

Public Document Pack



EXECUTIVE COMMITTEE TUESDAY, 13 SEPTEMBER 2022

A BLENDED MEETING of the EXECUTIVE COMMITTEE will be held in the COUNCIL CHAMBER, COUNCIL HEADQUARTERS, NEWTOWN ST BOSWELLS OR VIA MICROSOFT TEAMS on TUESDAY, 13 SEPTEMBER 2022 at 10.00 am

All attendees, including members of the public, should note that the public business in this meeting will be livestreamed and video recorded and that recording will be available thereafter for public view for 180 days.

J. J. WILKINSON,
Clerk to the Council,

6 September 2022

BUSINESS		
1.	Apologies for Absence	
2.	Order of Business	
3.	Declarations of Interest	
	Economic Development Business	
4.	Economic Development Update (Pages 5 - 12) Consider report by Director of Resilient Communities. (Copy attached.)	15 mins
5.	Local Authority Covid Economic Recovery Fund (Pages 13 - 20) Consider report by Director of Resilient Communities. (Copy attached.)	10 mins
6.	Supporting Enterprise in the Scottish Borders Joint presentation by Scottish Borders Council and South of Scotland Enterprise.	20 mins
7.	R100 Broadband Rollout Presentation by Scottish Government.	20 mins
	Other Business	
8.	Minute (Pages 21 - 26)	2 mins

	Minute of meeting held on 16 August 2022 to be noted for signature by the Chairman. (Copy attached.)	
9.	Council Tax and Non Domestic Rates Write Offs Report - 1 April 22 to 30 June 22 (Pages 27 - 34) Consider report by Director of Resilient Communities. (Copy attached.)	10 mins
10.	Winter Service Plan for Year 2022/23 (Pages 35 - 92) Consider report by Director of Infrastructure and Environment. (Copy attached.)	10 mins
11.	High Street / Market Place, Jedburgh (Pages 93 - 100) Consider report by Director of Infrastructure and Environment. (Copy attached.)	10 mins
12.	Annual Procurement Report 2021/22 (Pages 101 - 134) Consider report by Acting Chief Financial Officer. (Copy attached.)	10 mins
13.	Scottish Borders Council's Quarter 1 2022/23 Performance Information (Pages 135 - 162) Consider report by Director – People, Performance and Change. (Copy attached.)	20 mins
14.	Any Other Items Previously Circulated	
15.	Any Other Items which the Chairman Decides are Urgent	
16.	Private Business Before proceeding with the private business, the following motion should be approved:- “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.”	
17.	Minute (Pages 163 - 164) Private section of Minute of the meeting held on 16 August to be noted for signature by the Chairman. (Copy attached.)	2 mins

NOTES

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

Membership of Committee:- Councillors E. Jardine (Chairman), C. Cochrane, L. Douglas, J. Greenwell, C. Hamilton, S. Hamilton, J. Linehan, S. Mountford, D. Parker, J. Pirone, E. Robson, M. Rowley, R. Tatler, E. Thornton-Nicol and T. Weatherston

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Economic Development Update

Report by Director of Resilient Communities

Executive Committee

13 September 2022

1 PURPOSE AND SUMMARY

- 1.1 This paper provides elected members with an update on the current economic development landscape affecting the Scottish Borders. It identifies the major policies and strategies that are driving economic development.
- 1.2 The UK Shared Prosperity Fund (UKSPF) is a central pillar of the UK Government's Levelling Up policy agenda. The Scottish Borders has been allocated funding of £4,442,628 for UKSPF and a further £927,345 for Multiply, which is about improving numeracy for employability purposes. It is anticipated that the investment plans for this funding will be agreed by the UK Government in October.
- 1.3 The Levelling Up Fund (LUF) was established by the UK Government during the 2020 Spending Review and prioritises regeneration and growth. The UK Government issued a Prospectus for a Second Round of bids to the LUF as part of the Chancellor of the Exchequer's Spring Statement. Scottish Borders Council has submitted three funding applications to the LUF for this round, consisting of applications for its two parliamentary constituencies, each for around £20 million, and also a Scottish Borders transport bid.
- 1.4 The Scottish Government's National Strategy for Economic Transformation (March 2022) is a 10-year strategy containing priorities and actions towards a wellbeing economy.
- 1.5 Within the Borderlands Inclusive Growth Deal, the Scottish Borders will benefit from £64m of government investment in ten programmes and projects. The initial group of projects that have reached Full Business Case stage will be reporting on progress to the Council in the autumn and winter of 2022/23.
- 1.6 The Regional Prosperity Framework (RPF) will build on the ambitions of the Edinburgh and South East Scotland City Region Deal. A 'Regional Prosperity Delivery Framework', which takes the previously identified nine 'Big Moves' and translates these into a Delivery Framework of eight Delivery Programmes supported by a number of specific projects, has been developed.

- 1.7 The Regional Economic Strategy (RES) for the South of Scotland of 2021 is a ten-year strategy that seeks to maximise economic opportunities in the South of Scotland, whilst taking account of the area's key challenges. The six priority themes identified in the RES provide the ambition and intent for a South of Scotland RES Delivery Plan 2022-2025, comprising actions by South of Scotland Regional Economic Partnership partner organisations, including Scottish Borders Council, and others, based on priorities identified under each theme.

2 RECOMMENDATIONS

2.1 It is recommended that the Executive Committee:

- (a) Notes the information that is provided regarding the current economic development landscape affecting the Scottish Borders.**
- (b) Supports those projects within the Scottish Borders that have been developed from the various policies and strategies, and also notes where future progress on the projects is to be reported to Council.**

3 THE CURRENT ECONOMIC DEVELOPMENT LANDSCAPE

3.1 The current economic development landscape affecting the Scottish Borders combines various policies and strategies at national, devolved, regional, and local levels. The main drivers of the current economic development landscape for the Scottish Borders are described below.

3.2 UK Government Shared Prosperity Fund

The UK Shared Prosperity Fund (UKSPF) is a central pillar of the UK Government's Levelling Up policy agenda. A Prospectus for UKSPF was published on 13 April 2022 setting out its investment priorities, which were communities and place, business support, people and skills, and Multiply, which is about improving numeracy for employability purposes.

Each local authority in Scotland has been given funding allocations over the financial years 2022/23 – 2024/25 for their administrative areas to be used to meet UKSPF investment priorities and Multiply objectives respectively. The Scottish Borders funding allocation is £4,442,628 for UKSPF and £927,345 for Multiply. This funding is divided into around 85% revenue and 15% capital. The year on year breakdown of this funding is as follows:

Scottish Borders	UKSPF General Funding	UKSPF Multiply Funding
2022/23	£539,154	£280,360
2023/24	£1,078,308	£323,492
2024/25	£2,825,166	£323,492
Total	£4,424,628	£927,345

To access the funding, local authorities were required to submit an investment plan setting out measurable outcomes and interventions by 1 August. The plan submitted by Scottish Borders Council uses the investment priorities of the South of Scotland Regional Economic Strategy and its Delivery Plan, which is described further below in this report. It also links into the opportunities provided by the Regional Prosperity Framework of the Edinburgh and South East Scotland City Region Deal Partnership and the work of the Borderlands Inclusive Growth Deal, which are both also described further below. The Multiply part of the investment plan is being developed from the employability work being carried out by Scottish Borders Council and its local partners through the Scottish Borders Local Employability Partnership. It is anticipated that the investment plans will be agreed by the UK Government in October.

3.3 UK Government Levelling Up Fund

The Levelling Up Fund (LUF) was established by the UK Government during the 2020 Spending Review. The LUF focuses on capital investment in local infrastructure and prioritises regeneration and growth for places in need and areas of low productivity and connectivity. LUF will not support revenue commitments. The Fund is jointly managed by HM Treasury and the Departments for Levelling Up, Housing and Communities, and Transport.

LUF is delivered through local authorities, with all relevant organisations throughout the UK having been invited to make an application to the fund. Preference is given to bids from Category 1 areas, the criteria for which is based on an index of priority places that has been developed by the UK Government using a range of economic and social measures. The Scottish Borders is a Category 1 area. Capacity funding of £125,000 was allocated to all local authorities in Category 1 areas to help prepare bids for LUF funding.

The UK Government issued a Prospectus for a second round of bids to the LUF as part of the Chancellor of the Exchequer's Spring Statement on 23 March. This is a highly competitive UK-wide capital fund for local authorities to apply for local infrastructure funding relating primarily to town centre regeneration, culture, and transport.

Local authorities can bid for up to £20 million for each parliamentary constituency in their area and also for a local authority transport bid of £20 million. There is a four-year funding cycle from 2021/22 to 2024/25. In exceptional cases, these bids can be up to £50 million. Applications were submitted to the UK Government on 6 July. It is anticipated that the final decision on the application process will be made by the UK Government in October.

As reported to Council on 14 June, Scottish Borders Council has submitted three funding applications to the LUF, consisting of the two parliamentary constituencies (represented by John Lamont MP and David Mundell MP, respectively), noting that the David Mundell application is a joint bid with other local authorities, and also a Scottish Borders transport bid.

The bid for John Lamont MP's constituency is for around £20 million and focuses on enhancing heritage and place-based assets and travel connections along the River Tweed and its tributaries, and the Berwickshire coastline. Two small projects in Upper Tweeddale, which are in David Mundell MP's constituency, have also been included in the bid. This is allowable within the LUF rules.

The bid for David Mundell's constituency has been submitted jointly with Dumfries and Galloway Council and South Lanarkshire Council, and involves shared funding of around £20 million. This bid is based on developing an integrated network of long distance paths and active travel routes across the South of Scotland, which meet in the constituency.

Finally, the Scottish Borders Council transport bid encompasses: developing the first phase of an east/west Strategic Active Travel Route Network; the establishment of stronger transport links from Tweedbank Railway Station; and the de-carbonisation of public transport.

3.4 Scottish Government National Strategy for Economic Transformation

The Scottish Government's National Strategy for Economic Transformation (March 2022) is a 10-year strategy containing priorities and actions towards a wellbeing economy. It aims to deliver economic prosperity in the context of a green recovery and transition to a net zero economy, while improving business prospects, productivity, and people's access to skilled, well-paid

jobs. The programme is aligned to Scotland's National Performance Framework in that it would:

- Build a globally competitive, entrepreneurial, inclusive and sustainable economy;
- Tackle poverty through sharing opportunities, wealth, and power more equally; and
- Have thriving and innovative businesses, with quality jobs and fair work for everyone.

There is an expectation that all business cases for programmes and projects going forward will align with the National Strategy for Economic Transformation.

3.5 **Borderlands Inclusive Growth Deal**

The Borderlands Inclusive Growth Deal was signed in March 2021 by the Borderlands Partnership, the UK and Scottish Governments, and the five local authorities within the Borderlands area: Carlisle City Council, Cumbria County Council,¹ Dumfries and Galloway Council, Northumberland Council, and Scottish Borders Council. The Deal will provide a total funding package of £345m over 10 years for the Borderlands area with £150m available for the South of Scotland, comprising £65m from the UK Government and £85m from the Scottish Government.

The Scottish Borders will benefit from £64m of government investment in ten programmes and projects: the Mountain Bike Innovation Centre and Adventure Bike Park; Destination Tweed; Business Infrastructure Scotland; the Place Programme; 7Stanes Redevelopment; the Natural Capital Programme; the Energy Programme; the Digital Programme; the Borders Railway Feasibility Study; and the Learning and Skills Programme.

Currently, the Mountain Bike Innovation Centre and Adventure Bike Park, Destination Tweed, and Business Infrastructure Scotland projects are at Full Business Case stage, which is the final milestone for approval from government to release grant funding. These Full Business Cases will be presented to Council over the autumn and winter months of 2022/23. There will also be progress updates on the Natural Capital and Place Programmes.

At the Borderlands Inclusive Growth Deal Annual Conversation that was held recently with Senior Civil Servants and Partner Authorities, Officers from Scottish Borders Council impressed upon both Scottish and UK Governments the vital importance of this work to the region.. This included the opportunity to highlight significant concerns regarding the apparent lack of progress with the commitment to deliver the feasibility work for the extension of the Borders Railway to Carlisle. A commitment was given to unlock the £10m funding to progress the feasibility work as soon as practicable.

¹ In April 2023, Cumbria County Council will be succeeded by two new unitary authorities: Westmorland and Furness; and Cumberland.

3.6 Edinburgh and South East Scotland City Region

The Regional Prosperity Framework (RPF) will build on the ambitions of the Edinburgh and South East Scotland City Region Deal through providing the basis for economic recovery post-pandemic and also future direction for major projects and investment that support inclusive growth and the transition to a net zero economy over the next 20 years. The RPF was approved by City Region partner representatives on 3 September 2021 with the final version being approved by Council on 23 September 2021.

Work has since been ongoing to develop high-level strategies into investable propositions under nine 'Big Moves'. This work complements the publication of the Levelling Up White Paper from the UK Government and the National Strategy for Economic Transformation from the Scottish Government.

A Regional Prosperity Delivery Framework, which takes the previously identified nine 'Big Moves' and translates these into a Delivery Framework of eight Delivery Programmes supported by a number of specific projects, has been developed. This process is illustrated in the following table.

Big Moves	Delivery Programmes
1) Data capital of Europe	Digital connectivity and data gathering and deployment
2) Rethinking our place	City, town centre and rural recovery
3) Sustainable transport	Sustainable transport and infrastructure
4) Regenerating the Forth	Regenerating our Waterfront and Coastal sites
5) Sustainable tourism	Visitor economy
6) Supporting enterprise	Outstanding and inclusive innovation ecosystems
7) Aligning skills	Upskilling and reskilling our workforce
8) Reinventing healthcare	
9) Anchor institutions	Maximising the role of our anchor institutions

Scottish Borders Council has had particular involvement in the development of the sustainable transport and infrastructure delivery programme; and also in maximising the role of our anchor institutions, a delivery programme that is led on behalf of the City Region by the Council's Director for Resilient Communities.

Within the City Region Deal itself, progress is being made on the delivery of the Borders Innovation Park at Tweedbank, the funding of which includes £15m from Scottish Government. A report on next steps with this project will be presented to Council in November.

3.7 South of Scotland Regional Economic Strategy

The Regional Economic Strategy (RES) for the South of Scotland of 2021 is a ten-year strategy that seeks to maximise economic opportunities in the South of Scotland, whilst taking account of its key challenges. It was developed by the South of Scotland Regional Economic Partnership, which comprises members of Scottish Borders Council, Dumfries and Galloway Council, and South of Scotland Enterprise, together with appointed members from businesses, communities, social enterprises, registered social landlords, and representatives from colleges, universities and public bodies. The latter include the Scottish Funding Council, Skills Development Scotland, Scottish Enterprise, and Visit Scotland.

The vision of the RES recognises the unique strengths of the South of Scotland in relation to its natural capital, the quality of its communities and cultural identity, and aims to increase the working population and attract more visitors to the region. Inclusivity, sustainability, innovation and creativity, and making the most of everyone's potential, were key elements in influencing the RES's vision and its six priority themes.

The six priority themes (Skilled and Ambitious People; Innovative and Enterprising; Rewarding and Fair Work; Cultural and Creative Excellence; Green and Sustainable Economy; and Thriving and Distinct Communities) provide the ambition and intent for a South of Scotland RES Delivery Plan 2022-2025, comprising actions by South of Scotland Regional Economic Partnership partner organisations, including Scottish Borders Council, and others, based on priorities identified under each theme. A number of performance targets through which progress can be measured from a baseline position have been established. The delivery plan is to be updated on an annual basis.

4 IMPLICATIONS

4.1 Financial

Each project noted in the paper has their own particular financial issues and will be reported on individually. This is a descriptive report and therefore detailed analysis of each project has not been provided.

4.2 Risk and Mitigations

Each project noted in the paper has their own particular issues in relation to risk and potential mitigation and will be reported on individually. This is a descriptive report and therefore detailed analysis of each project has not been provided in this instance.

4.3 Integrated Impact Assessment

There are no direct implications associated with an Integrated Impact Assessment. However, a key aspect of Scottish Borders Council's work in relation to Economic Development is to reduce barriers to inequality and help to promote sustainable, inclusive economic growth.

4.4 Sustainable Development Goals

The intention for each of the projects noted in the paper is to provide socially and environmentally responsible decision making, balanced with

delivering economic benefits to help sustain local communities and where applicable the local supply chain and to support the circular economy.

4.5 Climate Change

There are no direct implications associated to climate change in this report.

4.6 Rural Proofing

This report provides an update on a number of projects that would potentially have a positive impact on the Scottish Borders.

4.7 Data Protection Impact Statement

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

4.8 Changes to Scheme of Administration or Scheme of Delegation

There are no changes to the scheme of administration or the scheme of delegation proposed in this report.

5 CONSULTATION

5.1 The Acting Chief Financial Officer, the Monitoring Officer/Chief Legal Officer, the Chief Officer Audit and Risk, the Director (People Performance & Change), the Clerk to the Council and Corporate Communications have been consulted and any comments received will be incorporated into the final report.

Approved by

Jenni Craig
Director of Resilient Communities

Signature

Author(s)

Name	Designation and Contact Number
Stuart Kinross	Economic Development Officer
Graeme Johnstone	Lead Officer
Sam Smith	Chief Officer – Economic Development

Background Papers: Various

Previous Minute Reference:

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

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LOCAL AUTHORITY COVID ECONOMIC RECOVERY FUND

Report by Director of Resilient Communities

EXECUTIVE COMMITTEE

13 September 2022

1 PURPOSE AND SUMMARY

- 1.1 This paper provides elected members with an update on additional funding from Scottish Government that has been allocated to Local Authorities to provide a flexible response to assist economic recovery and provide additional support for local businesses during the current financial year.**
- 1.2 Scottish Government announced an £80m Local Authority COVID Economic Recovery (LACER) fund in February 2022. The purpose of this funding was to help support local economic recovery and potentially provide additional funding for low-income households and local businesses. Scottish Borders Council was allocated funding of £1.724m for this purpose.
- 1.3 A report was taken to Scottish Borders Council in March 2022 recommending that £1.407m of this allocation be distributed immediately, leaving £317k of funding to be allocated for business support at a later date.
- 1.4 A report was taken to Scottish Borders Council in August 2022 which agreed £200k of financial support from reserves could be released to top up existing support to businesses, providing a total business support fund of £517k.
- 1.5 Following discussions with strategic partners, we believe the most appropriate and effective way to utilise the available funding is to work with South of Scotland Enterprise (SOSE) to establish an Emergency Fund that would provide immediate financial support to businesses where significant jobs are at risk in the Scottish Borders

2 RECOMMENDATIONS

2.1 It is recommended that the Executive Committee:

- a) Approves the allocation of £317k from the Scottish Government Local Authority COVID Economic Recovery Fund and the release of a £200k underspend from 2021/22 outturn**

from reserves to provide support to businesses during 2022/23;

- b) Agrees that officers work with colleagues in South of Scotland Enterprise (SOSE) to establish an Emergency Fund that will provide immediate financial support businesses where significant jobs are at risk in the Scottish Borders;**
- c) Delegates authority to the Director of Resilient Communities and the Chief Financial Officer to distribute the allocation identified in section 4 of the report; and**
- d) Agrees that officers will bring back a report to Elected Members at a later date that details the support provided to businesses.**

3 BACKGROUND

- 3.1 Scottish Government announced additional grant funding for Scottish Local Authorities in February 2022 through the Local Authority COVID Economic Recovery (LACER) fund.
- 3.2 The main purpose of this funding is to support local economic recovery and help address the cost of living impacts currently being experienced by low-income households.
- 3.3 Scottish Borders Council was allocated £1.724m of funding via the General Revenue Grant to be allocated and spent during financial year 2022/23.
- 3.4 It was acknowledged that Local Authorities were best placed to understand the needs of businesses and communities locally and therefore Scottish Government provided local authorities with the flexibility and discretion to allocate and deliver interventions, based on five key guiding principles:
- Principle 1: Interventions made under this fund should be based on economic recovery and/or low-income household support;
 - Principle 2: A collaborative approach towards sharing of best practice and learnings from different interventions should be adopted to maximise benefits;
 - Principle 3: Local Authorities may wish to allocate funding to interventions that support local economic recovery and enable businesses to move from surviving the period of trading restrictions towards recovery, growth, adaptation and resilience;
 - Principle 4: Local Authorities may wish to allocate funding to projects that can help rebuild consumer confidence and stimulate demand and economic activity; and
 - Principle 5: Local Authorities may wish to allocate funding to support the low-income households that have been disproportionately impacted by the pandemic as well as the current cost of living crisis.
- 3.5 A report was taken to Scottish Borders Council in March 2022 which allocated funding to three key proposals:
- A one-off payment of £150 to our lowest income households;
 - A payment of £100 to each child that was entitled to free school meals; and
 - Marketing for the Scotland Loves Local Gift Card to support independent retailers.
- 3.6 The report to Council indicated that a proposal for additional business support from the remaining allocation within the LACER Fund would be brought back to Elected Members once officers had identified the most

appropriate intervention. The funding still to be allocated during the current financial year is £0.317m.

- 3.7 A report was approved by Scottish Borders Council in August 2022 which indicated that £0.200m of financial support could be drawn from reserves to top up existing support to businesses. This provides a total business support fund of £0.517m.

4 PROPOSAL

- 4.1 The Scottish Government provided some initial guidance on the LACER Fund allocation which allows a flexible approach to be applied when designing and delivering interventions that best meet the needs of the Local Authority area.
- 4.2 Following discussions with strategic partners such as South of Scotland Enterprise (SOSE) we believe the most appropriate and effective way to utilise the £517k of available funding is to work with SOSE to establish an Emergency Fund to support Scottish Borders businesses in crisis. This fund would provide immediate financial support through the provision of a grant for vulnerable - businesses where a significant number of jobs (estimating 40/50 jobs in most cases) are potentially at risk due to the current financial crisis and these jobs can be retained and sustained in the region.
- 4.3 During the Covid-19 pandemic, SOSE worked closely with SBC to administer a range of Scottish Government funds to help businesses manage the financial impacts of the COVID-19 crisis, including leading on the establishment of the Scottish Wedding Industry Fund in collaboration with Scottish Enterprise and Highlands and Islands Enterprise.
- 4.4 In addition, to help complement national funds, SOSE also created and administered a number of its own funds to support businesses, communities and other projects in the South of Scotland. In particular, the SOSE Crisis Fund supported businesses and organisations that were in crisis as a result of COVID-19 but where jobs could be retained and sustained.
- 4.5 In addition to the proposed grant aid, SOSE would also offer wrap around support to businesses where appropriate to help ensure longer term business sustainability.
- 4.6 We understand that further National and Regional support is currently being discussed at a UK and Scottish Government levels, and we expect that additional support packages will be made available to other key business sectors and the general public in the near future.

5 IMPLICATIONS

5.1 Financial

- a) The LACER Fund, provided by Scottish Government allocated £80m to provide a flexible response to economic recovery and provide some

support for low income families and businesses during the current financial year.

- b) Scottish Borders Council's allocation for 2022/23 was £1.724m and is a one-off payment allocation. It was agreed by elected members that £317k from LACER would be allocated to support local businesses.
- c) An additional £200k from reserves is being allocated to top up the existing support for businesses, providing a total support fund of £517k.
- d) This Emergency Fund financial support will be ring-fenced by SOSE for investment in businesses in the Scottish Borders, and the investment will be additional to any future financial support made available nationally.

5.2 Risk and Mitigations

The key risk associated with this report is in the requirement for officers to allocate funding to suitable projects and schemes that will hopefully make a significant difference to businesses that are continuing to experience challenges through Covid-19 and the current cost of living crisis. If we do not consider the allocation of funding to suitable businesses during the current financial year, there is a risk that there will be a further impact on companies that are already at risk of financial hardship.

5.3 Integrated Impact Assessment

There are no direct implications associated with an Integrated Impact Assessment as the report is not proposing a change in policy or the formal adoption of a strategy, policy or plan. The key aspect of this funding is to try and reduce barriers to inequality, alleviate hardship and help to promote sustainable, inclusive economic development through the promotion of local business.

5.4 Sustainable Development Goals

These proposals are expected to deliver against the United Nations Sustainable Development Goals by helping to direct funding to companies and businesses and subsequently providing economic benefits that will help to sustain local communities throughout the Scottish Borders.

5.5 Climate Change

The intension of the funding is partly to help local businesses that have suffered during Covid-19 and the intension is for future proposals to help improve local supply chains, which in turn can help to reduce the need to travel, encourage local sustainable employment and to ultimately help local communities deliver in terms of the race to net zero.

5.6 Rural Proofing

The key focus of this funding is to try and encourage the viability of local businesses and retail outlets which are at the heart of communities in the Scottish Borders. The fund is also intended to deliver support to people who

may have been disproportionately impacted by Covid-19 and the pressures associated with the current cost of living crisis.

5.7 Data Protection Impact Statement

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

5.8 Changes to Scheme of Administration or Scheme of Delegation

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

6 CONSULTATION

6.1 The Acting Chief Financial Officer, the Monitoring Officer/Chief Legal Officer, the Chief Officer Audit and Risk, the Director (People Performance & Change), the Clerk to the Council and Corporate Communications have been consulted and comments received will be incorporated into the final report.

Approved by

Jenni Craig
Director of Resilient Communities,

Signature

Author(s)

Name	Designation and Contact Number
Graeme Johnstone	Lead Officer
Sam Smith	Chief Officer for Economic Development

Background Papers:

Scottish Borders Council – Anti Poverty Strategy – Cost of Living Support – 25 August 2022;

Scottish Borders Council - Local Authority COVID Economic Recovery Fund – 31 March 2022.

Previous Minute Reference:

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**SCOTTISH BORDERS COUNCIL
EXECUTIVE COMMITTEE**

MINUTES of Meeting of the EXECUTIVE COMMITTEE held in the Council Chamber, Council Headquarters, Newtown St Boswells and via MS Teams on Tuesday, 16th August, 2022 at 10.00 am

Present:- Councillors E. Jardine (Chairman), C. Hamilton, L. Douglas, J. Greenwell, S. Hamilton, J. Linehan, S. Mountford, D. Parker, E. Robson, M. Rowley, R. Tatler, E. Thornton-Nicol and T. Weatherston

Also Present:- Councillor W. McAteer

Apologies:- Councillor J. Pirone

Absent:- Councillor C. Cochrane

In Attendance:- Acting Chief Executive, Director Education and Lifelong Learning, Director Social Work and Practice, Director Strategic Commissioning and Partnerships, Financial Services Manager, Democratic Services Team Leader, Democratic Services Officer (D. Hall)

1. **MINUTE**

There had been circulated copies of the Minute of the meeting held on 14 June 2022.

DECISION

APPROVED for signature by the Chairman.

