2023.  As such the CIS was structured to reflect the themes of this Corporate Plan.  The document was to be read in conjunction with the Council's 10 year capital investment plan 2021 – 2031 and the Treasury Strategy which provided detail of the Council's Prudential Indicators and set out how the Capital Investment plans (CIP) of the Council would be financed..

**DECISION**
**AGREED to approves the Capital Investment Strategy as contained in the appendix to the report.**

4.    **TREASURY MANAGEMENT STRATEGY 2021/22**

There had been circulated copies of a report by the Executive Director, Finance and Regulatory seeking approval of the Treasury Management Strategy 2021/22.  The Treasury Management Strategy was the framework which ensured that the Council operated within prudent, affordable limits in compliance with the CIPFA Code.  The Strategy for 2021/22 was contained in Appendix 1 to the report and reflected the impact of the Administration's Financial Plans for 2021/22 onwards on the prudential and treasury indicators for the Council.  Figures for the calculation of the Operational Boundary and the Authorised Limit for external debt in 2024/25 and 25/26 had been revised following the identification of inconsistences by the Chair of the Audit Committee following publication of the Council Agenda and an additional paper detailing where the changes had been made had also been circulated for the information of Members.  Members discussed the long term implications of borrowing, the cost of that borrowing and the need for a cautious approach.

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**DECISION**
**AGREED to:-**

**(a)** **approve the Treasury Management Strategy 2021/22 as set out in Appendix 1 to the report;**

**(b)** **note that the draft Treasury Management Strategy was considered by Audit & Scrutiny Committee on 8 March 2021, where it noted the narrowing of the gap between Capital Financing Requirements and Authorised Limit for External Debt and recommended Council give full consideration to this;**

**(c)** **reviews capital expenditure plans going forward to ensure they remained realistic, affordable and sustainable; and**

**(d)** **ensure that the revenue consequences of all capital projects were fully reviewed in all investment decisions.**

5.  **DRAFT 5 YEAR REVENUE AND 10 YEAR CAPITAL FINANCIAL PLANS.**
5.1  Councillor Rowley, seconded by Councillor Haslam, moved approval of the following Motion which had been circulated with the agenda:-

"The Covid 19 pandemic has impacted on all areas of Borders life. This is a  budget which aims to ensure the Council plays its part in the long road to recovery, and in doing so helps our communities, and people, by protecting our environment, making best of use of new technology  and providing the best possible stimulus to our local economy.

This is a budget which addresses many of the challenges we face.  It seeks to Build Back a Better Borders as we recover from the pandemic,  helping our towns, protecting jobs, expanding early years childcare, protecting our most vulnerable people and investing in infrastructure that will enhance our communities, protect our environment and reduce our carbon foot print.

In doing so we aim to work closely with our community planning partners and continue the joint working that has taken place during the last year to improve the well-being and quality of life of all Borderers.

We do this however against a backdrop of continued restrictions in local government finance. COSLA called this year for a fair funding settlement for local government, we did not receive this.

The 2021/22 Local Government Settlement from the Scottish Government offered the Borders little in the way of additional core revenue and capital support at a time when the Council has significant additional Covid costs to manage, alongside falls in income due to the impacts of Covid-19.

Despite this the Conservative and Independent Administration has committed to deploying significant resources to delivering vital major infrastructure in communities across the Borders, including extra care homes for our older people, supporting our social landlords to deliver more warm, sustainable homes in our communities and significant investment in educational and community campuses in Galashiels, Hawick and Tweeddale.

With little flexibility in this year's Local Government Settlement our priority focus is on empowering and investing in our communities across the whole of the Borders.

Building Back a Better Borders will deliver a £500,000 fund to revitalise communities, it will support then in restarting events, assist community groups to recharge activities post-Covid 19, and help our communities to recover and thrive. This is additional to significant other community funding and support for community groups.

We recognise our community groups and volunteer organisations are vitally important to where we live, but are often over-stretched and under-resourced so we are investing in support workers in each locality. They will help groups create their plans, help secure the best funding sources and effectively deliver their projects.

Towns and villages of all scales are central to Borders life and sustain surrounding rural areas. With a focus initially on smaller, often forgotten settlements, we'll invest in a rolling programme of Place Planning, working with communities and businesses across the Borders to identify what every settlement needs and then working to draw in regeneration funding from a growing array of external sources.

We are ready to draw in £93m of capital investment from the Borderlands Inclusive Growth Deal, more from the Edinburgh and South East Scotland City Region Deal and the Borders Railway Blueprint, but we need to do more. This support will help maximise funding coming into the area, reinvigorate communities and regenerate settlements from regeneration funds, with our partners at South of Scotland Enterprise and emerging opportunities including the UK Government programme of Levelling Up Funds.

Support for Food Growing and Cultivating our Communities Growing will encourage more food growing in communities across the region and work with our community planning partners to involve them too. We hope this with will help support the council's developing anti-poverty action plan. They will also support the fantastic work that dozens of community, civic amenity and floral groups do to enhance our towns and villages making them better places to live or visit.

Younger people tell us sustainability needs to be at the heart of all we do. Our exceptional natural environment is a defining character of Borders life, one of the great reasons to live or visit here and our rich natural capital resources are likely to be central to future growth and regeneration. Building on the Council's adoption of the UN Sustainable Development Goals and mainstreaming of Sustainable Development we'll invest in a post that delivers those plans. recognising we are in a new era and more sustainable ways of working will need to come initial funding will come from reducing the significant mileage costs associated with travelling to meetings.

We live in a dispersed rural region where road travel is a daily necessity. Roads impact on our lives daily and consultation has told us they absolutely must remain a high priority for investment now, and in future years too.

We recognise however that a long hard winter and the inevitable restrictions of Covid-19 over a whole year have impacted on our roads network's condition.  We are therefore investing an additional £1,112,000 this year, growing by £510,000 to £1,612,000 in 2022/23.  The additional funding will not go into a general pot but into a clear list of priority upgrades across the Borders defined by road condition and local concerns. Residents will see what they get for their extra commitment.

In total our budget will invest an additional £118.7m in roads bridges and pavements over the course of this plan.

With such an extensive network of smaller rural roads the budget is never enough, but alongside this significant additional funding sits a commitment to do things better, to trial potential new technologies,  and transition to a greater proportion of our road work being a long term improvement not a short-term fix.

Our plant and vehicle fund will see us run ever-fewer dirty diesels through our communities with a £6,000,000 investment to transition to cleaner, more sustainable e-vehicles across much of our fleet.

Our communities and places matter whatever their scale or remoteness so whilst Hawick is benefitting from a huge investment in flood protection we recognise its smaller neighbour, Newcastleton needs support too. Its residents have endured a series of devastating flooding events, so there is a commitment to fund swift community engagement which will then inform feasibility studies into the best options for flood protection alongside significant flood investments.

Empowering our people of all ages, regenerating our settlements (of every size) and enabling every one of our communities to recover and thrive is at the heart of our budget. We are investing for the future in the most important places to us; our people, our places and our communities.  We have already agreed to freeze the Council tax and I now urge you to support the Administration's Budget proposals for revenue and capital set out in our financial plan for 2021/22."

5.2     The Convener advised that 6 amendments to the budget had been tabled and outlined the procedure for the debate and any subsequent votes.

5.3     Councillor Rowley spoke in support of his motion and highlighted the main points within the Administration's budget which was designed to focus on communities.  Councillor Bell spoke on behalf of the Scottish National Party and Liberal Democrats and advised that rather than submit an alternative budget he and his fellow Councillors would be submitting a series of amendments to address issues they had with the Administration's proposals.

5.4     The following amendments were submitted:-

(a)     Councillor Bell moved an amendment to the wording in "Detail" on the Budget line "Local Place Plans" (p.138 of the agenda pack), so it now read –
        "Develop Local Place Plans, in collaboration with our local communities, for settlements across the Scottish Borders as part of a rolling programme.  As an initial commitment to a significant and important area of work, we commit to resourcing new community planning staff to work alongside our planning officers, community groups, community councils and residents with a focus on improving community capacity to engage in the process.
        This will help us deliver Place Plans for communities across the Scottish Borders that will then support community groups and maximise our communities' opportunity to draw in financial support from funding sources including SBC, Scottish Government Regeneration funds, South of Scotland Enterprise, UK Government Levelling Up Fund and any emerging sources to deliver their projects."

        This amendment was accepted.

(b)     Councillor H. Anderson, seconded by Councillor Thornton Nicol moved an amendment to:–
        "(i)     Insert a new budget line under Budget Pressures in the Customer and Communities section with the title "Financial Inclusion Team"; a 2021/22 amount

of £90,000; and text "3 new FTE Financial Inclusion Officers to work with existing Financial Inclusion Officer to combat poverty and maximise benefit uptake; [p.152 of the agenda pack]

(ii) Remove £90,000 from the line Build Back a Better Borders in 2021/22 in the Corporate Section;   [p.138 of the agenda pack]

(iii) Remove £90,000 from the line Covid-19 response and recovery (also in the Corporate Section) for 2022/23 and beyond. [p.138 of the agenda pack]

(c) Councillor Chapman, seconded by Councillor A. Anderson, moved an amendment to-

(i) Insert a new budget line under Budget Pressures in the Customer and Communities section with the title "Additional CAB Funding"; a 2021/22 amount of £15,000; and text "Reinstate and increase budget to address increased welfare pressures and combat poverty; [p.152 of the agenda pack]

(ii) Remove £15,000 from the line Build Back a Better Borders in 2021/22 in the Corporate Section;   [p.138 of the agenda pack]

(d) Councillor Robson, seconded by Councillor H. Anderson, moved an amendment to:-

(i) Insert a new budget line under Budget Pressures in the Health and Social Care section with the title "Foster, Kinship and Through Care Respite Care Provision"; a 2021/22 amount of £25,000 [p.145 of the agenda pack]

(ii) This will be funded from the carry forward of £27,000 into 2021/22 as underspend against Revenue Support Grant, as agreed by the Executive Committee on 16 March 2021, the residual balance of £2,000 to remain as a carry forward."

Councillor Robson agreed to withdraw this amendment following an undertaking that officers would provide a report on how the Council could enhance the existing arrangements in respect of respite care and short breaks for children in kinship and foster care.

(e) Councillor Laing, seconded by Councillor Ramage, moved an amendment to:-

(i) Insert a new budget line under Budget Pressures in the Assets & Infrastructure section with the title "Improving Biodiversity"; a 2021/22 amount of £40,000; and text "New 1 FTE Biodiversity Officer recruited on a one year project basis to work with communities to improve biodiversity and Green Flag accreditation in our public spaces"; [p.141 of the agenda pack]

(ii) Remove £40,000 from the line Build Back a Better Borders in 2021/22 in the Corporate section.  Consideration will be given in the 2022/23 budget round as to whether it is efficacious to continue this project." [p.138 of the agenda pack]

(f) Councillor Robson, seconded by Councillor Brown, moved an amendment to:-

(i) Insert a new budget line under Budget Pressures in the Assets & Infrastructure section with the title "Extending Public Toilet Provision"; a 2021/22 amount of £80,000; and text "Supporting extension of collaborative pilots to ensure appropriate public toilet provision is retained to support tourism and economic recovery"; [p.141 of the agenda pack]

(ii) This will be funded from the carry forward of £229,000 into 2021/22 for Economic Development agreed by the Executive Committee on 16 March 2021, the residual balance of £149,000 to remain with Economic Development."

5.5 Members spoke in support and against the budget proposals and the amendments detailed above.  Following that discussion votes were taken on the amendments detailed above as follows:-

*VOTES*

*Amendment (b) – Moved by Councillor H. Anderson, seconded by Councillor Thornton Nicol:-*
*Budget        -        22*
*Amendment    -        11*
*Abstention    -        1*

*The amendment accordingly fell.*

*Amendment (c) – Moved by Councillor Chapman, seconded by Councillor A. Anderson –*
*Budget        -        21*
*Amendment    -        12*
*Abstention    -        1*

*The amendment accordingly fell*

*Amendment (e) – Moved by Councillor Laing, seconded by Councillor Ramage –*
*Budget        -        22*
*Amendment    -        11*
*Abstention    -        1*

*The amendment accordingly fell*

*Amendment (f) = Moved by Councillor Robson, seconded by Councillor Brown-*
*Budget        -        23*
*Amendment    -        11*

*The amendment accordingly fell*

**DECISION**
**DECIDED:-**

**(a)** **to approve the Motion as detailed in paragraph 5.1 above including the Administration's Budget as contained in Appendix I to this Minute in the Minute Book;**

**(b)** **that officers provide a report on how the Council could enhance the existing arrangements in respect of respite care and short breaks for children in kinship and foster care; and**

**(c)** **to approve the fees and charges schedule with effect from 1 April 2021, as detailed in Appendix II to this Minute in the Minute Book.**

**ADJOURNMENT**
The meeting was adjourned at 1.45pm for lunch and reconvened at 2.15 p.m.

**MEMBER**
Councillor Marshall did not rejoin the meeting.

6. **FINANCIAL PLAN INTEGRATED IMPACT ASSESSMENT (IIA)**
There had been circulated copies of a report by the Service Director HR and Communications providing assurance that any potential equality impacts of the proposals contained within the Council's Financial Plan from 2021/22 had been identified and would be managed accordingly   The report explained that had a legal obligation under the Equality Act 2010, when exercising functions, to have due regard to the need to:

(a)     eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act;

(b)     advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;

(c)     foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

This was known as the Public Sector Equality Duty.  Carrying out and considering the findings of an Equality Impact Assessment (EIA) as part of the decision making process was the method of ensuring "due regard" was paid to the effect of the relevant policy or practice on the Council's obligations under the Public Sector Equality Duty.  The Council also had an obligation under the Fairer Scotland Duty to consider how socio- economic inequalities could be reduced through strategic decisions that were made.  The Council accordingly subjected prospective policies and practices to assessment through an Integrated Impact Assessment (IIA). This addressed potential impacts, both positive and negative, on the Council's duties under the Equalities and Fairer Scotland legislation. Initial Integrated Impact Assessments on the 2021/22 Financial Plan proposals had been undertaken as an integral part of the revenue and capital budget planning processes in order to fully inform decisions proposed by officers and approved by members.  Some of the proposals had been carried forward from previous years and so had already been subject to an impact assessment. Where that was the case they had not been re-assessed at this stage, although might be as the detailed proposals developed. While some of the assessed proposals indicate no impact, it was recommended that any potential impact continued to be monitored, given the nature of the proposals.  The 83 proposals might potentially impact in a positive or negative way on one or more of the Protected Characteristics or Socio- Economic Factors and any potential negative impact would require ongoing management through their implementation stage, in terms of mitigating and alleviating these impacts. Any positive impacts identified at this stage should be maximised during the planning and implementation stage of the proposals.

**DECISION**
**AGREED:-**

**(a)     to note the summary outcomes of the 42 Initial Integrated Impact Assessments undertaken in respect of the 2021/22 Financial Plan proposals as detailed in Appendix 1 to the report; and**

**(b)     that officers undertake further and ongoing Impact Assessment work, as necessary, in respect of these proposals with specific reference to the equality or socio- economic groups on whom there may be a possible impact:**

**(i)     that where there was an identified relevance to the Council's statutory duty and there was a possible positive impact on one or more equality characteristic or socio- economic groups, actions to maximise this impact should be identified and implemented as part of the project planning and delivery of each proposal or project; and**

**(ii)    that where there is an identified relevance to the Council's statutory duty and where there was a possible negative impact on one or more equality characteristic or socio economic group, actions to mitigate and alleviate this impact  should be identified and implemented as part of the project planning and delivery of each proposal or project.**

7.     **PARTICIPATORY BUDGETING**
With reference to paragraph 9 of the Minute of 27 August 2020, there had been circulated copies of a report by the Service Director Customer and Communities providing an update on the Council's Participatory Budgeting (PB) process, including the national position, and

outlining the next steps in delivering a mainstreaming approach.  The report explained that on 29 October 2017, the Convention of Scottish Local Authorities (CoSLA) announced that Council Leaders had agreed that at least 1% of local government budgets would be subject to Participatory Budgeting (PB) by the end of this financial year (2020/21) with the aim of giving communities more influence over decisions on how funding is spent in their local area.  Nationally, whilst some work on PB continued during 2020, the majority of local PB activity (planning or delivery) stopped whilst in response to the pandemic.  As a result CoSLA and Scottish Government had recognised the exceptional circumstance brought about by the pandemic, and the impact this had had on councils ability to meet the 1% Framework Agreement by the end of March 2021. CoSLA Leaders had renewed their support to meet the target of 1% and the Framework Agreement was currently being revised.  In the meantime it was proposed that officers, working alongside colleagues in CoSLA, develop the Council's mainstreaming approach to Participatory Budgeting as detailed within the report.   Members welcomed the report and asked that this work be carried out as quickly as possible.  Councillor H. Anderson suggested that the proposals did not go far enough and moved the following amendment, seconded by Councillor Bell:-

"to delete recommendation 2.1b) and replace with –
(b)     Agrees that Scottish Borders Council mainstreams participatory budgeting in order to give people a direct say in how their money is spent locally.  Decisions on the priorities for council expenditure on road maintenance, and the environment will be decided directly by members of the public on the basis of officer recommendations, through a participative voting method.  The pilot scheme will run from September 2021 through to March 2022 and the pilot budget will be £500k.  A further report on this will be brought back to Council in the Summer."

Members discussed the report and commented on the need for a fair an inclusive outcome for communities.  Councillor Tatler, seconded by Councillor Haslam, moved approval of the recommendations in the report.

*Vote*
*Motion by Councillor Tatler          -        21 votes*
*Amendment by Councillor H Anderson -        11 votes*
*Abstention                          -        1*
*The Motion was accordingly carried.*

**DECISION**
**DECIDED to:-**
 **(a)     note the current status of the approach to delivering a mainstream approach to Participatory Budgeting; and**

 **(b)     receive a further report from the Service Director Customer & Communities on the programme and timescales for meeting the 1% target.**

*The meeting concluded at 3.05 p.m.*

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# SCOTTISH BORDERS COUNCIL

MINUTE of MEETING of the SCOTTISH BORDERS COUNCIL held in via Microsoft Teams on 25 March 2021 at 10.00 a.m.