2. **MONITORING OF THE GENERAL FUND REVENUE BUDGET 2022/23**

There had been circulated copies of a report by the Acting Chief Financial Officer which provided budgetary control statements for the Council's General Fund based on actual expenditure and income to 30 June 2022 along with explanations of the major variances identified between projected outturn expenditure/income and the current approved budget. The Council had started the new 2022/23 financial year with a number of pressures emerging regarding the current operating environment. Those included continuing impacts from the COVID-19 recovery period and unprecedented inflation levels in the wider economy causing both internal Council pressures and also pressures on critical service delivery partners. It was therefore proposed that the COVID-19 reserve, previously held to provide one-off funding to support the impacts of COVID-19, was redirected to a 'Recovery Fund'. The Recovery Fund would support the Council, and where appropriate its partners, through deployment of one-off funding to support the current operating environment including impacts of COVID-19 recovery, inflation pressures and wider operating constraints including staffing challenges. Due to the very challenging operating environment it remained essential that the Council continued to operate as efficiently as possible to ensure that any financial implications not yet clear could be managed as the financial year progressed. Forecasts had been completed at the first quarter of 2022/23 at the 30th June which projected the Council to be in a balanced position at the financial year end. The forecast position included the deployment of £4.249m of the Recovery Fund in order to balance the 2022/23 budget which resulted in a balance of £5.807m remaining to address future pressures. The Recovery Fund would be drawn down as required to meet identified financial pressures. Confirmed funding was in place for 2022/23 and was categorised as follows: funding provided by Scottish Government £0.156m, funding carried forward from 2021/22 through COVID-19 reserve £9.465m, funding included in the 2022/23 Financial Plan for COVID-19 response £0.069, and Assumed Local Mobilisation Plan (LMP) funding £0.366m. Total COVID-19 funding was £10.056m. COVID-19 funding was split between funding which had been ring-fenced to be used for a specific purpose (£1.974m), for example education

recovery, LMP and admin funding, and that which could be used more generally by the Council to address COVID-19 pressures (£8.082m). This included all residual COVID-19 funding carried forward from 2021/22 and full details of funding available were shown in Appendix 2 to the report. Financial plan savings of £12.027m were required to be delivered in 2022/23. An analysis of deliverability was shown in Appendix 3 of the report. Following the June month end £6.965m (58%) savings had been delivered permanently, £3.509m (29%) were profiled to be delivered by 31 March 2023 and £1.553m (13%) had been delivered on a temporary basis through alternative savings. Members praised the report and highlighted the encouraging level of permanent savings that had been made. With reference to recommendation (e), Councillor Rowley moved to amend the wording, replacing “note” with “welcome”, which was unanimously accepted.

DECISION

AGREED to:-

- (a) note the projected corporate monitoring position reported at 30 June 2022, the remaining pressures identified, the underlying cost drivers of this position and the identified areas of financial risk as reflected in Appendix 1 to the report;**
 - (b) approve the current COVID-19 reserve, previously held to provide one-off funding to support the impacts of COVID-19, be redirected to a ‘Recovery Fund’ to support the current operating environment including impacts of COVID-19 recovery, inflation pressures and wider operating constraints;**
 - (c) note the pressures of £4.249m detailed in Appendix 1 to the report being funded from the Recovery Fund in 2022/23 in order to balance the budget;**
 - (d) note the Recovery Fund resources detailed in Appendix 2 to the report;**
 - (e) welcome the progress made in achieving the Financial Plan savings in Appendix 3 to the report; and**
 - (f) approve the virements attached as Appendices 4 and 5 to the report.**
- 3. MONITORING OF THE CAPITAL FINANCIAL PLAN 2022/23**
- There had been circulated copies of a report by the Acting Chief Financial Officer which provided an update on the progress of the 2022/23 Capital Financial Plan and sought approval for virements and the reallocation of funds. The monitoring tables in Appendix 1 of the report reported on actual expenditure to 30 June 2022. Key issues and highlights identified in those tables were summarised within the report. The June month end position reflected a projected outturn of £113.190m with a net budget variance of £0.342m, which included net timing movements from 2022/23 of £0.792m. A number of macro-economic factors continued to affect the Capital Plan in 2022/23. Unprecedented levels of inflation along with disruption in the construction materials supply chain continued to impact on the wider economy and consequently the Council. A surge in demand coupled with constraints on supply had led to price increases, shortages and longer lead times. The impact of that on tender prices for major projects and the wider Capital Plan continued to be assessed. Current legally committed projects had a small risk of impact and block programmes of work could operate within a cash constrained budget and were considered lower risk, however would impact on the scale of project delivery from the blocks. The most significant risk therefore was in the contracts tendered this year which may result in a budget pressure. Any financial implications from those market conditions would be reported through the regular budget monitoring cycle with any longer term impacts reflected in the financial planning process. In anticipation of inflationary pressures an inflation contingency of £1.253m was established at the 2021/22 year end to support potential budget pressures. Through the first quarterly monitoring process this contingency had been increased by a further £0.179m, giving a revised contingency of

£1.432m to support the Capital Plan as the year progressed. The list of block allocations approved for the year and various approved and proposed projects to be allocation from them within the 2022/23 Capital Plan was outlined in Appendix 2 to the report. The list of estimated whole project capital costs for single projects which would not be completed in the current financial year was outlined in Appendix 3 to the report. In response to a question regarding the size and ambition of the Plan in the face of rising inflation and costs, the Acting Chief Financial Officer explained that a number of large projects were ongoing and that she expected movement in the Plan as the year progressed. The Acting Chief Executive explained that the strategy to progress with the Plan involved going to market for tender as quickly as possible to get prices, before considering potential changes to the Plan. In response to a question regarding staffing capacity to deliver the Plan, the Acting Chief Executive, Mr David Robertson, confirmed that external project managers were used to balance the workload across the Council.

DECISION

- (a) AGREED the projected outturn in Appendix 1 to the report as the revised capital budget and approved the virements required.**
- (b) NOTED:-**
 - (i) the budget virements previously approved by Directors, detailed in Appendix 2 to the report, under delegated authority;**
 - (ii) the final block allocations in Appendix 2 to the report; and**
 - (iii) the list of whole project costs detailed in Appendix 3 to the report.**

5. BALANCES AT 31 MARCH 2023

There had been circulated copies of a report by the Acting Chief Financial Officer which provided an analysis of the Council's balances as at 31 March 2022 and advised of the projected balances at 31 March 2023. The unaudited Council's General Fund useable reserve (non-earmarked) balance was £9.848m at 31 March 2022. The General Fund useable reserve was projected, at this early stage in the financial year, to be at least £8.421m at 31 March 2023 in line with the Council's Financial Strategy. The total of all useable balances, excluding development contributions, at 31 March 2023 was projected to be £39.126m, compared to £64.481m at 31 March 2022. The reduction in balances year to year was primarily due to the release of earmarked balances, carried forward from 2021/22, into the 2022/23 revenue budget and the deployment of £3.883m of the Recovery Fund in 2022/23. The projected balance on the Capital Fund of £7.303m would be affected by any further capital receipts, developer contributions, interest credited and any expenditure authorised to be financed from the Fund during the remainder of the financial year.

DECISION

NOTED:-

- (a) the unaudited 2021/22 revenue balances as at 31 March 2022;**
- (b) the projected revenue balances as at 31 March 2023 as contained in Appendices 1 and 2 to the report; and**
- (c) the projected balance in the Capital Fund as contained in Appendix 3 to the report.**

5. THE SCOTTISH BORDERS STRATEGIC EVENTS PLAN

- 5.1** With reference to paragraph 7 of the Minute of the Meeting held on 7 December 2021, there had been circulated copies of a report by the Director, Resilient Communities which

provided a refreshed Strategic Events Plan for the Scottish Borders over a five year period between 2022 and 2027. The report outlined the significant impact events had on the region and also the supporting role Scottish Borders Council had in the delivery of those events. The report explained that the Council successfully facilitated and supported a wide range of regional, national and international events, which in turn delivered a significant economic impact to the local economy. The refreshed events plan took into account the impact of the Covid-19 pandemic on the events sector, and placed an emphasis on sustainability, the environment and local communities. An operations Plan supported the strategy document and set out how the various strategic actions would be delivered. The report reflected the high level of ambition in the Scottish Borders in relation to the delivery of strategic events. That ambition would help secure further growth within the events sector, broaden the base and help attract more visitors to the area. The Chief Officer – Economic Development, Samantha Smith presented the report and highlighted that the Plan sought to provide a balance between financial and staffing support.

- 5.2 Members welcomed the report and expressed their optimism that the Plan would benefit the whole of the region. Ms Smith agreed to provide a briefing to all Elected Members. In response to a question regarding staffing arrangements and contract durations, Ms Smith explained that the desire was to recruit two full time members of staff for 18 months in order to focus on delivery. In response to a question regarding the use of suggestions rather than requirements in the report in the context of environmental issues, Ms Smith explained that the sustainability elements in the report were taken extremely seriously, that a balanced approach had been sought to promote constructive outcomes and undertook to assess the language used in the future. Regarding the allocation of profit to a private individual or company that did not directly result in community/social benefits to the Scottish Borders, the Chief Officer explained that a balance had to be reached between community led and business led events as both had positive impacts on the region. Events that were privately operated would potentially have their profits capped in accordance with subsidy controls, and was a key part of delivering benefits to the region, ensuring that events took place, and that money was not invested where it was not required. In response from a question from the Chairman regarding sporting development and the legacy rebound, Ms Smith explained that work was ongoing with a range of partners and that with more staffing further benefits could be achieved.

DECISION

AGREED to:

- (a) approve the Scottish Borders Strategic Events Plan identified in Appendix A of the report; and**
- (b) approve the Scottish Borders Operational Plan identified in Appendix B to the report.**

6. PROPOSAL TO INCREASE THE HOURLY RATE PAID BY SCOTTISH BORDERS COUNCIL TO FUNDED EARLY LEARNING AND CHILDCARE PROVIDERS

There had been circulated copies of a report by the Director Education and Lifelong Learning which proposed an increase in the hourly rate paid by Scottish Borders Council to providers in the voluntary and private sectors for funded Early Learning and Childcare (ELC). Approximately one third of children eligible for a funded ELC place accessed their place in the private and voluntary sector in the Scottish Borders. The Council was dependent on those places to fulfil its statutory duty. The report explained that settings in this sector needed to remain financially viable and that the Scottish Government required Councils to establish and pay a rate that ensured sustainability. If a sustainable rate was not paid there was a risk of services in the private and voluntary sector closing, which would incur capital and revenue costs for the Council, would reduce choice and local provision for parents, particularly in more rural areas and would impact on communities. The closure of services that provided childcare paid for by parents would also have a

negative impact on the local economy, with parents not able to access work or college. Members welcomed the report, and expressed their agreement with the rationale behind the uplift. In response to a question regarding equity in the provision in the settings, the Director Education and Lifelong Learning explained that not all of the payments made were included within the paper, and undertook to examine the issue. Councillor Tatler raised the issue that reviews of the rate paid needed to be carried out on a more regular basis given the inflationary pressures present within the economy, and moved to include an additional recommendation that a review of the rate would be undertaken following the completion of the living wage review in September, which was unanimously accepted.

DECISION

AGREED to:-

- (a) increase the hourly rate paid to providers in the private and voluntary sectors for the provision of funded ELC to £6.55 for 2 year olds and £6.21 for 3 and 4 year olds, backdated to August 2021;**
- (b) an annual increase of the hourly rate for the remainder of the duration of the ELC Contract from 1st August 2023 – 31st July 2026 to provide long term security for the provision of funded ELC in line with increases in the real Living Wage for staff costs and the Fees and Charges increases for non-staff costs; and**
- (c) to undertake a review of the hourly rate to providers following the completion of the Living Wage Review.**

7. PRIVATE BUSINESS

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

8. MINUTE

The Private section of the Minute of the Meeting held on 14 June 2022 was approved.

9. PROPOSED INFLATIONARY UPLIFT FOR SUPPORTED LIVING PROVIDERS

A report by the Chief Officer IJB was approved.

The meeting concluded at 11.20 am

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COUNCIL TAX AND NON DOMESTIC RATES WRITE OFFS REPORT - 1 APRIL 22 TO 30 JUNE 22

Report by Director of Resilient Communities

EXECUTIVE COMMITTEE

13 September 2022

1 PURPOSE AND SUMMARY

- 1.1 To report on the levels of both Council Tax and Non-Domestic Rates debt written off, under delegated authority in the first quarter of 2022/23.**
- 1.2 The total net value of write-offs for the above categories during the first quarter is £40,263 as detailed in the Table 1 at section 4.1.
- 1.3 There are ongoing risks associated with the management of the Council's debts and these may lead to an increase in the level of debts that may require to be written off as irrecoverable in future years. These have been identified in paragraph 6.2. The Council maintains an appropriate bad debt provision to help manage these risks.

2 RECOMMENDATIONS

- 2.1 I recommend that the Executive Committee note the update provided on debtor balances written off during the first quarter, under delegated authority, as requested by the Committee at its meeting on 14 June 2022.**

3 BACKGROUND

- 3.1 Under the Scheme of Delegation the Direct Resilient Communities can write off debts up to £1000 and the Financial Regulations give the Chief Financial Officer authority to write-off individual irrecoverable debts up to £100,000. Any debt in excess of £100,000 may only be written off as irrecoverable following approval by the Executive Committee. No write-offs have fallen into this category in the first quarter of 2022/23 in relation to Council Tax and Non Domestic Rates.
- 3.2 Financial Regulations also require that the Chief Financial Officer report to the Executive Committee annually on the aggregate amounts written off under delegated authority. At the Executive Committee meeting held on 14 June 2022, when 2021/22 outturn reports were considered, the Committee requested a quarterly report to highlight the amounts of debt written off during the period 01/04/2022 – 30/06/2022 under delegated authority in more detail.

4 LEVEL OF WRITE OFFS

- 4.1 The total net amounts which were written off during the first quarter of 2022/23 are shown in Table 1 below. Figures for the same period of the previous financial years are shown for comparison.

Table 1

Category	Net amount written off 1st quarter 2019/20 (£)	Net amount written off 1st quarter 2020/21 (£)	Net amount written off 1st quarter 2021/22 (£)	Net amount written off 1st quarter 2022/23 (£)
Council Tax	127,600	-338	-123	57,234
Non-Domestic Rates	508,866	611	24	-16,971
Total	636,466	273	-99	40,263

- 4.2 The 'write-offs' are net of any amount 'written back on'. This occurs where a debt has been written off and subsequent information is received, such as a new forwarding address, which would enable the Council to again pursue a debt previously considered irrecoverable. In these circumstances, the write-off will be reversed by a write-on or contra and the debtor will then be pursued for the debt.
- 4.3 Due to a recent change in administrative practises, a write-on can also be necessary when a customer does not provide enough details to allow an overpayment to be refunded. Where a customer does not respond after various attempts a "write-on" is necessary. When the information is subsequently provided this enables the Council to issue the refund and the write-on will be reversed. Negative figures in the above tables reflect where these type of reversals have occurred.

- 4.4 A debt, irrespective of the categories allocated in the data tables, will only be written off when at least one of the following occurs: -
- Legislation prevents its recovery;
 - It is uneconomic to pursue;
 - The Debtor becomes insolvent;
 - All options of recovery have been exhausted, which includes the use of the Sheriff Officers, 'Walker Love';
 - After a professional assessment of the debt concludes that recovery is unlikely. For example, if Sheriff Officers advise that there are no assets, or the debtor has left the area and cannot be traced.

In all cases the decision is made on the basis of individual circumstances.

- 4.5 The value of Council Tax and Non Domestic Rates write offs processed within 2020/21 and 2021/22 were low as there was no direct resource concentrating on administering write offs. This was due to staff being directed to deal with the administration of Covid Business Grants and a decision to reduce debt recovery action during 2020/21 and 2021/22 due to Covid 19. Therefore a comparison will be made to 2019/20 figures.
- 4.6 It is important to note that the figures detailed within this report, although reflecting the same period, are not a direct or accurate comparative measure of economic or business activity nor personal or business financial pressure. This is because the process directly relies on the availability of officer resource and time lags exist in debt reaching the point where collection options are exhausted and write off is appropriate. This means that some figures could be unrealistically inflated or decreased depending on the level of work done.

5 ANALYSIS OF WRITE OFFS

5.1 Council Tax

Table 2 shows the Council Tax debts which have been written off in the 1st quarter in 2022/23 in comparison to 2019/20 and have been categorised by reason for the write off:-

Table 2

Reason for Write Off	Council Tax – Net amount written off 01/04/19- 30/06/19 (£)	No. of transactions	Council Tax - Net amount written off 01/04/22- 30/06/22 (£)	No. of transactions
Surcharges	12,586	202	6,646	279
Small balance (less than £10)	-658	169	71	59
Deceased	30,392	65	33,083	193
No Forwarding Address	21,051	55	4,393	22
Sequestrations	64,311	111	13,677	109
Miscellaneous	-82	31	-636	343
Total	127,600	633	57,234	1005

- a. There have been more transactions written off within the 2022/23 period however the overall debt written off has reduced by over a half in comparison with the same period in 2019/20. The main factor in this difference is the level of debt due by customers that had their balances written off due to sequestration in 2019/20 which was significantly higher than in 2022/23.
- b. Within the first 3 months of 2022 there were 343 transactions within the miscellaneous category. Over 95% of these transactions are small credit balances under £10 which have been written on. These have been incorrectly categorised during an automated job. For the remaining 6 accounts, these related to balances written off where the customer had no effects.
- c. The highest value of write-offs for Council Tax from April 2022 to June 2022 is within the Deceased category where the debtor had no funds in their estate to clear the balances due.
- d. The Council Tax write offs in Table 3 detail 5 years transactions from 2018 to 2022 with cases for all years from 1993 to 2017 summarised on the first line. Further historic detail is available in Appendix 1.

Table 3

	Deceased	Gone Away	Insolvency	MISC	Surcharge	Under £10	Total
Pre							
2018	21424	1160	-4785	-166	3508	39	21180
2018	4094	1144	2579	14	665	-2	8494
2019	2811	2066	4461	-7	798	-8	10121
2020	3597	340	7707	768	1330	11	13753
2021	1157	-317	3715	-1244	345	18	3674
2022	0	0	0	-1	0	13	12
	33083	4393	13677	-636	6646	71	57234

5.2 Non Domestic Rates

Table 4 shows the Non Domestic Rates debts which have been written off in 2022/23 compared to 2019/20 and have been categorised by the reason for the write off:-

Table 4

Reason for Write Off	NDR – net amounts written off 2019/20 (£)	No. of transactions	NDR – net amounts written off 2022/23 (£)	No. of transactions
Small balance - less than £10	10	3	-5	10
Surcharges	46,406	102	-1,482	8
Deceased	0	0	0	0
No Forwarding Address	40,855	18	0	0
Insolvency	403,211	93	-15,474	4
Miscellaneous	18,384	7	-10	3
Total	508,866	223	-16,971	25

- There has been more liability written back on in the first quarter of 2022/23 than has been written off. This was due to monies being received in relation to an Insolvency claim.
- The write offs in the Insolvency category in the 2019/20 period were unrealistically inflated due to a backlog of work that was targeted at that time which resulted in a large number of accounts/sums of money being written off and claims made to Insolvency practitioners.
- Table 5 shows the split by financial year.

Analysis of 2022/23 Write Offs over relevant financial years

Reason	2012	2013	2014	2019	2020	2021	Total
Insolvency	-2021	-12754	-699				-15474
MISC					-7	-3	-10
Surcharge	-202	-1518			51	187	-1482
Under £10	2			-9	0	2	-5
Total	-2221	-14272	-699	-9	44	186	-16971

Table 5

6 IMPLICATIONS

6.1 Financial

There is an annual budget provision for bad debts of £437k for Non Domestic Rates and £839k for Council Tax, these are regularly reviewed to ensure the provision remains appropriate.

6.2 Risk and Mitigations

The level of debts written off in this first quarter in 2022/23 is significantly lower than in 2019/20 however, as the full impact of the Cost for Living Crisis is not yet known write-off levels may increase. Performance in this area continues to be closely monitored and management action, including the approved policy on debt recovery and supporting procedures, are in place to minimise risk. As noted above the Council maintains an appropriate bad debt provision to help manage these risks.

6.3 Integrated Impact Assessment

There is no impact or relevance to Equality Duty or the Fairer Scotland Duty for this report. This is a routine financial monitoring report which is required to comply with the Financial Regulations.

6.4 Sustainable Development Goals

There are no environmental implications directly associated with this report.

6.5 Climate Change

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

6.6 Rural Proofing

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

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

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

7 CONSULTATION

- 7.1 The Acting Chief Financial Officer, the Monitoring Officer/Chief Legal Officer, the Chief Officer Audit and Risk, the Director (People Performance & Change), the Clerk to the Council and Corporate Communications have been consulted and any comments received have been incorporated into the final report.

Approved by

Name Jenni Craig

Title Director of Resilient Communities

Author(s)

Name	Designation and Contact Number
Jenni Craig	Director Resilient Communities 01835 825013
Les Grant	Customer Advice and Support Manager 01835 824000 x5547
Katrina Wilkinson	Revenues Lead Officer 01835 824000 x2630

Background Papers: Executive Committee Report 14/06/22

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

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

Contact us at Contact us at:

Post: Customer Advice and Support, Council Headquarters, Newtown St Boswells, Melrose TD6 0SA.

Tel : 01835 824000 (ext 2630)

Email: klwilkinson@scotborders.gov.uk

Appendix 1

This table displays the total net amount of monies written off or by write off type and is displayed per financial year.

	Deceased	Gone Away	Insolvency	MISC	Surcharge	Under £10	Total
1993	60				6		66
1994	169	-12			44		201
1995				65	-20	-5	40
1996	48				5		53
1997	61				6		68
1998	75				7		82
1999	93	-63		-44	9		-5
2000	240	-14			50		276
2001	440			0	63		502
2002	691				27		718
2003	737			-10	74		800
2004	696		53		131	-5	874
2005	671		107		204	0	982
2006	921		295		212		1428
2007	1338		998		307		2643
2008	1247		1883		476		3606
2009	1113		95		157	95	1461
2010	1326		757		281	-9	2355
2011	845		-1994		74		-1075
2012	1833		-1173		159	-7	811
2013	1502	287	-1956	-159	24		-302
2014	799	297	-1682	-13	182	-7	-424
2015	2091		-2561		92	-8	-387
2016	1355		-3255		98	-15	-1817
2017	3075	665	3649	-5	840	0	8224
2018	4094	1144	2579	14	665	-2	8494
2019	2811	2066	4461	-7	798	-8	10121
2020	3597	340	7707	768	1330	11	13753
2021	1157	-317	3715	-1244	345	18	3674
2022				-1		13	12
	33083	4393	13677	-636	6646	71	57234



WINTER SERVICE PLAN FOR YEAR 2022/23

Report by Director of Infrastructure & Environment

EXECUTIVE COMMITTEE

13 September 2022

1 PURPOSE AND SUMMARY

- 1.1 This report provides a review of the performance of Scottish Borders Council's Winter Service during 2021/22 and presents, at Appendix A, SBC's proposed Winter Service Plan for 2022/23.**
- 1.2 SBC provides a winter service on almost 3,000km of roads and 800 km of footway across the Scottish Borders. The Winter Service Plan is reviewed annually and presented to Elected Members to outline the steps that aim to make sure, within available resources, that the road and footway network is safe in the upcoming winter.
- 1.3 As part of the Fit for 2024 programme of transformational change, the Council is required to modernise and adapt all of its services to meet present and anticipated future needs in a responsive and agile manner, ensuring that services can continue to be delivered cost effectively and sustainably, while delivering efficiencies and savings where required.
- 1.4 The winter of 2021/22 was not significant in terms of snowfall, which was limited to a few occasions. Incidents of ice and prolonged frost were also less than the previous five year average and significantly down on those experienced the previous winter. In particular, this led to a reduced need to treat primary and secondary routes as frequently and resulted in lower than average salt usage.
- 1.5 The Winter Service Plan for 2022/23 is on similar lines to the previous 2021/22 Plan in terms of policy, priorities, routes, call out arrangements and resource planning. Section 5 of the report provides details on a revised salt spread rate regime that is being trialled on approximately half of the primary precautionary salting routes this winter.

2 RECOMMENDATIONS

2.1 I recommend that the Executive Committee:-

- (a) Notes the performance of the SBC Winter Service during 2021/22;**

- (b) Endorses the Winter Service Plan for 2022/23;**
- (c) Notes the continuation of a trial in relation to the salting spread rates applied on 50% of the primary precautionary salting routes.**

3 BACKGROUND

- 3.1 The Council undertakes a Winter Service on almost 3,000km of local road network and 787 km of footway. The Service is provided by the Infrastructure and Environment Department. Under the Roads (Scotland) Act 1984, Section 34, all roads authorities are required to *'take such steps as they consider reasonable to prevent snow and ice endangering the safe passage of pedestrians and vehicles over public roads'*. The safe passage of people on the road network during winter is very important for the social and the economic needs of the area.
- 3.2 To assist in meeting its legal requirements, the Infrastructure and Environment Service produces an annual Winter Service Plan. This describes what steps will be taken to maintain the local road network free from ice and snow; as far as it is considered reasonable within the available budget. A Winter Service Plan has been in place in different forms for over 20 years and is reviewed annually to ensure that it is fit for purpose. It provides information about the hierarchy of routes, and details the network, which will benefit from winter maintenance activities, within the framework of that hierarchy.. Route hierarchies are long established and have been determined based on factors including traffic volumes, bus routes and access to critical infrastructure including schools, shops and medical centres. Operational capacity and delivery is structured around the hierarchy, including the locating of critical infrastructure in which salt is stored.
- 3.3 The Council adopts two approaches to safely maintaining the network during the winter:
- a) Prevention – by pre-salting roads to reduce the impact of frost and frozen surfaces on travel conditions; delivered on a routine, planned basis. The road network hierarchy is defined as Primary, Secondary and Tertiary Networks. Planned "pre-salting" is only undertaken on the Primary network. The remaining road network will then come under the "post-treatment" of Secondary and Tertiary networks. The Secondary network is treated after the Primary network, as time and resources permit and it is believed that winter hazards will continue to present a risk. The Tertiary network will only be treated when hazardous weather conditions persist, all Primary networks have been treated, resources have been committed to treat Secondary routes, and resources have become available.
 - b) Intervention – through large scale snow clearance following extreme winter conditions. This, by its nature, is taken forward on more of an as required basis; due to the severity of snow fall, the decision to undertake snow clearance is considered within the context of the Councils emergency planning structure and may also involve community resilience partners.
- 3.4 Delivery of the winter service, depending on the severity of the winter, can lead to concerns being escalated to members where the public may feel that their particular circumstances deserve a greater response from the Council than they may have received. In creating the winter service plan the Council is communicating its approach to delivery of what it can and cannot

or will not do, depending on the winter weather. Critical success factors include having a reliable fleet and staff/contractor network to be able to deliver our stated plan, access to quality and sufficient quantity of salt, considering the role that resilient community partners can willingly play and how best to support that and maintaining a flexible approach where it is possible to do so, depending on issues such as the duration that the winter weather has been impacting Borders communities and the nature of that impact, ie perma frost or significant volumes of snow. The winter service must also meet the financial constraints in which the Council is operating, therefore it is not within the scope of this report to propose review of or redesign of the hierarchy and delivery model.

- 3.5 Once endorsed by the Executive, the Winter Service Plan is communicated and shared widely with our community. The Plan will be published on the Council’s website and made accessible through other digital platforms. This is further supplemented by publishing treatment routes to improve awareness of the Service Plan with the general public.

4 REVIEW OF 2021/22

- 4.1 The Winter of 2021/22 was not significant in terms of snowfall; any snowfalls were moderate to mild and limited to a few occasions that did not lead to any significant impacts on travel. There were some isolated instances of disruption and this was primarily as a result of vehicle breakdowns rather than a lack of willingness or foresight to provide services. Incidents of ice and prolonged frost were also lower in 2021/22 in comparison to the previous five year average and significantly down on those experienced the previous winter when there was an unprecedented spell of prolonged frosts from December through to late February. In particular this led to a reduced need to treat primary and secondary routes and resulted in a much lower than average salt usage.

The following key parameters illustrate this:

Years	16/17	17/18	18/19	19/20	20/21	21/22	Comment
Planned Actions	196	243	168	198	192	154	Call outs to undertake preventative actions (previous 5-year annual average = 199)
Salt Usage (,000T)	22.3	37.5	17.6	23.5	30.5	18.2	Used on local (non-Trunk) roads (previous 5-year annual average = 26.3)

- 4.2 Winter treatments did extend into April, but this was much less pronounced than in the previous winter.
- 4.3 As in the previous year the potential impact of a harsh winter on the NHS was considered by CoSLA and other bodies. This Council, along with other Scottish Local Authorities, committed to undertake as robust a service as

possible to minimise any impacts on the Health Service through slips, trips and falls in wintry weather. Community self-help remained a significant tool to assist the Council in its commitments. Although not as high as in the previous winter, salt bin usage was above average with additional refills being undertaken throughout the winter period.

- 4.4 Along with our strong record of community self-help in winter service, the Council has an extremely loyal and highly skilled workforce which it relies upon to deliver its winter service plan. Having worked closely with our workforce to address payment anomalies during 2019/20 the performance across all areas was again exemplary last winter. High praise has been shared with the workforce by many in our community, and within the council, in recognition of their efforts at what is a difficult time of year for many.
- 4.5 Discussions continue with our workforce in regards to the arrangements for this coming Winter and Officers remain confident that we will continue to be able to meet the parameters, as set out in the Winter Service Plan, to the best of our ability and it is only right to also thank the number of private contractors from across the Borders and South East Scotland who also helped the Council maintain its high standards in this area. Their efforts and willingness to help in the most friendly and flexible of ways is to be applauded.

5 TRIAL OF AMENDED SPREAD RATE FOR PRECAUTIONARY SALTING

- 5.1 The service continues to look at innovative, more efficient and environmentally friendly ways of delivering the Council's winter service.
- 5.2 The current salt spread rate matrix (see section 5.5 of the Winter Service Plan) was established in line with industry good practice and guidance in consultation with ELBF (Edinburgh, Lothian, Borders & Fife Councils) a number of years ago.
- 5.3 The code of practice for well maintained highways was revised in 2016 and provided updated guidance including reference to more recent research by the National Winter Service Research Group (NWSRG). This has led to more detailed guidance on the spread rates for precautionary salting operations undertaken in response to predictions of frost and ice formation in normal winter conditions on the UK road network. The majority of Scottish Councils are yet to adopt the revised guidance but it is felt that coupled with technological development and greater flexibility of incremental adjustments to spread rates it offers significant potential benefits for winter operations. .
- 5.4 The guidance is determined on the basis of research carried out by NWSRG, TRL (Transport Research Lab), Highways England and Transport Scotland over a number of years and is designed to assist authorities in providing good service levels while complying with their legal obligations and duties in respect to winter weather conditions.
- 5.5 In addition to traditional factors such as the salting technology utilised; the type and condition of the salt; performance and serviceability of the

spreader; road surface temperature the revised guidelines consider wider factors such as traffic levels before, during and after application and residual salt levels on the network in determining the spread rate at which salt should be supplied. The full NWSRG chapter on spread rates for precautionary salting is provided as Appendix B to this report with section 8.6.7 of that document being the relevant section for application rates.

- 5.6 The revised spread rates put forward by NWSRG require greater input and thought from officers in determining the appropriate rates for routes and sections of route. Critically, however, they also offers both environmental benefits and significant potential savings through reduced salt usage. This can be up to 20% in certain conditions.
- 5.7 Following an initial self-assessment undertaken by officers to determine the potential benefits of adopting the NWSRG guidance a number of meetings between representatives of NWSRG and SBC Infrastructure and Environment a short trial was undertaken in March 2022. This took place on two of the Councils 28 Primary Priority Routes to determine if the revised guidance would be appropriate in the Scottish Borders (noting that previous authorities to implement this had been based south of the Border).
- 5.8 As a result of the process outlined at 5.7 above officers are now recommending that the NWSRG regime offers both environmental benefits and significant potential savings through reduced salt usage and as there was no discernible downturn in performance on the two trial routes it is proposed to extend the trial in the coming winter over 14 routes (50% of primary routes). It should be noted that at present only about half of the salt spreading machines that SBC operate are capable of adjusting their spreading rates by the 1g/square metre increments required by this regime.
- 5.9 The comparative performance under the two spread rate regimes will be monitored during the winter through feedback from operators and any comments received from Members and the general public.

6 WINTER SERVICE PLAN FOR 2022/23

- 6.1 The Winter Service Plan is always challenging to deliver given the conditions, but by implementing our plan, along with the significant work undertaken by Officers and frontline staff and the support of external contractors, disruption was contained in the previous winter. Planned treatments were undertaken as scheduled, salt stocks were maintained throughout the period and the continued more regular re-stocking of salt-bins was again well received. In these regards the Winter Service Plan can be demonstrated to have worked well in 2021/22 and no significant changes to policy are proposed for the coming Winter, other than the salt spread rate trial described in section 5.
- 6.2 To support resilience communities more effectively, more flexibility is now available through the introduction of resilient community salt bins. These enable more community self-help in a structured manner, more expediently at minimal cost whilst providing improved community safety and wellbeing outcomes. Salt usage and replenishment rates will continue to be monitored to gauge performance.

6.3 The updated Winter Service Plan, at Appendix A, is proposed for adoption for winter 2022/23. It remains a robust plan and clearly defines the approach to primary; secondary; and tertiary salting of the Council's adopted road and footway network; following the principles established in best practice terms as well as in previous winter service plans.

7 IMPLICATIONS

7.1 Financial

- (a) An approved winter maintenance budget of £3.4M exists within Infrastructure & Environment. In addition a £1M provision within reserves exists for adverse winter weather, for events beyond average conditions.
- (b) Due to the continuing financial pressures affecting the Council, there is a need to continue modernisation of our approach to winter delivery and to investigate ways of minimising the financial impact that winter service delivery has.

7.2 Risk and Mitigations

- (a) Winter and winter hazards for the travelling public present a risk of personal injury, damage to property vehicles and potentially a risk of fatal accidents taking place on the road and footway network. The Winter Service Plan details how the Council will respond to winter weather events across its network. It does so by clarifying the approach to treatment of roads and footways and sets out the principles employed in reaching decisions and deploying resources. As well as promoting the potential for travel disruption arising from winter weather, the production and public scrutiny of the Winter Service Plan ensures that the Council is being clear about what it can and cannot reasonably address, within its available resources.
- (b) There is a risk that the WSP does not reflect and address adequately the experiences and or appropriately plan to manage winter hazards each year. Whilst officers remain satisfied that the WSP is a demonstrably effective plan which has high levels of compliance in its delivery. The Infrastructure and Environment Service, in conjunction with officers across SBC and partners, monitor and review the delivery of the WSP annually, noting any deficiencies in service provision, with a view to developing solutions and proposing those to members in the autumn for the 2023/24 Winter Plan.
- (b) The continuing impact of Covid 19 remains a concern on the ability to deliver a winter service. In particular loss of personnel through contracting of the virus or being required to self-isolate is an obvious considerable concern. As in the previous two years this is being mitigated against through the use of local contractors that can be called upon to assist in both planned and emergency situations. This is further complimented by other measures which include continuing to encourage the workforce to support our winter service voluntarily, promoting increased sign up to contractual standby and

encouraging other areas of the workforce to become involved and receive appropriate training and development

- (c) There is a risk in adopting an updated approach to salt spread rates that on carriageways that the travelling public may have trouble whilst travelling on the network during wintry. This is being mitigated by, adopting rigorous testing of the quality of salt supplies, ensuring that up to date information around road traffic volumes at sensitive times is up to date, ensuring that gritters are able to deliver the spread rates as specified, ensuring the pre and mid winter calibration of spreaders is undertaken, and monitoring the process of salting roads as well as the effects of salt on the road condition during winter events. The decision makers have also all been trained and familiarised with the new updated approach and will be supported to ensure that decisions on salt spread rates throughout winter are taken in a way which does not increase the risks to travelling public during winter weather events.

7.3 Integrated Impact Assessment

An Integrated Impact Assessment has been undertaken in regards to the content of this report and no adverse findings have been observed requiring a fuller IIA to be undertaken.

7.4 Sustainable Development Goals

It is not envisaged that the revised Winter Service Plan will impact on any of the UN Sustainable Development Goals.

7.5 Climate Change

There are no significant impacts on the Council's carbon emissions or climate change contribution that are additional to current operation.

7.6 Rural Proofing

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

7.7 Data Protection Impact Statement

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

7.8 Changes to Scheme of Administration or Scheme of Delegation

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

8 CONSULTATION

- 8.1 The Director (Finance & Corporate Governance), the Monitoring Officer/Chief Legal Officer, the Chief Officer Audit and Risk, the Director (People Performance & Change), the Clerk to the Council and Corporate Communications have been consulted and any comments received incorporated into the final report.

Approved by

Name

John Curry

Title

Director of Infrastructure & Environment

Author(s)

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Background Papers: N/A

Previous Minute Reference: N/A

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

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

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Scottish Borders Council Winter Service Plan 2022/23



September 2022

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1. INTRODUCTION

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

Winter weather can impact on the safety of the travelling public as well as the availability and reliability of the road network.

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

The Council's winter service is generally defined to begin on 1 November and end on 31 March. The actual period can however obviously change from one year to the next.

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

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

www.scotborders.gov.uk

In recent years the Council has undertaken a number of reviews into the impact of winter weather and the Council's response to it. The Roads & Infrastructure section contributed to these reviews and has considered the findings along with its own assessment of the best practice that exists both within Scottish Borders and elsewhere.

The Council works with a number of partners over the winter period; in particular:

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

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

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

It should be noted that, although the term 'gritting' continues to be widely used, it is actually naturally occurring rock-salt that Scottish Borders Council uses in both its road and footway treatments.

1.1 Legal requirement and standards

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

The Code of Practice for Well-Managed Highway Infrastructure 2016 recommends that local authorities should demonstrate that they are taking reasonable steps to keep the public safe during winter periods. Section B7 of this code suggests a framework for local authorities to follow.

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

1.2 Weather, climate and forecasting

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

The Council now subscribes to MetDesk weather services during the months of October to April and receive the following via the Vaisala Bureau Service:

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

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

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

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

1.3 Communications

Winter service information is provided to the general public through the Council's Corporate Communications Team.

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

Communications will detail:

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

The Council's website has a Winter Service section that provides a wealth of relevant information for the public to view and is updated regularly

Twitter, Facebook, SBAAlert and local media outlets are also used to help spread relevant winter information and advice to the public with the aim of creating as close a 'real time' situation as practicable to assist the public in making informed decisions on travel.

1.4 Resilient communities

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

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

1.5 Financial resources

It should be noted that it is not possible to provide the winter service on all parts of the network, nor to ensure running surfaces are kept completely free of ice or snow at all times. Even on recently treated parts of the network ice can return and drivers must play their part by adhering to road safety messages and only travelling when it is essential and safe to do so.

In the current financial climate all public sector services are facing cuts in the available funding and the Council's approach to the delivery of winter service is not immune to this challenge. However, the Council continues to plan so that it can cope with a severe winter by ensuring that it addresses the core requirements of the winter service.

To carry out the core requirements of winter service the Council will continue to:

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



POLICY

COUNCIL POLICY FOR WINTER SERVICE

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

2.1 Policy introduction

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

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

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

There are three principle activities when considering the winter service:

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

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

2.2 Delivery

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

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

The Council aims to deliver a service that is efficient, timely and supports our environmental objectives.

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

To ensure timely delivery the aim is that all planned early morning roads treatments are completed before 9:00 am. This aim is subject to the severity of prevailing weather conditions and safety considerations.

2.3 Primary network (roads)

The Council is responsible for the maintenance of 1854 miles (2985 km) of roads throughout the region.

Approximately 717 miles (1154 km or 37.5% of all roads) have been identified as primary routes for treatment whenever carriageway surfaces become, or may become, dangerous through frost, ice and snow.

These routes form a strategic network across the Scottish Borders area linking the main population centres and services as well as providing links to neighbouring authorities. Critically they are also the routes where traffic volumes and speed are likely to be higher and as such the risk to the safety of road users is similarly high if they were to remain untreated.

The rural routes have been established using the following criteria

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

The urban routes have been established using the following criteria

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

2.4 Secondary network (roads)

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

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

Approximately 293 miles (472 km or 16% of all roads) have been identified as secondary routes, which should be deployed to during prolonged periods of ice and snow.

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

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

The urban secondary routes were established in consultations with Communities and Local Members. In finalising the urban secondary routes consideration was also given to:

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

2.5 All other routes (roads and car parks)

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

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

2.6 Primary network (footways)

The Council is responsible for the maintenance of 489 miles (787 Km) of footways throughout the region.

The following classifications of footways and cycleways to receive treatment has been identified; and this is undertaken through the current 21 primary routes in our larger towns and villages:

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

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

As such footways will not automatically be treated each time the Council treats its primary road network, but in line with the criteria set out below at 2.9 Post Treatment (roads and footways).

2.7 All other routes (footways)

If severe conditions persist, then treatment of other footway locations, not covered by the primary network, may be carried out as needed; subject to the availability of resources. The Council will also consider the ad-hoc treatment of other location in

support of a particular emergency or medical access need as identified through partner agencies. It will also work with Community Councils and others to identify any reasonably practicable opportunities for self-help.

2.8 Precautionary Treatment (Roads only)

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

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

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

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

2.9 Post treatment (roads and footways)

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

- * extreme and severe and predicted to last for a prolonged period.
- * icy with formations on surfaces expected to remain after 09:00 hours

When forecast that surface temperatures will fall below freezing – **Readiness Colour: Red** - the primary routes (footways) will be treated at the discretion of the Winter Service Duty Manager. The timing of any treatment will generally be between 07.30 and 15.30 on weekdays only. Any requirements out with this scope can however, be treated at the discretion of the Winter Service Duty Manager as conditions dictate.

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

2.10 School transport routes

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

The Council will continue to work with bus operators, where appropriate, to ensure buses reach essential routes.

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

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

2.11 Provision of grit bins

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

As it is not practical to provide Grit bins for every eventuality they will generally be provided when determined through a risk based assessment.

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

The Council, as part of its asset inventory, maintain details of all our grit bin locations both in spreadsheet and map form.

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

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

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

The Council aims to have all its grit bins full in advance of winter and will seek to maintain these stocks throughout the winter season. Where usage is high and it is confirmed that the salt is being used on the road, it may supplement the existing grit bin provision following assessment.

2.12 Diversion routes

Diversion routes shall be treated to at least the standard in place for the route that traffic has been diverted from. When selecting diversion routes during the winter season consideration shall be given to the

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

2.13 The trunk roads in the Scottish Borders

Transport Scotland is the authority responsible for the management of the Trunk Roads in the Scottish Borders.

The A1, A68, A6091, A7 south of Galashiels and A702 fall within their South East Unit area and the services for this area are delivered through their agents BEAR.

2.14 Contingency planning – Route rationalisation

During extreme winters, maintaining access to adequate salt supplies can be problematic as there becomes pressure at a national level with the supply of road salt. Should there be a requirement to constrain gritting operations to less than primary routes then the decision to rationalise the extent of treatment in this way may be taken by the Chief Executive in consultation with Police Scotland.

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

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

2.15 Community self help

Whilst the legal obligations of the Council as a road authority focus on the safe passage of traffic it is recognised that prolonged and severe winter conditions can lead to isolation being experienced in both rural and urban situations. The issue of isolation can be most acute in rural communities where the distance to a treated road may prevent access and egress for significant periods. Scottish Borders Council has invested in a Resilient Community programme of volunteers that allows communities and individuals to

harness their own resources and expertise to help themselves prepare and respond to an emergency in a way that complements the work of the council and other responders through integrated emergency management to enable those communities that:

- * are at risk of isolation
- * the risk cannot be realistically managed through the provision of grit bins and
- * the community has the expertise and ability to effectively respond through self-help.

2.16 Winter Operation file

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

- * Daily Decision Records
- * Operational Log
- * Plant and equipment records
- * Hard copy of this plan and other relevant documentation



3. ORGANISATION - STAFF RESOURCES

3.1 Overall responsibility

As the Roads Authority, Scottish Borders Council has the overall responsibility to provide an effective Winter Service in accordance with its duties.

It is the responsibility of the Infrastructure & Environment Department to ensure the efficient and effective delivery of winter service operations.

3.2 Prevention

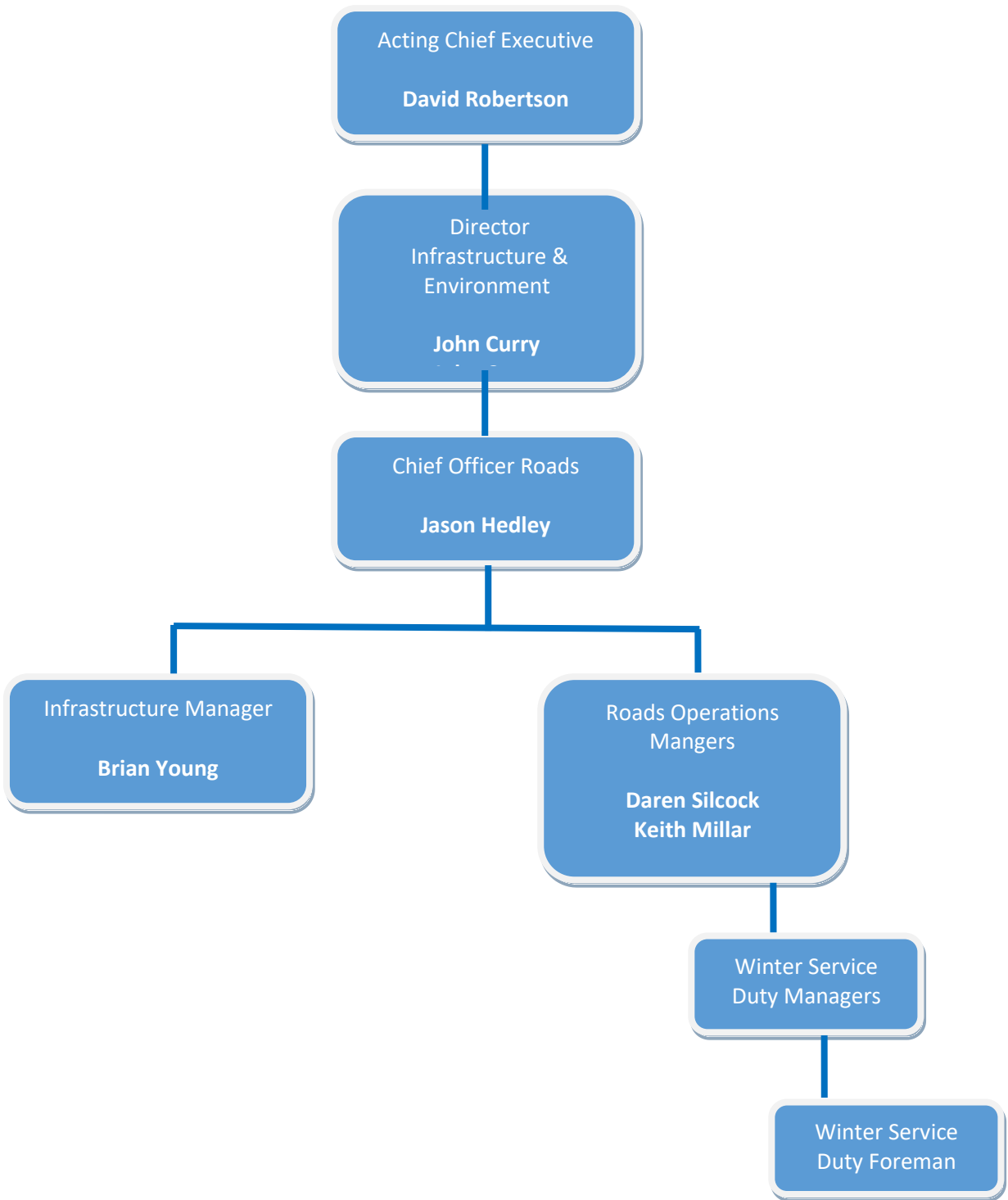
The Council keeps the road network operating safely through precautionary treatment – by pre-salting roads to reduce the effect of frost and frozen conditions. This is taken forward on a routine and planned basis. The road network is currently split into Primary, Secondary and Tertiary Networks. Planned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

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

3.3 Intervention

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

The Council’s overall response in such circumstances is coordinated through its Emergency Planning team who will lead on responding and recovering from the impact of any severe weather event. Infrastructure & Environment staff will however still play a key role in that process



3.4 Liaison arrangements with other authorities

The following Road Authorities adjoin Scottish Borders:

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

Where there is a cross border working arrangement with adjacent authorities, the Council shall seek to confirm the commitment to treat each other's routes in formal agreements.

Transport Scotland, through their agents BEAR are responsible for the treatment of Trunk Roads and Footways within the area.

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

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



4. RESOURCES - PLANT, MATERIALS & FINANCES

4.1 Vehicles and equipment - Gritting vehicles

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

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

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

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

4.2 Depots and salt barns

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

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

4.3 Salt

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

Salt re-stocking takes place over the summer months to ensure both value for money and that we are in a robust position for the onset of winter. We currently have 18,000 tonnes of salt distributed across seven depots. These stocks will be topped up throughout the winter as required.

4.4 Additional resources

The Council delivers its winter maintenance obligations in the main using its own staff and resources. However in recent years as part of modernisation of service delivery it has moved to a blended model of delivery incorporating private sector into its delivery plans.

This helped provide resilience especially during the Covid pandemic, and has been further formalised via the creation of a framework agreement with a number of local contractors to make this a normal practice. Within the context of the

framework there is opportunity for escalation depending on the prevailing conditions which further supports the Council to deliver as high a standard of winter resilience as can be afforded/is felt appropriate.

Notably the development of a winter snow plan to help support our own precautionary treatment arrangements as has been previously set out is an example of how we have developed the winter service plan to ensure best use of resources and ultimately a quality service is maintained even in the most challenging of circumstances



5. DECISION MAKING

5.1 Operational decision making

Operational decisions will normally be made by the designated Winter Service Duty Manager. On occasion however, weather conditions can change unexpectedly and decisions require to be made at a more immediate level. If instructions have changed due to such circumstances, the Duty Foreman should inform the Winter Service Duty Manager of the change and

Provide the reasons for it at the earliest possible opportunity.

The decision for ordering treatment will be based on a combination of weather forecasts, the status of weather sensors, police reports, public feedback, consultation, previous treatments and forecast updates from our weather information supplier.

5.2 Decision process

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

1. Operatives placed on standby.
2. Treatment at specified times.
3. No Action.

The Duty Manager will be responsible for:

- * Organising action based on the forecast received
- * Informing the duty supervisors of the decision.
- * Liaising with others as necessary.
- * Updating the 'Decision Making' form following a change of circumstances.

5.3 Action required

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

5.4 Major snow storms

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

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

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

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

Snow Gates are located on the A68 at Soutra and the A7 Falahill to facilitate safe road closures and a system of variable message signs have been developed for the diversion of traffic. Police Scotland control overall strategic traffic routing, making use of both trunk and council roads. Snow clearance operations can be seriously hampered by the presence of abandoned vehicles and to prevent this situation as far as possible snowplough drivers are reminded of the need to pass information quickly to their area offices and Winter Operations Team.

5.5 Salt spread rates

The current salt spread rates (see Matrix on P24) have been in place for a number of years and follow guidance provided by the UK Road Liaison Group and are in consultation with Edinburgh, Lothians, Borders and Fife Councils (ELBF), whilst also utilising best practice gained from local knowledge and experience of past winters. Rates of spread will be 10 g/m² unless conditions dictate otherwise.

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

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

This agreed matrix has been developed from the **Code of Practice for Well-Managed Highway Maintenance** 2016 and takes account of recommendations by the SCOTS Winter Group.

More recent research by the National Winter Service Research Group (NWSRG) has however suggested that spread rates can be refined further, offering potential savings in salt usage as well as environmental benefits; in part through making use of improvements in technology that allows adjustments in increments of 1g / sq.m.

Following these recommendations a trial was undertaken on two of our Primary routes in March 2021. As no detrimental outcomes resulted from the trial it will be extended in 2022/23 to a further 12 of the 28 primary routes. The performance on these routes will be monitored with a view to wider adoption going forward as appropriate. It should be noted that not all of the Council's current fleet have the ability to operate in 1g /sq. m. increments.

TREATMENT MATRIX A - DRY SALTING MEDIUM / LOW TRAFFIC ONLY

Frost or forecast frost Road Surface Temperature and Road Surface Wetness	C Poor Cover (salt stored uncovered) Medium Traffic Normal Loss	K Good Cover (salt stored under cover) Medium Traffic Normal Loss	Comments
RST at or above -2 deg and dry or damp road conditions	10	10	
RST at or above -2 deg and wet road conditions	15	10	
RST below -2 deg and above -5 deg and dry or damp road conditions	(15 or 20) ₁	(10 or 15) ₁	1Spread rate dependent on residual salt on road surface
RST below -2 deg and above -5 deg and wet road conditions	1 x 20 & monitor & treat as required)	20	
RST at or below -5 deg and above -10 deg and dry or damp road conditions	(1 x 20 & monitor & treat as required) ₁	20	1Spread rate dependent on residual salt on road surface
RST at or below -5 deg and above -10 deg and wet road conditions	(1 x 20 & monitor & treat as required)	(1 x 20 & monitor & treat as required)	
Precautionary treatment before snow / freezing rain			
Light snow forecast (light snow is defined as <10mm)	20 to 40	Dependent on capability to complete route within reasonable time and monitor for further action.	
Moderate / Heavy Snow forecast (defined as ≥10mm)	20 to 40	Dependent on capability to complete route within reasonable time and monitor for further action	
Freezing Rain forecast	2 x 20	Spreading salt before freezing rain can have a limited benefit and follow up treatments will be delivered on any ice that has formed	
Treatment when ice formed			
Ice formed up to 1mm RST higher than -5 deg C Medium / Light traffic	20	Winter Officer to monitor for further treatment	
Ice formed up to 1mm RST lower than -5 deg C Medium / Light traffic	20	Winter Officer to consider and seek approval for 1:1 mixture and further assess spread rate	
Treatment during snowfall			
Continuous snow falling	20	Winter Officer to monitor for further treatment	
Snow forecast for during the night	Patrol	Winter Officer to monitor for further treatment	
Treatment for slush when freezing conditions are forecast			
Plough to remove as much slush as possible before treating	2 x 20	Winter Officer to monitor for further treatment	
Treatment for thicker layers of compacted snow and ice			
Medium layer 1 to 5 mm initial treatment	20 to 40	Dependent on capability to complete route within reasonable time and monitor for further action. Winter Officer to consider and seek approval for 1:1 mixture	
High Layer Thickness greater than 5mm Initial treatment	20 to 40	Dependent on capability to complete route within reasonable time and monitor for further action. Winter Officer to consider and seek approval for 1:1 mixture For successive treatments spread abrasives only After traffic has started breaking up the layer spread at 20g/m2 of salt / abrasive mixture	



6. PERFORMANCE & BENCHMARKING

6.1 Performance & benchmarking

The Council benchmarks the performance of its service and seeks to identify areas for further improvement in efficiency and effectiveness through active participation in the APSE and SCOTS Benchmarking and Performance groups. Monitoring and reporting of local indicators through the ELBF group is also undertaken together with a review of customer response to the Household Survey and the National Highways & Transport (NHT) Network public subcontractor survey. This will inform the development of the future service. In addition to this, as for all road services, comments; requests for service; or inquiries are welcomed.

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

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



7. CONTACT INFORMATION

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

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

The Council also works closely with local radio stations to inform listeners of road conditions throughout the region.

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

* 0300 100 1800.

In the case of an **emergency** out of normal office hours an agreement is in place with Lifeline who can be contacted on:

* 01896 752 111

For Trunk Road issues BEAR, have a 24 Hour Control Room:

* 0131 374 2424

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

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

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SECTION EIGHT

SPREAD RATES FOR PRECAUTIONARY SALTING



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ANNEXES

WATER FILM THICKNESS

TRAFFIC LEVELS AND DE-ICER LOSS

INTERIM SPREAD RATE GUIDANCE FOR SALT BRINE TREATMENTS

KEY

Red text are warnings or especially important information

Green text are particular recommendations or key advantages to consider

CHECK LIST:

Has the guidance in other sections of the NWSRG Practical Guide, (Treatment Methods, Salt Storage, Spreader Management and Winter Service Decision Making etc), been properly considered?

Does the process for determining precautionary spread rates on your network follow an appropriate risk-based approach?