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Present:-        Councillors D. Parker (Convener), S. Aitchison, A. Anderson, H. Anderson, J. Brown, S. Bell, C. Cochrane, G. Edgar, J. A. Fullarton, J. Greenwell, C. Hamilton, S. Hamilton, S. Haslam, E. Jardine, H. Laing, J. Linehan, S. Marshall, W. McAteer, T. Miers, D. Moffat, S. Mountford, D. Paterson, C. Ramage, N. Richards, E. Robson, M. Rowley, H. Scott, S. Scott, E. Small, R. Tatler, E. Thornton-Nicol, G. Turnbull, T. Weatherston

Apologies:-      Councillor K. Chapman.

In Attendance:-  Chief Executive, Executive Director (Corporate Improvement & Economy), Executive Director (Finance and Regulatory), Service Director Assets & Infrastructure, Service Director Customer & Communities, Service Director HR & Communications, Service Director Young People, Engagement & Inclusion, Chief Legal Officer, Clerk to the Council.

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1.   **CONVENER'S REMARKS**
     The Convener welcomed Netta Meadows who had just taken up post as Chief Executive with the Council on 22 March 2021.

     **DECISION**
     **NOTED.**

2.   **MINUTE**
     The Minute of the Meeting held on 25 February 2021 was considered.

     **DECISION**
     **AGREED that the Minute be approved and signed by the Convener.**

3.   **COMMITTEE MINUTES**
     The Minutes of the following Committees had been circulated:-

     (a)   Tweeddale Area Partnership          19 January 2021
     (b)   Hawick Common Good Fund          20 January 2021
     (c)   Cheviot Area Partnership             27 January 2021
     (d)   Selkirk Common Good Fund          10 February 2021
     (e)   Audit & Scrutiny                      15 February 2021
     (f)   Civic Government Licensing          19 February 2021
     (g)   William Hill Trust                     23 February 2021
     (h)   Lauder Common Good Fund          23 February 2021
     (i)   Planning & Building Standards       1 March 2021
     (j)   Pension Board                        4 March 2021
     (k)   Sustainable Development             5 March 2021
     (l)   Executive                            16 March 2021

     **DECISION**
     **APPROVED the Minutes listed above subject to paragraph 4 below.**

4.   **COMMITTEE RECOMMENDATION**
     There had been circulated copies of the recommendation from the Executive Committee meeting held on 16 March 2021 seeking approval of the finalised Food Growing Strategy.

**DECISION**
**AGREED to approve the recommendation to approve the finalised Food Growing Strategy and Action Plan for adoption including an additional section outlining the potential benefits from collective management of Council-owned allotments by plot holders.**

5.  **REVIEW OF COMMUNITY FUND 2021/2022**
    With reference to paragraph 9 of the Minute of 27 August 2020, there had been circulated copies of a report by the Service Director Customer and Communities presenting the findings of the recent review of the Community Fund and proposes a number of changes to the fund for 2021/22. The report explained that at its meeting on 27 August 2020, Council agreed that each Area Partnership establish a mechanism to review the findings of the Scottish Community Development Centre (SCDC) Report on the Community Fund and to make recommendations for further public consultation within each locality. The report proposed a number of immediate changes to the Community Fund to take effect from 1 April 2021, and that a report was brought back to Council on the outcomes of these changes after one year of operation, with further recommendations as appropriate. The Council was continuing to respond to the current Covid-19 pandemic and working with communities through the Community Assistance Hubs. The learning from this work would be taken into account and how ongoing arrangements evolved. It was acknowledged that one size did not fit all and that the proposed changes would allow flexibility. The need for uniform scrutiny and evaluations across all Area Partnerships was important and training and support would be offered. Members commented on the operation of the fund in their areas and the need to involve groups in addition to community councils. Councillor Rowley proposed the addition of a further recommendation "to agree that, from April 2021, the current evaluation regime for applications is extended to any body/organisation which receives a grant award from any part of the Community Fund" and this was unanimously accepted.

    **DECISION**
    **AGREED:-**

    (a)  **to continue to ring fence grants made to Community Councils, Village Halls and Festival Grants within the Community Fund for 2021/22;**

    (b)  **the changes to the Community Fund detailed in the report, to come into effect on 1 April 2021, with a review after one year of operation;**

    (c)  **to receive a further report on the outcome of these changes after one year of operation, and to make further recommendations as appropriate;**

    (d)  **to note that in parallel to these changes, the review of Area Partnerships will continue to progress and the thinking around future models will evolve;**

    (e)  **to note the Community Fund budget as detailed in the report;**

    (f)  **to note the development and next steps for the Community Fund as detailed in the report; and**

    (g)  **that, from April 2021, the current evaluation regime for applications was extended to any body/organisation which received a grant award from any part of the Community Fund.**

6.  **FIT FOR 2024: REVIEW OF AREA PARTNERSHIPS - OUTCOMES AND NEXT STEPS**
6.1  With reference to paragraph 7 of the Minute of 27 August 2020, there had been circulated copies of a report by the Service Director Customer and Communities presenting the outcomes of each Area Partnership's review in relation to the report from the Scottish

Community Development Centre (SCDC).  The report explained that at its meeting on 27 August 2020, Council agreed that each Area Partnership establish a mechanism to review the findings of the SCDC Report regarding the future of Area Partnerships and to make recommendations for further public consultation within each locality.  It was agreed that arrangements in each locality were to be developed at a grass roots level using a bottom up approach. The report presented proposals for wider public consultation and supported the empowerment of each Area Partnership to discuss, agree and implement further improvement mechanisms within each of their localities. The report also proposed the requirement to build community capacity in order to support the further development of Area Partnerships.  The Council was continuing to respond to the current Covid-19 pandemic and working with communities through the Community Assistance Hubs.  The learning from this work would be taken into account in regards to how ongoing arrangements evolve.  Appendix A to the report detailed the approach suggested by each of the Area Partnerships.  There were a number common proposals including:-

- The majority would like to see Area Partnerships remain a committee of the Council, although some see this as an interim position until further capacity can be built to take on more of the Area Partnership functions in the future.
- A consideration to be given for all Committee Members to have equal voting rights or the flexibility to establish a separate entity or body at a future date which focuses on strategic issues.
- A revision and refreshment of Locality Plans & Action Plans to ensure that they are fit for purpose and reflect local needs and demands.
- The flexibility to set up sub-groups or sub-committees in the future that could take on specific tasks or projects.
- A desire to become more involved in setting the Area Partnership Agendas and to include other partners and agencies in relation to service updates.
- Being consulted on the appointment of Area Partnership Chairs, and the flexibility of rotating Chairs or sharing Chairing responsibilities in the future.
- The flexibility to hold Area Partnerships on different days and times and promotion of Area Partnerships to a wider audience.

It was proposed that public consultation was undertaken on all of the above within each locality from April-June 2021.  This would include as wide engagement as possible with Community Councils, Community Planning and other third sector partners, access groups, other key organisations and stakeholders.  A report would then be brought back to Council which would detail the outcomes of the consultation for further discussion.  Alongside the consultation, officers would give further consideration to the proposals and how these could be implemented given the types of models in operation in other areas.

6.2   Members discussed the report and highlighted the need to involve greater numbers of people in Area Partnerships from more areas of the community.  Some Area Partnerships were more successful than others and it was felt that unless they could demonstrate value to communities people would not take part.

**DECISION**
**AGREED:-**

(a)   **to note the emerging common proposals from the recent review by each Area Partnership as detailed in the report and the ongoing evolvement of the current arrangements in line with community empowerment and the findings of the SCDC report;**

(b)   **that the outcomes of the review were taken forward for local public consultation in each locality to be held from April – June 2021, with a further report being brought back to Council in the autumn;**

(c) to note that community capacity building requirements would be needed to fully support the further evolvement of Area Partnerships within each locality; and

(d) to note that digital requirements would be needed to fully support the further evolvement of Area Partnerships within each locality, and that these would be addressed through the Council's Digital Strategy.

**DECLARATIONS OF INTEREST**
Councillors H. Anderson, Moffat, Paterson and Tatler declared an interest in the following item of business in terms of Section 5 of the Councillors Code of Conduct and left the meeting during the discussion.

7. **COVID DISCRETIONARY FUND**
With reference to paragraph 6 of Executive Committee held on 19 January 2021, there had been circulated copies of a report by the Executive Director, Finance and Regulatory providing an update on the Borders Discretionary Support Fund and a proposed methodology for delivering this funding to local businesses. The report explained that the Council was initially provided with a grant of £672,021 from Scottish Government to administer a COVID-19 Local Authority Discretionary Fund. This funding package was subsequently increased from £672,021 to £3,100,000. The key aim of the fund, agreed by Executive on 19 January 2020 was to help mitigate the short-term financial challenges that were currently being experienced by local businesses that had not been able to access support from Scottish Government since October 2020. The application process for the fund was available on line during the month of February, with approximately 500 applications received through an on-line application process. A methodology and suggested funding allocation based on need and the number of eligible applicants had been developed by officers to try to distribute the funding in a fair and reasonable manner to businesses throughout the Scottish Borders. In doing so officers had placed emphasis on the range of support available to businesses, the need to ensure the support provided to each business was material enough to make a difference and also as far as possible to ensure the funding provided recognised the relative size of businesses. The intention was to fully expend the one off funding available. Subject to approval it was intended to initiate payments to businesses by the end of March. Members welcomed the report and supported the approach to try and make payment where possible.

**DECISION**
**AGREED:-**

(a) the methodology and funding allocations proposed to distribute the funding for the Borders Discretionary Support Fund as set out in the report;

(b) to note that based on current information and subject to final checks 447 local Borders based businesses would benefit from the discretionary fund; and

(c) to note that a final report would be brought back to Executive by the end of May 2021 setting out the final numbers and types of businesses assisted by the Borders Discretionary Support Fund.

8. **CONSULTATION ON NEW POWERS TO LICENSE SEXUAL ENTERTAINMENT VENUES**
With reference to paragraph 15 of the Minute of 27 August 2021, there had been circulated copies of a report by the Executive Director, Finance and Regulatory on the responses received to the Stage 1 consultation on whether the Council should resolve to licence sexual entertainment venues (SEV's) in the Scottish Borders area. At its meeting on 27 August 2020, Council agreed that a Stage 1 consultation on whether the Council should resolve to licence SEV's should be carried out and instructed the Executive Director Finance and Regulatory Services to do so. Following the conclusion of the stage 1 consultation on 14 February 2021, 80 responses had been received and these responses were detailed in Appendix 1 to the report. The responses received to the stage 1 consultation were overwhelmingly in favour of the Council adopting a Resolution to licence SEV's and it was

therefore recommended that Council do so. Thereafter Council would need to prepare a SEV Policy Statement and a further stage 2 consultation would be required on the content of that policy.  Members welcomed the report and looked forward to the policy being in place.

**DECISION**
**AGREED to:-**

**(a)    adopt a resolution to licence SEV's; and**

**(b)    instruct the Executive Director Finance and Regulatory Services to prepare a draft SEV Policy Statement and to subsequently report to Council on the content of that Draft prior to the stage 2 consultation.**

9.    **OPEN QUESTION**
The question submitted by Councillor Laing was answered.

**DECISION**
**NOTED the reply as detailed in Appendix I to this Minute.**

**MEMBER**
Councillor H. Scott left the meeting.

10.    **PRIVATE BUSINESS**
**DECISION**
**AGREED under Section 50A(4) of the Local Government (Scotland) Act 1973 to exclude the public from the meeting during consideration of the business detailed in Appendix II to this Minute on the grounds that it involved the likely disclosure of exempt information as defined in Paragraphs 1, 6, 8 and 9 of Part I of Schedule 7A to the Act.**

**SUMMARY OF PRIVATE BUSINESS**

11.    **Minute**
The private section of the Council Minute of 25 February 2021 was approved.

12.    **Committee Minutes**
The private sections of the Committee Minutes as detailed in paragraph 3 of this Minute were approved.

*The meeting concluded at 11.55 a.m.*

**OPEN QUESTION**

**<u>Question from Councillor Laing</u>**

<u>To Executive Member for Enhancing the Built Environment and Natural Heritage</u>
Planning conditions that are unenforced can lead to a loss of trust by communities in the decision-making and consultation process, to the extent that they are asking "What's the point?" when it comes to expressing their views.

Can the Executive Member comment on this issue and give council some reassurance that enforcement of planning conditions becomes more robust?

Just as an example - although I am not asking you to comment on this specifically – there have been a lot of complaints about an unenforced planning condition in Ayton.

<u>Reply from Councillor Mountford</u>
The Council issues approximately 1000 planning decision notices a year that contain planning conditions, with permissions having between one and perhaps 30 or more conditions attached depending upon the complexity of the proposal. The responsibility for complying with these conditions rests completely with the developer undertaking the works and, in the bulk of cases, developers meet their obligations fully and satisfactorily.

I recognise, though, that there are occasions where developers may fail to meet that obligation, whether inadvertently or otherwise.

Where that happens, the Council has a robust system in place for pursuing all breaches of planning control and works without warrant. The Council's Enforcement Service comprises a team leader and two enforcement officers to cover the whole of the Scottish Borders.

On average, the team receives 250 new cases each year involving both breaches of planning control and works without a warrant, among the other responsibilities they look after. The majority of these issues are dealt with successfully by the team and in doing so we rely on ongoing engagement with the public to highlight any concerns they may have with respect to non-compliance with planning conditions, unauthorised development, or works without a building warrant.

I want to reassure Cllr Laing that that we take our enforcement responsibilities seriously and will always undertake to investigate breaches where they are brought to our team's attention. Enforcement staff will be happy, I am sure, for Cllr Laing to discuss the individual case to which she refers and to consider any steps necessary to address any concerns that have been raised.

<u>Supplementary</u>
Councillor Laing felt there was no mechanism for communities to raise such problems and asked that the Planning Working Group look at putting a process in place for the community when conditions remained unenforced.  Councillor Mountford advised that he would be happy to look at that.

# BUILD BACK A BETTER BORDERS RECOVERY FUND

## Report by Service Director Customer and Communities

## SCOTTISH BORDERS COUNCIL

## 13 May 2021

1    **PURPOSE AND SUMMARY**

1.1    **This report outlines proposals for the administration of the Build Back a Better Borders Fund which was agreed within the Council's Financial Plan on 19 March 2021.**

1.2    This new fund has been established in response to the Covid-19 pandemic, and, in recovery from it, will provide support for initiatives, projects or events that will "re-boot" or "kick start" activities relating to sport, culture, tackling environment and climate change issues in the year of COP26 (26th Conference of the Parties to the Convention) or volunteering, and therefore strengthening community capacity, resilience and engagement.

1.3    The Fund, due to its focus on communities, will be allocated to each of the five localities and will be managed through each Area Partnerships in line with the Scottish Community Development Centre (SCDC) Report recommendations of empowering communities, improving transparency of the grant making process and being part of decision making at a local level.

1.4    The focus of the Fund is to support those most in need to recover from the pandemic.  There are a number of recent studies that have highlighted that those in particular SIMD areas have been disproportionally impacted as a result of Covid-19, and the risk of falling into poverty and extreme poverty is therefore considerably higher to those who were already vulnerable.  In line with national and local policies such as Fairer Scotland Duty (including the Child Poverty (Scotland) Act), UN Sustainable Development Goals, Scottish Borders Council's Anti-Poverty Strategy and Child Poverty Action Plan, it is therefore proposed that the budget allocation is based on an 80%/20% split of population and Scottish Index of Multiple Deprivation (SIMD), which is detailed at section 5.  A draft framework for the Fund is detailed at Appendix 1.

1.6    Applications will be invited from 1 June 2021 to 31 May 2022, will be assessed by officers and presented to each Area Partnership for consensus. If consensus is not reached, it will be for Elected Members to make the decision, with the Chair having the casting vote.

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1.7 In order to expedite the Fund efficiently and effectively, there may be a requirement to convene additional Area Partnership meetings if there is a high level of applications.

## 2 RECOMMENDATIONS

2.1 **I recommend that Council:**

**(a)** **Approve the proposed funding model as detailed in Appendix 1.**

**(b)** **Agree the funding allocation to each locality on the basis of 80%/20% population and SIMD as detailed at section 5.**

## 3    BACKGROUND

3.1   On 1 March 2020 the first death in Scotland from Covid-19 was announced. Over the coming weeks and months, the impact of the pandemic and the two phases of lockdown has had a significant impact on our communities and local community groups within the Borders.

3.2   We are aware that there are a number of emerging themes and issues for those in our communities as a result of the pandemic – health and physical activity, loneliness and social isolation, mental health and wellbeing, lack of community cohesion, environmental issues, lack of money and opportunities for groups to generate income.

3.3   In line with stated government policy in both Holyrood and Westminster, local government has been challenged to ensure that, post COVID, there is a return to a life where there is opportunity for everybody, irrespective of means, to enjoy a quality of life which is enhanced beyond that which existed pre-COVID.

3.4   Charged with that ambition it is necessary to provide a financial means to encourage and provide the opportunity for this to happen, for the greater cohesion of all communities and those who live therein, building on the atmosphere created by so many willing volunteers and helpers, who provided such valiant service during the pandemic.

3.5   This fund is about communities coming together and collaborating so that all sections of society and communities can engage and play their part in the Borders recovery.

3.6   Applications will be encouraged for projects and events which increase or improve access to sport or arts and culture to enhance community wellbeing and tackle social isolation.

3.7   Projects and events that improve the local environment or make a contribution to sustainability, in line with the UN Sustainable Development Goals and the Council's Climate Change Checklist and Food Growing Strategy.

3.8   Applications to increase or improve community capacity, resilience and engagement will be invited as well as applications that enhance and support both formal and informal volunteering.  Applications for initiatives that recognise those that have given service to their communities during the pandemic, will also be welcomed in light of the overwhelming response from communities over the last year.

3.9   Applications for intergenerational projects and events will also be invited, and those that can provide support to the socially isolated.

3.10  On 27 August 2021, Council noted the recommendations within the SCDC report in relation to community empowerment, improved transparency of grant making process and communities being involved in decision making at a local level.

3.11 One-off Funds with specific timescales and criteria have previously been assessed by officers and then went forward for decision making at Executive or Council.  In line with the recommendations within the SDCD report, it is being proposed that this should change, with the Recovery Fund being managed through each Area Partnership with consensus and decision making at a local level.

3.12 However, it is recognised that there is a great deal of work being undertaken by Working Groups within each Area Partnership in reviewing their current Community Fund arrangements, and it would therefore be an extremely difficult ask of them to expedite this fund within the timescales, given that the launch date is 01 June 2021 and that arrangements within all areas are still being finalised.

3.13 In order to reduce the burden for Area Partnerships until they have appropriate assessment arrangements in place, it is therefore proposed that applications will be assessed by officers and presented to each Area Partnership for consensus.  If consensus is not reached, it will be for Elected Members to make the decision, with the Chair having the casting vote.

3.14 Communities and community groups will require a range of support in order to recover from the impact of the pandemic, and the Build Back a Better Borders Recovery Fund is one element that can assist by funding being dispersed in a timely and effective manner.

## 4    KEY POINTS OF PROPOSED FUND

4.1   A focus for this funding will be areas of those most in need.  There are a number of recent studies and reports by organisations such as the Joseph Rowntree Foundation (JRF's UK Poverty Grassroots Action Group), the Trussell Trust, Scotland's Wellbeing Group etc., that have highlighted that in general terms, those in high SIMD areas have been more impacted as a result of Covid-19.  Therefore the risk of falling into poverty and extreme poverty is likely to be borne unequally, widen inequalities and produce disproportionate impacts for those groups that already face particular challenges.

4.2   The Scottish Index of Multiple Deprivation (SIMD) is a recognised tool for identifying the places in Scotland where people are experiencing disadvantage across different aspects of their lives and this has been used to calculate the allocations shown below at Section 5.

4.3   Therefore, given the above, and in line with national and local policies such as Fairer Scotland Duty (including the Child Poverty (Scotland) Act), UN Sustainable Development Goals, Scottish Borders Council's Anti-Poverty Strategy and Child Poverty Action Plan, an 80%/20% population and SIMD split has been proposed.  Applicants must be able to demonstrate that their project or event is a new initiative that will assist in opening up avenues and opportunities for all regardless of circumstance.

4.4   The Build Back a Better Borders Recovery Fund will:

a) Open from 1 June 2021 to 31 May 2022
b) Support local suppliers where possible

    c) Support the Living Wage in relation to staffing costs

    d) Be available to constituted groups (max £15k), and non-constituted (max £5k, with payment through an umbrella body), with a fast track process for applications up to £1.5k

    e) Increase community engagement and capacity

    f) Projects and events must be for <u>new initiatives</u>, meet the required outcomes, and be accessible to all within the community and be free of charge

    g) Projects and events must demonstrate within their applications how they meet at least one of the following outcomes for all within the community:

        i.    Improved access to sport

        ii.    Improved access to arts & culture

        iii.    Increased volunteering capacity

        iv.    Improved or enhanced community capacity, resilience and engagement

        v.    Local environment enhanced in a sustainable way

        vi.    Greater Intergenerational work

4.5    Applicants must also be able to demonstrate within their application that their local communities are coming together and collaborating in the delivery of the above outcomes within their proposals.

4.6    Projects or events should be able to commence when restrictions allow, and must meet and adhere to <u>all</u> applicable Covid-19 guidance. They must also be completed within 6 months of receiving award payment.  Any unspent funds will be transferred to each respective Area Partnership's Community Fund.

4.7    The application forms, guidance, assessment documents and promotion of this fund will look distinctly different to the current Community Fund to ensure that this is clearly seen as an opportunity to apply for ***<u>recovery funding</u>*** at a local level.

4.8    A review of the fund will be carried out after six months of operation with further promotional activity taking place as required.

## 5    BUILD BACK A BETTER BORDERS RECOVERY FUND BUDGET 2021/22

5.1    The Build Back a Better Borders Recovery Fund budget is £500k.  As the focus of this fund is based on those most in need, it is proposed that the allocation will acknowledge those areas that have a higher percentage of deprivation.

5.2 Based on the percentages of 80% population and 20% SIMD estimates, the allocations for each Area Partnership are shown at table 1 below:

| Area | Population | 80% pop/20% SIMD split | £ |
|---|---|---|---|
| Berwickshire | 20,969 | 17.6 | 87,783 |
| Cheviot | 19,433 | 16.0 | 79,926 |
| Eildon | 35,598 | 30.7 | 153,633 |
| T&L | 17,925 | 19.6 | 98,003 |
| Tweeddale | 21,345 | 16.1 | 80,655 |
| | | | |
| **Total** | **115,270*** | **100%** | **500,000** |

*2018 Population Estimate (NRS)

## 6   IMPLICATIONS

### 6.1  **Financial**

There are no further financial implications other than those detailed within the body of the report.

### 6.2  **Risk and Mitigations**

There is a risk that in the event of further Covid-19 restrictions being imposed, that projects/events may not be able to go ahead or complete within 6 months of awards being made.  Flexibility regarding timescales will be required if further restrictions occur.

### 6.3  **Integrated Impact Assessment**

(a)   A focus for this funding will be areas of deprivation and SIMD profiling.  Applicants will be required to demonstrate that their project/event is a new initiative, meet the required outcomes and will assist in opening up avenues and opportunities for all regardless of circumstance.

(b)   In order to support the aims of the fund to reach those most in need, the allocation of funding will be based on an 80%/20% population and SIMD split which recognises and reflects where additional funding and support is required.

(c)   Any staffing costs within successful applications must pay the Living Wage in support of Fairer Scotland Duty.

(d)   It is anticipated that the above allocation formula and Living Wage stipulation will assist in eliminating discrimination, help promote equality of opportunity with those who have equality characteristics as the way in which the recommendations are addressed will be chosen and agreed by the membership of the Area Partnership and the wider community.  The recommendations and guidance will be working to avoid exclusion, tackle inequality and empower local communities.

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6.4 **Sustainable Development Goals**

Projects/events will be assessed against the UN Sustainable Development Goals Checklist, and applicants will need to detail within their applications which specific goals they aim to achieve and what the impact/difference their project will make.

6.5 **Climate Change**

This criteria of this proposed fund will invite applications that enhance the local environment in a sustainable way. Applications will be assessed against the Climate Change Checklist to ensure that they meet the necessary requirements.

6.6 **Rural Proofing**

This is a Borders-wide fund available across five localities, with an 80% /20% population and SIMD split in recognition of those most in need.

6.7 **Data Protection Impact Statement**

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

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

Appropriate changes will be made by the Clerk to the Council (using her delegated authority) to the Area Partnership functions within the Scheme of Administration and the 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**
**Service Director, Customer & Communities**    **Signature ...............................**

**Author(s)**

| Name | Designation and Contact Number |
|---|---|
| Jenni Craig | Service Director Customer and Communities |
| Shona Smith | Communities and Partnership Manager |

**Background Papers: Nil**

**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.  Shona Smith can also give information on other language translations as well as providing additional copies.

Contact us at Shona Smith, Council HQ, Newtown St Boswells, TD6 0SA.  Tel:  01835 826916.  Email:  SMSmith@scotborders.gov.uk

**Build Back a Better Borders Recovery Fund**

**Draft Framework - May 2021**

**This fund will provide support for new initiatives and projects that will support activities to improve access to sport, culture, to tackle environmental issues in the year of COP26 and to strengthen community capacity, resilience and engagement. This Recovery Fund has a focus on those most in need, and is about communities coming together and collaborating so that all sections of society are engaged and everyone can play their part in the Borders recovery.**

| | | **Notes** |
|---|---|---|
| 1. | Fund allocated to each of the five Area Partnerships | An allocation of 80%/20% population and SIMD estimates to reflect need. |
| 2. | Officer assessment and approved at Area Partnerships | |
| 3. | Fund timescales | 01 June 2021 – 31 May 2022 (or until fund is used up). |
| 4. | Criteria | Projects and events must be for **new initiatives** and from the following criteria:<br><br>• Increase or improve access to sport<br>• Increase or improve access to arts and culture<br>• Be in line with Scottish Borders Council/National strategies or policies<br>• Enhance local environment or make a contribution to sustainability - in line with SBC Climate Change Checklist, UN Sustainable Development Goals and Scottish Borders Council Food Growing Strategy<br>• Increase volunteer activity and recognise those that have given service to their communities during the Covid-19 pandemic<br>• Build community engagement, community capacity and resilience<br>• Support local Place Planning<br>• Equipment/public protection measures in relation to increasing or improving access to sport, arts & culture/community participation and engagement<br>• Inter-generational projects<br>• Local suppliers to be used where possible – 1 quote required for expenditure under £1k and 3 quotes required for expenditure over £1k<br>• Any staffing costs must be paid the Living Wage in line with Fairer Scotland Duty<br>• Projects must be available for all within the community and be free of charge<br>• Projects are to be completed within 6 months from receipt of funding<br>• Projects must meet and adhere to all applicable Covid-19 restrictions and guidance |

| | | |
|---|---|---|
| 5. | Funding minimum/maximums | Not for profit organisations: Constituted up to £15k.  Non-constituted up to £5k. Fast Track up to £1.5k |
| 6. | Constituted/non-constituted | Both can apply (Applications must be non-commercial & payment for non-constituted groups will be made through an umbrella body) |
| 7. | Number of applications to the fund | 1 application only per group/organisation |
| 8. | Funding restrictions | Funding to Individuals<br>Restrictions on hospitality (refer to guidance) |
| 9. | Application process | Yes |
| 10. | Assessment process | Yes and will include SIMD information to assist consensus and decision making |
| 11. | Guidance | Yes |
| 12. | Recommendation process to AP's | Officer assessment and consensus/decision making at Area Partnership level |
| 13. | Award Letter | Yes |
| 14. | Evaluation & Monitoring | Yes |
| 15. | Communications Plan required | Yes and with an emphasis on timings – 12 month fund |
| 16. | Year-end reporting to AP & Council | Yes |
| 17. | Unspent funds | Transferred to each Area Partnership's Community Fund |
| 18. | Accounts/Constitutions/Evaluation & Monitoring etc. | Documentation will be in the public domain and information will be included in assessment process (redacted as appropriate) |

# Enterprise Mobility for Social Care – Delivering on the Digital Strategy

**Report by Executive Director Finance and Regulatory**

## Scottish Borders Council

## 13 May 2021

## 1    PURPOSE AND SUMMARY

1.1    **This report proposes the implementation of the first phase of the Council's strategic enterprise mobility platform to digitally connect and empower the Council's frontline social care staff engaged in delivering 'Care at Home' services across the Borders.**

1.2    Scottish Borders Council's Digital Strategy was approved by elected members on the 25th February 2021. The Digital Strategy identified the need to connect mobile front-line workers and provide improved workforce scheduling as a priority. The project to be delivered with CGI and Totalmobile will, as a first phase, deliver the technical platform for mobilising and empowering the front line workforce across the Council and enable the transformation of the delivery of home care services.

1.3    The Council currently delivers more than 1.51 million home care visits per year. These care visits help people to maximise their confidence and independence, living in their own homes wherever possible. These visits are provided by a mix of internal Council and External Care Provision.  360 frontline care workers are directly employed by the Council to undertake approximately 589,000 care visits per year, representing 39% of the total. These staff are supported by 40 agency staff and 19 FTE back office employees. External 3rd party providers deliver approximately 921,000 further visits, currently 61% of the overall total yearly care visits.

1.4    The strategic business drivers for the project along with the benefits envisaged from the new Total Mobile application are explained.  The project will deliver a mix of cashable and non-cashable benefits.  The digital enablers scoped within the attached project business case and summarised in this report, should unlock gross cashable savings of £0.44M - £0.62M per annum with further productivity gains in non-cashable benefits estimated by Total Mobile at up to 30%.  The change management approach and the benefits realisation plan are explained in sections 3.4 and 3.5 of the report.

## 2    RECOMMENDATIONS

2.1  **It is recommend that Council:-**

**(a)  approves the change management plan at paragraph 3.4 and the benefits realisation plan at paragraph 3.5 of this report provided as part of the Business Case for the implementation of phase 1 of the Council's strategic Enterprise Mobility Programme to digitally connect and empower the Council's frontline social care workforce delivering Care at Home services to Border's residents;**

**(b)  notes the Full Business case for the project which is attached to this report;**

**(c ) notes that further phases of the project will be developed over the next 3 year period following the initial role out to Home Care staff.**

## 3    MAIN REPORT

### 3.1  Background

3.1.1    Scottish Borders Council's Digital Strategy was approved by elected members on the 25th February 2021. It sets out a vison for the Council to become the UK's first smart connected rural region, supporting better outcomes for everyone who lives and works in the Borders.

3.1.2    A priority area within the Digital Strategy is to connect mobile front-line workers and provide improved workforce scheduling. Opportunities for this improved capability exist across a number of Council service areas ranging from the provision of care to citizens through to the management of waste services, the maintenance of roads and the Council's extensive property estate.

3.1.3    The Enterprise Mobility Programme (part of the "Fit For 2024" Programme) will address the long-standing issues with digitally connecting front-line workers across all Council services over the next three years.  This will transform employee engagement and the way the Council delivers its front line services. The digital delivery of the right information to the right workers at the right time will create productivity gains and enable efficiencies to be realised, improving customer feedback and the overall quality of service delivered.

3.1.4    This initial delivery, scoped as part of this wider programme, has been prioritised in line with the strategic priorities and value analysis agreed within the Digital Strategy. This initial delivery will complete the first of a number of iterative phases of implementation projects designed to enable the transformation of the delivery of social care services.  As such the Enterprise Mobility (Social Care Phase 1) project will deliver the scope encircled in red in the diagrammatic representation of the programme at Figure 1.

*Figure 1 - programme and project structure for Enterprise Mobility Programme showing scope of Social Care phase 1 project as described in this report and the attached business case*
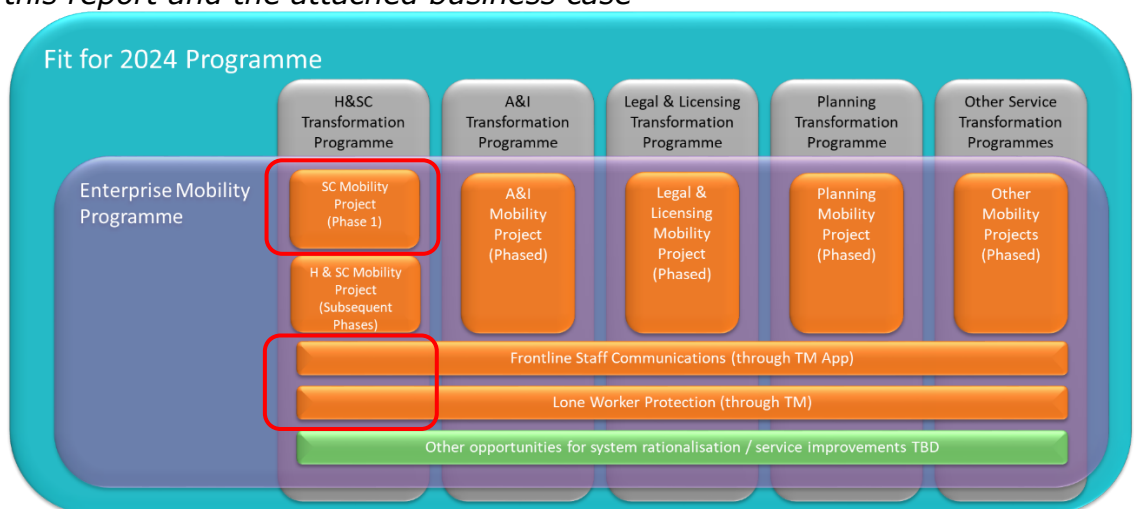
3.1.5　Furthermore, this first phase will also deliver the technical foundational building blocks for both the proposed future phases of the Health & Social Care Mobility project, and for the subsequent roll out of the Enterprise Mobility Programme across other front-line Council services.

## 3.2  The Current Home Care Model

3.2.1　The Council delivers more than 1.51 million home care visits per year. These care visits help people to maximise their confidence and independence, living in their own homes wherever possible,  whilst supporting their improved levels of functioning, providing both mental and physical support along with assisted medication where required.

3.2.2　These visits are provided by a mix of internal staff and contracted external 3rd party care providers. The Council's 360 frontline care workers undertake approximately 589,000 care visits per year (39% of the total), supported by 40 agency staff and 19 FTE back office employees. External 3rd party providers deliver in excess of 921,000 further visits or 61% of the overall total yearly care visits delivered by the Council.

3.2.3　The provision of the internally delivered care packages is currently managed using a social care rota management system (HAS Technology's CM2000), drawing upon data from the social care electronic case management system (Servelec Core Logic's Mosaic).

3.2.4　The CM2000 system is primarily focused on delivering scheduling and real-time monitoring for internally provided social care visits. It will not easily support data and workflow sharing with external providers and it is not a strategic fit for the enterprise wide mobility vision for the Council.

3.2.5　Scheduling of care workers and visits in CM2000 is presently undertaken manually, which takes significant administrative effort. Furthermore, the system, its configuration and its usage present a number of challenges including:

(a)　a high degree of manual intervention is required during its operation,

(b)　it delivers lower than expected/required performance speeds,

(c)　it incurs additional development costs beyond current licences,

(d)　it does not provide an effective individual and group communication mechanism to front-line staff,

(e)　it does not proactively, nor indeed reactively, support lone worker safety for front-line staff,

(f)　it does not successfully support end to end digital processing of visit tracking and outcomes,

(g)　it does not allow staff to record medication administration records digitally,

(h)　it does not provide workflow for different visit types, nor does it track activities at a granular level to provide a measure of visit compliance and  quality to management

(i)　it does not process mileage and overtime claims automatically

These operational challenges have a multifaceted impact on the delivery of service:

<ol type="i" start="1">
<li>They create an unnecessary overhead of back office administrative tasks.</li>
<li>They waste front-line worker time in filling, duplicating and transporting paper based records around the Borders in cars or on public transport.</li>
<li>They put front-line lone-workers at additional risk, without a technical safeguard to fall back on.</li>
<li>They limit the overall quality of care provision that the Council can commit to, and indeed aspire to deliver to recipients of 'Care at Home' services.</li>
</ol>

3.2.6 These delivery impacts directly increase time spent and costs incurred in delivering services that could, subject to business transformation, either be saved or redirected to provide additional care services capacity.

3.2.7 The Care Inspectorate recognises that paper records are limited in value by the currency of the data available, the accuracy of transcription and the physical location of the record of care.