SECTION EIGHT

Spread Rates for Precautionary Salting

8.1 INTRODUCTION

- 8.1.1 This section of the NWSRG Practical Guide contains information regarding spread rates for precautionary salting operations undertaken in response to predictions of frost and ice formation in normal winter weather conditions on the UK road network.
- 8.1.2 Treatments undertaken in response to snowfall and freezing rain, as well as treatments for 'extreme cold' situations, are discussed in other sections of the guide.
- 8.1.3 Delivering accurate and appropriate salt spread rates is crucial for effective, efficient and sustainable operations. This is best achieved when spreader performance is good and in-calibration, and salt is in good condition. These issues are discussed in more detail in earlier sections of the NWSRG Practical Guide and it is important that authorities carefully consider the guidance contained within those other sections before considering the treatment rates appropriate for use on their networks. In particular, the sections of the guide relating to Treatment Methods, Salt Storage, Spreader Management and Winter Service Decision Making are important in this respect.
- 8.1.4 In line with the approach advocated in the national Code of Practice 'Well-Managed Highway Infrastructure' the guidance contained within this section of the NWSRG Practical Guide is not prescriptive and is designed to assist authorities in taking a risk based approach to the determination of appropriate precautionary salt spread rates for use on their networks.
- 8.1.5 Following consideration of the relevant factors that are discussed within this, and other, sections of the NWSRG Practical Guide, authorities may choose to adopt the spread rates provided here. However, risk assessments undertaken at a local level, as well as other considerations, may result in some authorities adopting precautionary salt spread rates that differ from those provided here. In such instances, authorities should document their risk assessment process and their reasons for adopting different rates.
- 8.1.6 The recommended spread rates provided in the matrices of sub-section 8.6 relate to spreaders that provide 'Good' or 'Fair' coverage and 'Medium Traffic' situations. In other situations, and when other relevant factors dictate, these rates should be modified in accordance with the guidance provided.

As a result of the inevitable variabilities in coverage and losses that occur, even when using spreaders providing 'Good' or 'Fair' coverage, it is recommended that authorities do not utilise lower precautionary spread rates than the lowest rates provided in the matrices of sub-section 8.6, i.e. 8g/m² for dry salt and pre-wetted salt applications, and 7g/m² for treated salt applications.

8.2 SCOPE AND BASIS

- 8.2.1 As it is by far the most common road de-icer used by authorities across the UK, the spread rates discussed in this section of the guide focus on treatments using salt (NaCl). Alternative de-icers are discussed separately in the 'De-Icer Types' and 'Treatments for Extreme Cold' sections of the guide.
- 8.2.2 Guidance for 'Direct Liquid Application' (DLA) treatments in UK conditions is currently still being developed as research and further information becomes available. Annexe 3 includes salt brine spread rates that have been developed from ongoing trials and a comparison with rates successfully implemented in other European countries. These are provided as interim guidance to assist authorities considering the use of brine treatments until potentially more definitive guidance for DLA treatments will be provided at a later date.
- 8.2.3 The spread rates provided in the main body of this section of the Practical Guide have been determined on the basis of research carried out by the NWSRG, TRL, Highways England and Transport Scotland over a number of years. Other research in the UK and overseas, combined with the knowledge of expert practitioners, has also been taken into account. Practical experience of using these and/or similar rates on local roads has demonstrated their effectiveness in preventing the formation of frost and ice across the range of typical UK winter weather conditions.
- 8.2.4 The guidance contained within this section, and other sections of the NWSRG Practical Guide, is designed to assist authorities in providing good service levels and complying with their legal obligations and duties with respect to winter weather conditions.

- 8.2.5 However, it should be noted that there are many factors which affect the ability of treatments to prevent hazardous conditions from arising on the road network, and no treatment can be guaranteed to prevent ice or frost formation in all situations and in all weather conditions.
- 8.2.6 In order to optimise salt usage, improve stock resilience and reduce the impact of salt on vehicles, infrastructure and the environment, it is important that precautionary salt spread rates are no higher than necessary.
- 8.2.7 It is also crucial that all day-to-day decisions regarding precautionary treatments are based on good quality weather predictions, and authorities should obtain weather forecasting services specifically designed for these purposes.
- 8.2.8 In many instances, the timing of treatments can be an important factor in determining whether or not a particular precautionary treatment will prove effective in preventing the formation of frost or ice, and should be carefully considered in addition to the spread rate to be utilised.
- 8.2.9 Further information relating to weather forecasting services and winter service decision making is contained in other sections of the guide.

8.3 THE AMOUNT OF SALT REQUIRED TO PREVENT ICE FORMATION

- 8.3.1 The amount of salt required to prevent ice forming on a road surface is dependent upon the temperature of the surface and the amount of water present.
- 8.3.2 When insufficient moisture is available to freeze, no salt is required to prevent ice from forming regardless of the road surface temperature. However, the amount of salt required to prevent ice from forming increases rapidly with the amount of surface water present. Therefore, water film thickness is an important issue in this respect and further information relating to this issue is provided in Annexe 1.
- 8.3.2 As is discussed at Annexe 1, for the purposes of this guidance a 'Damp' road surface is defined as one where the amount of surface water present is insufficient for traffic to produce spray, i.e. a water film thickness of no greater than 0.05mm; and a 'Wet' road surface is defined as one where traffic produces spray but not small water droplets, i.e. a water film thickness of between 0.05 and 0.10mm.
- 8.3.3 The table below shows the amount of salt required at any particular time on damp and wet roads to prevent ice from forming.

TABLE 8.3.3 AMOUNT OF SALT REQUIRED IN SOLUTION ON A ROAD SURFACE TO PREVENT ICE FORMING

Road Surface Temperature (°C)	Road Surface Wetness at Forecast Event	
	Damp	Wet
0.0 to -1.0	1g/m ²	2g/m ²
-1.1 to -2.0	2g/m ²	4g/m ²
-2.1 to -5.0	5g/m ²	10g/m ²
-5.1 to -7.0	7g/m ²	13g/m ²
-7.1 to -10.0	9g/m ²	18g/m ²

- 8.3.4 As can be seen from the above table, relatively small amounts of salt are required to prevent ice from forming in most conditions. However, precautionary salting operations are designed to protect road users by preventing frost and ice formation over a period of time following treatment, and considerable salt losses are likely to occur during this period as a result of weather conditions and the action of traffic. Therefore, the rate of spread of salt utilised when undertaking precautionary salting operations needs to be higher than the amounts shown in the table above.
- 8.3.5 In fact, determination of appropriate spread rates for precautionary salting operations should properly account for the capability of the spreader, as well as the factors that influence the rate that salt is lost after it has been spread.
- 8.3.6 These factors, and how they can be accounted for when determining appropriate spread rates for precautionary salting operations, are discussed below.

8.4 IMPORTANT INFLUENCING FACTORS

8.4.1 The factors that determine the most appropriate spread rates for precautionary salting operations include:

8.4.2 **The salting technology utilised, i.e. dry, pre-wetted or treated salting;**

8.4.3 **Type and condition of the salt, including grading and moisture content;**

8.4.4 **Performance and serviceability of the spreader, including whether the spreader is calibrated for the salt being used and if the spreader is within calibration at the time of spreading;**

8.4.5 **Road surface temperature throughout the period under consideration;**

8.4.6 **The amount of liquid water present at the time of spreading and during the following period;**

The amount of water present on the road surface at the time of treatment and expected afterwards will have a significant effect on appropriate precautionary salt spread rates as, along with the action of traffic, surface water reduces brine concentration and increases 'wash-off' after spreading.

Effective highway drainage is important and, if a road surface is well drained and has been trafficked for several hours after rainfall, relatively little water should be present on the road surface.

Normal dispersion rates of salt following spreading are accounted for in the recommended spread rates. However, it is important that the timing of precautionary salting operations is carefully considered so that, when practicable, spreading takes place when there is the minimum amount of water on the network, as this will maximise the effectiveness of the treatment.

The amount of salt required to prevent ice from forming on road surfaces exhibiting a water film thickness of greater than 0.1mm is very high. The recommended spread rates provided in this section reflect the practicalities of delivering an effective winter service and are only intended for use on dry, damp or wet roads, where the water film thickness is up to a maximum of 0.1mm.

Precipitation after a treatment takes place will increase the rate of salt dispersal and reduce the brine concentration. Depending upon the amount of precipitation and its timing, higher treatment rates or additional treatments may therefore be required.

8.4.7 **Traffic levels before, during and after spreading;**

Traffic levels on the network before, during and after treatment are an important factor influencing the appropriate precautionary salting spread rates.

Traffic effects vary with conditions and timing, and can increase or reduce the amount of salt required to prevent frost or ice from forming. These effects include:

- Removal of water from the road surface prior to spreading;
- Deflection of salt by obstruction and vehicle draughts during spreading affecting uniform distribution;
- Redistribution of salt potentially aiding more uniform distribution across and along the carriageway;
- Removal of salt and brine from the road surface after spreading;
- Crushing of salt particles aiding faster dissolution of the salt.

Further information relating to traffic effects is provided in Annexe 2. However, it is important that traffic levels are properly accounted for when authorities are determining appropriate precautionary salting spread rates on their road networks.

For the purposes of this guidance, traffic levels are categorised into 'Light', 'Medium', 'High' and 'Congested'. These categories relate to those anticipated around the time of the precautionary salting operation and are defined in the table below.

It should be noted that these categories are not the same as the traffic categories generally used for other highway maintenance purposes.

**TABLE 8.4.3 TRAFFIC LEVEL CATEGORIES
(RELATING TO THE PERIOD AROUND THE TIME OF THE PRECAUTIONARY SALTING OPERATION)**

Level	Vehicles per lane per hour
Light	Less than 20
Medium	20 to 250
High	250 or more and moving at normal traffic speeds
Congested	250 or more moving slower than normal traffic speeds

It is anticipated that traffic levels on the great majority of local authority road networks will fall within the ‘Medium Traffic’ category during the times periods that most precautionary salting operations are undertaken. Therefore, the recommended spread rates provided in the matrices contained within sub-section 8.6 relate to the ‘Medium Traffic’ category.

It is not anticipated that many local authority roads will fall into the ‘High Traffic’ category and research has shown that salt losses do not increase significantly for traffic levels beyond 250 vehicles per lane per hour, as long as this traffic is moving normally.

However, it is likely that some precautionary salting operations undertaken by local authorities will include routes that fall into the ‘Light Traffic’ and ‘Congested Traffic’ categories. In these situations, it is important that spread rates are modified accordingly.

Examples of the above include situations where overnight traffic levels on rural precautionary salting routes fall into the ‘Light Traffic’ category and, if undertaking operations on these routes late at night or during the early morning hours, it is important that spread rates are modified to account for this, even if operations undertaken on the same routes at other times do not require modification. Other examples include situations where precautionary salting operations are required to be undertaken during ‘rush hour’ periods, when traffic levels in urban areas may well fall into the ‘Congested Traffic’ category, and again it is important that spread rates are modified to account for this.

Advice on the recommended modifications to spread rates when traffic levels around the time of spreading are not expected to fall within the ‘Medium Traffic’ level is provided in sub-section 8.6.

8.4.8 Wind speed and direction;

High wind speeds can affect the salt distribution at the time of spreading and, in dry conditions, lead to increased salt losses after spreading as a result of the salt particles being blown from the road surface.

Some spreaders offer facilities to compensate for the wind field. However, in order to be effective, it should account for variations in the wind direction and the heading of the spreading vehicle etc.

Dry salting tends to be more susceptible to the effects of high winds than treated salting or pre-wetted salting because of the dispersal of the finer particles in dry salt and the reduced tendency of salt particles to ‘bounce’ on the road surface and be transported by air movements during the spreading operation when using treated and pre-wetted salt.

Salt losses due to wind effects are likely to be higher when road surfaces are dry or damp, rather than wet, because the loss of fines after spreading will be reduced by the water present on the road surface.

High wind speeds are also likely to affect some routes, and some parts of some routes, significantly more often than others. Local knowledge will assist authorities in identifying those parts of the network that are most susceptible to the effects of wind and, if necessary, develop methodologies to mitigate these effects.

Authorities may find that it is not practicable to change spread rates along individual routes to account for the effects of wind. However, even in these situations it may be possible to use different spread rates on different routes.

The most effective method of reducing these effects is to undertake precautionary salting operations at times that avoid the period when high winds are predicted to occur. However, this will not always be practicable or achievable, as there are other important factors in determining the most appropriate timing of these operations.

Advice on recommended spread rate modifications when wind speeds are high is provided in sub-section 8.6.

8.4.9 Residual salt present on the network from previous treatments;

In favourable conditions it is likely that some salt will remain on road surfaces for a considerable period following treatment and, for example, residual salt levels on the network may build up if there are treatments on successive days and no precipitation occurs.

In these situations, where the level of residual salt can be accurately assessed and confirmed as being present, this can be taken into account when determining the need for, the timing of, and the appropriate spread rates to utilise, in further precautionary salting operations.

However, the combined action of traffic and weather conditions, especially precipitation, reduces residual salt levels over time, and the rate at which these losses occur may vary markedly across the road network. Residual salt levels across the network are also notoriously difficult to measure accurately and this issue is still very much in focus as an area for ongoing and future research.

Therefore, authorities should carefully consider whether or not they will take residual salt levels into account during the winter service decision making process and, if so, the precise circumstances when they will do so, as well as the information sources they will rely upon to ascertain, confirm and monitor residual salt levels on their networks. For example, these could potentially include: direct network observations; available data from road weather stations; the length of time since previous treatments took place, and the weather and traffic conditions that have occurred since that time; coupled with the local experience of authority staff.

The potential to take account of existing residual salt levels when considering further operations is greatest on 'marginal' nights, when road surface temperatures are close to zero Celsius and relatively little salt is needed to ameliorate the risk of frost and ice formation.

If taken into account, it is crucial that the information utilised regarding existing residual salt levels is reliable. In this regard it should be noted that the types of surface sensor typically utilised by road weather outstations are only effective when moisture is present on the sensors, and these only provide information relating to a small area of the road surface so may not accurately reflect residual salt levels across a larger part of the network. Primarily, the consideration of taking existing residual salt levels into account is dependent on an assessment requiring good knowledge of the routes in question, as well as the experience of the decision maker.

Authorities should keep full and accurate records of their winter service activities, and it is important that these incorporate all relevant details of the decision making process and the information utilised and relied upon. This should include specific reference to information relied upon relating to existing residual salt levels.

8.4.10 Road surfacing type, i.e. whether this is porous or impermeable, or whether it is a bridge deck etc;

The porosity of road surfacings can affect the amount of de-icer required for treatment. The reasons for this include its effects on road surface temperature, the amount of surface water present, and the loss of de-icer into void structures within the surfacing. Road construction, including the lower layers as well as the surfacing, can also affect the thermal properties and thermal behaviour of the road.

Road surfaces on the majority of local roads across the UK are of the less porous, positively textured variety, such as those comprised of Hot Rolled Asphalt (HRA) and/or are commonly dressed with chippings and a bituminous binder. These types of surface exhibit characteristics that tend to have the least impact on the amount of de-icer required to prevent ice formation, and the recommended spread rates provided in the matrices in sub-section 8.6 are based on surfaces of these types.

On porous surfaces, salt particles and brine may travel into the voids within the surfacing material and be less effective in preventing ice formation. Therefore, higher spread rates may be required on porous asphalt and negatively textured thin surfacing with a high air void content, although it should perhaps be noted that older negatively textured surfaces may not exhibit the same porosity as they did when newer, as the voids tend to fill with detritus over time.

Research has shown that, in winter conditions, porous asphalt can attain temperatures up to 2°C lower than denser surfaces such as HRA and, in some areas that cannot drain freely, porous asphalt tends to remain wetter for longer. This increases the risk of ice formation on porous asphalt and consequently more salt is needed to keep porous asphalt free from ice.

In some situations, porous asphalt may allow water to drain through the voids to pool at the lowest point. This may then present problems if the water is available to form ice at the road surface through natural flow or through a 'pumping' action induced by traffic. Water draining through the voids may also rise to the surface on meeting a barrier such as a construction 'day joint' or a different form of surfacing.



Figure 8.4.4 - Water ponded on surfacing at interface between a negatively textured thin surfacing and dense surfacing

In other situations, salt in solution can be ‘pumped’ back to the surface by the action of traffic, but this effect will not be significant if the level of traffic is low and this mechanism should not be relied upon because of the uncertainties involved.

When water or weak brine solution are ‘pumped’ back to the surface it has the potential to freeze; also ice ‘mushrooms’ may form in the pore structure when insufficient salt is present.

Where a length of dense surfacing such as hot rolled asphalt immediately follows one of porous asphalt, salt can be transported for over one kilometre along the dense surfacing due to the action of traffic, but this action does not occur to the same extent on porous asphalt because de-icers are largely retained in the voids of the surface. Thus, there is a tendency for sections of dense surfacings following sections of porous asphalt to lose de-icer over time (due to the action of traffic) which is not replenished because of the absence of the tracking effect from the porous asphalt.

Certain other types of surfacing can also sometimes require special consideration with regard to their winter treatment. For example, concrete roads can exhibit different thermal properties to flexible pavements and will tend to retain heat in their core for longer than Hot Rolled Asphalt (HRA) roads due to their denser construction. This can be beneficial during cold spells after warmer periods, particularly during the early part of the winter season. However, after a prolonged cold spell, concrete surfaces tend to be slow to warm and can be colder than other roads in the same weather conditions.

Advice on spread rate modifications for porous asphalt and other negatively textured surfacings is provided in sub-section 8.6.

8.4.11 **Snow and freezing rain events (which are dealt with in a different section of the Practical Guide).**

Other factors associated with the weather and the nature of the local road network can also affect appropriate precautionary spread rates and, crucially, these are also dependent on high quality winter service decision making that includes optimising the timing of the treatments.

The amount of residual salt present on the network from previous treatments is included within the above list, as it can potentially be considered an important factor in determining appropriate spread rates and can reduce the amount of additional salt required to be spread. However, reliable information concerning the amount of residual salt present on the network can be difficult to determine and it may not be practicable for residual salt levels to be taken into account, either fully or at all, during the decision making process.

Further information and recommendations regarding how individual factors can be accounted for during the decision making process to determine the appropriate spread rates for precautionary salting operations are provided below.

Bridge decks tend to cool more quickly and reach lower minimum temperatures than adjacent sections of road as a result of the exposure of the soffit to cooling. These effects can be particularly marked where the bridge is in a valley or exposed to winds where evaporative cooling effects may be greater.

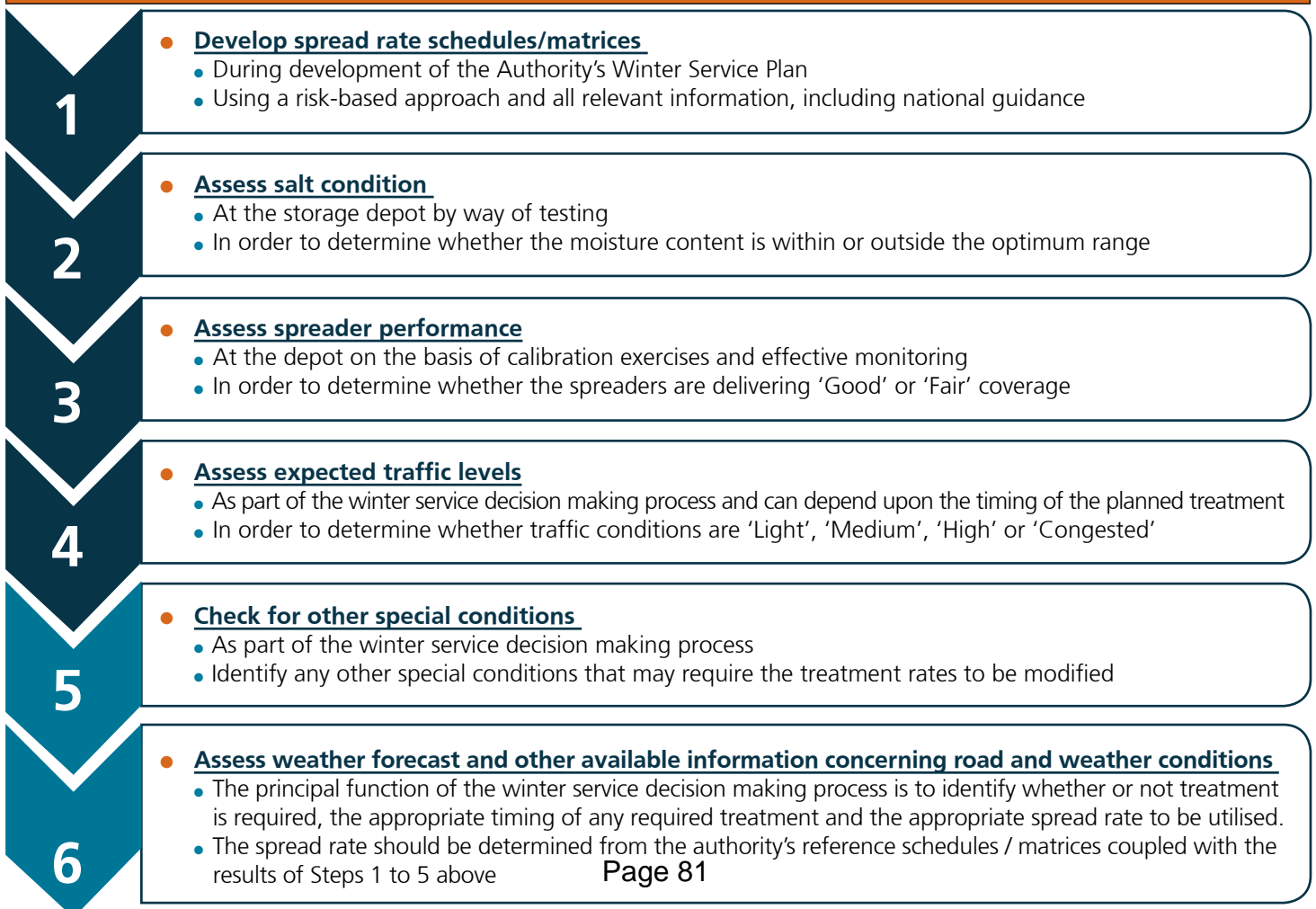
However, these effects vary markedly from bridge to bridge and the treatment of bridge decks should reflect local knowledge of how they respond to winter conditions.

Advice on spread rate modifications for those bridge decks where such modification is appropriate is provided in sub-section 8.6.

8.5 DETERMINING APPROPRIATE PRECAUTIONARY SPREAD RATES

- 8.5.1 The determination of appropriate precautionary spread rates requires authorities to carefully consider a number of factors and involves decision making at a planning level, as well as at an operational level.
- 8.5.2 The guidance contained within this section of the NWSRG Practical Guide is designed to assist authorities in developing their own spread rate schedules or matrices that are appropriate for use on their own networks, as well as assisting them in determining which of those spread rates to utilise in response to a particular weather forecast, expected traffic and road conditions.
- 8.5.3 Authorities should take a risk-based approach to the development of their precautionary salting spread rate schedules or matrices and, to some extent, these will be based upon each individual authority's 'risk appetite'.
- 8.5.4 As well as the content of national guidance documents such as this NWSRG Practical Guide, the development of these schedules or matrices should take into account all of the relevant important local climatic, geographic, network composition, resourcing and administrative factors, as well as their own experience of maintaining the road network in that area. During this process, authorities may also find it beneficial to liaise with neighbouring authorities that, although differing in certain respects, may well be considering the same or similar issues.
- 8.5.5 As discussed above and in other sections of this Guide, there are a number of important factors that should be accounted for when determining appropriate precautionary spread rates. These include, for example, the salting technique to be employed, i.e. dry salting, treated salting or pre-wetted salting; the condition of the de-icing salt, i.e. whether this is within the optimum range or not; spreader performance, i.e. whether this is 'Good' or 'Fair'; and traffic conditions on the network. This is by no means an exhaustive list and, of course, this also does not include the crucial information relating to the predicted weather conditions. The above factors, and others, are discussed further in sub-section 8.6, which includes matrices providing recommended minimum precautionary salting spread rates for a range of weather and road surface conditions, as well as detailing recommended modifications that should be applied to these rates in certain circumstances.
- 8.5.6 The flowchart below shows a process for determining appropriate precautionary salting spread rates at a local level and illustrates the factors requiring consideration.

FIGURE 8.5.6 – FLOW DIAGRAM SHOWING PROCESS FOR DETERMINING APPROPRIATE PRECAUTIONARY SALTING SPREAD RATES



8.6 RECOMMENDED PRECAUTIONARY SPREAD RATE MATRICES

- 8.6.1 This sub-section provides information regarding recommended spread rates for precautionary salting operations undertaken in response to predictions of frost and ice formation in normal winter weather conditions on the UK road network.
- 8.6.2 Three separate matrices are provided for dry salting, treated salting and pre-wetted salting operations, and relate to dry/damp and wet road conditions for surface temperature ranges down to -15°C.

Based on research, it is considered that -15°C is the lowest temperature at which salt without special additives can be considered as a practicable and effective de-icer on the road surface.

However, it should be noted that salt becomes less effective when spread in conditions where the surface temperature is below -7°C (-5°C in 'low humidity' situations), and it is recommended that, whenever practicable, authorities avoid spreading salt in these conditions and utilise alternative de-icers in these situations when temperatures are very low. Further information relating to this issue is contained within the 'Treatments for Extreme Cold' section of this guide.

- 8.6.3 It is anticipated that, following a risk-based approach, authorities will develop their own schedules or matrices of precautionary salt spread rates appropriate for use on the networks in their local areas. Authorities may choose to adopt the spread rates provided here. However, some authorities may adopt different spread rates and, in such instances, the risk assessment process and the reasoning for adopting different rates should be documented.
- 8.6.4 The spread rates provided in the matrices here are intended to apply to the most common scenarios faced by local authorities when determining appropriate precautionary salting spread rates and it is important to note that they relate to spreaders that are providing either 'Good' or 'Fair' coverage, and 'Medium Traffic' level situations.
- 8.6.5 **There are a number of factors that can potentially cause the spread rates provided in the matrices to be modified. These factors are discussed below as a series of 'Key notes' and it is crucial that authorities properly consider the content of these notes when utilising the spread rates contained within the matrices.**

8.6.6 Key guidance notes regarding potential spread rate modifications

Note 1 – 'Rounding'

The recommended spread rates provided in the matrices are derived from applied research and scientific analyses. It is recognised that authorities may consider 'rounding' some of the recommended rates in order to satisfy issues of practicability, which is an important factor in delivering an efficient and effective winter service.

However, during this process and as discussed earlier in this section, it is recommended that authorities do not utilise lower precautionary spread rates than the lowest rates provided in the matrices, i.e. 8g/m² for dry salt and pre-wetted salt applications, and 7g/m² for treated salt applications.

In determining the spread rates to be used on their networks, authorities should utilise the matrices as a basis, along with their experience and expertise in dealing with the conditions and circumstances prevailing in their local areas, so as to ensure that risks and resources are appropriately managed.

Note 2 – Interpolation within individual temperature bands

The amount of de-icer required to prevent frost/ice formation does not increase by way of step changes as surface temperature reduces. Therefore, when considering specific minimum road surface temperature predictions, authorities may decide to interpolate between the relevant recommended spread rates shown in the matrices.

Note 3 – Higher spread rates

In certain weather and road conditions, the spread rates provided in the matrices may be higher than the spread rate(s) utilised by the authority during their salting route optimisation exercises. Therefore, it may not be possible to deliver the recommended spread rate in a single application. In this situation, ensuring sufficient de-icing material is present on the road surface is likely to require more than one treatment.

Note 4 – Very low temperatures

Due to the amount of salt needed to prevent frost/ice from forming at very low temperatures, it is recommended that the use of alternative de-icing materials is considered on all roads when minimum road surface temperatures are predicted to fall below -7°C. These rates for salt are therefore shown in red in the matrices. When spreading salt for these conditions (and when lower than -5°C in low humidity conditions), it is important that the timing of spreading operations allows sufficient time for the salt to enter solution before these temperatures are reached (see 'Treatments for Extreme Cold' for more information).