3.2.8 Additionally, the movement of paper records between service users' homes and social care offices creates a risk of data breach through loss or theft that will be effectively mitigated by digitally transforming these processes.

3.2.9 Taken together, these limitations of current systems and processes effectively block significant transformation opportunities in the delivery of Care at Home services.

## 3.3 The Digital Transformation of Care at Home Services – Enabling and Delivering Change

3.3.1 There are a number of strategic business drivers recognised in the scoping of this work with the following overarching needs:
   (a) implement a modern, integrated solution allowing proactive and effective management, monitoring and distribution of Health and Social Care;
   (b) respond to the significant financial pressures driven by Covid-19, ageing demographics, and an increased demand for services across the Health and Social Care Partnership;
   (c) address the challenges in respect of geographical spread and transport provision, to ensure that all residents have access to the services they need, when they need them.

3.3.2 In response to these needs the attached business case proposes to establish an Enterprise Mobility platform. TotalMobile was identified as a strategic choice of vendor due to:
   (i) their platform's position as the UK's preeminent enterprise field workforce management platform and,
   (ii) CGI and TotalMobile having a proven track record of successful delivery of this solution for other Local Authorities across the UK

3.3.3 A scope of works for the digital elements underpinning the delivery of the first phase of the Council's Enterprise Mobility Programme has been

agreed in principle with the Council's ICT and Digital Services strategic partner CGI, to run over 8 months from the end of April 2021 and to be funded within the £34M capital investment agreed by Council on 25 September 2020 as part of the approved contract extension between the Council and CGI to 09/2040.

3.3.4 This initial project phase will:

(i) deliver the Council's new strategic enterprise mobility platform TotalMobile,

(ii) replace the functionality currently delivered to social care by the incumbent rostering system supplier,

(iii) address the system and process challenges identified in paragraph 4.2.5 of this report, and specifically deliver the following new functionality:
   a. Lone worker protection – ensuring automated and manual alerting to TotalMobile's 24/7 alarm centre in real time for carers during and between visits presenting a major step forward for the Council in monitoring the safety of lone workers
   b. Automated processing of mileage and overtime claims providing significant savings in back office administration overhead handling timesheets etc.

(iv) leverage the capital investment already made in perpetual licensing for the TotalMobile product suite and in mobile devices thus supporting the digital vision for the Borders as a smart rural region and funded within the digital transformation capital commitment agreed by Council as part of the CGI contract extension in September 2020,

(v) deliver the first phase of business transformation enabled by the enterprise mobility strategy,

(vi) and, release cashable revenue efficiencies in the Care at Home service (see section 4.5 for details).

3.3.5 The key outcomes for phase 1 of this project are:
(i) An improved experience and better outcomes for the Authority's Care workers

(ii) Improvements in efficiency and wellbeing for care workers

(iii) A reduction in administration effort in relation to visit scheduling and recording overtime

(iv) Embedding technology which supports health and social care partnership solution integration.

(v) Lone worker protection functionality provided through the Total Mobile protect functionality which will be new functionality that does not currently exist for the Authority.

(vi) Improve the service for clients by providing carers with better information re the client needs, medication etc. and improve outcomes for service users via better monitoring of outcomes.

(vii) Provide non cashable savings through productivity gains estimated by Totalmobile through work elsewhere of 30%.

3.3.6    Further phases of the Enterprise Mobility Project (Social Care) will:
  (i)       Integrate Total Mobile with the Council's ERP and Mosaic systems, removing further duplication of effort, and increased efficiency through the removal of paper forms, reduced mileage costs and therefore releasing further potential budget savings.
  (ii)      Schedule person-centred, non-statutory care services delivered by other care providers.
  (iii)     Monitor the provision of care across all providers.
  (iv)     Increase efficiency of provision of care providers within a geographical area.
  (v)      Further support the wider delivery of the Council's digital strategy by extending the solution to external partners, home care providers, health and the third sector.

3.3.7    The full deployment of the wider Enterprise Mobility Programme will then replicate this phased project approach across other front line services including for example, social work, environmental services, roads inspection, health and safety, and planning site visits.  These wider deployments will be scoped separately as part of future delivery phases which will be prioritised by the Corporate Management Team in line with the imperatives agreed and values identified in the Council's Digital Strategy.

## 3.4  The Business Transformation of Care at Home Services - Change Management Approach

3.4.1    Key to successful implementation and realisation of the outcomes described in this report and the attached Project Business Case is the effective management of change. CGI change management consultants will be deployed to support the Council's transformation team and social care staff through the successful delivery of this project.

3.4.2    To provide this support to the social care service a change enablement "Diamond" approach has been used to form the change plan described below.  This addresses the key aspects of change to deliver successful outcomes as shown on Figure 2.

3.4.3    The Diamond approach offers a coherent framework for defining change outcomes through aligning home care and project processes in four key areas:

  • Vision
  • Communication
  • Participation
  • Readiness



Figure 2. Diamond approach

3.4.4    A change management plan has been established across these 4 areas and an initial assessment has been undertaken which assesses current maturity of each. For each of the above change areas a set of deliverables have been defined including a series of associated planned tasks.

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Table 1: Enterprise Mobility Change Management Plan

| Change Aspect | Initiation of Change | Established Change Enablers | Change Milestones/ outcome |
|---|---|---|---|
| Vision | Leverage the Council's Digital Strategy vision to:<br>- engage stakeholders<br>- define ambitions<br>- open dialogue | • Leadership and Governance from the Council's Corporate Management Team | • The Council's vision supported, owned and adopted by internal and external stakeholders |
| Communication | Aligned to Home Care operations, drawing on:<br><br>- peer knowledge sharing<br>- teams specific Yammer<br>- Council wide coms | • Agreed Council Digital Strategy<br><br>• Systems integrator and IT partner – CGI | • A portfolio of relevant and effective communication vehicles that engage and support stakeholders in the change journey |
| Participation | Stakeholder engagement:<br>- citizens<br>- employees<br>- third sector<br>- local businesses<br>- elected members<br>- trade unions | • Engaged supplier – TotalMobile<br><br>• Change design and facilitation expertise | • A set of engaged stakeholders which are informed, consulted and empowered to realise the vision |
| Readiness | Change implementation:<br>- digital skills & competences<br>- sharing implementation success<br>- exploiting lessons learnt<br>- employee change recognition | • CGI and TotalMobile solution implementation expertise<br><br>• The Council's Corporate Change and Value support<br><br>• The Council's projects' change and value support<br><br>• Value realisation management | • A receptive, skilled and competent team exploiting the technology to its full potential, supporting efficient service and effective service delivery |

3.4.5 Once approved, this project will further refine the activities needed to effectively balance change management effort with the stated outcomes during the implementation phase. This will be achieved through the running of implementation workshops in which the joint project team will assess specific change needs, production of training material, creation of collaboration forums for sharing best practice as well as identification and upskilling of change champions to support adoption of new digital working practices.

3.4.6    Inputs will also be provided through coordination with the Council's Digital Strategy team in order to ensure alignment with its objectives and pool synergies with other ongoing digital enablement projects across the Council.

3.4.7    The Council, CGI and TotalMobile will continue to build upon the lessons learned from the successful partnership delivery of far reaching, digitally enabled transformation through the recent deployment phase of the Council's strategic Inspire Learning Programme working as One Team with One Vision and One Goal.

## 3.5  The Benefits Case and Realisation Plan

3.5.1    The Council's Digital Strategy has identified the following two areas - mobile front-line workers as well as workforce scheduling and management - as having high strategic and operational value. Focussing on these two areas, a number of cashable benefits have been identified and low and high values have been calculated across a number of benefit opportunities.

3.5.2    The digital enablers scoped within the attached project business case and summarised in this report may unlock gross cashable savings of £0.44M - £0.62M p.a. as detailed below in Table 2. These estimated benefits are based on the information and business knowledge available at the date of this report.

Table 2: Cashable Benefits identified in project business case

| Reference to SBC Digital Strategy value propositions - See Project Business Case Appendix 1 for | | | Low | | High | |
|---|---|---|---|---|---|---|
| **1.a Time saved by updating case files on the go/during customer visits using mobile devices** | | | £ | 129,384 | £ | 258,767 |
| Improvement Opportunities | • deployment of mob tech dev to care worker<br>• use of mobile devices to capture case files<br>• all staff trained in using the solution and devices | Measurable indicators: | • time spent on notes transcription hrs/pa | | | |
| **1.b Travel time saved by care workers updating case files remotely rather than in office** | | | £ | 10,913 | £ | 14,551 |
| Improvement Opportunities | • reduction of travel to the office through impact of technology<br>• all staff trained and having remote access to the system | Measurable indicators: | • # of trips to the office pa<br>• time spent traveling to office hrs/pa | | | |
| **1.c Fuel and wear & tear cost saved by care workers updating case files remotely** | | | £ | 3,577 | £ | 4,769 |
| Improvement Opportunities | • reduction of travel to the office through impact of technology<br>• reduction in miles travelled to the office pa<br>• all staff trained and having remote access to the system | Measurable indicators: | • miles traveled to the office pa<br>• # of trips to the office pa | | | |
| **1.c III Reduced cost of mileage claimage for care workers** | | | £ | 17,493 | £ | 35,199 |
| Improvement Opportunities | • reduction of travel during care visits through impact of technology<br>• reduction in miles travelled during care visits<br>• all staff trained and having remote access to the system | Measurable indicators: | • miles traveled for care visits pa<br>• # of care visits pa | | | |
| **1.c IV Reduced cost of mileage on council owned vechiles for care workers** | | | £ | 18,518 | £ | 37,035 |
| Improvement Opportunities | • reduction of travel during care visits through impact of<br>• reduction in miles travelled during care visits<br>• all staff trained and having remote access to the system | Measurable indicators: | • miles traveled for care visits pa<br>• # of care visits pa | | | |
| **1.c V Reduced care worker time spent traveling between shifts** | | | £ | 15,763 | £ | 31,527 |
| Improvement Opportunities | • reduction of travel during care visits through impact of<br>• reduction of time travelled for care visits<br>• all staff trained and having remote access to the system | Measurable indicators: | • hours traveled for care visits pa<br>• # of care visits pa | | | |
| **1.g Reduction in back-office staff time spent rescheduling homecare appointments** | | | £ | 132,931 | £ | 132,931 |
| Improvement Opportunities | • reduction in rescheduling time through impact of technology<br>• all staff trained and having remote access to the system | Measurable indicators: | • # of hrs spent on scheduling pa | | | |
| **1.h Reduction in other back-office staff time scheduling homecare appointments** | | | £ | 35,606 | £ | 35,606 |
| Improvement Opportunities | • reduction in rescheduling time through impact of technology<br>• all staff trained and having remote access to the system | Measurable indicators: | • # of hrs spent on scheduling pa | | | |
| **5.a Reduce back office operating costs by reducing work which can be done on site & in real time** | | | £ | 66,823 | £ | 66,823 |
| Improvement Opportunities | • reduction of home care admin. tasks through impact of technolog<br>• all staff trained and having remote access to the system | Measurable indicators: | • # of hrs pa spent on home care admin tasks | | | |
| **6 Printing** | | | £ | 6,692 | £ | 6,692 |
| Improvement Opportunities | • reduction of home care admin. tasks through impact of technolog<br>• all staff trained and having remote access to the system | Measurable indicators: | • # of hrs pa spent on home care admin tasks | | | |
| | | **Projected total value p.a.** | £ | 437,700 | £ | 623,900 |

3.5.3 The realisable benefits as detailed in Table 2 are fully cashable savings against the Enterprise Mobile (Social Care Phase 1) investment. The benefits generation is as a direct result of the full delivery of the Phase 1 implementation as scoped, thus the Council will realise a part year benefit in financial year 2021-22.

3.5.4 The majority of the savings (£0.39m - £0.54m annually; (16.83 fte 17 posts – 22.83 fte 23 posts)) are directly attributable to a reduction in agency staffing due to the Total Mobile platform enabling increased productivity and a reduction in admin activity due to removal of paper based client and medication recording, implementation of electronic expenses and electronic payroll generation.

3.5.5 While the majority of the savings identified can be implemented through reduction in agency posts, removal of vacant posts and cessation of temporary contracts, 3 remaining posts will be subject to redeployment using the councils well established processes. The remaining savings of £50k - £89k are calculated based on vehicle cost savings through removal of mileage, travel costs, and on printing and stationary due to the removal of paper based processes.

3.5.6 As well as the identified cashable benefits, there are a number of non-cashable benefits that can be realised through the delivery of this project. These include anticipated productivity gains of up to a further 15%

claimed by TotalMobile associated with previous implementations in other organisations. These productivity gains are expected to be achieved through the use of integrated hand held technology, reduced manual intervention in scheduling and rostering, reduced double keying of data, more effective routing of visits and a reduced administration burden on front line staff for example through submitting online rather than paper based pay claims.

3.5.7 Additionally, the mileage savings to be delivered from reduced journeys to the office and through system optimised routing are expected to deliver a reduction in $CO_2$ emissions of between 21 tonnes (low case) and 41 tonnes (high case) annually[1].

# 4    IMPLICATIONS

## 4.1  Financial

The financial business case set out below shows that, based on a mid-case scenario, net financial benefits of over £368k can be anticipated from 2022/23 following implementation of this change programme.  Full costs, including implementation costs, will be recovered by year 4 of the programme.  The detailed benefits case is set out in section 3.5 above.  The delivery of the project will deliver significant cashable savings which will contribute towards Health and Social Care financial plan savings.  The programme of change envisaged, will be funded through the investment budget of £34m already agreed as part of the CGI extension in September 2020.  As such there will be no additional costs to the Council beyond the investment already approved and budgeted for.

| Financial Business Case for EnterpriseMobility | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 6-year total |
|---|---|---|---|---|---|---|---|---|
| TotalMobile one-off implementation (capital) | | £ 996,210 | | | | | | £ 996,210 |
| Total TotalMobile cost | | £ 1,018,710 | £ 282,304 | £ 282,303 | £ 282,303 | £ 282,303 | £ 282,303 | £ 2,430,226 |
| CM2000 revenue savings from decommissioning | | -£ 80,939 | -£ 118,506 | -£ 120,139 | -£ 120,139 | -£ 120,139 | -£ 120,139 | £ 680,001 |
| TOTAL | | £ 937,771 | £ 163,798 | £ 162,164 | £ 162,164 | £ 162,164 | £ 162,164 | £ 1,750,225 |
| Savings based on outcome of new system (min) | | | -£ 437,000 | -£ 437,000 | -£ 437,000 | -£ 437,000 | -£ 437,000 | |
| Savings based on outcome of new system (mid) | | | -£ 530,000 | -£ 530,000 | -£ 530,000 | -£ 530,000 | -£ 530,000 | |
| Savings based on outcome of new system (max) | | | -£ 623,000 | -£ 623,000 | -£ 623,000 | -£ 623,000 | -£ 623,000 | |
| Net cost benefit | Min | £ 937,771 | -£ 273,202 | -£ 274,836 | -£ 274,836 | -£ 274,836 | -£ 274,836 | |
| | Mid | £ 937,771 | -£ 366,202 | -£ 367,836 | -£ 367,836 | -£ 367,836 | -£ 367,836 | |
| | Max | £ 937,771 | -£ 459,202 | -£ 460,836 | -£ 460,836 | -£ 460,836 | -£ 460,836 | |

## 4.2  Risk and Mitigations

The Council is facing significant demands upon its services and there is a pressing need to improve the effectiveness and coordination of front line public services in the Borders.  The provision of hand held technology linked to back office systems through the Total Mobile enterprise solution will deliver significant cashable savings and should lever significant non cashable productivity improvements.

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[1] Based on projected mileage savings and calculated at https://calculator.carbonfootprint.com/calculator.aspx?tab=4

*Scottish Borders Council – 13 May 2021*

4.3 **Integrated Impact Assessment**

An integrated impact assessment (IIA) template has been completed for this proposal. This is a project underpinned by enhanced digital technology designed to improve the efficiency and effectiveness of the Council's internal deployment of staff. In itself, the project will have positive impacts on staff and clients who may have equalities characteristics.

4.4 **Sustainable Development Goals**

4.4.1 The objectives of this project and the wider Enterprise Mobility Programme are directly linked with the strategic aims of Scottish Borders Low Carbon Economic Strategy 2023. The project business case also responds to the climate emergency declared by the Council in 2020.

4.4.2 More efficient and digitalised staff scheduling, re-scheduling and dispatching as well as the new care workers mobile application will enable optimising care workers travel time, thus reducing associated fuel usage and vehicle repair.

4.4.3 This change in contributes to Council's obligation to act sustainably, reduce environmental impact and decrease carbon emissions as required by Climate Change (Emissions Reduction Targets)(Scotland) Act 2019 to achieve the "net-zero" target of all greenhouse gases by 2045.

4.4.4 The project will contribute positively to UN sustainability goals 3,8 and 13 by investing in digital technology that will assist people to live in their own homes for longer; promoting well being; enhancing staff safety at work through the provision of hand held communication devices; and reducing the impact on the environment through a reduction in car mileage travelled and more efficient scheduling and rostering of care visit and the reduction in paper usage.

4.5 **Climate Change**

The project will make a positive contribution to the reduce of greenhouse gas emissions through more effective scheduling and rostering of visits by carers reducing $CO_2$ emissions by between 21 and 41 tonnes per year (as per paragraph 3.5.7)

4.6 **Rural Proofing**

There are no changes envisaged to the Council's policy on rural proofing.

4.7 **Data Protection Impact Assessment**

The project will be fully compliant with the requirements of the Data Protection Act.

4.8 **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 this report.

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

### Approved by

**David Robertson**                        Signature .........................................
**Executive Director Finance & Regulatory**

**Author(s)**

| Name | Designation and Contact Number |
|------|-------------------------------|
| David Robertson | Executive Director Finance & Regulatory, 01835825012 |

**Background Papers:  Scottish Borders Council Digital Strategy**
**Previous Minute Reference:**  Minute Scottish Borders Council 25 February 2021.

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

Contact us at Contact us at: Pension & Investment Team, Council Headquarters, Newtown St Boswells, Melrose, TD6 OSA Tel: 01835 825249 Fax 01835 825166. email: t&cteam@scotborders.gov.

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# Project Business Case

Enterprise Mobility Programme – Social Care - Phase 1

## A Strategic Context

### A.1 Objectives / Critical Success Factors for the project

Scottish Borders Council's Digital Strategy was approved by elected members on the 25th February 2021. The Digital Strategy sets out a vison for the Scottish Borders to become the UK's first smart connected rural region, supporting better outcomes for everyone who lives and works in the Borders.

A priority area within the Digital Strategy is to connect mobile front-line workers and provide improved workforce scheduling. Opportunities for this improved capability exist across a number of Council service areas ranging from the provision of care to citizens through to the management of waste services, and the maintenance of roads and the councils extensive property estate.

The solution described in this project business case (PBC) provides an enterprise platform that extends across multiple systems and service areas, connecting front line workers and transforming employee engagement, improving customer feedback as well as improving the overall quality of service delivered.

The Enterprise Mobility Programme will initially focus on social care services, before extending out across other services in a number of phased project deliveries. This project business case focuses solely on the delivery of transformation enabling technology, and the required business change to connect and empower the Council's social care front line workforce delivering care at home to Borders residents. Currently the Council delivers approximately 589,000 care visits per year through its 360 staff, supported by 40 agency workers and 19 FTE council back office employees. Additionally, external providers deliver significant support in the form of additional resources which cover a further 921,256 or 61% of the total yearly care visits. Together, these resources help people in receipt of care to maximise their confidence and independence whilst supporting their improved levels of functioning, both mentally and physically. The provision of the internally delivered care packages is currently managed using a social care rota management system (CM2000), drawing upon data from the social care system (Mosaic). Scheduling of care workers in CM2000 is presently undertaken manually.

The current CM2000 solution is primarily focused on social care and was considered not to represent good value due to a number of factors, including the high degree of manual interventions required during its operation, lower than expected performance speeds and associated additional costs beyond current licences.

The Council has produced this project business case (PBC) in collaboration with their IT and digital services partner CGI and with the solution vendor TotalMobile. It sets out the benefits case to procure and deploy TotalMobile's mobile and scheduling solution applications. The applications are aimed at maximising operational efficiency and improving productivity by enabling an empowered flexible workforce.

The key outcomes to be delivered by this Enterprise Mobility (social care - phase 1) project are:

- improved experience and better productivity for SB Care workers
- improved quality of customer service for care receiver and their families
- improvements in safety and wellbeing for care worker
- reduction in administration effort for the rescheduling visits and the recording of overtime
- integrated technology solution which supports the health and social care partnership

The learning from the initial project will provide the basis for the roll out of TotalMobile to other areas of the Council operation, and in doing so empower front line staff across all of the Council's frontline services, enhance integration with central systems, improve the responsiveness of council services, provide effective communication channels with staff operating out with offices and improve the customer experience.

### A.2 Strategic Links to Corporate Priorities

The Council's senior leadership team has worked closely together with CGI to develop the Council's Digital Strategy for improved citizen and employee experience and to unlock value. The Digital Strategy was approved by Council in February 2021 and will help us to become the UK's first smart connected rural region, supporting better outcomes for everyone who lives and works in the Borders. The Digital Strategy has included customer journey analysis and is aligned with the Council's Customer Strategy[1].

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[1] https://www.scotborders.gov.uk/downloads/download/972/customer_strategy

The PBC is in line with our Capital Investment Strategy[2] and our Capital Investment Plan 2020-2030[3] which has identified Technology Enabled Care as one of the priority investment areas under the Health and Social Care section. The Capital Investment Plan has further determined the *Older People demographic increases* and *Increased young adults with learning / physical disabilities / mental health* as the biggest budget pressures. Subsequently, several value proposals aimed at optimising workforce management and service delivery have been described in the Digital Strategy and this PBC describes the start of the journey to deliver on those proposals.

## B        Benefits/Evidence of Need

**Why the project is needed (As-Is State)**

Several business drivers have been recognised in the production of this PBC with the following overarching needs:

- To implement a modern, integrated solution allowing proactive and effective management, monitoring and distribution of Health and Social Care.
- To respond to the significant financial pressures driven by Covid-19, ageing demographics, and an increased demand for services across the Health and Social Care Partnership.
- To address the challenges in respect of geographical spread and transport provision, to ensure that all residents have access to the services they need, when they need them.

In response to these needs the PBC proposes to establish an Enterprise Mobility platform. This will enable the delivery of the Council's mobile workforce management solutions which will be implemented by a joint project team formed from Council and CGI staff and contractors. TotalMobile was identified as a strategic choice of vendor. TotalMobile is the UK's pre-eminent enterprise field workforce management platform, they are the strategically partnered with Servelec Core Logic, the provider of the Council's electronic social care recording system (Mosaic), and CGI and TotalMobile have a proven track record of successfull delivery of this solution for other Local Authorities in the UK. A more detailed overview of TotalMobile and their solution impact is included for information in Appendices 1 and 2.

The Council's Digital Strategy has identified that enabling mobile front-line workers as well as improving workforce scheduling and management have high strategic and operational value to the Council.

The digitally enabled improvements described in this PBC in relation to these two areas of focus may unlock potential value of £0.44M - £0.62M p.a. as detailed below in Table 1. These estimated benefits are based on the information and knowledge available as at the date of this PBC.

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| Table 1. Overview of value propositions | | | | | |
|---|---|---|---|---|---|
| **Reference to SBC Digital Strategy value propositions - See Appendix 1 for detail** | | | **Low** | | **High** |
| **1.a Time saved by updating case files on the go/during customer visits using mobile devices** | | | £ 129,384 | £ | 258,767 |
| **Improvement Opportunities** | • deployment of mob tech dev to care worker<br>• use of mobile devices to capture case files<br>• all staff trained in using the solution and devices | **Measurable indicators:** | • time spent on notes transcription hrs/pa | | |
| **1.b Travel time saved by care workers updating case files remotely rather than in office** | | | £ 10,913 | £ | 14,551 |
| **Improvement Opportunities** | • reduction of travel to the office through impact of technology<br>• all staff trained and having remote access to the system | **Measurable indicators:** | • # of trips to the office pa<br>• time spent traveling to office hrs/pa | | |
| **1.c Fuel and wear & tear cost saved by care workers updating case files remotely** | | | £ 3,577 | £ | 4,769 |
| **Improvement Opportunities** | • reduction of travel to the office through impact of technology<br>• reduction in miles travelled to the office pa<br>• all staff trained and having remote access to the system | **Measurable indicators:** | • miles traveled to the office pa<br>• # of trips to the office pa | | |
| **1.c III Reduced cost of mileage claimage for care workers** | | | £ 17,493 | £ | 35,199 |
| **Improvement Opportunities** | • reduction of travel during care visits through impact of technology<br>• reduction in miles travelled during care visits<br>• all staff trained and having remote access to the system | **Measurable indicators:** | • miles traveled for care visits pa<br>• # of care visits pa | | |
| **1.c IV Reduced cost of mileage on council owned vechiles for care workers** | | | £ 18,518 | £ | 37,035 |
| **Improvement Opportunities** | • reduction of travel during care visits through impact of<br>• reduction in miles travelled during care visits<br>• all staff trained and having remote access to the system | **Measurable indicators:** | • miles traveled for care visits pa<br>• # of care visits pa | | |
| **1.c V Reduced care worker time spent traveling between shifts** | | | £ 15,763 | £ | 31,527 |
| **Improvement Opportunities** | • reduction of travel during care visits through impact of<br>• reduction of time travelled for care visits<br>• all staff trained and having remote access to the system | **Measurable indicators:** | • hours traveled for care visits pa<br>• # of care visits pa | | |
| **1.g Reduction in back-office staff time spent rescheduling homecare appointments** | | | £ 132,931 | £ | 132,931 |
| **Improvement Opportunities** | • reduction in rescheduling time through impact of technology<br>• all staff trained and having remote access to the system | **Measurable indicators:** | • # of hrs spent on scheduling pa | | |
| **1.h Reduction in other back-office staff time scheduling homecare appointments** | | | £ 35,606 | £ | 35,606 |
| **Improvement Opportunities** | • reduction in rescheduling time through impact of technology<br>• all staff trained and having remote access to the system | **Measurable indicators:** | • # of hrs spent on scheduling pa | | |
| **5.a Reduce back office operating costs by reducing work which can be done on site & in real time** | | | £ 66,823 | £ | 66,823 |
| **Improvement Opportunities** | • reduction of home care admin. tasks through impact of technolog<br>• all staff trained and having remote access to the system | **Measurable indicators:** | • # of hrs pa spent on home care admin tasks | | |
| **6 Printing** | | | £ 6,692 | £ | 6,692 |
| **Improvement Opportunities** | • reduction of home care admin. tasks through impact of technolog<br>• all staff trained and having remote access to the system | **Measurable indicators:** | • # of hrs pa spent on home care admin tasks | | |
| | | **Projected total value p.a.** | **£ 437,700** | **£** | **623,900** |

Currently, the potential values above relate only to the service provided by internal home care resource (39% of the total care service). Further potential opportunities of approximately £0.5-£0.8M have been identified for the remaining 61% of care service delivered by external providers. It is intended to unlock this additional value though subsequent phases of implementation by rolling out the solution across the external third party care service providers. However, this further roll-out of the TotalMobile solution will require new or revised contracts and commissioning frameworks and agreements to be put in place with all external providers and it is proposed therefore, to use this initial project focused on internal staff to both demonstrate the value of change to 3rd party suppliers in support of the renegotiation of individual contracts and provide the management reporting and visit scheduling framework that the Council will require them to 'plug into'. This future activity will be subject to further project business cases as appropriate.

The realisable benefits as detailed in Table 1 are fully cashable savings against the Enterprise Mobile (Social Care Phase 1) investment.  The benefits generation is as a direct result of the full delivery of the Phase 1 implementation as scoped, thus the Council will realise a part year benefit in financial year 2021-22.

The majority of the savings (£0.39 - £0.54m annually; (16.83 fte 17 posts – 22.83 fte 23 posts)) are directly attributable to a reduction in agency staffing due to the Total Mobile platform enabling increased productivity and a reduction in admin activity due to removal of paper based client and medication recording, implementation of electronic expenses and electronic payroll generation.

While the majority of the savings identified can be implemented through reduction in agency posts, removal of vacant posts and cessation of temporary contracts, 3 remaining posts will be subject to redeployment using the Council's well established processes.  The remaining savings of £50k - £89k are calculated based on vehicle cost savings through removal of mileage, travel costs, and on printing and stationary due to the removal of paper based processes.

Beyond the economic/ financial impact set out in Table 1, there may also be additional productivity gain created by more effective scheduling, which can increase the number of visits that can be achieved by a given resource over a set period of time. The magnitude of this productivity gain is based on TotalMobile's experience in the sector and is considered to be 10-15%, providing an opportunity to extend the number of care visits per carer per shift in response to growing demand or reduce the number of care hours bought in from 3rd parties.

**Impact of Doing Nothing**

Continued increase in the ageing population, coupled with a trend towards more care being delivered in a home settings means that the current demand for care services is forecast to grow. The limited pool of available carers in the Borders is unlikely to

expand in line with demand. Service quality could decline, or additional pressure could be applied on NHS colleagues to meet rising demand unless an alternative approach is taken.

**Non Financial Outcomes and Benefits of the Project**

As well as the financial benefits described in section I of this PBC, this project will also deliver significant non-cashable benefits:

- It will improve efficiency in the workforce, by optimising the scheduling of care visits as well as reducing the administrative effort required to complete tasks and current rescheduling manual effort.
- Service users will experience better outcomes, as care workers covering shifts for regular carers will have access to more information about the specific needs of each service user. This is particularly relevant during a pandemic as a significant number of care staff are recovering from infection or shielding as it allows for greater flexibility in scheduling carers than current processes allow. The TotalMobile system will enable the optional prioritisation of urgent care and will provide access to real-time management information to improve both daily and long-term decision making.
- Care workers will be more efficient and experience improvements in wellbeing, as they will have better access to information and support.
- They will spend less time completing manual administrative tasks such as expenses, and will be better informed about risks to their safety in challenging or potentially dangerous locations.
- Lone worker protection will enable care workers to raise an alert to a 24/7 alarm service when they feel they are in danger.
- The ability to communicate corporately directly with frontline staff (as groups and individually) will be enhanced
- The project will replace legacy information systems with modern, flexible technology which enables the care service to adapt to changes in working practices and evolving service user needs.
- A single platform presents a lower risk profile and reduced ICT administrative overhead to maintain (e.g. user support, version upgrades, integrations, and supporting infrastructure).
- The technology is interoperable and can be integrated with other systems and organisations to enable data sharing where appropriate.
- Enable additional productivity gains to build capacity in the service – potential to reduce the number of 'bought in' care visits
- Reduce $CO^2$ emissions related to home care delivery be between 21 and 41 tonnes annually

# C     Statutory/Regulatory Context

The activity scope of the project touches upon several aspects of the Council's services that are driven by primary and secondary legislation (including standards) in the field of adult protection, carers & staffing, disabilities, human rights, mental health, older people, integration of health and social care. These have been identified through stakeholder consultations and included for reference in Appendix 3.

# D     Stakeholders

A number of workshops have been held with identified internal and external stakeholders to map various stakeholder needs, business requirements, customer journeys, solution requirements, prepare for the successful implementation of the next phase of the project and produce this PBC. A high-level overview of the key stakeholders and their engagement in the project development up to date is presented below in Table 2.

| Table 2. Overview of Project Stakeholders | | |
| --- | --- | --- |
| **Organisation** | **Stakeholder role** | **Project preparation workshops** |
| Scottish Borders Council | **SBC** - IT Transformation Director, IT Business Partner, Service Manager, HR Shared Services Manager, Employee relations manager in HR, HR Business Partner, Digital Change Manager, Neighbourhood Operations Manager, Waste Manager, Work Flex Project Manager, Programme Manager Fit for 24 and Confirm<br>**Social Care**– Support worker, Assistant Home Care Manager, Service manager Homecare SBC, Social Care and Work Chief Officer | • EntMob Kick off meeting<br>• CM2000 Demo<br>• HR and Finance Workshop<br>• Manager/Scheduler Role<br>• Care Worker Role<br>• Employee Wellbeing Workshop<br>• Next Steps<br>• Communication Work Flex<br>• First Delivery Priorities<br>• Confirm Mobile<br>• Enterprise Mobility -Next Steps |
| CGI | Project Manager, Solutions Architect, Business Analyst, Test Lead, Enterprise Architect, Director Technology Solutions and Advisory, Transformation Consultant | |
| Total Mobile | Regional Director, Solutions Architect, Regional Sales Lead, Chief Product Officer, Operations and Presales Executive, Senior Account Manager, Project Services Consultant | |

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## E    Internal Assurance / Support for Change

Support for the project is ensured through regular consultations and involvement of the stakeholders identified above. The stakeholder coordination workshops to ensure alignment with the Council's Corporate Policy will continue during the implementation phase of the Enterprise Mobility project.

Key to successful implementation and realisation of the outcomes is the management of effective change. To support the home care service through successful delivery of this project, we have used a change enablement "Diamond" approach to form the change plan described below.  This addresses the key aspects of change to deliver successful outcomes as shown on Figure 1.



**Figure 1. Diamond approach**

The Diamond approach offers a coherent framework for defining change outcomes through aligning Home Care and project processes in four key areas:

- Vision
- Communication
- Participation
- Readiness

Additionally, we have established a change management plan across these 4 areas and undertaken an initial current maturity assessment of these areas. For each of the above change areas a set of deliverables have been defined including a series of associated planned tasks.

**Enterprise Mobility: Change Management Plan**

| Change Aspect | Initiation of Change | Established Change Enablers | Change Milestones/ outcome |
|---|---|---|---|
| Vision | Leverage the Council's Digital Strategy vision to:<br><br>- engage stakeholders<br>- define ambitions<br>- open dialogue | • Council Leadership and Governance from senior Officers<br><br>• Agreed Council Digital Strategy | • The Council's vision supported, owned and adopted by internal and external stakeholders |
| Communication | Aligned to social care operations, drawing on:<br><br>- peer knowledge sharing<br>- teams specific Yammer<br>- Council wide comms | • Systems integrator and IT partner – CGI<br><br>• Engaged supplier – TotalMobile | • A portfolio of relevant and effective communication vehicles that engage and support stakeholders in the change journey |
| Participation | Stakeholder engagement:<br>- citizens<br>- employees<br>- third sector<br>- local businesses<br>- elected members<br>- trade unions | • Change design and facilitation expertise<br><br>• Solution implementation expertise<br><br>• Council's Corporate Change and Value support | • A set of engaged stakeholders who are informed, consulted and empowered to realise the vision |
| Readiness | Change implementation:<br>- digital skills & competences<br>- sharing implementation success<br>- exploiting lessons learnt<br>- employee change recognition | • Council's projects' change and value support<br><br>• Value realisation management | • A receptive, skilled and competent team exploiting the technology to its full potential, supporting efficient service and effective service delivery |

Once approved, this project during the implementation phase will further refine the activities needed to effectively balance change management effort with the stated outcomes. This will be achieved through the running of implementation workshops in which the project team will assess specific change needs, production of training material, creation of collaboration forums for sharing best practice as well as identification and upskilling of change champions to support adoption of new digital working practices.

Inputs will also be provided through coordination with the Council's Digital Strategy team in order to ensure alignment with its objectives and pool synergies with other ongoing digital enablement projects across the Fit for 2024 portfolio.

## F    Sustainability and Carbon Management

The objectives of this project are directly linked with the strategic aims of Scottish Borders Low Carbon Economic Strategy 2023[4]. The project also responds to the climate emergency, declared by the Council in 2020. More efficient and digitalised staff scheduling, re-scheduling and dispatching as well as the new care workers mobile application will enable optimising care workers travel time, related fuel, wear & tear costs as well as back office support.

The project contributes to Council's obligation to act sustainably, reduce environmental impact and decrease carbon emissions as required by Climate Change (Emissions Reduction Targets)(Scotland) Act 2019[5] to achieve the "net-zero" target of all greenhouse gases by 2045.