Note 5 – Salt chloride content

The spread rates provided in the matrices are based on the use of UK indigenous rock salt. If salt with higher purity is used, spread rates can be reduced. For example, the recommended spread rates can be reduced by 7.5% if salt purity is 99% or higher. However, as discussed earlier in this section, a minimum spread rate of 8g/m² (7g/m² for treated salt) should be maintained in order to account for the inevitable variabilities that occur in coverage and losses.

Note 6 – Salt moisture content

The spread rates provided in the matrices relate to salt exhibiting a moisture content within the optimum range. Information relating to optimum moisture content of de-icing salt is provided in the Salt Storage section of the NWSRG Practical Guide.

For pre-wetted and treated salting, the optimum moisture content is less than 4%.

The optimum moisture content range for dry salting is dependent upon its fines content. Where the maximum fines content (<0.3mm particle size) is less than or equal to 7.5%, the optimum moisture content for dry salting is within the range 1.5% to 4%. Where the maximum fines content is above 7.5%, the optimum moisture content is within the range 2% to 4%.

When undertaking precautionary salting operations with salt that falls outside of the optimum range, the spread rates provided in the matrices should be increased by 20%.

Note 7 – Porous Asphalt

When spreading on porous asphalt, the spread rates provided in the matrices should be increased by 25% and the increased spread rate should be maintained for a distance of 1 kilometre 'downstream' of each porous section (in two-way traffic situations, the increased spread rate should be maintained for a distance of 1 kilometre at both ends of each porous section).

Note 8 – Other negatively textured surfaces

With regard to its effects on de-icing materials, negatively textured surfacing can potentially exhibit similar properties to porous asphalt and authorities may wish to consider increasing spread rates by between 10% and 25% on negatively textured surfacing that is less than two years old. However, the porosity of such surfacing varies considerably with type and over time, and experience indicates that it is often impractical and unnecessary to increase spread rates on negatively textured surfaces, especially where these comprise only relatively short sections of treatment routes.

Note 9 – Bridge decks

In certain weather conditions, some bridge decks can exhibit lower minimum surface temperatures than those of adjacent sections of road. Some bridge decks can also cool down at an increased rate compared to other road sections. Therefore, it is recommended that authorities use their experience and/or a process of risk assessment to identify any bridge decks that exhibit significantly different thermal characteristics during winter conditions than the adjacent sections of road. It is further recommended that those authorities that maintain such bridges obtain weather forecasts that include specific reference to the bridge deck temperatures, and treat them accordingly. Due to the materials used in bridge construction, such treatment may include the use of alternative de-icing materials (see 'De-Icer Types' section for more information).

Note 10 – Traffic levels

The matrices assume 'Medium Traffic' around the time of the precautionary salting operation.

For 'Light Traffic' situations, the spread rates provided in the matrices should be increased by 25%.

Research has shown that salt losses do not increase significantly in 'High Traffic' situations and it is therefore considered that the spread rates provided in the matrices are suitable for use in these situations. However, where authorities maintain roads that regularly fall into the 'High Traffic' category for precautionary salting operations, they may opt to utilise the spread rates developed for Trunk Roads, although it is important to note that these only apply to 'Good' spreader capability.

Undertaking precautionary salting operations in 'Congested Traffic' situations should be avoided whenever practical considerations allow. However, when it is necessary to undertake precautionary salting operations in 'Congested Traffic', the spread rates provided in the matrices should be increased by 20%.

When undertaking precautionary operations in 'Congested Traffic' situations, it may be necessary to implement additional measures to aid the passage of spreaders and/or to consider undertaking additional treatments in order to ensure proper distribution of the de-icers.

Note 11 – Precipitation

Precipitation will adversely affect de-icing materials on the road surface, reducing their effectiveness and, along with the action of traffic, significantly increase the rate at which they are removed from the road surface. It is therefore recommended that, whenever practicable, treatments are delayed and undertaken after any predicted or actual rainfall has ceased and before freezing road surface temperatures are expected.

It is recognised that a band of frontal rain crossing the area presents a different situation to that of scattered showers, for example, and that it is sometimes difficult, or even impossible, to undertake and complete an operation in the available time period after the cessation of precipitation. In these situations, which can be some of the most challenging of all for decision makers, it will be necessary for winter service decision makers to use their judgement, along with all of the relevant information available to them, to determine the optimum timing for these salting operations.

Note 12 – Wind speed and direction

Wind speed and direction can affect the spreading of salt and, in dry conditions, also affect the length of time that the salt will remain on the road surface. When practical, it is therefore recommended that authorities avoid spreading during the predicted high wind period, i.e. periods when mean wind speeds are predicted to be 20mph or more.

This issue is likely to affect some locations on the salted network more than others, and the precise effects of high winds are difficult to quantify due to the nature of the wind field close to the road surface and the number of variables involved which include, amongst other factors, the direction of the wind field relative to the salting vehicle, the treatment type being utilised (dry, treated or pre-wetted etc) and the grain size of the salt etc.

Authorities should also be aware that forecast mean wind speeds typically relate to those at a height of 10 metres above the ground and these are not likely to be the same as those closer to the ground and care should be taken when comparing wind data from RWIS to forecasts etc.

When treatments are carried out during high wind conditions, it is recommended that authorities monitor residual salt levels and carry out re-treatments if and where necessary. If this issue is considered to pose a significant risk, authorities may also wish to increase spread rates when carrying out precautionary salting operations during periods when forecast mean wind speeds are 20mph or higher.

Note 13 – Residual salt

Residual salt from previous operations can reduce the spread rates required to prevent frost/ice formation. However if, when decision making, residual salt levels are relied upon to reduce instructed spread rates, it is important that such decisions are evidence based. As with all other pertinent information relating to winter service decision making, the supporting data should be recorded and retained.

8.6.7 Precautionary Spread Rates for Dry Salting

The matrix below provides recommended spread rates for precautionary dry salting operations on local authority roads in response to predictions of ice and frost formation.

When utilising these rates, it is crucial that the content of all of the 'Key Notes' above is properly considered, as these notes provide information regarding the interpretation of the matrix and discuss situations when the spread rates should be modified.

Recommended Spread Rates – Dry Salting (g/m²) Treatment Matrix 8.6.7

Road Surface Temperature (RST) when frost/ice is predicted	Spreader Capability			
	Fair		Good	
	Dry/Damp Road	Wet Road	Dry/Damp Road	Wet Road
At or above -1.0°C	8	8	8	8
-1.1°C to -2.0°C	8	11	8	8
-2.1°C to -3.0°C	9	17	8	13
-3.1°C to -4.0°C	12	23	9	17
-4.1°C to -5.0°C	14	28	11	21
-5.1°C to -7.0°C	20	39	15	30
-7.1°C to -10.0°C	27	54	20	40
-10.1°C to -15.0°C	38	75	28	56

8.6.8 Precautionary Spread Rates for Treated Salting

The matrix below provides recommended spread rates for precautionary treated salting operations on local authority roads in response to predictions of ice and frost formation.

Treated salt incorporates an additive designed to improve performance and distribution, as well as reducing the rate of salt loss after spreading. Before adopting the treated salt spread rates in the matrix below, authorities should therefore satisfy themselves that the material is suitable for purpose and meets the manufacturer's performance claims. This includes manufacturers providing evidence of appropriate independent testing etc.

When utilising these rates, it is crucial that the content of all of the 'Key Notes' above is properly considered, as these notes provide information regarding the interpretation of the matrix and discuss situations when the spread rates should be modified.

Recommended Spread Rates – Treated Salting (g/m²) Treatment Matrix 8.6.8

Road Surface Temperature (RST) when frost/ice is predicted	Spreader Capability			
	Fair		Good	
	Dry/Damp Road	Wet Road	Dry/Damp Road	Wet Road
At or above -1.0°C	7	7	7	7
-1.1°C to -2.0°C	7	8	7	7
-2.1°C to -3.0°C	7	12	7	10
-3.1°C to -4.0°C	9	17	7	13
-4.1°C to -5.0°C	11	21	8	16
-5.1°C to -7.0°C	15	29	11	22
-7.1°C to -10.0°C	20	40	16	31
-10.1°C to -15.0°C	26	55	22	43

8.6.9 Precautionary Spread Rates for Pre-Wetted Salting

The matrix below provides recommended spread rates for precautionary pre-wetted salting operations on local authority roads in response to predictions of ice and frost formation.

The spread rates in the matrix below apply to pre-wetted treatments comprising a 70:30 ratio by weight of dry salt to sodium chloride brine (sometimes denoted as FS 30), with a maximum dry salt component moisture content of 4% and a brine concentration of between 20 and 23%. Before adopting the pre-wetted salting spread rates in the matrix below, authorities should therefore satisfy themselves that the treatments they are using meet these criteria.

When utilising these rates, it is crucial that the content of all of the 'Key Notes' above is properly considered, as these notes provide information regarding the interpretation of the matrix and discuss situations when the spread rates should be modified.

Recommended Spread Rates – Pre-Wetted Salting (g/m²) Treatment Matrix 8.6.9

Road Surface Temperature (RST) when frost/ice is predicted	Spreader Capability			
	Fair		Good	
	Dry/Damp Road	Wet Road	Dry/Damp Road	Wet Road
At or above -1.0°C	8	8	8	8
-1.1°C to -2.0°C	8	10	8	8
-2.1°C to -3.0°C	8	16	8	12
-3.1°C to -4.0°C	11	21	9	17
-4.1°C to -5.0°C	14	27	11	21
-5.1°C to -7.0°C	19	37	15	30
-7.1°C to -10.0°C	27	53	21	42
-10.1°C to -15.0°C	n/a	n/a	n/a	n/a

SECTION 8 ANNEXE 1

Water Film Thickness

The amount of water on a road surface considerably affects the ability of salt to prevent frost and ice from forming. Surface water reduces the concentration of brine and, in conjunction with the action of traffic, increases the rate at which salt is removed from the road surface.

Table 8.A1 below classifies the amount of water present on a road surface into four main categories of 'Water Film Thickness' (WFT). These are termed 'Dry', 'Damp', 'Wet' and 'Very Wet' surface conditions, and are significant to the spread rate guidance contained within the main body of this section of the Practical Guide.

Table 8.A1 - Road surface wetness

Definition	Description	Water film thickness (for when using WFT instrumentation)
Dry Road	A road that shows no signs of water or dampness at the surface but may be just detectably darker. It may have moisture contained in pores below the surface that is not 'pumped' to the surface by traffic.	0 to 0.03mm (=0-30 g/m ²)
Damp Road	A road which is clearly dark but traffic does not generate any spray. This would be typical of a well-drained road when there has been no rainfall after 6 hours before the treatment time.	0.03 to 0.05mm (=30-50 g/m ²)
Wet Road	A road on which traffic produces fine spray but not small water droplets. This would be typical of a well-drained road when there has been rainfall up to 3 hours before the treatment time.	0.05 to 0.1mm (=50-100 g/m ²)
Very Wet Road and Flowing Water on Road*	A road on which traffic produces droplets of water in the air to visibly flowing water on the surface	Greater than 0.1mm (=>100 g/m ²)

* The amount of salt required to prevent ice from forming in these conditions is considered impractical for authorities to deliver during normal precautionary salting operations

The amount of salt required to prevent ice formation increases with WFT and, when road surfaces are 'Very Wet', i.e. the WFT is greater than 0.1mm, the amount of salt required to prevent ice formation is very high. During normal precautionary salting operations it is considered impractical for authorities to deliver sufficient salt to prevent ice formation in these conditions, and therefore the spread rate guidance contained within this section of the Guide only relates to 'Dry', 'Damp' and 'Wet' surface conditions.

Thankfully, in the UK 'Very Wet' road surfaces rarely occur when temperatures are cold enough for frost or ice to form and, as long as highway drainage is relatively effective, road surface wetness declines rapidly after precipitation. Therefore, when other practical considerations allow, it is recommended that authorities do not undertake precautionary treatments during or shortly after rainfall events.

Further advice relating to the appropriate timing of salting operations is contained within the Winter Service Decision Making section of the Guide.

In situations involving 'Very Wet' conditions and, in particular, where flowing water is present on the road surface and a risk of ice exists, actions other than spreading salt may be required, such as:

- Remedial measures to prevent water, such as field runoff, reaching the road surface
- Remedial measures to improve drainage of the road surface
- Warnings of possible ice formation (e.g. temporary signage)
- Road closure (in extreme circumstances e.g. burst water main)

SECTION 8 ANNEXE 2

Traffic levels and de-icer loss

For purposes of simplification and the issues involved in accurately estimating traffic levels across any part of the network and at any time, this guidance considers four levels of traffic for the purposes of precautionary treatment decision making. These are 'Light', 'Medium', 'High' and 'Congested'.

These categories bear no relation to the actual or theoretical traffic capacities of the roads and are also different to Average Daily Traffic levels (ADT), or similar categorisations of traffic levels that may be associated with other highway maintenance considerations.

Knowledge of likely traffic conditions at the time of the precautionary salting operation is a key part of the process of determining appropriate salt spread rates and this is discussed in the main body of this section of the Guide.

With regard to its effects on residual salt levels, and depending upon timing and conditions, the level of traffic is sometimes beneficial and sometimes disadvantageous.

Traffic aids the dispersion of water (where present) on the road before treatment and, typically, the heavier the traffic (up to about 250 vehicles per lane per hour), the greater the dispersion. Traffic also assists in the dissolution of salt, particularly in dry conditions. However, salt may also be removed from the road surface by the action of tyres and vehicle draughts (draughts are more of an issue for dry salting or pre-wetted salting in dry and windy conditions).

The effects of trafficking on spread rates considered within this guidance is based on loss of de-icers observed in trials. Research shows that de-icer losses do not increase significantly for traffic levels beyond 250 vehicles per lane per hour.

Sometimes importantly, 'Light Traffic' does not create conditions conducive to dissolution, and this should be taken into account during the decision making process. The main body of this section of the Guide discusses the increased precautionary salting spread rates that should be applied in these conditions.

In 'Congested Traffic' conditions, spreading is highly unlikely to be optimal and may be compromised by de-icer being deflected by vehicles or moved by vehicle draughts and not reach all of the target area. When spreading in 'Congested Traffic', overall losses due to trafficking will tend to be higher when dry salting and particularly if the road is not sufficiently damp to retain the smaller salt particles or hasten the dissolution of the salt.

If precautionary treatment in 'Congested Traffic' is unavoidable, it may be necessary to implement additional measures to aid the passage of spreaders and/or to consider treatment in more than one application in order to ensure proper distribution of the de-icers.

Where there are sufficient differences between lane traffic levels all treatment scenarios should be considered and the worst case should be used for defining the treatment rate. Whereas trafficking may help to redistribute salt from the over/well-salted to the under-salted areas, the redistribution may be insufficient and should not be relied upon, especially when spread rates are low. Trafficking may also remove salt from an under salted area exacerbating the situation.

Where practical, when frost and ice weather conditions are forecast and humidity conditions are beneficial to dissolution, spreading is preferable at a time when the amount of traffic within the first hour after spreading is lower. (This is because the rate of loss of salt from the target area through trafficking is likely to be higher before the salt has dissolved, particularly for dry salting)

Table 8.A.2 below provides a summary of the effects attributable to differing traffic levels before, during and after salting.

Table 8.A2 - Effect of trafficking

Traffic Level & Timing	Pros	Cons
Before treatment High	Removes water from wet road surfaces Reduces water film thickness on damp roads	None
Before Treatment Low/Medium Light/None	None	Little water removed from a wet road surface Higher water film thickness for damp and wet roads
At Treatment High	None	May deflect salt from target areas, vehicle draughts may remove salt from road, particularly in dry conditions. Operation of spreader may be less than optimal in slow moving or stop/start conditions
At Treatment Low/Medium Light/None	Little loss due to traffic Salt spreading unhindered by vehicles adjacent to spreader	None
Shortly After Treatment High	Will help dissolution by crushing salt grains and reduce loss due to	Much salt may be removed from road by tyres and vehicle draughts before it enters solution
Shortly After Treatment Low/Medium	Less losses due to traffic	Dissolution may be slow particularly for dry roads and low humidity conditions. Some salt will be removed from the road before dissolution takes place.
Shortly After Treatment (and up to forecast event) Light/None	Less losses due to traffic	Dissolution will be slow particularly for dry roads and low humidity conditions. Dissolution may not be complete by the time of the forecast event

SECTION 8 ANNEXE 3

Interim spread rate guidance for salt brine treatments

Trials of sodium chloride brine spreading have been carried out on the Transport Scotland Network each year since the 2014/15 winter season. These trials have enabled the assessment of brine spreading in a range of conditions across different areas of Scotland.

Brine Spread Rates

Brine spread rates, shown in Table 8.A3, have been developed based on a comparison with rates successfully implemented in other European countries and experience from the ongoing brine spreading trials in Scotland.

Important general notes when considering the spread rates include:

- The spread rates in Table 8.A3 are dependent on a brine concentration in the range of 20 to 23%, with a recommended target concentration of 23%.
- Maintaining the correct brine concentration is critical for effectiveness of brine treatments, with the amount of salt spread directly proportional to this concentration. If the brine concentration is below the target range, less salt will be spread onto the carriageway and lower concentration brines are also more likely to freeze in extreme cold conditions. If the brine concentration exceeds 23%, there is a risk of salt re-crystallising within the pumps, pipes and nozzles of the spreader, particularly at very low temperatures.
- Other spreading equipment to that used in these trials may offer different spreading performance. When deciding spread rates and conditions for which liquid spreading will be used, Authorities should consult with manufacturers to understand the capability of the spreading equipment.

Table 8.A3 Brine spread rates for frost events

Road Surface Temperature (RST) when frost/ice is predicted	Recommended Spread Rates – Brine Spreading (ml/m ²)	
	Dry/Damp Road	Wet Road
At or above -2.0°C	10	20
-2.1°C to -5°C	20	30
-5.1°C to -7.0°C	30	N/A

Key notes:

- Spread rates are for road surface wetness up to 0.1mm thick, i.e. a road on which traffic produces fine spray.
- Roads can remain wet after rain for significant periods (2-3 hours) before effective brine treatments are possible.

Implementing brine or other direct liquid applications

When deciding spread rates and conditions for which brine or other DLA treatments will be utilised, Authorities should consult with manufacturers to understand the capability of the spreading equipment.

A staged approach to implementing DLA treatments on selected routes should enable authorities to build experience and assess the suitability of the treatment method before more significant capital expenditure.

Initial treatments should be carefully monitored to assess performance.

Brine spreading or other DLA treatments can provide a useful tool for a wide range of conditions, but may not be suitable under all conditions. A dry, treated or pre-wetted spreading capability must also be available for routes considered for liquid treatments.

Route characteristics most suitable for brine spreading include:

- High proportion of precautionary treatments in marginal surface temperatures above 2°C.
- Infrequent snow and/or road surface temperatures below -5°C.

Brine concentration must be monitored and kept within acceptable agreed ranges (typically 20-23% but saturator technology may enable tighter tolerances)

All brine spreaders must be calibrated; this includes monitoring the discharge rate and carrying out a visual check of the distribution.

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HIGH STREET / MARKET PLACE, JEDBURGH

Report by Director – Infrastructure & Environment

EXECUTIVE COMMITTEE

13 September 2022

1 PURPOSE AND SUMMARY

1.1 This report is to provide an update on the demolition of the dangerous building at High Street / Market Place, Jedburgh. The report also identifies how the Council will deliver a replacement building on the site in conjunction with Eildon Housing Association and seeks approval to use £2.2m from the second homes council tax affordable housing investment budget.

2 RECOMMENDATIONS

2.1 I recommend that the Executive Committee:-

- (a) Note the progress made in relation to demolition on the site and future development proposals; and**
- (b) Approve the use of £2.2m from the second homes council tax affordable housing investment budget to fund abnormal costs in relation to demolition and the replacement building. This includes the £0.1M additional cost associated with the dismantling of the dangerous building and £2.1M costs in relation to the replacement building.**

3 BACKGROUND

- 3.1 Until 2021, the High Street / Market Place building in Jedburgh was in private ownership and extended over 4 floors containing a variety of residential flats.
- 3.2 For several years, Officers have been aware of a deterioration of the building as a result of poor and inadequate maintenance by the multiple owners. Attempts to request that the private owners work together to bring the building in to proper condition were not effective.
- 3.3 During June 2015, the Council served two Dangerous Buildings Notices under 29 and 30 of the Building (Scotland) Act 2003 and took action to safeguard the public from the building in the interest of public safety. A temporary works scaffolding was erected to encapsulate the High Street and Exchange Street faces of the building while Officers endeavoured to make safe the building.
- 3.4 As a direct result of the challenges faced in seeking to make the building safe various options were developed by Officers along with indicative costings. It was concluded that the cost to repair the building outweighed the repaired value of the property. Scottish Borders Council took the decision to acquire the property either by a negotiation or through a compulsory purchase order and to demolish the current building and provide a replacement building on the site.
- 3.5 Council Officers engaged with the various owners over the period from October 2018 to April 2019, having had some success in securing agreement from some but not all of the owners. Although negotiations were continuing it was considered prudent that the necessary steps be taken to commence with a compulsory purchase order in tandem with the negotiations. To this end the Council resolved to make a Compulsory Purchase Order to acquire the building on 16 May 2019. The compulsory purchase order was opposed by one of the residents and a Public Local Inquiry was held in May 2021.
- 3.6 In August 2021, the Scottish Government confirmed the Compulsory Purchase Order for the acquisition of the building and the Council took title to the building on 24 November 2021.

4 DEMOLITION WORKS

- 4.1 In preparation for the Council taking ownership of the building in 2021, a procurement exercise was undertaken to obtain tenders to allow for the building to be dismantled under controlled conditions.
- 4.2 On 27 October 2021, a contract was awarded to John Laidlaw & Sons and works commenced on 1 December 2021. The controlled dismantling works have progressed since then under difficult conditions given the condition of the building.
- 4.3 Budget for the dismantling and rebuild was identified within the Capital Investment Plan as early as 2019/20 and timing movements were made to

allow for the extended duration while the Council tried to acquire the building, firstly by voluntary means and then by Compulsory Purchase Order.

- 4.4 Within the 2022/23 Capital Investment Plan, the overall budget was reduced on technical advice at the time to allow for the dismantling costs only. The approved budget for the dismantling costs is £512k, with £188k of this spent in 2021/22 and the remaining £324k budgeted in 2022/23. Works on site have been progressing during 2022/23, however, during the dismantling the works have had to react in several instances to conditions that were not envisaged at the time of going to tender. This is largely attributable to the inability to get access to areas of the cellar and of the mutual gables with High Street and Exchange Street.
- 4.5 As a result of conditions encountered, and changes that have had to be made to the sequence of the dismantling, the works are now forecast to conclude by February 2023 and at a total cost of £612k. This is £100k above the approved budget. It is proposed to fund this additional £100k from the second homes council tax affordable housing investment budget. .

5 REPLACEMENT BUILDING

- 5.1 Following a design competition in 2019, Edinburgh based architects Gray Macpherson were appointed to design the replacement building. The brief for the replacement building was prepared by Officers in conjunction with Eildon Housing Association. The intention is that the new building will comprise a mixture of either three or four 1 and 2 bedroom flats which will be allocated as affordable housing. Management of the flats after completion will be undertaken by Eildon Housing Association. Discussions on allocation of the ground floor space and future management are ongoing. Final design proposals will be outlined in the application for planning permission, which will be submitted in due course.
- 5.2 At the time of writing, Officers have developed proposals which are intended to be submitted for planning consent shortly after the anticipated approval of this report. After a further design development period in collaboration with Eildon Housing Association, procurement and construction of the building would then follow. An allocation for affordable housing on this site was identified and included within the [Strategic Housing Investment Plan \(SHIP\) 2022-27](#). The SHIP programme identifies that completion of this development would be expected to be achieved in 2024/25, including subsequent handover of the affordable housing units to Eildon Housing Association.
- 5.3 It is noted that this will mean that there is a period of time after the completion of the dismantling works before the new replacement building commences. Officers will endeavour to minimise this period in the interests of the visual appearance of the town centre.
- 5.4 The forecast costs of the new replacement building are at £2.1M, based on the most recent cost plan and delivery programme. It is proposed within this report that this cost will be met from the second homes council tax affordable housing investment budget. The cost will be incurred as shown in the table below. The allowance of £2.2M shown below also includes the

£0.1M additional cost associated with the dismantling of the dangerous building.

2022/23	2023/24	2024/25	Total
£0.2M	£1.0M	£1.0M	£2.2M

- 5.5 It is anticipated that Eildon Housing Association will be supported by Housing Association Grant Funding available through the Scottish Government funded affordable housing supply programme to purchase the affordable housing units in 2024/25. The capital receipt for the purchases would then be receipted to the second homes council tax affordable housing investment budget to support future affordable housing activity.
- 5.6 It is proposed that the delivery of the replacement building will be managed by the Projects Section within Infrastructure & Environment. At completion, building ownership will be transferred to Eildon Housing Association. The terms of this transfer will be developed as the project progresses.

6 IMPLICATIONS

6.1 Financial

- (a) The cost of the demolition of the dangerous building has largely been met from the Capital Investment Plan. It is proposed that the cost for the replacement building will be met from the second homes council tax affordable housing investment budget.
- (b) The affordable housing investment budget income can be used by local authorities to support revenue and capital expenditure related to a range of affordable housing activity. This income must be utilised in support of the delivery of local housing priorities and the proposed funding allocation meets the suitability criteria for the Council tax income generated from second homes. Table 1 below sets out current commitments. Table 2 shows the balance of available funding with the inclusion of a £2.2m commitment.

Table 1: Current 2nd Homes Council Tax financial table

	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000
Funding brought forward	3,987	4,025	4,828	5,674	5,255	6,373
Anticipated 2nd Homes Council Tax	1,118	1,151	1,186	1,221	1,258	1,296
Total Funding Available	5,105	5,176	6,014	6,895	6,513	7,669
Current Investment Commitments	1,080	348	340	1,640	140	890
Available Funding	4,025	4,828	5,674	5,255	6,373	6,779

Table 2: 2nd Homes Council Tax financial table including the proposed £2.2m allocation

	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	£'000	£'000	£'000	£'000	£'000	£'000
Funding brought forward	3,987	3,825	3,628	3,474	3,055	4,173
Anticipated 2nd Homes Council Tax	1,118	1,151	1,186	1,221	1,258	1,296
Total Funding Available	5,105	4,976	4,814	4,695	4,313	5,469
Current Investment Commitments	1,280	1,348	1,340	1,640	140	890
Available Funding	3,825	3,628	3,474	3,055	4,173	4,579

- (c) This report is recommending an abnormal, but non-recurring, allocation of £2.2m which be drawn down over 2022/23, 2023/24 and 2024/25 financial years. While there will be a long term impact on the budget available through the second homes council tax affordable housing investment budget, Table 2 demonstrates the balance will remain at such a level which ensures the Council will continue to have the financial capacity to support emerging, and future, local affordable housing priorities. This capacity is critical as the construction, and wider economic, climate becomes increasingly challenging.
- (d) As indicated at paragraph 5.6 any capital receipt on completion of transfer of ownership will be receipted to the second homes council tax affordable housing investment budget in 2024/25.

6.2 Risk and Mitigations

- (a) The risk of the dangerous building in Jedburgh has now been removed in as much as the Council's acquisition in 2021 allowing for a controlled dismantling contract to commence.
- (b) In preparation for the dismantling, the Council has appointed a design team for the replacement building and a concept design prepared in preparation for the completion of the dismantling. It is intended that this will minimise the time that the prominent site in the town centre of Jedburgh will remain as a gap site.
- (c) Discussions have been progressing with Eildon Housing Association to allow for the ownership of the building to be transferred over from the Council at completion. This will remove any revenue pressure on the Council for the ongoing management of the building.

6.3 Integrated Impact Assessment

Homes produced for and managed by Registered Social Landlords [RSLs] will be allocated in accordance with their individual allocations policy and procedures. As a consequence RSLs are subject to the weight of Statutory Scrutiny via the operation of the Scottish Housing Regulator's Regulation and Inspection processes. It is considered that increasing the supply of affordable housing will have a positive effect by addressing housing type

and size mismatches at locality level which was identified an issue in the Council's current Local Housing Strategy 2017/22.