## G    Deliverability

The high-level risk assessment for the project where the key challenges for successful and timely delivery of the project are highlighted is summarised below in Table 3.

| Table 3. Overview of Project Risk Assessment | | |
|---|---|---|
| **Project phase** | **Identified challenge** | **Response** |
| Initiation | Delays through lack of business ownership at working groups | The Council will call on specialised CGI resources to work with the Council's transformation team to support business change |
| | Limited support from Council corporate communications due to conflicting priorities and capacity | CGI will support internal teams in delivering business change communications through dedicated resource |
| Build | Data Migration greater task than anticipated | Ensure appropriate time for data cleansing & early service engagement |
| | | Extra support from internal systems admin and CGI during data migration phase |
| | Delays and technical issues in transition to new system | More planning and analysis of as is and transition built into delivery plan |
| Test | Lack of documentation (e.g. training guides) or business process maps | CGI to support business change through dedicated resource. Defining business process early to support User Acceptance Testing |
| | Change enablement issues during transition to new system | Leverage CGI resource and experience in transition to support business change planning and delivery |
| Training and Business Change | More "on the job" training required | Train the trainer approach will allow the Council to target training to areas or individuals as required. CGI will support ongoing business change through dedicated resource |
| | In-sufficient go live support | Clarify support details during project initiation with key stakeholders and ensure sufficient support is planned for and delivered |
| Deploy | Changing requirements during delivery which may delay delivery | Extra time dedicated on the analysis phase has clarified requirements. Further change, where required, will be accommodated within the delivery timeline if possible |
| | | Clarify responsibilities during project initiation |
| | Potential scheduling clash (summer holidays, etc) | Agree detailed project plan during project initiation with key stakeholders and all delivery partners |
| | | Contingency planning / phased approach |

## H    Key Stages

The outline scope of the Enterprise Mobility (Social Care phase 1) project and the work in Phase 1 is attached as Appendix 4. This PBC relates to Phase 1 of the project which is proposed to take 8 months. Phase 1 consists of five stages as summarised below in Table 4.

| Table 4. Key stages of Enterprise Mobility Phase 1 | |
|---|---|
| **Key Stages** | **Month (2021)** |
| 1 Project kick-off | April / May |
| 2 Build | May - August |
| 3 Testing | September |
| 4 Training and business change | October - November |
| 5 Deployment and go live | December |

Phase 1 will end on the 31st December 2021. Key activities and deliverables for each stage are described in the Impact Assessment.

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[4] https://www.scotborders.gov.uk/download/downloads/id/1668/scottish_borders_low_carbon_economic_strategy.pdf
[5] https://www.legislation.gov.uk/asp/2019/15/enacted

## I    Financial Implications / Affordability

### I.1    Funding Options Considered for Project

Funded by the Additional ICT & Transformation Services spend profile agreed in CAN CR349 (Extended Term) and already included within the Council's capital budget.

### I.2    Assumptions

The key assumptions used in the development of the costs of this project are in line with the Additional ICT & Transformation Services spend profile agreed in CAN CR349 (Extended Term) and with the related value hypotheses of the Council's Digital Strategy specified under section I.5.

The new solution will be delivered in multiple phases with Phase 1 to encompass the existing care at home service. The delivery for Phase 1 has been prioritised to replace and extend existing functionality, with other functionality to be delivered in future phases.

Additionally, an assumption has been made that throughout the 8-month duration of this project working will remain remote due to Covid-19. No allowance has been made for expenses for CGI or TotalMobile. Should the position change and a need for on-site-working emerge, the expenses will be charged additionally on a "Time and Materials" basis.

### I.3    Latest Approved Capital Budget

Please see point I.1 above

### I.4    Updated / Revised Estimated Capital Costs/Funding and Revenue Consequences

Please see below

### I.5    Revenue Savings / Consequences

Within the Council's Digital Strategy and the wider Fit for 2024 transformation programme, potential benefits have been identified for this project.  These estimated benefits are based on the information and knowledge available as at the date of this PBC, and Officers will need to decide which of the benefits detailed to realise as savings and which to realise as efficiencies.. According to the value drivers identified in section B, Table 1, investment in digital optimisation of the Council's social care administrative tasks and scheduling visits is projected to unlock value of £0.44M - £0.62M.

The financial business case shows that, based on a mid-case scenario, net financial benefits of over £368k can be anticipated from 2022/23 following implementation of this change programme.  Full costs, including implementation costs, will be recovered by year 4 of the programme.  The detailed benefits case is set out in section B above.  The delivery of the project will deliver significant cashable savings which will contribute towards Health and Social Care financial plan savings.  The programme of change envisaged, will be funded through the investment budget of £34m already agreed as part of the CGI extension in September 2020.  As such there will be no additional costs to the Council beyond the investment already approved and budgeted for. The overview of expected costs and savings are presented in Table 5.

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Table 5: Financial business case

| Financial Business Case for EnterpriseMobility | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 6-year total |
|---|---|---|---|---|---|---|---|
| TotalMobile one-off implementation (capital) | £ 996,210 | | | | | | £ 996,210 |
| | | | | | | | |
| TotalMobile revenue costs | £ 22,500 | £ 282,303 | £ 282,303 | £ 282,303 | £ 282,303 | £ 282,303 | £1,434,015 |
| Total TotalMobile cost | £1,018,710 | £ 282,303 | £ 282,303 | £ 282,303 | £ 282,303 | £ 282,303 | £2,430,225 |
| | | | | | | | |
| CM2000 revenue savings from decommissioning | -£ 80,939 | -£ 120,139 | -£ 120,139 | -£ 120,139 | -£ 120,139 | -£ 120,139 | -£ 681,633 |
| TOTAL | £ 937,771 | £ 162,164 | £ 162,164 | £ 162,164 | £ 162,164 | £ 162,164 | £1,748,592 |
| | | | | | | | |
| Savings based on outcome of new system (min) | | -£ 437,000 | -£ 437,000 | -£ 437,000 | -£ 437,000 | -£ 437,000 | |
| Savings based on outcome of new system (mid) | | -£ 530,000 | -£ 530,000 | -£ 530,000 | -£ 530,000 | -£ 530,000 | |
| Savings based on outcome of new system (max) | | -£ 623,000 | -£ 623,000 | -£ 623,000 | -£ 623,000 | -£ 623,000 | |
| | | | | | | | |
| Net cost benefit   Min | £ 937,771 | -£ 274,836 | -£ 274,836 | -£ 274,836 | -£ 274,836 | -£ 274,836 | |
| Mid | £ 937,771 | -£ 367,836 | -£ 367,836 | -£ 367,836 | -£ 367,836 | -£ 367,836 | |
| Max | £ 937,771 | -£ 460,836 | -£ 460,836 | -£ 460,836 | -£ 460,836 | -£ 460,836 | |

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## TOTALMOBILE: CREATING AN ENTERPRISE CAPABILITY TO TRANSFORM ALL FRONTLINE SERVICES.

**A brief History of Enterprise Mobility in Local Government**

Against the backdrop of the financial crisis of 2009: local government institutions were set the challenge of simultaneously improving the quality of frontline services provided to their citizens whilst simultaneously saving multiple hundreds of millions of pounds.

Many independent studies were commissioned to understand how to address these challenges. Most studies concluded that there were two key areas local authorities could explore: mobile working and flexible working.

It is important to distinguish between the two. Flexible working, in broad terms would be to allow traditionally office-based staff to "work from anywhere" this would allow for savings on technical hardware, fuel, carbon and the maintenance physical office space.

Mobile working by contrast would be to take advantage of advancements in mobile hardware. Mobile phones now had adequate processing power and fast enough connections to handle complex workflows and data exchange between multiple back end data repositories. This improved technology would allow paper led field services to begin digitising many of the paper led administrative processes which consumed (in some cases) up to 60% of a field workers productive time.

**Mobile Working**

Totalmobile was to focus on mobile working. Mobile Working would soon evolve into Field Service Management.

The concept of Mobile Working in principle was solid. However, in practice the reality would be somewhat more challenging.

Technologists within local government organisations would come to realise that local government organisations were/are quite unique in terms of the volume, complexity and variety of field-based services they provide.

Some local authorities report as many as 6000 field-based workers across as many as 60 different disciplines.  Many, if not all, of these services would have multiple back-office data repositories of various "shapes and sizes" where key information about individual tasks, customers, costs and a multitude of other data would reside. In some cases, these repositories would have a mobile capability, very few would be of adequate quality to be able to achieve the ultimate goal of reducing costs and providing a better service.

This being noted, it seemed to many that the only option would be pay for and suffer the native mobile application/s or develop individual applications in house to try to realise the predicted benefits of mobile working.

Some of the major challenges encountered included:

- A single user requiring many different mobile applications to interact with the appropriate back end repositories
- Inconsistent and substandard user experience, meaning that user adoption suffered and no real meaningful knowledge or expertise was retained by the local government organisation.
- No consistency in application support either:
  - Internally;
  - By software vendors;
  - By device manufacturers; or indeed
  - By the operating system providers

- Development of these mobile applications would cease once "the box had been ticked" meaning that very quickly:
  - the application would struggle to keep pace with the evolving demands; and
  - could not take advantage of rapidly evolving mobile technology; or
  - in some cases the application would be obsolete or insecure

Such a varied mobile software estate was and remains wholly unsustainable. There was no real confidence that even if it could be sustained, organisations could be assured of adoption and therefore the desired outcomes. Moreover, advancements in mobile technology which could create truly transformative outcomes would be ignored.

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**Totalmobile and Mobile Working**

Totalmobile's response, guided by its customers, would be to create a low/no code platform upon which nearly any field based service could digitise/mobilise **every** aspect of a field workers job from incident reporting, to health and safety checks to the most complex of workflows and task based work.

Mobilise would be created to be agnostic in terms of the data repositories with which it could interact both in consuming data and publishing data to in the other direction.

Mobilise would offer a consumer grade experience to ensure user adoption and provide a technology that users would *want to and enjoy* using.

The application would be natively developed for all major operating systems to provide corporate ICT teams with freedom of choice in terms of the hardware that would host the software.

These aspects of the technology would mean that meaningful knowledge and expertise could be quickly attained and retained by corporate ICT teams and re-used to unlock the true power of mobile working across the most complex of Enterprises.

**Enterprise Mobile Working in Practice**

Whilst Totalmobile is proud of its achievements in local government, the truth of the matter is that the success of the platform across local government is largely down to the company's customers' own efforts. Initial deployments are invariably supported extensively by Totalmobile, however these initial implementations are the foundation for customers and their partners to become skilled in the design, build and deployment of the technology. This process of knowledge transfer allows customers to avail all from the most basic to the most complex of field worker tasks to be mobilised in a user experience that assures tangible, predictable outcomes for the services in question.

The graphic below depicts the roadmap of the proposed enterprise mobility strategy for Scottish Borders. Note: the early creation of what is referred to as the Competency Centre with simultaneous transformative solutions (in time) being created and deployed by the council and/or its partners.

The technology will allow the Council to transform frontline services as quickly or as deliberately as it desires.
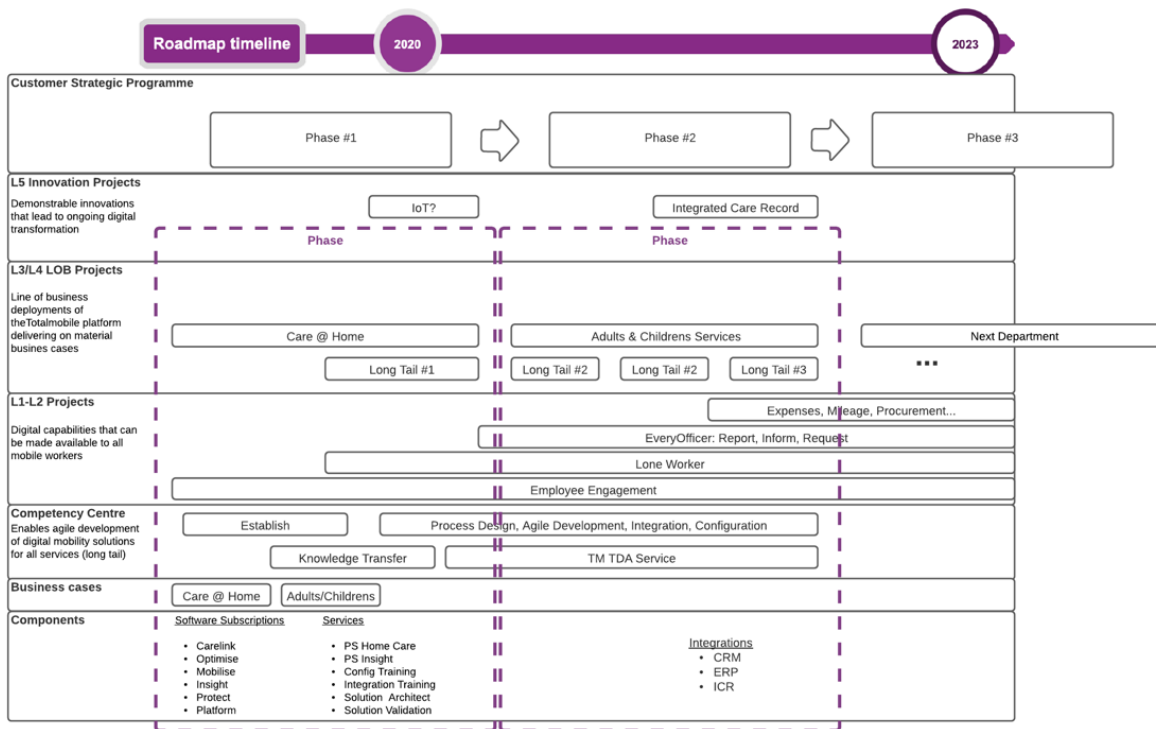


**Use Cases & Outcomes**

One of the advantages of an Enterprise Mobility Platform is that services that are often overlooked for mobile working due to their scale – the problem isn't big enough so  software vendors have not invested in research and development around mobile working as the financial rewards are not sufficient. In local government however, the sum of these "smaller" field services can get into the many hundreds, even thousands, of users.

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That is to say where an estimated capacity increase of 30% in a service of 20 field workers may be considered insignificant; where there are 19 more services of a similar size, this capacity gain can could and does manifest in many millions of pounds in annual savings.

Some examples of real-world solutions deployed by Totalmobile local government customers are provided below. It is important to note this is not an exhaustive list and indeed the naming convention of certain services may vary from one council to the next. Health & Social Care services have been removed.

Whilst a truly objective benefits realisation exercise has not always been carried out for each solution. In almost every case a pre-emptive business case has been produced to ensure that the use of resource within the authority is justified. As an estimate, mobile working alone can account for conservatively between **20% and 30%** capacity gains. These estimates do not consider further innovations available due to the flexibility of the platform. Nor do they consider the use of other components of Totalmobile's integrated solution, such as: Optimise, Insight, Carelink, NotifyMe etc.

| | **Team** | **Functionality** |
|---|---|---|
| **Housing Solutions** | Housing Repairs Trades | Responsive Repairs<br>Emergency Repairs<br>Void Repairs<br>Vehicle Check<br>Covid19 Health Check |
| | Housing Repairs Property Inspectors | VOID Inspection<br>Repairs Inspection<br>Pre-Termination<br>Homeless VOID<br>Improvements Inspection<br>Post Inspection<br>Kitchen & Bathroom proformas |
| | Housing Repairs Planned Maintenance | Property Survey<br>Close Survey |
| | Private Sector Housing | Inventory Inspection<br>Review Inspection<br>Settling in Visit<br>Check Out Inspection<br>Property Pro-forma |
| | Housing Area Teams | New Home Survey<br>Settling In Checklist |
| | Community Wardens | Patrol Log<br>Incident Reporting<br>Community Safety |
| **Environmental Services** | Bereavement Services | Cemetery Risk Assessments<br>Cemetery Infrastructure Checks |
| | Greenspace Rangers; Animal Health Team | Work Request<br>Access Obstruction<br>Property Issue<br>Storm Damage<br>Tree Emergency<br>Flood Risk<br>Animal Health Visits<br>Dog Warden Reports<br>Nuisance Reports<br>Pest Control Visits<br>Pollution & Contaminated Land Inspections |
| | Regulatory Services Food Safety | Food Safety Visit<br>Food Safety Revisit<br>Food Safety Butcher<br>FS Butcher Revisit<br>Food Safety Remedial<br>Prohibition Notice<br>Hygiene Improvement Notice<br>Health & Safety Intervention |
| | Regulatory Services Water Standards | Water Sampling visits<br>Drainage inspections & reports |
| | Public Transport Unit | Bus Stop Surveys |
| | Refuse, Recycling & Flytipping | Reporting & clearing fly tipping<br>Bin Maintenance<br>Refuse procedures & safety checks |

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| | | |
|---|---|---|
| **Education Solutions** | Contracts Management | Campus Reviews |
| **Corporate Solutions** | All | Optimum Time Recording<br>Business Continuity<br>Corporate Safety<br>Regulatory Planning<br>Emergency Planning<br>Trading Standards<br>Bulletins |
| | Community Wardens & Greenspace Rangers | "Report It" |

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<u>Appendix 2. Enterprise Mobility PBC – Integrated and Self-Directed Health & Social Care</u>

## PHASED APPROACH TO FULLY INTEGRATED AND SELF-DIRECTED HEALTH & SOCIAL CARE.

**Totalmobile: a platform for transformation**

Totalmobile is a platform for transformation. A set of standard building blocks that will allow any field based frontline service to dramatically improve service user experience and outcomes whilst simultaneously creating operational efficiencies across a given service. These efficiencies often manifest as costs savings but it is entirely at the discretion of the service leads to determine how these efficiencies are recognised in the service.

The standard approach is that transformation should start on the frontline. By providing frontline service personnel with better technology to enable them to be:

- More effective
- More efficient
- More fulfilled; and
- To feel safer

In their day to day duties we can collectively be assured of a more sustainable and best in class service delivery model.

**Totalmobile for Health and Social Care**

The Scottish Government in 2016 created Integration Authorities. In broad terms these IAs (governed and administered by their own Integration Joint Boards) had a clear mandate to fully integrate health and social care services historically provided by both the local authority and the local Health Board.

Since 2016 Totalmobile has endeavoured to provide technology that would support this mandate.

In a care at Home setting, if full integration is to be achieved, this would mean sharing of information and collaborative and collegiate working between 4 key stakeholder groups:

- Authority operated care services
- Third party care providers from both the third and private sector
- NHS retained healthcare professionals, eg. District Nurses, Physiotherapists, GPs etc.
- The service user themselves and their own family and extended personal networks

The benefits and outcomes of integration of this nature are discussed further in this document, but suffice to say, the anticipated benefits of maximising the impact of all four stakeholder groups will be significant and unprecedented at least nationally, if not globally.

**Authority Operated Care Services**

This first step toward achieving this is as discussed: maximising the resource at the authority's disposal.

**Mobile Working**

Provide a mobile application that mobilises every aspect of a frontline workers daily tasks in a single application. This includes:

1) Auditable "tasks" required to provide a best in class service user experience
2) Providing better information about a given service user in the same application to provide continuity of care and best in class outcomes at the point of service delivery.
3) Use of native functionality in the device such as: camera, mapping, talk to text, biometrics
4) Automation of expense and mileage claims using data collected from the mobile application
5) Form designers to digitalise other core and non-core tasks such as vehicle checks and incident reports
6) Better communication with the frontline through bulletins
7) Consumer grade user experience to ensure swift user adoption and willingness to properly use the technology.

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**Dynamic Scheduling**

A consumer grade user interface to support planners and managers in scheduling work and visits. The technology uses a proprietary algorithm which considers user attributes and the visits which need to be carried out to continually present its view of the most effective and efficient way to deliver the required episodes of care. This task is performed in a matter of seconds.

As a result of the native integration between the mobile application and the scheduling solution, the management information that now becomes available is "game changing" for service leads. For the first time, service leads can make data driven objective decisions about the immediate and long term running of their service. This results in a much more responsive service in the short term and a longer term more sustainable service against a backdrop of increasing financial constraints and increasing service demands.

**Carelink**

Incorporating the service user centric care planning component Carelink, ensures an improved service user experience and quicker onboarding of service users, reducing delayed discharge from acute health and in turn (with an outcome-based care model being supported) improved discharge rates from reablement services.

**Third Party Agencies**

Third and private sector agencies involved in the care of an individual have typically been engaged on a customer: supplier basis. This has led to the third party provider being "managed" as opposed to an effective collaboration focussed on the best use of the collective resource pool and achieving the best outcomes for the service user. Totalmobile, CGI and Scottish Borders' vision for such is that the platform will be used to facilitate a step change in how third and private sector carers interact with the central agency (the local authority).

The result will be for the service user and partners to make use of a combined resource pool as opposed to "multiple carers operating on the same street at the same time"

**Other Providers (Interoperability)**

The foundations put in place during the initial phase of the transformation project, specifically an open mobile application, will allow Carers to consume data from other healthcare professionals and similarly share information with same. This will, for the first time, allow for further improvements to service user experience and outcomes and a further increase in the available resource for the provision of a service users needs. By pooling resource and collaborating effectively demand on all stakeholder groups is reduced and therefore the concomitant cost of service delivery is similarly reduced.

**Service User/Patient & Family**

It is an established view that better collaboration between the three previous stakeholder groups and the patient/service user and their extended personal network, remains the single largest "untapped resource" in the provision of an individual's care. Totalmobile, CGI and Scottish Borders intends that a fourth phase of service integration shall lead to a model of shared responsibility between third party providers (Authority Carers, Private and third sector agencies & Other HCPs) and the service user and/or their extended network will lead to further improvements in service sustainability and outcomes. By providing this final stakeholder group with the ability to contribute where they can to their own/their loved one's care, so the demand on the other stakeholders is reduced.

**Appendix.**

The graphic below illustrates the shared vision for the future of Care at Home and integrated community health and social care. The graphic provides further detail on each of the key themes of integration as each stakeholder group is integrated to the into the new model.

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Totalmobile Care Solution, Current & Vision

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Appendix 3. Enterprise Mobility PBC – Key Stages of Phase 1
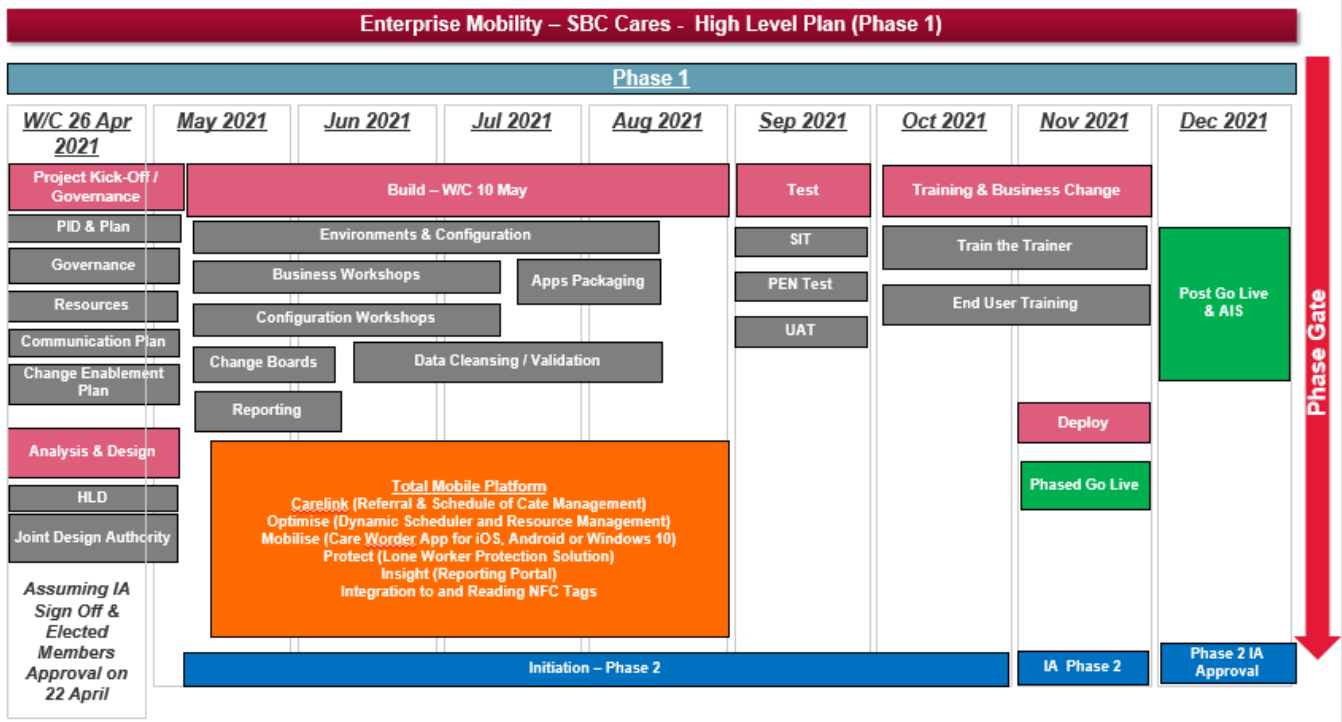
Appendix 4. Enterprise Mobility PBC – Overview of Legislation Requirements

| | |
|---|---|
| **Adult Protection** | The Adult Support and Protection (Scotland) Act 2007, Adults with Incapacity (Scotland) Act 2000, The Health (Tobacco, Nicotine etc. and Care) (Scotland) Bill, Duty of Candour, Domestic Abuse (Scotland) Act 2018, Disclosure (Scotland) Bill, |
| **Carers & Staffing** | Carers (Scotland) Act 2016, Social Care (Self-directed support) (Scotland) Act 2013 , Health and Care (Staffing) (Scotland) Bill |
| **Disabilities** | A Fairer Scotland for Disabled People Strategy |
| **Human Rights** | European Convention on Human Rights, Scotland Act 1998 |
| **Integration of Health & Social Care** | Public Bodies (Joint Working) (Scotland) Act 2014, National Health & Wellbeing Outcomes |
| **Mental Health** | Mental Health (Scotland) Bill |
| **Older People** | Age, Home & Community  *(Housing for older people)* ,A Connected Scotland *(Social Isolation)* |
| **Primary Legislation** | Public Services Reform (Scotland) Act 2010, Medicines Act 1968, Chronically Sick and Disabled Persons (Scotland) Act 1970, <br> Chronically Sick and Disabled Persons (Scotland) Act 1972, National Health Service and Community Care Act 1990, Carers (Recognition and Services) Act 1995, Community Care (Direct Payments) Act 1996, Community Care and Health (Scotland) Act 2002, Mental Health (Care and Treatment) (Scotland) Act 2003, Public Health etc (Scotland) Act 2008, Patients Rights (Scotland) Act 2011, Public Bodies (Joint Working) (Scotland) Act 2014, Social Work (Scotland) Act 1968, Human Rights Act 1998, Protection of Vulnerable Groups (Scotland) Act 2007, Equality Act 2010,  Housing (Scotland) Act 2010, Equality Act 2010, Regulatory Reform (Scotland) Act 2014 |
| **Secondary** <br><br> **Legislation** | The Social Care and Social Work Improvement Scotland (Fees) Order 2011 – (SSI 2011/27) ,The Social Care and Social Work Improvement Scotland (Registration) Regulations 2011 (SSI 2011/28), The Social Care and Social Work Improvement Scotland (Applications) Order 2011 (SSI 2011/29) ,The Social Care and Social Work Improvement Scotland (Excepted Services) Regulations 2012 (SSI 2012/44), The Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011(SSI 2011/210),The Social Care and Social Work Improvement Scotland (Requirements for Care Services) Amendment Regulations 2013 (SSI 2013/110), The Public Services Reform (Social Services Inspections) (Scotland) Regulations 2011, The Public Services Reform (Social Services Inspections) (Scotland) Amendment Regulations 2012, The Public Services Reform (Joint Inspections) (Scotland) Regulations 2011, The Social Care and Social Work Improvement Scotland (Requirements for Reports) Regulations 2011 (SSI 2011/26), Regulation of Care (Requirements as to Care Services) Regulations 2002, Looked After Children (Scotland) Regulations 2009 (SSI 2009/210), Looked After Children (Scotland) Amendment Regulations 2013 (SSI 2013/14), The Public Services Reform (Scotland) Act 2010 (Health and Social Care) Savings and Transitional Provisions Order 2011, The Public Services Reform (Scotland) Act 2010 (Health and Social Care) Savings and Transitional Provisions (No. 2) Order 2011, Misuse of Drugs Regulations 2001, Misuse of Drugs and Misuse of Drugs (Safe Custody) (Amendment) Regulations 2007, Human Medicine Regulations 2012, Controlled Drugs (Supervision of Management and Use) Regulations 2013, Equality Act (Specific Duties)(Scotland) Amendment Regulations 2016, Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017, Equality Act (Specific duties) (Scotland) Regulations 2012 |
| **Acts** | Social Work (Scotland) Act 1968, NHS Community Care Act 1990, National Assistance (Assessment of Resources) Regulations 1992, Regulation of Care (Scotland) Act 2001, Disclosure (Scotland) Act, Community Care and Health (Scotland) Act 2002 (incorporating "Franks Law" re FPC to under 65's ), Public Service Reform (Scotland) Act 2010, Regulatory Reform (Scotland) Act 2014…..(sets out the approach taken by Care Inspectorate), Social Care (Self-directed Support)(Scotland) Act 2013, Public Bodies (Joint Working)(Scotland) Act 2014, Carers (Scotland)Act 2016, Adults with Incapacity (Scotland) Act 2000, Adult Support and Protection (Scotland) Act 2007, Mental Health (Care and Treatment) (Scotland) Act 2003, Mental Health (Scotland) Act 2015, Equality Act 2010, Human Rights Act 1998, LOCAL GOVERNMENT IN SCOTLAND ACT 2003, United Nations Convention on the Rights of Persons with Disabilities |
| **Standards** | The Codes of Practice for Social Service Workers and Employers, Health and Social Care Standards, Local Government in Scotland Act 2003, National Health & Wellbeing Outcomes, Protecting Vulnerable Groups (PVG) scheme |

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Appendix 5 – Value Proposition Tables

Summary Table

| Reference to SBC Digital Strategy value propositions | SBC Low | SBC High | External Low |
|---|---|---|---|
| 1.a Time saved by updating case files on the go/during customer visits using mobile devices | 129,384 | 258,767 | 307,052 |
| 1.b Travel time saved by care workers updating case files remotely rather than in office | 10,913 | 14,551 | 140,868 |
| 1.c Fuel and wear & tear cost saved by care workers updating case files remotely | 3,577 | 4,769 | 54,251 |
| 1.c III) Reduced cost of mileage claimage for care workers | 17,493 | 35,199 | 34,761 |
| 1.c IV) Reduced cost of mileage on council owned vechiles for care workers | 18,518 | 37,035 | NA |
| 1.c V) Reduced care worker time spent traveling between shifts | 15,763 | 31,527 | 37,409 |
| 1.g Reduction in back-office staff time spent rescheduling homecare appointments | 132,931 | 132,931 | NA |
| 1.g (i) Reduction in other back office staff time spent rescheduling home care appointments | 35,606 | 35,606 | NA |
| 5.a Reduce back office operating costs by reducing work which can be done on site & in real tim | 66,823 | 66,823 | NA |
| 6.a Printing | 6,692 | 6,692 | NA |
| **Projected total value p.a.** | **437,700** | **623,899** | **574,341** |

| 1a Time saved by updating case files on the go/during customer visits using mobile devices | | | | |
|---|---|---|---|---|
| **Description** | | **Value** | | |
| **Type: Saving Opportunity** | **SBC Low** | **SBC High** | **External Low** | **Sources** |
| Total number of home care client visits (per annum) | 589,000 | 589,000 | 965,574 | SBC visits 39% of total service |
| Avg. time on administrative tasks per client visit per visit (minutes) | 2 | 2 | 2 | SB Cares |
| Current total time spent on transcribing case notes onto system (hours) | 19,633 | 19,633 | 32,186 | Calculation |
| % reduction in time spent on administrative tasks | 50% | 100% | 50% | Impact of technology |
| Future total time spent on administrative tasks associated with home care clients (hours) | 9,817 | - | 16,093 | Calculation |
| Avg. hourly wage of one care worker | £ 13.18 | £ 13.18 | £ 19.08 | SB Cares |
| **Total value p.a.** | **£ 129,384** | **£ 258,767** | **£ 307,052** | Calculation |

| 1b Travel time saved by care workers updating case files remotely rather than in office | | | | |
|---|---|---|---|---|
| **Description** | | **Value** | | |
| **Type: Saving Opportunity** | **SBC Low** | **SBC High** | **External Low** | **Source** |
| # of care workers traveling into office per week (2 meetings every 8 weeks) | 360 | 360 | 642 | Actual |
| # of office visits pa | 23 | 23 | 46 | SB Cares |
| Total # of trips into the office (per annum) | 8280 | 8280 | 29532 | Calculation |
| % reduction in the number of times required to travel to office to update case files | 60% | 80% | 60% | Impact of technology |
| Reduction in the # of trips to the office | 4968 | 6624 | 17719 | Calculation |
| Avg. journey time for care worker to travel to council office (minutes) | 10 | 10 | 25 | Assumption |
| Reduction in time spent traveling to office (hours per annum) | 828 | 1104 | 7383 | Calculation |
| Avg. hourly wage of one care worker | £ 13.18 | £ 13.18 | £ 19.08 | SB Cares |
| **Total value p.a.** | **£10,913** | **£14,551** | **£140,868** | Calculation |

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| 1c Fuel and wear & tear cost saved by care workers updating case files remotely | | | | |
|---|---|---|---|---|
| **Description** | **Value** | | | |
| **Type: Saving Opportunity** | **SBC Low** | **SBC High** | **External low** | **Source** |
| # of care workers traveling into office to update case files | 360 | 360 | 624 | number of carers |
| # of visits to the office per annum for care worker | 23 | 23 | 46 | Standard number of working weeks per annum |
| Total # of visits to the office (per annum) | 8280 | 8280 | 28704 | Calculation |
| % reduction in the # of trips to office to update case files | 60% | 80% | 60% | Impact of technology |
| Reduction in the # of trips to the office during shift (per annum) | 4968 | 6624 | 17222 | Calculation |
| Avg. care worker travel distance to office (miles) | 2 | 2 | 7 | Assumption |
| Reduction in miles travelled into office during shift (per annum) | 7,949 | 10,598 | 120,557 | Calculation |
| Expense cost per mile (£) for personal vehicle usage | £0.45 | £0.45 | £0.45 | SBC |
| **Total value p.a.** | **£3,577** | **£4,769** | **£54,251** | Calculation |

| 1C III) Reduced cost of mileage claim for care workers | | | | |
|---|---|---|---|---|
| **Description** | **Value** | | | |
| **Type: Saving Opportunity** | **SBC Low** | **SBC High** | **External Low** | **Source** |
| Total number of miles claimed per annum | 942400 | 942400 | 1544918 | 589000 SBC visits, calculation 1.6 miles inbetween visits |
| Proportion of workers using personal vehicles | 83% | 83% | 100% | Assumption |
| Total miles driven in personal vehicles | 777480 | 782192 | 1544918 | Calculation |
| % Reduction in miles driven | 5% | 10% | 5% | Total Mobile |
| Reduction in miles driven | 38874 | 78219 | 77246 | Calculation |
| Cost per mile driven | 0.45 | 0.45 | 0.45 | SBC |
| **Total value p.a.** | **£17,493** | **£35,199** | **£34,761** | |

| 1C IV) Reduced cost of mileage on council owned vehicles for care workers | | | |
|---|---|---|---|
| **Description** | **Value** | | |
| **Type: Saving Opportunity** | **SBC Low** | **SBC High** | **Source** |
| Total number of miles claimed per annum | 823000 | 823000 | Analysis of mileage claims |
| Proportion of mileage used for care visits | 100.00% | 100.00% | Assumption |
| Total miles driven in council owned vehicles | 823000 | 823000 | Calculation |
| % Reduction in miles driven | 5% | 10% | Total Mobile |
| Reduction in miles driven | 41150 | 82300 | Calculation |
| Cost of running council vechile (including fuel and overheads) | 0.45 | 0.45 | SBC (0.22 for wear&tear + 0.23 for fuel. Not included: further potential capital purchase of the vehicle) |
| **Total value p.a.** | **£18,518** | **£37,035** | |

| 1C V) Reduced care worker time spent traveling between clients | | | | |
|---|---|---|---|---|
| **Description** | **Value** | | | |
| **Type: Saving Opportunity** | **SBC Low** | **SBC High** | **External Low** | **Source** |
| Total distance travelled between care visits (SBCares) | 956800 | 956800 | 1568525 | 598000 care visits, assumption 1.6 miles between |
| Total time spent traveling (hours per annum) | 23,920 | 23,920 | 39,213 | Calculation assumption 40 MPH |
| % reduction in time spent travelling | 5% | 10% | 5% | Total Mobile |
| Reduction in time spent travelling (hours per annum) | 1196 | 2392 | 1961 | Calculation |
| Average hourly cost of a care worker | 13.18 | 13.18 | 19.08 | SBC |
| **Total value p.a.** | **£15,763** | **£31,527** | **£37,409** | |