6.4 Sustainable Development Goals

- (a) By seeking to deliver more new affordable homes, the SHIP 2022/27 will continue to promote sustainable communities and helps to address many of the housing supply challenges faced locally. It is considered that there are no adverse economic or social effects resulting from the recommendations of this report. In addition, delivery of SHIP 2022/27 and potential environmental effects from new build homes will be addressed through the Council's Development Management and Planning processes and application of national policies and standards.
- (b) The objectives of the SHIP and related delivery of affordable housing projects are consistent with the United Nations Sustainable Development Goals [SDG], 11 Sustainable Cities and 13 Climate Action. Specifically the SHIP responds to the ambition of SDG 11 by promoting adequate, safe, and affordable housing, by ensuring integrated, inclusive and sustainable settlement, and by strengthening regional development planning. With respect to SDG 13, development will be at least consistent with Scottish Building Standards and the national objective of net zero greenhouse gases by 2045.

6.5 Climate Change

- (a) Given this project is the redevelopment of a previously existing building it is considered that there are minimal direct effects on the Council's carbon emissions arising from the report recommendations. While new affordable homes will have a general effect these are addressed within the Planning process and in meeting the housing Standards as set out by Scottish Government. Eildon Housing Association also aims to ensure all its new homes will be built to at least Silver Standard.
- (b) The project promotes sustainability through the redevelopment of an existing building and development of an existing site. This is viewed as a sustainable way of increasing the local supply of housing.
- (c) It should be noted that at its meeting of 25 September 2020, the Council committed to setting a target "as soon as possible" for achieving a reduction in the Council's carbon emissions, which is at least consistent with the Scottish Government's target of net zero by 2045 and the intermediate targets set out in the Climate Change [Emissions Reduction Targets] [Scotland] Act 2019. The Council's Planning and Building Standards will reflect the developing public policy position nationally and locally within Scottish Borders.

6.6 Rural Proofing

There are no rural proofing implications arising from the proposals contained within this report.

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**

There are no changes to be made.

7 CONSULTATION

7.1 The Director (Finance & Corporate Governance), the Monitoring Officer/Chief Legal Officer, the Chief Officer Audit and Risk, the Director (People Performance & Change), the Clerk to the Council and Corporate Communications have been consulted and any comments have been incorporated into the final report.

Approved by

Name

John Curry

Title

Director – Infrastructure & Environment

Author(s)

Name	Designation and Contact Number
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Steven Renwick	Project Manager 01835826687

Background Papers:

Previous Minute Reference: Item

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

Contact us at Donna Bogdanovic – Donna.Bogdanovic@scotborders.gov.uk
Steven Renwick - SRenwick@scotborders.gov.uk

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ANNUAL PROCUREMENT REPORT 2021/2022

Report by Acting Chief Financial Officer

EXECUTIVE COMMITTEE

13 September 2022

1 PURPOSE AND SUMMARY

- 1.1 This report presents the Executive Committee with the 2021/2022 Annual Procurement Report (APR) for review, a mandatory report required by the Procurement Reform (Scotland) Act 2014.**
- 1.2 Organisations required to prepare a procurement strategy must also publish an annual procurement report. These documents are now part of the reporting landscape for the public sector to support increased transparency and visibility of public expenditure and to embed sustainability into public sector procurement.
- 1.3 The purpose is to demonstrate to stakeholders that procurement spend is being used to best effect to achieve:
 - Better public services
 - Social, economic and environmental outcomes in the area; and
 - Compliance with a range of local and national policies.
- 1.4 The report includes a dedicated section noting the support and service provided during the period.

2 RECOMMENDATIONS

- 2.1 It is recommended that the Executive Committee approves the Annual Procurement Report 2021/2022, as appended to this report, for submission to Scottish Government.**

3 BACKGROUND

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

4 ANNUAL REPORT

- 4.1 The APR for the period 1st April 2021 – 31st March 2022 (developed in the format required by Scottish Government guidance) is attached to this report as Appendix 1.
- 4.2 As part of the production of the report, an assessment has been undertaken to ensure delivery of procurement is in line with strategy objectives and the legislative landscape. The assessment has concluded all activities are compliant.
- 4.3 The APR also offers the opportunity to showcase activities and benefits delivered through procurement in the reporting period.
- 4.4 The procurement strategy must be reviewed annually to ensure it remains aligned to corporate objectives. A review of the 2018-2023 strategy has been undertaken which confirms the direction of procurement remains in line with the ambitions of the current Council Plan.
- 4.5 Following endorsement by the Executive Committee, the approved APR will be submitted to the Scottish Government and published on the Council website.

5 REPORT HIGHLIGHTS

- 5.1 During financial year 2021/22, 54.7% of spend was made with micro, small and medium sized businesses. This compares with 59.4% during 2020/21. The annual spend with Borders based suppliers was £63,934,031 in 2021/22 compared to £62,726,858 in 2020/21.
- 5.2 During November 2021, the team delivered the Council's first Commercial Awareness Week. This was developed to support the launch of the new corporate Contract Management Framework mentioned above while also raising awareness of what we mean by commercial and why it is important. The team delivered multiple events to initiate a whole

Council approach to commerciality while supporting the development of skills to improve commercial thinking and acumen. 20 events were held covering subjects such as how to manage supplier performance, what does climate change mean for commerciality and using markets to drive commercial value. The week was very well received with over 1,000 interactions from staff.

- 5.3 A further key ambition of the procurement strategy is to support the supply chain's cash flow by ensuring the efficient and effective payment of invoices. The average indicator for the year 2021/22 was 93%. This level of performance compares very positively when reviewed against the Local Government Benchmarking Framework all Scotland average figure of 91.76% (latest available data comparison period 2020/21). Further analysis confirms that the Borders performance exceeds the family group average of 90.6%.
- 5.4 The team was nominated in June for the Team of Year Award at the Purchase to Pay Network event. They were delighted to be awarded Finalist status – a fantastic achievement all round. They were up against a substantial field of private companies and other public sector bodies but the judges were impressed with the way in which the team delivers support on such a significant scale to the organisation.

6 IMPLICATIONS

6.1 Financial

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

6.2 Risk and Mitigations

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

6.3 Integrated Impact Assessment

This is a routine report for good governance and statutory purposes, not a new or revised strategy of policy for decision and, as a result, completion of an integrated impact assessment is not an applicable consideration.

6.4 Sustainable Development Goals

Legislation in Scotland drives the consideration and use of economic, social, and environmental benefits in public procurement. The Procurement Reform (Scotland) Act 2014 places a number of general duties on public authorities.

A public body must, in carrying out a regulated procurement:

- treat economic operators equally and without discrimination,
- act in a transparent and proportionate manner,
- comply with the sustainable procurement duty.

The sustainable procurement duty is a general duty which aims to encourage wider economic, social, and environmental benefits in

contracts. Scotland’s sustainable procurement duty is a key mechanism through which public procurement contributes to the outcomes of the National Performance Framework which in turn support the delivery of the SD goals.

6.5 **Climate Change**

Public procurement is expected to contribute to climate change targets, and public bodies will be required from next year’s Procurement Annual Report to report annually on how their procurement policies and activity have:

- contributed to carbon emissions reduction targets
- contributed to climate change adaptation
- acted sustainably

As point 6.4, the sustainable procurement duty should help in this reporting process as the tools associated with the duty prompt public bodies to consider carbon and energy consumption, resource efficiency and pollution during the procurement process.

6.6 **Rural Proofing**

Not applicable.

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**

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

7 **CONSULTATION**

- 7.1 The Monitoring Officer/Chief Legal Officer, the Chief Officer Audit and Risk, the Director (People Performance & Change), the Clerk to the Council and Corporate Communications have been consulted and any comments received have been incorporated into this final report.

Approved by

Suzy Douglas
Acting Chief Financial Officer

Signature.....

Author(s)

Suzy Douglas	Financial Services Manager
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Background Papers:

Previous Minute Reference:

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

annual procurement report

2021 - 2022

Sustainable procurement - making a real difference



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INTRODUCTION

This annual procurement report has been prepared to meet the requirements of the Procurement Reform (Scotland) Act 2014, and throughout we will demonstrate how our performance and achievements during the period meet both the strategic direction set by the organisation and all relevant procurement legislation. This report covers the period 1st April 2021 to 31st March 2022.

In February 2022, an updated [Council Plan 2022-2023](#) was approved by Council. The new Plan takes account of significant developments over the last year, with the opportunity taken to re-evaluate priorities and align these with its strategic aims.

The Plan is based on six outcomes that aim to deliver for the Scottish Borders by improving the wellbeing of citizens and making the region a more sustainable and better place to live, work in and to visit, whilst also developing a Council that is as effective and efficient as it can be to help support those aims.

The Council Plan also identifies how the Council will respond to immediate challenges, including building for a clean, green future by tackling climate change and enhancing the local natural environment for the benefit of future generations. As set out in the new [Climate Change Route Map](#), reducing our carbon footprint by promoting more sustainable practices is a strategic priority to ensure the Scottish Borders meets a target of becoming 'net zero' by 2045.

The current [Commercial and Commissioned Services Strategy 2018-2023 \(CCSS\)](#) was put in place to achieve the strategic procurement ambitions of Scottish Borders Council. By embedding a sustainable approach into the strategy themes and objectives we aim to make a real difference and positively influence the outcome of our procurement activities while supporting the Council's corporate ambitions. During the current financial year, the existing procurement strategy will be updated and refreshed for the period 2023-2028. In the meantime, the CCS strategy has been reviewed to ensure the ongoing direction of procurement remains in line with the updated Council Plan.

STRATEGIC THEMES

Our local strategy focuses on a number of key themes and objectives. As the Borders community and this organisation recovers from pandemic, these aims continued to underpin our team activities during 2021/22.

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

COMMERCIAL & COMMISSIONED SERVICES TEAM KEY ACTIVITIES 2021/22

Covid Response

During 2021/22 the team has continued to deliver an excellent service to colleagues and the community across many different areas of COVID support to businesses and individuals. As noted in last year's report, this work spanned Business Grants, Support Payments and a specific financial support scheme for Social Care Providers.

The Social Work Contracts team continued to provide financial support to local care providers with their additional costs resulting from the COVID-19 pandemic. To date, support exceeding £3million has been delivered to Scottish Borders providers.

Contract & Supplier Management System Implementation

Contract management plays a vital role in the system of governance, risk management and control and is key to unlocking the supply chain value through which performance improvements and efficiency savings can be achieved.

As a result, a project team has been working right through the pandemic on implementing a new contract and supplier management framework across the Council. The identified benefits of this approach include;

- Ensuring we achieve value for money
- Creating a commercial focus
- Integration with existing activities
- Consistent risk management
- Delivering an enhanced skill set across organisation

The new framework has now been rolled out across the organisation with all contract managers and contract owners provided with access to training materials and a login to the system.

Commercial Awareness Week

During November 2021, the team delivered the Council's first Commercial Awareness Week. This was developed to support the launch of the new corporate Contract Management Framework mentioned above whilst also raising awareness of what we mean by commercial and why it is important.

Commercial activities affect the work of everyone and the services we provide to the community and this approach is aimed to initiate a whole council approach to commerciality while supporting the development of skills to improve commercial thinking and acumen.

It is more important than ever that the Council drives maximum value from every contract it puts in place. We need to be able to manage supplier performance, to ensure we are receiving the quality we expect at the price we agreed, the new platform and the improvement of skills and awareness across the Council will help us achieve that.

Commercial Awareness Week Programme					
Time	Monday 15th	Tuesday 16th	Wednesday 17th	Thursday 18th	Friday 19th
10am	1. Launch of week ahead Netta Meadows, Chief Executive	5 Using Markets to Drive Commercial Value Scotland Excel (Pre-booking required – see Note 1) 40 mins	9. How to handle price variations Scotland Excel (Pre-booking required – see Note 1) 40 mins	13. Serious Organised Crime in the Borders? Surely not? Business Continuity Brian MacFarlane (Pre-booking required – see Note 1) 30 mins	17. Proactive Contract Management – Annual Reports Scotland Excel (Pre-booking required – see Note 1) 40 mins
11am	2. Talking Heads – What commercial means to Debbie Hosie, Catering Manager 5 mins	6. What style of Negotiator are you? Take the Quiz! 5 mins	10. Talking Heads – What commercial means to Lisa Stanners 5 mins	14. Taking care of risk Emily Elder Jill Stacey 30 mins	18. Social Care & Health – A commercial perspective Jen Holland (Pre-booking required – see Note 1) 40 mins
2pm	3. Tips on managing Supplier Performance in practice Ross Sharp Dent Caroline Jackson (Pre-booking required – see Note 1) 30 mins	7. Negotiation Techniques Scotland Excel (Pre-booking required – see Note 1) 40 mins	11. Writing Invitations to Tender with commercial in mind Julie Caughey Procurement Consultant (Pre-booking required – see Note 1) 30 mins	15. What does Climate Change mean for commerciality? Michael Cook Louise Cox (Pre-booking required – see Note 1) 30 mins	19. Closing Comments and launch of ideas portal and feedback David Robertson 10 mins
3pm	4. Introduction to Contract Management Elearning launch	8. Tarmac’s take on commercial 10 mins	12. Levenseat’s take on Commercial 10 mins	16. Talking Heads – What does Commercial mean to Nick Byers 5 mins	THANK YOU – WE HOPE YOU FIND THE WEEK INSPIRING ☺

Fair Work First

Through its own accreditation as a Living Wage employer, the Council recognises the benefits of fair work. Accordingly it has adopted the Fair Work First approach which aims to drive high quality and fair work across the labour market in Scotland by applying fair work criteria to its procured contracts, where it is relevant to do so. Fair Work First asks businesses bidding for a public contract to commit to adopting the following:

- appropriate channels for effective voice, such as trade union recognition
- investment in workforce development
- no inappropriate use of zero hours contracts
- action to tackle the gender pay gap and create a more diverse and inclusive workplace
- providing fair pay for workers (for example, payment of the Real Living Wage)
- offer flexible and family friendly working practices for all workers from day one of employment
- oppose the use of fire and rehire practices.

Public Procurement Priorities

During 2021/2022, the Public Procurement Group for Scotland, a leadership group led by the Scottish Government and the Centre of Expertise (including Scotland Excel) set the strategic direction for public procurement in Scotland through the development of a set of public procurement priorities for all public sector procurement leaders.

These priorities can be found [here](#). Scottish Borders Council is making good progress across the majority of these indicators.

PAYMENT PERFORMANCE

Payment Performance

Despite the challenges and substantial increase in the volume of payments relating to the above, excellent levels of performance have been sustained during 2021/2022. The full year average of the two indicators is noted below:-

- 93% of invoices paid within 30 days
- 99% of invoices paid electronically

This level of performance compares very positively when reviewed against the Local Government Benchmarking Framework all Scotland average figure of 91.76% (latest available data comparison period 2020/21). Further analysis confirms that the Borders performance exceeds the family group average of 90.6%.

The Council intends to proportionately adopt the ambitions and recommendations of the recent Scottish Procurement Policy note relating to prompt payment.

UK Team of the Year Award Success

The team was nominated in June for the Team of Year Award at the Purchase to Pay Network event. They were delighted to be awarded Finalist status – a fantastic achievement all round.

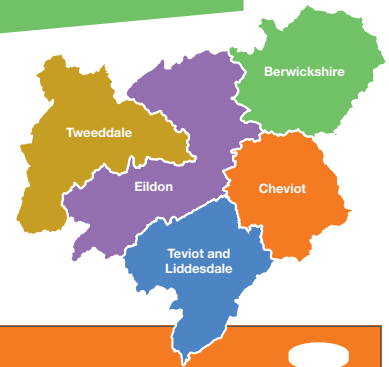
They were up against a substantial field of private companies and other public sector bodies but the judges were impressed with the way in which the team delivers support on such a significant scale to the organisation, with some examples of that below:

- the Procurement team procure and oversee the contract and supplier management of a contracts portfolio with a total value in excess of a billion pounds
- the Purchasing team oversee purchase order requisitions with a value circa £105m
- the Payment team manages over 140,000 transactions each year with a value of £287m



David Robertson, Service Director for Finance and Corporate Governance, said: "I'm immensely proud of the team and see this outcome as a real opportunity for them all to be acknowledged for their collaborative working practices delivering exceptional results during this very challenging period. Many congratulations and well done to everyone"

SCOTTISH BORDERS PROFILE



Key procurement Statistics 2021/2022



COUNCIL SPEND £183,468,494	REGULATED CONTRACTS 89	VALUE OF REGULATED CONTRACTS £85,720,878
MICRO/SMALL/MEDIUM SIZE ENTERPRISES £100,411,155	ACTIVE SUPPLIERS 2,411	PURCHASE ORDER TRANSACTIONS 38,244

Scottish Borders Council



Frameworks



The Scotland Excel Academy
<https://academy.scotland-excel.org.uk/>
 Learning and Development opportunities available

Community Benefits



Charity/community initiatives



Framework information at Q4 2021/22; estimated savings figure does not include social care service frameworks; community benefits for 2021/22

SECTION 1

Summary of Regulated Procurements completed during the period

This section provides a record of the regulated procurement processes (any procurement with a value equal to or more than £50,000 for goods and services or £2M for works contracts) completed during 1st April 2021 – 31 March 2022. Regulated procurement activity is governed by the rules set out within the Procurement Reform (Scotland) Act 2014.

Total Regulated Procurement Expenditure for period

Number of Contracts	Category A (Scottish Procurement)	Category B (sectoral)	Category C (Local)	Total Value
89	£7,510,967	£10,523,872,912	£67,686,039	£85,720,878

Full details relating to each contract is provided in **Appendix 2**. An example dataset is shown below

Reference	Supplier Name	Subject Matter	Start Date	End Date	Contact Value
SP-17-004	EDF Energy Ltd	Electricity	01/04/21	31/03/22	£2,602,311

SECTION 2

Review of Regulated Procurement Compliance

Overall Assessment

In common with previous years, compliance of our regulated procurement activities remains in line with the CCS strategy aims and objectives and is achieved through the robust Council governance provided by Procurement and Contract Standing Orders and Financial Regulations.

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

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

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

The Procurement Journey/Public Contracts Scotland (PCS) /PCS-Tender

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

Sustainable Procurement Duty

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

In line with the policy and other strategy commitments, we have developed a Sustainable Procurement Charter. This is provided at Appendix 1. The charter lays out each of our principles, standards and the expectations for suppliers who would like to work with us.

Fair Working Practices

Scottish Borders Council is an accredited Living Wage employer. The accreditation recognises the Council's commitment to paying all directly employed and regular third-party contracted staff the real Living Wage.

Contract Register

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

Procurement & Commercial Improvement Programme

The most recent assessment of the Procurement & Commercial Improvement Programme (PCIP) resulted in a total score of 78%, placing us in the top F1 Band and ahead of the Scottish local authority average. Following the delays caused by the pandemic and a Scottish Government review of the PCIP process, the next assessment is likely to be during 2023.

Collaborative Procurement

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

SECTION 3

Community Benefit Summary

Background

The Council has a well-established 'Adding Value to Communities through Procurement Policy'. This can be found on page 12 of the CCS strategy. Community Benefit Clauses (CBCs) are considered for every contract with an estimated value exceeding £50,000 with a clear process in place to ensure proportionate and appropriate application, particularly for regulated procurement activity.

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

In this reporting period 24 contracts included community benefit requirements covering a range of services including construction, health care, social care, legal services, specialist consultancy work, waste and catering.

Summary of Community Benefits delivered during the reporting period

Type of Community Benefit	Number delivered
Employment & Skills Activity	
a) Jobs Created / New Employment Opportunities	14
b) Apprentices – Starts	5
c) Apprentices – Existing	0
d) Apprentices – Completions	0
e) New Start – Graduates	4
Training & Work Experience	
a) Work Experience Placements (16 plus years)	7
b) Work Experience Placements - Employability programmes	6.5
Support Activities Education	
a) Education No. of Participants	792
b) Education Support Activities - Schools	12
Community Engagement Events/Activity	
a) Engagement with Community Groups	104
b) Supporting Community Projects/Events	63
c) Sponsorship Activity	25
d) Donation of materials	15

Climate Change Route Map

The Council, as an organisation, and for the Scottish Borders, as a region, has set out a clear plan of action to reduce our carbon emissions and other greenhouse gases. This document is known as the Climate Change Route Map.

The objective of the Route Map is to set the framework by which the Council and the region will pursue a path to net zero emissions of all greenhouse gases by 2045, while also putting in place measures to those changes which can no longer be pre-empted as result of changes to our climate.

The Route Map is based around 5 themes;

- Resilience
- Transport Use
- Nature Based Solutions
- Energy
- Waste Management

These five themes are the primary focus for our achievement of Net Zero. Within each theme, there are milestones and core actions against these milestones. The Route Map, in common with national and local governments round the world, will evolve, being populated with developing work streams and actions as we progress.

Our existing procurement strategy and the forthcoming refresh for the period 2023-2028 will work to support the delivery of these themes and their associated ambitions.

As is required by Scottish Government policy guidance, recently updated in [SPPN 3/2022](#), the Council will prioritise and take account of climate and circular economy in its procurement activity and will report ongoing progress against these commitments in our annual procurement reports, demonstrating how we are using procurement to support Scotland's response to the global climate emergency.

A positive example of this work during recent months is our local food supply chain project to adopt local butcher meat supplied by local butchers into our school kitchens.



A survey was undertaken with pupils and staff from Earlston High and Stow Primary Schools and we received some great feedback.

'Tastes Better'

'The chicken was WAY better'!


'I had steak pie today and it tasted a lot nicer this week'

'It is thicker and the chicken and beef taste a lot fresher'

'It's great local suppliers are being used'

'Keep doing a great job! Thanks for making my school meals nicer'!

'It's good and a great idea'



This project has significant opportunity to deliver multiple positive outcomes against many of the Council's key priorities along with the delivery of key national outcomes. These are noted below:

Council Plan – Working Together – Improving Lives

Sustainable – clean, green future – tackling climate change by reducing carbon footprint/food miles

Empowered, vibrant communities – local businesses supporting local service delivery

Good health & wellbeing – improving the quality of school meals

Strong, inclusive economy – community wealth building

Delivery of Key National Outcomes

Environment: We value, enjoy, protect and enhance our environment

Economy: We have a globally competitive, entrepreneurial, inclusive and sustainable economy

Fair Work & Business: We have thriving and innovative businesses, with quality jobs and fair work for everyone

Health: We are healthy and active – healthy nutritious meals

SECTION 4

Supported Business and the Third Sector Summary

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

The Council works closely with Scottish Borders Social Enterprise Chamber (SBSEC) to encourage supported business and other third sector organisations to access Council contract opportunities.

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

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

- Borders Green Team £14,248
- The Borders Green Team Enterprises £1,820
- Lady Haig Poppy Factory £1,140

SECTION 5

Future Regulated Procurements Summary

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

2022/2023

Contract/Framework Title or Subject Matter	Renewal or New	Estimated SBC Total Contract Value	Expected Contract Start Date
Fire Extinguisher Maintenance	Renewal	£60,000	16/10/2022
Supply & Fit of Tyres	Renewal	£300,000	20/06/2022
Textile Recycling	Renewal	tbc	01/07/2022
Supply of Road Surfacing Materials, Aggregates and Ready Mixed Concrete	Renewal	£15,000,000	01/07/2022
Wood Recycling	Renewal	£144,000	01/08/2022
Non Domestic Energy Efficiency Consultancy and Program Management	New	tbc	01/08/2022
Glass Recycling	Renewal	£225,000	01/09/2022
Repair and Maintenance Contract for Aids to Daily Living Equipment	New	£275,000	01/09/2022
Bridge General Inspections & Scour Assessments	New	£240,000	15/09/2022
Water System Risk Assessment & Water Hygiene Monitoring Services	Renewal	£535,000	01/10/2022
IT Consumables	Renewal	£565,000	01/10/2022
General Stationery and Office Paper	Renewal	£800,000	01/10/2022
PAT Testing	New	£600,000	01/10/2022
Lift Maintenance Service	New	£1,520,000	01/10/2022
Liquid Petroleum Gas	New	£75,000	01/10/2022
Washroom Solutions and Sanitary Products	Renewal	£60,000	01/10/2022

2022/2023 (cont'd)

Contract/Framework Title or Subject Matter	Renewal or New	Estimated SBC Total Contract Value	Expected Contract Start Date
Employment Skills Development Training (NOLB)	New	£1,200,000	01/10/2022
Various Playparks	New	£360,000	15/11/2022
Hawick Natural Flood Management Study	New	£150,000	01/12/2022
Telephone Calls and Line Rentals	Renewal	£518,000	14/12/2022
Two Residential Care Homes	New	£22,600,000	*15/01/2023
Janitorial Products	Renewal	£1,200,000	01/03/2023

*Final date profile to be confirmed - the date shown above is indicative only

2023/2024

Contract/Framework Title or Subject Matter	Renewal or New	Estimated SBC Total Contract Value	Expected Contract Start Date
Supply of Electricity	Renewal	£16,200,000	01/04/2023
Natural Gas	Renewal	£2,220,000	01/04/2023
Liquid Fuels	Renewal	£6,000,000	01/04/2023
Water and Waste Water Billing Services including AMR services	Renewal	£2,620,000	01/04/2023
Learning Disabilities Day Services	New	£13,000,000	01/04/2023
Galashiels Academy - Loose Furnishings	New	£840,000	01/04/2023
Peebles High School - Loose Furnishings	New	£870,000	01/04/2023
Earlston Primary School - Loose Furnishings	New	tbc	01/04/2023
Eyemouth Primary School - Loose Furnishings	New	tbc	01/04/2023
Fresh Fruit & Vegetables, Bakery Products and Eggs	Renewal	£1,000,000	01/04/2023
Fresh Meats, Cooked Meats and Fresh Fish	Renewal	£620,000	01/04/2023
Legal Services	Renewal	£80,000	01/04/2023
Workflow 360 Enterprise Content Management (ECM) Solution	Renewal	£126,000	01/04/2023
IDOX Uniform, PA & DMS Licenses	Renewal	£400,000	01/04/2023
SXL Sheriff Officer and Debt Collection Services	Renewal	£840,000	01/04/2023

2023/2024 (cont'd)

Contract/Framework Title or Subject Matter	Renewal or New	Estimated SBC Total Contract Value	Expected Contract Start Date
Insurance Services	Renewal	£3,102,000	01/04/2023
Income Management Solution	Renewal	£400,000	01/04/2023
Fuel Cards	Renewal	£240,000	01/04/2023
Laboratory Services for Private Water Supply samples	Renewal	£132,000	01/04/2023
Alcohol and Drug Treatment Service	Renewal	£2,835,000	01/04/2023
On Line School Payments System	Renewal	£80,000	01/04/2023
Beach Life Guarding Services – Coldingham Bay	New	£80,000	01/05/2023
Hosted Case Management Software Solution	Renewal	£1,355,000	01/07/2023
PO Flip and Contract Management Modules	Renewal	£96,000	01/07/2023
Supplier Management Portal	Renewal	£152,000	01/07/2023
Repairs and Maintenance Trades Framework	Renewal	£18,000,000	01/07/2023
Various Playparks	New	£700,000	01/07/2023
Hire of Small Plant & Temporary Accommodation Framework Agreement	Renewal	£2,000,000	26/08/2023
Aids to Daily Living Equipment	Renewal	£500,000	01/01/2024
Water and Waste Water Billing Services including AMR services	Renewal	£16,200,000	01/04/2023

GLOSSARY/PROCUREMENT TERMINOLOGY

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

Sustainable Procurement Charter

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



Achieving our Sustainable Procurement Duty

<p>Equalities</p> <p>We view the Scottish Borders as a place where everyone matters, where everyone should have equal opportunities and where everyone should be treated with dignity and respect. As a responsible employer the Council is committed to promoting equal opportunities to all of the Scottish Borders community, employees and suppliers alike. Consideration of equal opportunities is fully integrated into our procurement practices and is fully committed to the values and ethos of the Equality Act 2010.</p>	<p>Disability Confident Scheme</p> <p>The Council is an accredited Disability Confident employer. We are committed to the aims of Disability Confident and would encourage our partners, suppliers and providers to demonstrate their commitment to the scheme and also become accredited Disability Confident employers. As appropriate, contracts or framework agreements may include clear performance indicators relating to the positive benefits of such a scheme.</p>	<p>Facilitating SME's, third sector and supported businesses in the procurement process</p> <p>Our procurement strategy aims to achieve a mixed economy of suppliers to support and develop our local rural market, particularly micro, small and medium sized enterprises, Third Sector organisations and supported businesses. This approach includes simplified and standardised public sector procurement practices, consideration of lotting and a range of hands-on assistance to the local supply chain to help reduce any barriers to involvement in procurement opportunities.</p>	<p>Promoting Innovation</p> <p>Influencing the market towards innovative solutions can focus public spending on sustainable goods, services and works and create an important catalyst for local job creation, sustainable innovation and market development. Our procurement strategy notes the importance of innovation through procurement and we encourage all our suppliers to consider an innovative approach to the way goods and services are delivered.</p>
<p>Fair Work Practices</p> <p>As an accredited real Living Wage employer, the Council is committed to encouraging the wider adoption of the real Living Wage by suppliers. The Council has adopted the Scottish Government <i>Best Practice Guidance on Addressing Fair Work Practices, including the Real Living Wage, in Procurement</i> for relevant contracts. The real Living Wage is an hourly rate set by the Living Wage Foundation and is revised in November every year. The current rate is £9.90 (November 2021)</p>	<p>Consultation with Stakeholders</p> <p>Service User and, where appropriate, wider community consultation is an integral part of commissioning considerations. The strategic importance and complexity of required outcomes will mainly govern the level of consultation undertaken and the choice of the procurement route followed. The final decision on these matters will always be considered in light of what is likely to provide best value for the local community.</p>	<p>Health & Safety Compliance</p> <p>The Council is committed to achieving a culture that ensures it complies with all current Health and Safety legislation and in so doing endeavours to provide safe places and safe systems of work. This principal extends to those employed to do contracted works for and on behalf of the Council. The Council will only employ contractors who are SSIP accredited.</p>	
<p>Fairly & ethically traded goods</p> <p>The Council supports the Fair Trade initiative because it reflects our commitment to sustainable development and offers the prospect that marginalised producers across the world will receive fairer deals for their produce. The Council will promote the use of fair trade products across all its services and raise awareness of fair trade amongst its staff and customers. The Council will (to the extent permitted by EU procurement legislation) embed Fair Trade into contracts with suppliers where it has a direct bearing on the required goods, services and works.</p>	<p>Provision of Food</p> <p>The procurement of food considers the wider community focus of improving the health and wellbeing of young people and communities in the Borders. Promoting a sustainable food supply chain by (where possible) the use of Scottish produce through collaborative contracts supports the delivery of healthy choices to support healthy eating. Food security and ethics are of equal importance and the Council follows Scottish Government guidance to ensure consideration of the highest levels of animal welfare.</p>	<p>Prompt payment within 30 days</p> <p>The effect of late payment on SME's can be significant, impacting cash flow and the ability to trade. As direct support the Council has a prompt payment policy and related performance indicator which aims to make payment of invoices within 30 days of receipt of a valid invoice. To make sure this policy flows through all stages of the supply chain, our terms and conditions of contract obliges our contracted suppliers to make payment of valid invoices within a similar 30 day period.</p>	<p>Information/ Data Management/ Protection</p> <p>The Council regards information as a valuable corporate asset which must be obtained, processed and protected diligently, lawfully and ethically. The approach to information governance focuses on safeguarding customers, providing business transparency and ensuring legislative compliance. Relationships with 3rd parties who handle data on behalf of the Council, or with whom we share data are carefully managed. Contracts include information governance compliance conditions with these arrangements being documented and monitored. We will expect all suppliers to take the same robust approach to information management as we do, even after their contract has expired.</p>
<p>Environmental Impact and Climate Change</p> <p>The Council is committed to reducing its environmental impact, including carbon emissions, wherever possible. The Climate Change (Scotland) Act 2009 places duties on public bodies to deliver their services in a way which supports this, including both internal activities, such as energy saving within buildings, and its work with partners. The way that the Council procures goods and services can have a huge environmental impact, and by purchasing items which can demonstrate a reduced negative effect on wildlife, natural resources and carbon emissions, we can reduce our carbon footprint and support suppliers to do the same.</p>	<p>Improving the economic, social and environmental wellbeing of the area</p> <p>Adding Value to Communities through Community Benefits or 'social' requirements in public sector procurement is intended to ensure that wider local economic and social issues are considered when delivering construction works, service or supplies contracts. This is achieved through the inclusion of specific clauses within contracts known as community benefit clauses (CBCs).</p>	<p>Conflict of Interest</p> <p>Council Officers and Members conducting business on behalf of the organisation have a responsibility to do so in a manner that is objective and ethical. As such we require any individual whether employee or supplier to declare such an interest before any procurement activity commences as the best way to handle conflicts of interest is to avoid them entirely.</p>	<p>Modern Slavery Act 2015</p> <p>The Council adopts a zero tolerance approach to modern slavery and human trafficking. We expect all those who work for and with us to adhere to this approach. As appropriate we will address areas of concern in the tendering process through requiring minimum standards and contract management.</p>

Category A Scottish Government Framework Agreements - Contract Awards/Spend

Scot. Gov. Ref.	Supplier Name	Subject Matter	Start Date	End Date	Contract Value
SP-17-004	EDF Energy Ltd	Electricity 2019	01.04.21	31.03.22	£2,602,311
SP-14-009	Lyreco UK Ltd	General Stationery and Office Paper (2016)	01.04.21	31.03.22	£74,637
SP-19-009-104	Highland Fuels	Liquid Fuel - Scotland South (2019)	01.04.21	31.03.22	£1,159,310
SP-19-009-104	Scottish Fuels	Liquid Fuel - Scotland South (2019)	01.04.21	31.03.22	£689,074
SP-19-009-103	Scottish Fuels	Liquid Fuel - Scotland Centra (2019)	01.04.21	31.03.22	£169,218 l
SP-17-031	Total Gas & Power Ltd	Natural Gas	01.04.21	31.03.22	£685,397
SP-15-014-1	Royal Mail Group	Postal Services - Ad-hoc and Hybrid Mail (2016)	01.04.21	31.03.22	£55,911
SP-19-035-1	Royal Mail Group	Postal Services - One Stop Shop (2020)	01.04.21	31.03.22	£110,844
SP-19-025	TMP (UK) Ltd	Recruitment Advertising & Public Information Notices (2020)	01.04.21	31.03.22	£80,106
SP-018-040	Business Stream	Water and Waste Water Services (2020)	01.04.21	31.03.22	£653,819
SP-19-013	XMA Limited	Web Based & Proprietary Client Devices 2019	01.04.21	31.03.22	£1,230,340
				Total Value	£7,510,967

Category B Scotland Excel Framework Agreements - Contract Awards/Spend

SXL Schedule Number	Supplier Name	Subject Matter	Start Date	End Date	Contract Value
0618	SSUK	Ltd Audio Visual	01.04.21	31.03.22	£52,445
0320	Colas Ltd	Bitumen Products	01.04.21	31.03.22	£107,675
0320	Nynas UK	Bitumen Products	01.04.21	31.03.22	£314,451
0318	Jewsons	Building and Timber	01.04.21	31.03.22	£64,779
0517	Care Visions Group Limited	Children's Residential	01.04.21	31.03.22	£253,089
0517	Common Thread Limited	Children's Residential	01.04.21	31.03.22	£217,175
0517	Harmeny Education Trust Ltd	Children's Residential	01.04.21	31.03.22	£501,086
0517	Hillside School (aberdour) Limited	Children's Residential	01.04.21	31.03.22	£816,688
0517	Inspire Scotland Ltd	Children's Residential	01.04.21	31.03.22	£234,643
0517	Kibble Education & Care Centre	Children's Residential	01.04.21	31.03.22	£778,953
0517	Seamab	Children's Residential	01.04.21	31.03.22	£504,075
0517	Spark Of Genius (training) Limited	Children's Residential 0	01.04.21	31.03.22	£438,333
2018	Apetito Limited	Community Meals	01.04.21	31.03.22	£162,136
2018	ICare (GB) Limited	Community Meals	01.04.21	31.03.22	£120,226
2019	The Furnishing Service Limited	Domestic Furniture and Furnishings	01.04.21	31.03.22	£751,514
1220	Yorkshire Purchasing Organisation	Education Materials	01.04.21	31.03.22	£358,000
0620	Langstane Press Limited	Education and Office Furniture	01.04.21	31.03.22	£128,483
0919	City Electrical Factors Ltd	Electrical Materials	01.04.21	31.03.22	£147,316
0919	Edmundson Electrical Ltd	Electrical Materials	01.04.21	31.03.22	£206,559
0913	A.C. Whyte & Co. Ltd	Energy Efficiency Contractors	01.04.21	31.03.22	£316,212
0913	BCA Insulation Ltd	Energy Efficiency Contractors	01.04.21	31.03.22	£134,400
1120	Brake Bros Ltd	Frozen Foods	01.04.21	31.03.22	£521,883
1219	Brake Bros Ltd	Groceries & Provisions	01.04.21	31.03.22	£486,801
1218	Unico Limited	Janitorial Products	01.04.21	31.03.22	£232,853
1218	Alliance Disposables Ltd	Janitorial Products	01.04.21	31.03.22	£292,333
0118	Brake Bros Ltd	Meats - Fresh, Prepared & Cooked (incl. Fresh Fish)	01.04.21	31.03.22	£72,007
0118	Campbell Brothers Limited	Meats - Fresh, Prepared & Cooked (incl. Fresh Fish)	01.04.21	31.03.22	£142,260
0621	Arco Ltd	Personal Protective Equipment	01.04.21	31.03.22	£116,254

SXL Schedule Number	Supplier Name	Subject Matter	Start Date	End Date	Contract Value
3017	Saint-Gobain Building Distribution Limited	Road Maintenance Materials	01.04.21	31.03.22	£94,430
2917	ICL UK (Sales) Limited	Salt for Winter Maintenance	01.04.21	31.03.22	£669,991
0219	St Mary's Kenmure	Secure Care	01.04.21	31.03.22	£249,550
0619	George Walker & Co T/a Walker Love	Sheriff Officers	01.04.21	31.03.22	£209,131
2017	The Social Care Community Partnership Limited	Social Care Agency Workers	01.04.21	31.03.22	£119,447
2617	James M Anderson Ltd	Street Lighting Materials	01.04.21	31.03.22	£75,572
3117	Tunstall Healthcare (UK) Limited (T/A Tunstall Electronics)	Technology Enabled Care	01.04.21	31.03.22	£67,329
0121	Cooks Van Hire Limited	Vehicle & Plant Hire	01.04.21	31.03.22	£220,630
0720	A M Phillip Trucktech Ltd	Vehicle Parts	01.04.21	31.03.22	£60,744
0720	Dingbro Ltd	Vehicle Parts	01.04.21	31.03.22	£115,604
3217	Rentokil Initial Services Ltd T/a Initial Washroom Hygiene	Washroom Solutions and Sanitary Products	01.04.21	31.03.22	£168,814
Total Value					£10,523,872

Category C Contract and Framework Awards

SBC Ref. Number	Supplier Name	Subject Matter	Award Date	Start Date	End Date	Ext.	Estimated Contract Value
SBC/CPS/2040	Allstar Business Solutions Ltd	Fuel Cards Call Off	01/04/2021	01/04/2021	31/03/2022	12 months	£240,000
SBC/CPS/1614	Various Transport DPS Participants	Awarded Contracts from Transport DPS	01/04/2021	01/04/2021	31/03/2022	0	£16,500,283
SBC/CPS/1812	Nottingham Rehab Limited	Health and Social Care - Aids to Daily Living Equipment	08/04/2021	01/04/202	31/03/2022	12 months	£494,000
2021 - 0852 & 0960	Macleane Moore Ltd	Transformation Consultancy and Programme Management Consultancy	11/04/2021	01/04/2021	31/03/2022	0	£150,000
SBC/CPS/2016	Civica	License and Support Agreement for APP Information Management and Fleet Management Software Solution	23/04/2021	01/04/2021	31/03/2023	0	£77,321
SBC/CPS/2031	Insight Direct (UK) Ltd	Corporate Microsoft Enterprise License Agreement	27/04/2021	01/05/2021	30/04/2024	0	£1,879,192
SBC/CPS/2017	Access UK Limited	Electronic Homecare	27/04/2021	01/06/2021	31/05/2022	0	£113,040
SBC/CPS/2025	Hennessy IT Consulting Limited	ERP System Consultancy and Support	30/04/2021	21/04/2021	01/04/2021	24 months	£151,500
SBC/CPS/2033	ESRI (UK)	License and Support Agreement for Esri GIS Mapping Software Solution	30/04/2021	01/04/2021	31/03/2024	0	£68,136
SBC/CPS/2035	Unit4 Business Software	License and Support Agreement for Unit 4 ERP Software Solution	04/06/2021	01/05/2021	31/03/2023	24	£704,000
SBC/CPS/2047	Turner and Townsend	Project & Cost Management Services for Earlston PS Stages 3-7	22/06/2021	22/06/2021	21/06/2024	0	£700,000

SBC Ref. Number	Supplier Name	Subject Matter	Award Date	Start Date	End Date	Ext.	Estimated Contract Value
SBC/CPS/2052	Stallan-Brand	Peebles HighSchool Consultancy Support	22/06/2021	22/06/2021	31/12/2024	0	£368,000
SBC/CPS/2051	ALD Automotive	Leased Vehicles x 20	16/07/2021	16/07/2021	15/07/2025	0	£214,419
SBC/CPS/1815	Various	Early Learning and Childcare Framework	01/08/2021	01/08/2021	31/07/2024	36 months	£15,039,675
2021 - 0891 & 0892	White Testing UK Ltd	Portable Appliance Testing (PAT) Testing	05/08/2021	01/04/2021	31/03/2022	0	£60,641
SBC/CPS/802	Brightwave Enterprises Limited	License and Support Agreement for eLearning System	17/08/2021	01/08/2021	31/07/2023	0	£51,738
SBC/CPS/1958	Class Networks	Network Mobile Voice and Data Services	02/09/2021	01/08/2021	31/07/2024	0	£371,259
2021 - 0906	Changeworks	Energy Efficiency Consultancy and Programme Management	03/09/2021	01/04/2021	31/05/2022	0	£249,993
SBC/CPS 1164	Various	Sub-contracting Services	06/09/2021	04/10/2021	03/10/2023	24 months	£20,000,000
SBC/CPS/2065	Mott MacDonald	Eddleston Water Water Path	28/09/2021	01/10/2021	30/04/2022	0	£53,000
SBC/CPS/2055	Various	Winter Maintenance Assistance Framework (Footways & Miscellaneous)	28/09/2021	01/11/2021	19/10/2024	0	£300,000
SBC/CPS/1975	Cyrenians	Housing First Service	01/10/2021	01/10/2021	30/09/2023	12 months	£228,249
SBC/CPS/2082	Turner and Townsend	Technical Advisor for Galashiels CC & Peebles HS	07/10/2021	01/06/2021	31/12/2025	0	£250,000
SBC/CPS/2046	Gray Macpherson Architects	Architect - Jedburgh High Street Corner Building	08/10/2021	08/10/2021	31/05/2023	0	£102,800
SBC/CPS/1792	Regen Waste Limited	Co-Mingled Recyclate Transport and Treatment Services	26/10/2021	22/11/2021	21/11/2024	48	£5,600,000

SBC Ref. Number	Supplier Name	Subject Matter	Award Date	Start Date	End Date	Ext.	Estimated Contract Value
SBC/CPS/1706k	XMA	Purchase of Web Based Client Devices and Accessories	19/11/2021	01/12/2021	31/03/2022	0	£114,000
SBC/CPS/2098	Scottish Historic Buildings Trust	Project Management Services for Hawick CARS	23/11/2021	23/11/2021	31/10/2022	0	£50,000
1000472	Yunex Limited	Traffic Equipment Maintenance & Ancillary Support Services	24/11/2021	24/11/2021	23/11/2024	12 months	£197,316
SBC/CPS/2057	Mott MacDonald Limited	EV Feasibility Study Consultant Master Planning	16/12/2021	20/12/2021	30/06/2022	0	£85,000
SBC/CPS/2057	Turner and Townsend	EV Charging Feasibility Project Manager	16/12/2021	20/12/2021	30/06/2022	0	£55,020
1000632	Atkins	Feasibility Study - Rail Travel	17/12/2021	08/11/2021	31/03/2022	0	£105,901
1000739	Insight Direct (UK) Ltd	Educational Enrolment License Agreement for Education Solutions	01/01/2022	01/01/2022	31/12/2026	0	£383,676
SBC/CPS/1280	Civica UK Limited	Integrated Housing Repairs and Maintenance Management Solution	27/01/2022	01/04/2022	31/03/2024	24 months	£99,206
1000884	JM Architects Limited	Architectural Services - Tweedbank Care Village	15/02/2022	15/02/2022	27/05/2024	0	£336,000
1000889	Strata Health UK Ltd	Resource Matching eReferral & Digital Flow Solution to Social Care, Community non-Acute NHS Services	25/03/2022	01/04/2022	31/03/2024	24 months	£474,400
1000888	People Asset Management Limited	Occupational Health Service	25/03/2022	01/04/2022	31/03/2025	12 months	£336,000

SBC Ref. Number	Supplier Name	Subject Matter	Award Date	Start Date	End Date	Ext.	Estimated Contract Value
1000887	Softcat Plc	Microsoft SQL License Agreement (Ref 1000887)	25/03/2022	01/04/2022	31/03/2025	0	£180,180
1000896	Civica	License and Support Agreement for the Provision of the	25/03/2022	01/04/2022	31/03/2024	24 months	£62,250
		Modern. Gov Committee, Meeting and Decisions Management Software Solution					
SBC/CPS/1976	Real Life Options	HCSS - Supported Living	30/08/2021	30.082021	31/08/2024	24 months	£1,239,840
Total Value							£67,686,039

Social Care & Health Contracts

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

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

Appendix 3 – Contracts awarded during the period with Community Benefit Clauses

Contract Reference No.	Supplier Name	Subject Matter	Start Date	End Date	Contract Value
SBC/CPS/1614	Various Transport DPS Participants	Awarded Contracts from Transport DPS	01/04/2021	31/03/2022	£16,500,283
SBC/CPS/1812	Nottingham Rehab Limited	Health and Social Care - Aids to Daily Living Equipment	01/04/2021	31/03/2022	£494,000
2021 - 0906	Changeworks	EnergyEfficiency Consultancy and Programme Management	01/04/2021	31/05/2022	£249,993
SBC/CPS/1164	Various	Sub -contracting Services	04/10/2021	03/10/2023	£20,000,000
SBC/CPS/2065	Mott MacDonald Limited	Eddleston Water Path Consultancy Support	01/10/2021	30/04/2022	£53,000
SBC/CPS/2055	Various	Winter Maintenance Assistance Framework (Footways & Miscellaneous)	01/11/2021	19/10/2024	£300,000
SBC/CPS/1792	Regen Waste Limited	Co-Mingled Recyclate Transport And Treatment Services	22/11/2021	21/11/2024	£5,600,000
SBC/CPS/1706k	XMA	Purchase of Web Based Client Devices and Accessories	01/12/2021	31/03/2022	£114,000
1000889	Strata Health UK Ltd	Resource Matching eReferral & Digital Flow Solution to Social Care, Community non-Acute NHS Services	01/04/2021	31/03/2024	£474,400
1000888	People Asset Management	Occupational Health Service	01/04/2022	31/03/2025	£336,000
Total Value					£44,121,676

Annual Report Ownership

	Further Information
Approval Process	Scottish Borders Council – Executive Committee September 2022
Led By	Mr David Robertson Acting Chief Executive david.robertson@scotborders.gov.uk
Delivered By	Mrs Suzy Douglas Financial Services Manager sdouglas@scotborders.gov.uk

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SCOTTISH BORDERS COUNCIL'S QUARTER 1 2022/23 PERFORMANCE INFORMATION

Director - People, Performance & Change

EXECUTIVE COMMITTEE

13 September 2022

1 PURPOSE AND SUMMARY

- 1.1 This report presents a summary of Scottish Borders Council's Quarter 1 2022/23 performance information.**
- 1.2 The information contained within this report will be made available on the SBC website: www.scotborders.gov.uk/performance

2 RECOMMENDATIONS

2.1 I recommend that the Executive Committee:-

- (a) Notes the Quarter 1 2022/23 Council Plan Performance Report in Appendix 1**
- (b) Notes the Quarter 1 2022/23 Community Action Team Performance Report in Appendix 2**
- (c) Notes the Quarter 1 2022/23 Performance Indicators summary in Appendix 3.**
- (d) Notes the approach being taken for the performance indicators as detailed in section 3.5 of this report**

3 BACKGROUND TO SBC PERFORMANCE REPORTING 2022/23

Council Plan Performance Report

3.1 SBC approved a revised Council Plan for 2022/23 in February 2022. The revised Council Plan focuses on 6 different themes:

1. Clean, green future
2. Fulfilling our potential
3. Strong inclusive economy, transport and infrastructure
4. Empowered, vibrant communities
5. Good health and wellbeing
6. Working together improving lives

3.2 The revised Council Plan presents the key milestones planned for delivery in each quarter along with the plan outcomes.

3.3 The quarterly Council Plan Performance Report has been changed to reflect the new plan approach and has also been re-designed to present the information in a simpler and more visual based style. It is shown in Appendix 1.

Community Action Team Performance Report

3.4 The Community Action Team Performance Report has been updated to reflect Quarter 1 2022/23. It is shown in Appendix 2.

Performance Indicators

3.5 The 2022/23 performance indicators are the same as those used in 2021/22.

A project will take place to review and revise all performance indicators over the remainder of this year. This will include a close look at options available for benchmarking.

A summary of the performance indicators will be provided to the Executive Committee quarterly with anything of note being flagged. The indicators will be reported on in full in the annual performance report.

For the remainder of 2022/23 performance indicators will be presented to Portfolio holders on a quarterly basis to discuss and review at their meetings with Directors.

The Quarter 1 2022/23 performance indicator information is shown in Appendix 3.

4 COUNCIL PLAN – SUMMARY OF PERFORMANCE

4.1 Progress against the milestones this quarter has been positive and work continues on progressing a number of the long-term workstreams.

5 COMMUNITY ACTION TEAM – SUMMARY OF ACTIVITY AND IMPACT

5.1 An infographic summary on the impact of the Community Action Team (CAT) is provided at Appendix 2.

During Q1 of 2022/23 the CAT has:

- Carried out 254 hours of High Visibility foot patrols and 1,589 hours of mobile patrols;
- Carried out 64 static road checks;
- Issued 121 parking tickets;
- Carried out 34 Person Drug searches (62% positive) and 13 Premises Drug searches (93% positive);

6 PERFORMANCE INDICATORS

Items of note:

- (a) The average recycling rate at the community recycling centres has increased by 1.3%. This is due to increased recycling of materials from the waste stream by the Council's waste treatment contractor and an increase of green waste, rubble and wood being taken to the recycling centres.
- (b) There has been an 8% reduction in the number of FOI and EIR requests being completed on time. Action has been taken to address this including:
 - Holding workshops to understand the factors contributing to delays across the council
 - Changing focus from completing reds to completing ambers
 - Amending the processes the Council uses to speed-up responses
 - Continuing to explore options for digital input to create automatic workflow
- (c) There has been a 24.6% decrease in referrals to the Domestic Abuse Services compared to this time last year. This change is being closely monitored to see there is an identifiable reason for the decrease.
- (d) There has been a 38.2% decrease in the number of people being monitored for antisocial behaviour. This is seen as a positive output of the 9.3% increase in early interventions compared to this time last year.

7 IMPLICATIONS

7.1 Financial

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

7.2 Risk and Mitigations

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

7.3 Integrated Impact Assessment

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

7.4 Sustainable Development Goals

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

7.5 Climate Change

There are no significant Climate Change effects arising from the proposals contained in this report.

7.6 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.

7.7 Data Protection Impact Assessment

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

7.8 Changes to Scheme of Administration or Scheme of Delegation

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

8 CONSULTATION

8.1 The Director - Finance & Corporate Governance, the Monitoring Officer/Chief Legal Officer, the Chief Officer Audit and Risk, the Director - People, Performance & Change, the Clerk to the Council and Corporate Communications have been consulted and any comments received incorporated into the final report.

8.2 The Strategic Leadership Team have been consulted on this report and any comments received incorporated into the final report.

Approved by

Clair Hepburn

Director - People, Performance & Change Signature

Author(s)

Name	Designation and Contact Number
Julie Aitchison	Business Services Officer Tel: 01835 824000 Ext 8147

Background Papers:

Previous Minute Reference: 14 June 2022

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

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

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Scottish Borders Council Performance Report

Q1 – 2022/23



Clean, green future



Fulfilling our potential



Strong inclusive economy,
transport and infrastructure



Empowered, vibrant
communities



Good health and
wellbeing



Working together
improving lives

Summary of Performance



Clean, green future



Fulfilling our potential



Strong inclusive economy,
transport and infrastructure



Empowered, vibrant
communities



Good health and
wellbeing



Working together
improving lives

This is the Quarter 1 performance report for the 2022/23 Council Plan. It presents the Council's progress against the Key Milestones set out for Quarter 1. The report is structured into the 6 main outcomes of:



Clean Green Future



Fulfilling our Potential



Strong Inclusive Economy, Transport and Infrastructure



Empowered Vibrant Communities



Good Health and Wellbeing



Working Together, Improving Lives

Each Milestone is shown in relation to the desired outcomes that it is contributing towards.

Following on from the new style of the Council Plan the report shows the information summarised into its key points.

Progress against the milestones this quarter has been positive and work continues on progressing a number of the long-term workstreams

CLEAN GREEN FUTURE

PRIORITY: Accelerate action to adapt to and mitigate the effects of climate change and extreme weather



Increase allotment creation and participation through year one of 'Cultivating Communities' (the Scottish Borders Community Food Growing Strategy)



7 new allotments created at the Wilton Park Road allotment site in Hawick



5 new allotments planned, 7 created

86 allotment plots run by SBC



104 allotment plots privately managed on SBC land

Begin development of Local Heat & Energy Efficiency Strategies (LHEES) that sets out how we will decarbonise buildings across the region

On Target

Working with the **Scottish Government**

How do we de-carbonise buildings?

- Installing **insulation**
- Switching to **renewable** heating systems like **heat pumps**
- **Reducing energy** consumption

Providing regular updates to Senior Leadership Team and the Sustainability Board meeting.



Engaging with key external stakeholders

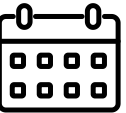
Pilot a Schools Resource Pack for children and young people that promotes sustainability, linked to the Curriculum for Excellence

Pilot is complete

Pilot feedback taken on board

A valuable **online & engaging** resource for teachers, children & young people.