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## 1g Reduction in back office staff time spent rescheduling home care appointments

| Description | Value | | |
|---|---|---|---|
| **Type: Saving Opportunity** | **Low** | **High** | **Source** |
| Scheduling reduction | 5 | 5 | Reduction in scheduling FTE |
| Total time spent scheduling (hours per annum) | 9,100 | 9,100 | SB Cares |
| % reduction in the amount of time spent rescheduling | 100% | 100% | Impact of technology |
| Reduction in time spent rescheduling visits (hours per annum) | 9100 | 9100 | Calculation |
| Avg. wage of back office worker | £26,586.14 | £26,586.14 | Annual Salary |
| **Total value p.a.** | **£132,931** | **£132,931** | Calculation |

## 1h Reduction in other back office staff time spent rescheduling home care appointments

| Description | Value | | |
|---|---|---|---|
| **Type: Saving Opportunity** | **Low** | **High** | **Source** |
| Scheduling reduction | 1 | 1 | Reduction in scheduling FTE |
| Total time spent scheduling (hours per annum) | 9,100 | 9,100 | |
| % reduction in the amount of time spent rescheduling | 100% | 100% | Impact of technology |
| Reduction in time spent rescheduling visits (hours per | 9100 | 9100 | Calculation |
| Avg. wage of back office worker | £35,606.18 | £35,606.18 | Annual Salary |
| **Total value p.a.** | **£35,606** | **£35,606** | Calculation |

## 5a Reduce back office operating costs by reducing work which can be done on site & in real time

| Description | Value | | |
|---|---|---|---|
| **Type: Saving Opportunity** | **Low** | **High** | **Source** |
| Total back office time spent on admin tasks associated with home care clients p.a. (hours) | 5070 | 5070 | 97.5 hours per week |
| % reduction in time spent on admin by back office | 100% | 100% | Impact of technology |
| Reduced time spent on admin by back office | 5,070 | 5,070 | Calculation |
| Avg. wage of back office worker | £13.18 | £13.18 | SBC |
| **Total value p.a.** | **£66,823** | **£66,823** | Calculation |

## 6a Printing

| Description | Value | | |
|---|---|---|---|
| **Type: Saving Opportunity** | **Low** | **High** | **Source** |
| Printing | £ 0.009800 | £ 0.009800 | Click cost |
| Paper Cost | £ 0.006700 | £ 0.006700 | £16.99 per 2500 (box) |
| Printing | 405,600 | 405,600 | Calculation |
| **Total value p.a.** | **£6,692** | **£6,692** | Calculation |

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**FEES & CHARGES 2021/22**

**Report by Executive Director, Finance & Regulatory**

**Scottish Borders Council**

**13 May 2021**

1    **PURPOSE AND SUMMARY**

1.1    **This report provides an additional proposed 2021/22 fee.  As part of the budget setting process for 2021/22, fees and changes were agreed at the meeting of Scottish Borders Council on 19 March 2021.**

2    **RECOMMENDATIONS**

2.1    **It is recommended that Scottish Borders Council approves the additional fee detailed in this report.**

**3      BACKGROUND**

3.1     The Council's Fees and Charges policy was approved in November 2012. The proposed Fees and Charges schedule is based on this policy. The policy ensures a consistent approach across all departments and requires the Council to review fees and charges on an annual basis.

**4      UPDATED FEES AND CHARGES**

4.1     The fees and charges schedule was presented to Council in March 2021, to allow charging to be effectively put in place from 1 April 2021. This allowed fees and charges to be applied for the financial year 2021/22 and therefore such charges could provide the maximum benefit in terms of the Council's revenue budget.

4.2     Since the approval of the Fees and Charges in March 2021 an addition to the previously approved fees and charges schedule is being proposed as follows.

- **Vehicular Access Consent** - For a house on a minor public road, such as in most housing estates, Vehicular Access Consent is required to form or alter an access over a public footway or verge. Introduction of a fee for processing the application which applies whether or not the application is successful.

| SCOTTISH BORDERS COUNCIL FEES & CHARGES Corporate Improvement & Economy Planning | 2019/20 Charge (excl.vat) | 2020/21 Charge (excl.vat) | 2021/22 Charge (excl.vat) | Estimated Usage | Estimated Impact of Inflation Increase £'s |
|---|---|---|---|---|---|
| | | | | | |
| Vehicular Access Consent | | | | | |
| To form or alter access over public footway or verge | £0.00 | £0.00 | £202.00 | 35 | £        7,070 |

If approved the fee detailed above will be included in the fees and charges schedule and published on the Council website.

**5      IMPLICATIONS**

5.1     **Financial**

It is estimated that the fees and charges generated from this additional fee will be £7,070 in 2021/22. This is in additional to the Fees and Charges already approved. All income from fees & charges will be monitored as part of the monthly monitoring process during 2021/22.

5.2     **Risk and Mitigations**

There is a risk that increases in Fees and Charges may be resisted by service users/clients, which may impact upon income levels and usage of facilities and services. Wherever possible this risk has been offset by appropriate benchmarking to ensure charges are in line with those levied

by alternative providers and comparable Local Authorities.  The charge is consistent with Planning Application fees for accesses.

5.3 **Equalities**

It is anticipated that there are no adverse impact due to race, disability, gender, age, sexual orientation or religion/belief arising from the proposals in this report. There is a fee exemption where the access provision is for a disabled person.

5.4 **Acting Sustainably**

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

5.5 **Carbon Management**

No effect on carbon emissions is anticipated.

5.6 **Rural Proofing**

It is anticipated there will be no disproportionate impact on the rural area.

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

No changes to either the Scheme of Administration or the Scheme of Delegation are required.

## 6 CONSULTATION

6.1 The Chief Legal Officer (Monitoring officer), the Chief Officer Audit & Risk, the Chief Officer HR, and the Clerk to the Council have been consulted.

**Approved by**

**David Robertson**                 Signature .......................................
**Executive Director, Finance & Regulatory**

**Author(s)**

| Name | Designation and Contact Number |
|------|-------------------------------|
| Suzy Douglas | Financial Services Manager 01835 824000 X5881 |

**Background Papers:**
**Previous Minute Reference:**

**Note –** You can get this document on tape, in Braille, large print and various computer formats by contacting the Author.  Information on other language translations as well as additional copies can also be provided.

Contact us at sdouglas@scotborders.gov.uk

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# GALASHIELS COMMUNITY CAMPUS – UPDATE REPORT

## Report by Service Director Assets & Infrastructure

## SCOTTISH BORDERS COUNCIL

## 13 May 2021

### 1 PURPOSE AND SUMMARY

1.1 **This report provides an update on the progress with the new Galashiels Community Campus following the informal community consultation.**

1.2 The report to Council on 17 December 2020 identified that a range of options had been considered for the location of the new Galashiels Community Campus and approved that an informal community based consultation exercise should take place.

1.3 Consultation material was prepared and a launch of the informal consultation took place on 18 March 2021. The consultation was digital based given the restrictions in place at that time but were supplemented with an unstaffed exhibition located within the town.

1.4 The informal consultation has now closed allowing for this report to Council on the outcome.

### 2 RECOMMENDATIONS

2.1 **I recommend that the Council:-**

**(a)** **Notes the outcome of the informal consultation and that Option 3 remains as the preferred option for the new Galashiels Community Campus.**

**(b)** **Agrees that the project should proceed to the statutory procedures in accordance with Schools (Consultation) (Scotland) Act 2010 and the Town and Country Planning (Scotland) Act 1997.**

**(c)** **Implement the formation of a visioning working group with representation from the community to participate in the further design of Scott Park.**

**(d)** **Request the preparation of a business case to support and underpin proposals for Sports Facilities.**

**(e)** **Requests a follow on report as the project progresses.**

# 3 BACKGROUND

3.1 The report to Council on 28 November 2018 identified that the preferred location for the replacement Galashiels Academy should be focused on the existing school site.

3.2 The report to Council on 17 December 2020 identified five options for the location of the new facility and outlined advantages and disadvantages of each option. The report proposed a preference for Option 3, a new Galashiels Community Campus built largely within the existing boundary of the Academy and a portion of Scott Park.

3.3 The report identified that Scott Park is a Key Greenspace within the Local Development Plan 2020. A mitigation strategy to provide for replacement and additional land to replace that lost by the development was proposed.

3.4 The report identified that community based opposition had been expressed over the preferred option and that all five options should be presented within an informal consultation that was digital themed given the movement restrictions in place.

# 4 INFORMAL COMMUNITY CONSULTATION

4.1 To facilitate an online digital themed community consultation, a third party website was used. The design of the website intended to replicate the appearance of a conventional face to face forum in a public venue. It contained a series of hotspots that activated a video presentation or a series of information boards/drawings to present the consultation. The videos and boards contained the same general principles of the five options identified within the December 2020 report to Council but in a more developed and enhanced presentational style. In this way, the project delivery team consider that a full and robust consultation would take place.

4.2 In addition, a short film was made with messages from the Senior staff and a selection of young learners at the Academy. This film captures their vision and purpose and provides for a strong key sense of engagement for the Community Campus.

4.3 The website was launched on 18 March 2021 and media release information was issued to highlight the start of the informal consultation. The host website contained a comment and feedback hotspot to allow for a record of the views of the community.

4.4 The comments part of the informal consultation was closed on 26 April 2021. The website remains open and all of the production material of videos, drawings and display information remains in public view.

4.5 The third party host gathered anonymous data during the consultation period as visitors accessed the web site. This data allowed information to be gathered on the total number of visits, the dwell time and overall duration of activity on the website. The host company also gathered information such as the browser and operating system to ensure that their service was capable of being viewed on a full variety of devices and systems.

4.6 Overall, the analytics shows a total of over 1400 sessions with a total activity duration of 27 days and an average session duration of 25 minutes. It is clear that the online activity reached a much wider audience, at a scale

and duration that would not normally be seen for a project of this nature when compared with more traditional consultation approach. This demonstrates that there has been a significant opportunity for the community to participate in the consultation and scrutinise the proposals.

4.7    In addition to the website, the key presentation plans were mounted on display boards and set up within the Galashiels Transport Interchange. These display boards were left in an unstaffed set up meaning it was not possible to gather information on the visits to these boards.

4.8    Finally, a series of separate online meetings were set up and held with a selection of identified groups and organisations. This enabled the project delivery team to explain presentation material and importantly respond to questions to help clarify proposals. Within all of these consultation elements, the project delivery team have been able to demonstrate that all of the five options ware technically capable of being built but when the advantages and disadvantages are considered, the Council's preferred option is seen as the most viable.

| Energise Galashiels | 22/03/2021 |
|---|---|
| Save Scott Park | 22/03/2021 |
| TD1 Youth Club | 22/03/2021 |
| Club Sports Borders | 23/03/2021 |
| Gala Policies Group | 23/03/2021 |
| Community Council | 23/03/2021 |
| Focus Community Centre | 23/03/2021 |
| Galashiels Rugby Football Club | 24/03/2021 |
| Stow Community Development Trust | 25/03/2021 |
| Tennis Borders | 25/03/2021 |
| Live Borders | 25/03/2021 |
| Works + | 25/03/2021 |
| Eildon Area Partnership | 25/03/2021 |
| Heriot Community Council | 26/03/2021 |
| Gala Swimming Club | 09/04/2021 |

4.9    The informal consultation is a voluntary activity that precedes the statutory consultation stages associated with the education and planning legislation.

## 5    ANALYSIS OF CONSULTATION REPLIES

5.1    In addition to the 1400 visits to the website, the comments section has seen 135 (10%) individual comments sent in. These have been reviewed and assessed in terms of their support or objection to the proposals.

5.2    There does not appear to be any community based support for options 2, 4 and 5 detailed in the 17 December 2020 Council report. This leaves a very clear choice of either Option 1 or 3.

5.3    Option 1 involved constructing the new campus building to the rear of the

existing Academy when viewed from the town.  The external synthetic sports facilities would be located in front of the new building after the demolition of the existing academy there would be a need to regularise and improve part of Scott Park to allow for a more formal grass playing field.

5.4    Option 3 involves constructing the campus building in front of the existing Academy on a portion of Scott Park with the synthetic sports facilities constructed within the grounds of the existing Academy after it is demolished.  In this way, the external sports facilities would sit behind the new campus building when viewed from the town.

5.5    The report to Council on 17 December 2020 identified Option 3 as the preferred way forward.

5.6    During the period from 18 March to 26 April, there have been 72 (5% of total visits to website) negative comments received in relation to the Council's preferred Option 3.  Generally, the comments are against any impact on Scott Park with a strong desire to see it remain as a public open space.  Many of those 72 negative comments identify a preference for Option 1, or an alternative variation to this as promoted by the Save Scott Park campaign.

5.7    There have been 55 (4% of total visits to website) positive comments received during the consultation period.  30 of which relate to the potential for an enhanced tennis provision to be provided as part of the overall proposal.  This leaves 25 supportive comments on the proposal and therefore of the Council's preference for Option 3.

5.8    To provide a summary of the overall consultation process, the website has been viewed on over 1400 separate sessions.  While some of this may be repeat visits, it represents significant community interest and participation in the proposals.

5.9    From this large number of visits, the number of negative comments to the proposals has remained relatively low in overall number terms.

5.10   There is a small but passionate group in the community who have opposed the Council's preferred option as set out in the community consultation. This group has been vocal in its opposition to the project. The Council is confident however that there is widespread support amongst the school community and the wider silent majority for the project. There have unfortunately been cases where those who have publicly voiced support for Option 3 and contributors to the website (including school children) have been subject to unnecessary and inappropriate personal criticism. This is deeply regretted and as we move forward with the statutory consultation phase of the project we would ask all people, both those in favour of the Council's proposals and those against, to remain respectful of others views and their right to express them in a free democratic society. To act otherwise is simply a form of unacceptable bullying on social media.

5.11   The number of visitors to the website who have either left no comment or a positive comment far outweigh the negative comments.  The views and suggestions of the opposition group have not changed the overall option appraisal process in terms of the preference for option 3.

5.12   Galashiels Community Council have participated in the online consultation process.  A meeting was held with the Community Council on 23 March 2021 at the commencement of the consultation process.  As the consultation process closed on 26 April, the Community Council has considered the overall proposals.  At the meeting on 5 May 2021, the Community Council voted to support Option 3 by 10 votes to 1 abstention.

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The abstention was from a member at their first Community Council meeting.

5.13    The Project Delivery team were asked to develop the online process to ensure that a robust voluntary consultation would take place where it was felt that there was overwhelming community based opposition to the proposals.  However, the number of negative comments received suggest that this opposition is not as widespread within the community as suggested.  On this basis, the Project Delivery team intend proceeding with Option 3 to the next statutory consultation stages.  This will be the publication of the Proposal of Application Notice under planning legislation and a statutory consultation under Education legislation.

5.12    A wide variation of comments received during the consultation were in connection with the re-providing and enhancing Scott Park.  It is proposed that the overall design of this part of the project takes place with community representation in the form of a visioning working group.  This approach has worked well as part of the design of the Hawick Flood Protection Scheme where community participation has helped shape the design of the walking and cycling network that sits behind the flood defences.  Officers and Ward Councillors will review the composition of this working group within the community to ensure that a broad spectrum of views and opinions can be seen to influence the final design.  The Community Council have expressed a desire to participate in this.

5.13    The consultation has also identified a range of views within the community relating to sports facilities within the Campus.  The Project Delivery team will work with Live Borders to review a cross Borders strategy for sports facilities including, swimming, tennis, indoor and outdoor sports which will help strengthen up the Community Campus brief.  A business case approach will support and underpin this review and form the basis of further reporting.

## 6    IMPLICATIONS

6.1    **Financial**

(a)    The Capital project budget for the construction of the Galashiels Community Campus as contained within the 2021/22 Capital Investment Plan is as below.  This budget has seen an increase from that presented within the 2020/21 plan to allow for the inclusion of the swimming pool.

| 2021/22 £'000 | 2022/23 £'000 | 2023/24 £'000 | 2024/25 £'000 | 2025/26 £'000 | Total £'000 |
|---|---|---|---|---|---|
| 891 | 14,128 | 20,000 | 16,360 | 3,630 | £55,049 |

(b)    It is noted within Section 6 of this report that there are potential enhancements to the community facilities within the project.  The cost for these and impact on the overall budget is not known at this stage pending further design and costing work.  At the time that this position is more clear, further reporting can be made.

6.2    **Risk and Mitigations**

(a)    It is noted that the report to Council on 17 December 2020 identified

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a significant risk associated with the preferred Option 3 and its impact on Scott Park.  This risk has been mitigated by the informal community consultation.  While there remains a small opposition to this, it can be seen that there is not overwhelming local opposition.

(b)    There is a risk that the design of the re-provided and reimagined Scott Park is not supported by the community.  This risk is intended to be mitigated by the formation of a visioning working group with community participation and representation.

6.3 **Equalities**

(a) An Integrated Impact Assessment has not been carried out on this report.

(b) It is anticipated that there are no adverse impact due to race, disability, gender, age, sexual orientation or religion/belief arising from the proposals in this report.

6.4 **Acting Sustainably**

The preferred option will have a positive impact on energy consumption when compared to the existing building.

6.5 **Carbon Management**

It would be planned that the new building will seek to minimise the use of fossil fuels. This is a funding condition from the Scottish Government.

6.6 **Rural Proofing**

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

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

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

## 7 CONSULTATION

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

**Approved by**

**John Curry**
**Service Director Assets & Infrastructure Signature …………………………………**

**Author(s)**

| Name | Designation and Contact Number |
|------|-------------------------------|
| Steven Renwick | Projects Manager – 01835 826687 |

**Background Papers:** Report to Executive – 17 December 2020
**Previous Minute Reference:** Nil

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

Contact us at PlaceProjects@scotborders.gov.uk

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