Plan to go live in all schools in **Oct – Dec 22**



Includes exciting **games & task ideas** whilst also **educating** on sustainability, recycling and delivering on the curriculum for excellence

Desired Outcomes linked to this Milestone

- Enable change through increased public understanding of the need to change our behaviour around how we use resources and the need for increased resilience across our communities
- Protected, managed and restored environments which support the wellbeing of people and nature

Desired Outcomes linked to this Milestone

- Reduction of greenhouse gas emissions to meet or exceed our targets to deliver Net Zero by 2045
- An approach to energy in the Scottish Borders which is robust, affordable and does not contribute to climate change

Desired Outcomes linked to this Milestone

- Enable change through increased public understanding of the need to change our behaviour around how we use resources and the need for increased resilience across our communities

FULLFILLING OUR POTENTIAL

PRIORITY: Empower communities and schools to deliver a high quality education focused on excellence, equity, wellbeing and improved outcomes for children and families



Respond to the opportunities of the Scottish Attainment Challenge, targeting resources where the poverty related attainment gap is greatest to deliver improved attainment in literacy and numeracy

Equity and Inclusion Lead **recruited** and **appointed**



Equity & Inclusion Lead to provide support & advice to all schools on approaches to closing the attainment gap



Work with Education Scotland Attainment Advisor to deliver professional learning on data literacy and closing the poverty related attainment gap

- 9 schools identified
 - 3 Secondary School
 - 6 Primary Schools

Equity & Inclusion Lead support existing schools with attainment gap

Desired Outcomes linked to this Milestone

- Excellence in Learning
- A service which meets the diverse needs of our people and reduces inequalities
- Increased participation and engagement of children, young people, families, communities and other key stakeholders

Commence work with education partners and employers to develop employability pathways to enable young people to move successfully from education to employment

CLDS focussed on 14+ moving from education to a positive destination, employment, further education/training or volunteering



Preparation for Stage 1, College or Volunteering

Gathering of baseline data from 2021

14+ meetings taking place in **all Secondary Schools** each month



Desired Outcomes linked to this Milestone

- A service which meets the diverse needs of our people and reduces inequalities
- Increased participation and engagement of children, young people, families, communities and other key stakeholders

Deliver evidence based investment in high quality learning environments to support eligible families with 2 year olds, and future roll out of provision across all early years children

Task group established



Widened eligibility for 2 year old places

Desired Outcomes linked to this Milestone

- Links to the theme Priority of Fulfilling our Potential

91.3% of both Primary & Secondary pupils attended school



22 Primary & Secondary pupils were excluded over Q1

STRONG INCLUSIVE ECONOMY, TRANSPORT AND INFRASTRUCTURE

PRIORITY: Deliver the key economic development programmes for our region - the South of Scotland Regional Economic Strategy, Borderlands Inclusive Growth Deal and the Edinburgh and South East Scotland City Region Deal and Regional Prosperity Framework - making our economy stronger, greener and more sustainable.



Deliver a programme of support for international, national and regional events

April – June support included:



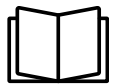
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Tour Series



Melrose
Rugby 7s



Jim Clark
Rally



Borders
Book
Festival



Enduro World
Series

Also
planned
for
2022/23

Tour of
Britain



Monday
5 September

Progress Borderlands Inclusive Growth Deal projects which support the visitor economy, including the Mountain Biking Innovation Centre in Innerleithen

Working towards releasing funds from the Borderlands Inclusive Growth Deal



Mountain Biking Innovation Centre & Tweed Valley Bike Park



Full Business Case Being Prepared



Destination Tweed: led by Tweed Forum, a partnership project to create a world-class long-distance route based around the River Tweed



Outline Business Case Approved

What is the Borderlands Inclusive Growth Deal?

The Borderlands Partnership has been established to unlock the potential for sustainable and inclusive economic growth across the South of Scotland and North of England.

Representing up to £452million of fresh investment to the Borderlands area, the Borderlands Inclusive Growth Deal was formally signed on 18th March 2021 by Ministers of the UK

Desired Outcomes linked to these Milestones

- A stronger economy, where existing and new businesses and social enterprises grow and expand, increasing productivity and investment into the Scottish Borders
- Promote our visitor economy and assist our other key industries particularly health and social care, construction, land, manufacturing, food & drink, and creative industries
- Support the employability prospects of young people, families and adults (Borderlands Growth Deal projects)

STRONG INCLUSIVE ECONOMY, TRANSPORT AND INFRASTRUCTURE

PRIORITY: Deliver the key economic development programmes for our region - the South of Scotland Regional Economic Strategy, Borderlands Inclusive Growth Deal and the Edinburgh and South East Scotland City Region Deal and Regional Prosperity Framework - making our economy stronger, greener and more sustainable.



Work with communities and businesses, as part of Place Making, to drive and target investment in town centres and create healthy local economies

The Borderlands Place Programme is focusing on the regeneration of town centres in four target communities.

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Plymouth **Jedburgh**
Hawick **Galashiels**

Progress & Next Steps

- Q1 2022** key stakeholders identified ✓
- 2022-23** create steering group
start developing town plan
- 2023-24** complete town plan
start developing investment plan
- 2024-25** start applying for funding

£7.5 million investment



over 7 years

2024 - 2031

Why these towns?

They scored lowest in the [Town Centre Index](#)

Open and promote the benefits of a new Railway Station at Reston, Berwickshire

Successful Opening
23 May 22

Plan being developed to promote benefits



Progress the feasibility study for the Borders Railway Extension project as part of the Borderlands Deal



Work being undertaken to unlock funding

Desired Outcomes linked to this Milestone

- Regenerate our town centres and rural communities
- Support the employability prospects of young people, families and adults

Desired Outcomes linked to these Milestones

- Enhance digital and transport connectivity

EMPOWERED VIBRANT COMMUNITIES

PRIORITY: Support and empower people to achieve strong, active, resilient and sustainable communities and realise opportunities for improving people's lives.



Working with Area Partnerships, agreement of a forward programme of place making across communities in the 5 localities

Strengthen the role of Area Partnerships in developing and overseeing place making planning and delivery through a series of facilitated workshops

Commence the development of a modern Community Engagement Strategy

23 Communities expressed an interest to develop a Place Plan at the end of Q1

5 Workshops delivered in Q1

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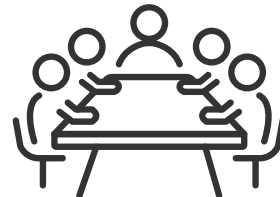


25 Working Group community members

177 Workshop attendees



7 Berwickshire
5 Cheviot
5 Eildon
8 Tweeddale

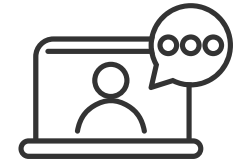


40 Berwickshire
26 Cheviot
37 Eildon
40 Teviot & Liddesdale
34 Tweeddale

3 online workshops delivered in Q1

1 internal
1 external/partners
1 joint

38 participants



2 online surveys
1 internal
1 external/partners
182 responses

1 face to face public survey
34 participants

The **first draft** of the Corporate Engagement Strategy is in progress

Desired Outcomes linked to this Milestone

- Community-led place plans across rural communities and towns.
- Enhanced participation and engagement

Desired Outcomes linked to this Milestone

- Community-led place plans across rural communities and towns.
- Enhanced participation and engagement

Desired Outcomes linked to this Milestone

- Modern, sustainable and simplified services that meet the needs of communities and customers
- Services delivery arrangements aligned with the needs and priorities of communities

In **Quarter 2** of 2022/23 the Community Planning Partnership have agreed an Improvement Plan and are focussing their Work Plan around **4 themes**:

- Enough money to live on
- Access to work, learning & training
- Enjoying good health & wellbeing
- A good place to group up, live in & enjoy a full life

GOOD HEALTH AND WELLBEING

PRIORITY: The people of the Scottish Borders have the opportunities and are supported to take control of their health and wellbeing, enjoying a high quality of life.



Commissioning Services will meet service users' needs by utilising existing and new funding to implement projects to support sustainability in care

3rd Sector Prescribing
Aim to improving **social interaction** and **physical movement**



Delivery of robust Health Protection functions to control outbreaks of communicable disease

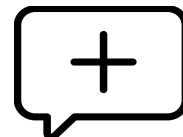
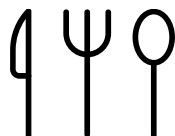
Increased staffing to strengthen Health Protection Functions



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Consulting with community regarding **Care Village** requirements for **Hawick** and **Tweedbank**

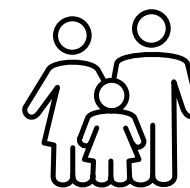
Homecare Meals
Aim to improve **nutrition** and **health**



Closer collaboration between health boards in the region

Health Protection Functions continues to respond to incidents and outbreaks

LAC Children in family-based placements rather than residential placements is **80%** which meets the target of 80%



62 Adult Protection Concerns leading to **39** Adult Protection Investigations



Extra Care Housing
Aim to promote **independence** and ability to **live at home**

Desired Outcomes linked to this Milestone

- Services are designed around service users' needs
- The right services commissioned and developed with partners for Health and Social Care

Desired Outcomes linked to this Milestone

- Links to the theme priority of Good Health and Wellbeing

WORKING TOGETHER, IMPROVING LIVES

PRIORITY: Ensure that Scottish Borders Council is effective, sustainable, responsive and aligned to the needs and priorities of our communities.



Align SBC's Programme of Transformation (Fit For 2024) with Council Plan themes and priorities to maximise the impact of investment in change



- All transformation projects have been aligned with the Council Plan themes and priorities.
- The Fit For 24 Board continues to explore the areas that would benefit most from investment.

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Investment planned for:



Reablement of Homecare

Increasing the focus of carers on 'reablement' to support people more intensively for a shorter period of time so that they regain greater independence thereafter

Digital Transformation

A programme of investment introducing digital technologies that will provide rich and accurate data that can support service delivery and improve outcomes



Desired Outcomes linked to this Milestone

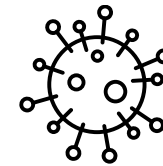
- Links to the theme priority of Working Together, Improving Lives

Digital Transformation Pathfinder Project Social Work



Providing key service information dashboards to improve service understanding and optimise outcomes

Review, implement and monitor delivery of Covid-19 Recovery Plan and integrate within the Council Plan



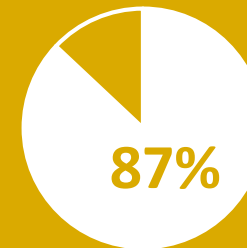
The management of Covid-19 has been moved into 'business as usual' across the Council and Council Plan

Desired Outcomes linked to this Milestone

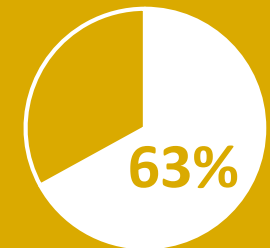
- Resilient services, able to dynamically react to emergencies and changing demands
- Modern services, which are continually evolving in line with Council Plan priorities
- SBC working with all partners in a joined up way

Employee Engagement Survey carried out in June

over **1,100** responses



of staff agreed they adapt to change



of staff feel they have the opportunity to share new ideas

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COMMUNITY ACTION TEAM

IMPACT REPORT FOR QUARTER 1 - APRIL 2022 to JUNE 2022

BERWICKSHIRE	CHEVIOT	EILDON	TEVIOT	TWEEDDALE
TASKING DURING PERIOD	TASKING DURING PERIOD	TASKING DURING PERIOD	TASKING DURING PERIOD	TASKING DURING PERIOD
<ol style="list-style-type: none"> Following intelligence received a drugs warrant was executed in Coldstream in May. Rural Crime and quad bike thefts in April and May. 	<ol style="list-style-type: none"> Off-road motorcycling issues in Jedburgh in May. Following intelligence provided by the community a drugs warrant was executed in Kelso in June. 	<ol style="list-style-type: none"> Youth Issues regarding the disused Borders College Building in Galashiels during May – June Youth problems at the Transport Interchange in April and May. 	<ol style="list-style-type: none"> Following intelligence received a drugs warrant was executed in Hawick in June. Off road motorbikes in Burnfoot, Hawick in April and May. 	<ol style="list-style-type: none"> Issues regarding vehicles speeding in area near to the Primary School at Broughton in June. Youth issues Peebles April to June.
EVIDENCE OF IMPACT	EVIDENCE OF IMPACT	EVIDENCE OF IMPACT	EVIDENCE OF IMPACT	EVIDENCE OF IMPACT
<ol style="list-style-type: none"> A person was charged with possession of controlled drugs. Late night static road checks and mobile patrols carried out and follow up work on suspect vehicles undertaken. Investigation of drone reports resulted in Intelligence being fed back to the national rural crime unit. 	<ol style="list-style-type: none"> CAT quad bike and conventional patrols resulted in multiple people being traced with off-road bikes in vans and action taken. Male charged with possession of class A and B drugs. CAT liaising with housing provider for wider antisocial issues affecting elderly residents in the block. 	<ol style="list-style-type: none"> Youths identified entering the building were sent warning letters resulting in a significant call reduction. CAT contacted the building owners regarding securing the site. Local residents informed of the action taken. Regular patrols and youth warning letters saw reported incidents drop during this period. 	<ol style="list-style-type: none"> Heroin to the value of £7,000 was recovered and a person charged CAT officers caught one of the culprits and charged them with a number of offences and seized their bike. 	<ol style="list-style-type: none"> High visibility speed-gun activity carried out near the primary school by CAT officers that resulted in reduced calls regarding the issue. During CAT patrols youths who were causing issues were identified and warning letters sent. CAT are liaising with Peebles High School to identify possible diversionary options.

COMMUNITY ACTION TEAM (CAT) ACTIONS

	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Raised in Quarter	5				4				10				5				6			
Accepted in Quarter	2				3				7				3				2			

% of tasking accepted by the CAT across all localities

2021/22
73%

2022/23 Year to Date
63%

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

COMMUNITY ACTION TEAM

IMPACT REPORT FOR QUARTER 1 - APRIL 2022 to JUNE 2022



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HI-VISIBILITY FOOT PATROL (HOURS)				MOBILE PATROL (HOURS)				STATIC ROAD CHECKS				ANTI-SOCIAL BEHAVIOUR WARNING LETTERS ISSUED TO UNDER 18s				NUMBER OF DRUG SEARCHES UNDERTAKEN PERSONS			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
254				1589				64				17				34			
<p>Foot patrols are the number hours CAT officers spend in a specific location carrying out foot patrols. The figure quoted is in individual officer hours.</p>				<p>Mobile patrols are those carried out in marked Police Scotland vehicles and can involve 1 or more officers. The figure quoted is in individual officer hours.</p>				<p>Static road checks are proactive stops of vehicles in known problem locations to prevent or detect criminal or antisocial acts involving vehicles.</p>				<p>Where young people aged under 18 are evidenced committing antisocial behaviour (including drinking alcohol) warning letters are issued to parents/guardians to advise them of the situation.</p>				<p>62% of searches were positive for drugs in quarter 1.</p>			
												NUMBER OF DRUG SEARCHES UNDERTAKEN PREMISES							
												Q1	Q2	Q3	Q4				
												13							
												<p>93% of searches were positive for drugs in quarter 1.</p>							

	BERWICKSHIRE				CHEVIOT				EILDON				TEVIOT				TWEEDDALE			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
PARKING: No of Tickets Issued	1				37				28				49				6			
2022/23 Year to date all localities	Q1				Q2				Q3				Q4							
	121																			

Appendix 3

Quarter 1 2022/23 Performance Indicators

The performance indicators which have previously been collected have been sorted into the themes of current Council Plan. These can be seen on the pages below.

The performance indicators collected for Q4 2021/22 have been noted as well as the Q1 2022/23 figure. It should be noted that there is some missing data for Q1 and this will be collected for Q2. Due to the tight timescales for the preparation and completion of this report, the Q1 performance indicators were not collected as mandatory.

Following the collection of the performance indicators, there are 4 items of note: 2 with improvements in performance and 2 with reductions in performance.

1. The average recycling rate at the community recycling centres has increased by 1.3%. This is due to increased recycling of materials from the waste stream by the Council's waste treatment contractor and an increase of green waste, rubble and wood being taken to the recycling centres.
2. There has been an 8% reduction in the number of FOI and EIR requests being completed on time. Action has been taken to address this including:
 - Holding workshops to understand the factors contributing to delays across the council
 - Changing focus from completing reds to competing ambers
 - Amending the processes the Council uses to speed-up responses
 - Continuing to explore options for digital input to create automatic workflow
3. There has been a 24.6% decrease in referrals to the Domestic Abuse Services compared to this time last year. This change is being closely monitored to see there is an identifiable reason for the decrease.
4. There has been a 38.2% decrease in the number of people being monitored for antisocial behaviour. This is seen as a positive output of the 9.3% increase in early interventions compared to this time last year.

Clean Green Future

		2021/22	2022/23
Indicator Ref	Indicator Name	Q4	Q1
CP05-P001c	Annual Household Recycling Rate (%) - UNVERIFIED (cumulative rolling average)	55.02%	55.75%
CP05-P001d	Annual Household Waste Landfilled Rate (%) - UNVERIFIED (cumulative rolling average)	0.29%	0.35%
CP05-P001e	Annual Household Waste 'Other Treatment' Rate (%) - UNVERIFIED (cumulative rolling average)	44.69%	43.91%
CP05-P001f	Annual Average Community Recycling Centre (CRC) Recycling Rate (%) (cumulative rolling average)	75.66%	76.96%
CP07-P001g	Electricity Consumption (KWh) – Quarterly	2,776,340	1,843,041
CP07-P001i	Gas Consumption (KWh) – Quarterly	6,240,742	2,984,008

Fulfilling our Potential

		2021/22	2022/23
Indicator Ref	Indicator Name	Q4	Q1
CP02-P11a	What % of primary school pupils attend school?	92.43%	93.17%
CP02-P11b	What % of secondary school pupils attend school?	88.53%	89.41%
CP02-P24	What % of primary and secondary school pupils attend school?	90.50%	91.30%
CP02-P10a	Number of Exclusion Incidents – Primary Schools	9	4
CP02-P09a	How many primary school pupils were excluded?	9	3
CP02-P10b	Number of Exclusion Incidents - Secondary Schools	29	19
CP02-P09b	How many secondary school pupils were excluded?	28	19
CP02-P10	Number of Exclusion Incidents – Primary and Secondary Schools	38	23
CP02-P25	How many primary and secondary school pupils were excluded?	37	22
CP02-P21	Number of Schools/Nurseries inspected per Quarter	0	0
n/a	Participation –Number of Learners *Annual Figures	347	
n/a	Participation-Number of learning programmes delivered *Annual Figures	412	
n/a	Achievement -Number of learning programmes that lead to outcomes of: Increased employability *Annual Figures	75	
n/a	Achievement -Number of learning programmes that lead to outcomes of: Increased health and wellbeing *Annual Figures	191	
n/a	Achievement -Number of learning programmes that lead to outcomes of: Increased skills *Annual Figures	138	
n/a	Achievement -Number of learning programmes that lead to outcomes of: Family outcomes*Annual Figures	55	
n/a	Progression -Number of learning programmes that lead to: Progression to employment, further learning, volunteering or participation in a community activity *Annual Figures	148	
n/a	Progression -Number of learning programmes that lead to: Accreditation (nationally recognised) *Annual Figures	98	
CP06-P37b	New Modern Apprentices employed by SBC	60	7
CP06-P37	Current Modern Apprentices employed within SBC	56	57
CP06-P37c	Modern Apprentices securing SBC employment after apprenticeship Cumulative Year to Date	33	3

Strong Inclusive Economy, Transport and Infrastructure

		2021/22	2022/23
Indicator Ref	Indicator Name	Q4	Q1
RD CS RB 001e	Housing Benefit - New Claims (Avg No. of Days to process)	13.97	
RD CS RB 001f	Housing Benefit - Change Events (Avg No. of Days to process)	5.63	
CP03-P035	Number of People referred to Welfare Benefits in the quarter	270	275
CP03-P036	Welfare Benefit Service - Monetary Gain for cases closed in the quarter	£757.9k	£816.2k
CP03-P036b	Welfare Benefit Service – Cumulative Monetary Gain for cases closed in the year to date	£3.390m	£816.2k
CP01-P001u	Total number of start-up customers who have begun trading (Business Gateway)	55	
CP01-P001v	Number of clients attending start-up workshops/seminars (Business Gateway)	169	
CP01-P001w	Number of jobs created (Business Gateway)	-	
CP01-P001x	Sector breakdown of Business Start-Ups (Business Gateway)	-	
CP07-P001b	Occupancy Rates of Industrial and Commercial Units	89%	90%
CP01-P001a	Working age population (16 - 64) employment rate	n/a	n/a
CP01-P001b	Working age population (16 - 64) Claimant Count (including Universal Credit and JSA)	3.47%	3.03%
CP01-P001c	Working age population (18 - 24) Claimant Count (including Universal Credit and JSA)	4.90%	4.13%
n/a	Number of Capital Projects where RAG status is "Green"	15	
n/a	Number of Capital Projects where RAG status is "Amber"	3	
n/a	Number of Capital Projects where RAG status is "Red"	0	
CP07-P002a	Total Number of Contracts Awarded with Community Benefit Clauses (CBC) included <i>*Twice Yearly figures – Q2 & Q4</i>	6	
CP07-P002b	Number of new Employment and Skills opportunities delivered as a result of Community Benefit Clauses (CBC) <i>*Twice Yearly figures – Q2 & Q4</i>	0	

Empowered Vibrant Communities

		2021/22	2022/23
Indicator Ref	Indicator Name	Q4	Q1
CP04-P001s	Asset Transfers – Number of Requests Received	1	0
CP04-P001t	Asset Transfers – Number of Requests Agreed	0	0
CP04-P001u	Asset Transfers – Number of Requests Refused	0	0
CP04-P001v	Participation requests – Number of requests received	0	1
CP04-P001w	Participation requests – Number of requests Agreed	0	0
CP04-P001x	Participation requests – Number of requests Refused	0	0
CP04-P001o	The number of people carrying out volunteer work with SBC	276	285
CP04-P002c	Community Fund - Value of funding awarded – Total Scottish Borders	£112.8k	
CP04-P002f	Community Fund - Value of funding awarded - Berwickshire	£5k	
CP04-P002g	Community Fund - Value of funding awarded – Cheviot	£8.8k	
CP04-P002h	Community Fund - Value of funding awarded – Eildon	£19.5k	
CP04-P002i	Community Fund - Value of funding awarded - Teviot & Liddesdale	£48k	
CP04-P002j	Community Fund - Value of funding awarded – Tweeddale	£31.4k	
CP04-P002d	Community Fund - Value of funding awarded - Borderswide	£0	
CP04-P001k	Neighbourhood Small Schemes Fund – Total value of funds awarded (cumulative)	£187.6k	£49.4k
CP04-P001n	SB Alert - No. of people registered	6,950	6924
CP04-P001l	No. of Active community resilience plans (cumulative)	65	54
CP04-P001m	No. of Progressing community resilience plans (cumulative)	0	9

Good Health and Wellbeing

		2021/22	2022/23
Indicator Ref	Indicator Name	Q4	Q1
CP05-P001a	Number of people killed on Border Roads	1	2
CP05-P001b	Number of people seriously injured on Border Roads	12	14
CP03-P006	Looked After Children (aged 12+) in family-based placements compared to those in residential placements	67%*	66%
CP03-P006b	Looked After Children (All ages) in family-based placements compared to those in residential placements	82%*	80%
CP03-P083	Number of Looked After Children (LAC)	191	198
CP03-P085	Number of Inter-agency Referral Discussions (IRDs) held about a child	107	135
CP03-P086	Number of children on Child Protection Register	50	39
CP03-P002b	% of Adults 65+ receiving care at home to sustain an independent quality of life as part of the community compared to those in a care home.	n/a cm2000 - total mobile	n/a cm2000 - total mobile
CP03-P004b	Percentage of Clients using the Self Directed Support (SDS) approach based on Finance Commitment Records	n/a cm2000 - total mobile	n/a cm2000 - total mobile
n/a	Bed days associated with delayed discharges in residents aged 75+; rate per 1,000 population	NHS Q3 - 309	NHS Q4 - 283
n/a	Bed Days associated with emergency admissions, per 1000 population age 75+	NHS Q3- 1322	NHS Q4 - 1358
CP03-P149	Adult protection - Number of Concerns	64	62
CP03-P150	Adult protection - Number of Investigations	36	39
CP03-P158	Number of Referrals To Domestic Abuse Services (Cumulative)	462	98
CP03-P037	Number of reported incidents of domestic abuse (cumulative)	1,284	328
CP03-P108	Number of High Risk domestic abuse cases discussed at Multi Agency Risk Assessment Conference (MARAC) (cumulative)	117	41

Indicator Ref	Indicator Name	2021/22	2022/23
		Q4	Q1
CP03-P121	% of mediation cases that show agreement / improvement after mediation	14.80%	
CP03-P121b (NEW)	The percentage of referrals into the Mediation Service that were progressed and agreement was reached (cumulative)		100%
CP03-P121c (NEW)	The percentage of individuals who were satisfied with the Mediation Intervention on exit from the service (Cumulative)		0%
CP03-P175	% of clients surveyed (Adults) that reported feeling safer on exit from Domestic Abuse Advocacy Support	-	-
CP03-P120	Number of referrals to mediation	15	
CP03-P120b (NEW)	The number of referrals into the Mediation Service (Cumulative)		7
CP03-P38	The number of reported ASB Incidents (Cumulative)	5,334	1,235
CP03-P118	Number of ASB Early Interventions	830	212
CP03-P119	Number monitored for ASB	1,620	320
CP03-P039	Number of Group 1-5 recorded crimes and offences (cumulative)	3,700	918
CP01-P001t	Additional homes provided affordable to people in the Borders, based on our wages?	114	

*These figures are slightly different to those previously reported for Quarter 4 due a review of the data which resulted in a small adjustment to the reporting criteria

Working Together Improving Lives

		2021/22	2022/23
Indicator Ref	Indicator Name	Q4	Q1
CP01-P001k	Av.time (wks) taken to process all planning apps - Maj Dev. - ADJUSTED (cumulative)	n/a	
CP01-P001l	Av.time (wks) taken to process all planning apps - Local Dev (non-householder) - ADJUSTED (cumulative)	n/a	
CP01-P001m	Av.time (wks) taken to process all planning apps - Local Dev (householder) - ADJUSTED (cumulative)	n/a	
CP01-P001j	Number of Planning Applications Received	n/a	342
CP07_P001aa	Council Tax - In Year Collection Level	96.5%	32.04%
CP07-P001c	Capital Receipts Generated (cumulative)	£281k	
CP07-P001d	Total no. of properties surplus to requirements	16	
CP07-P001e	Total no. of properties actively being marketed	13	
CP07-P001f	Total no. of properties progressed to "under offer"	12	
SPSO-04a	Average times: the average time in working days to respond to complaints at stage one	15.14	4.87
SPSO-05a	Performance against timescales: the number of complaints closed at stage one within 5 working days as % of total number of stage one complaints	80.75%	86.29%
SPSO-04b	Average times: the average time in working days to respond to complaints at stage two	28	19.4
SPSO-05b	Performance against timescales: the number of complaints closed at stage two within 20 working days as % of total number of stage two complaints	58.33%	56%
SPSO-04c	Average times: the average time in working days to respond to complaints after escalation	20.8	19.67
SPSO-05c	Performance against timescales: the number of escalated complaints closed within 20 working days as a % of total number of escalated stage two complaints	62.50%	83.33%
CP08-P010	Number of Complaints Closed	205	73

		2021/22	2022/23
Indicator Ref	Indicator Name	Q4	Q1
CP08-P054	% of FOI Requests Completed on Time	84%	76%
CP08-P053	FOI Requests Received	321	319
CP08-P159	Number of Facebook Engagements	104.7k	21.7k
CP08-P160	Number of Twitter Engagements	6.8k	7.8k
CP08-P191	Council Tax Valuation List-Time taken to add new properties to the List	92%	91%
CP08-P190	Valuation Roll (Non Domestic)-Time taken to amend the valuation roll to reflect new, altered or demolished properties	72%	89%
n/a	SBC Absence Rate – Staff	5.94%	5.83%
n/a	SBC Absence Rate – Teaching Staff	3.84%	3.01%
	Staff Absence Rate (overall) <i>*this is an additional stat that has been provided</i>	Not Reported	5.14%
CP01-P001r	% of Invoices paid within 30 days	95%	93%
n/a	PCIPScore (Procurement Capability Improvement Programme) ** Annual Figure	-	

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