

# Public Document Pack



## SCOTTISH BORDERS COUNCIL THURSDAY, 23 FEBRUARY, 2023

A BLENDED MEETING of the SCOTTISH BORDERS COUNCIL will be held in the COUNCIL CHAMBER, COUNCIL HEADQUARTERS, NEWTOWN ST. BOSWELLS AND VIA MICROSOFT TEAMS on THURSDAY, 23RD FEBRUARY, 2023 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,  
13 February 2023

<b>BUSINESS</b>		
1.	<b>Apologies for Absence.</b>	
2.	<b>Order of Business.</b>	
3.	<b>Declarations of Interest.</b>	
4.	<b>Council Plan</b> (Pages 3 - 38) Consider report by Chief Executive. (Copy attached.)	15 mins
5.	<b>Budget Communication Strategy</b> (Pages 39 - 54) Consider report by Acting Chief Financial Officer. (Copy attached.)	10 mins
6.	<b>Long Term Financial Strategy (Revenue) 2023/24</b> (Pages 55 - 76) Consider report by Acting Chief Financial Officer. (Copy attached.)	10 mins
7.	<b>Financial Strategy and Resources 2023/24 - 2027/28</b> (Pages 77 - 100) Consider report by Acting Chief Financial Officer. (Copy attached.)	10 mins
8.	<b>Capital Investment Strategy 2023/24</b> (Pages 101 - 148) Consider report by Acting Chief Financial Officer. (Copy attached.)	10 mins
9.	<b>Treasury Management Strategy 2023/24</b> (Pages 149 - 202) Consider report by Acting Chief Financial Officer. (Copy attached.)	10 mins

10.	<b>Financial Plan Integrated Impact Assessment (IIA)</b> (Pages 203 - 502)  Consider report by Director, People, Performance and Change. (Copy attached.)	10 mins
11.	<b>Draft 5 Year Revenue and 10 Year Capital Financial Plans</b> (Pages 503 - 544)  Consider Motion by Councillor Jardine, seconded by Councillor Rowley including the Administration's Draft Financial Plan for Revenue & Capital & Fees & Charges. (Copy Motion and supporting papers attached.)	60 mins
12.	<b>Any Other Items Previously Circulated</b>	
13.	<b>Any Other Items Which the Convener Decides Are Urgent</b>	

#### 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.**

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Please direct any enquiries to Louise McGeoch Tel 01835 825005  
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## **SCOTTISH BORDERS COUNCIL PLAN (From April 2023)**

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### **Report by Chief Executive**

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## **SCOTTISH BORDERS COUNCIL**

**23 February 2023**

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### **1 PURPOSE AND SUMMARY**

- 1.1 This report seeks Council's approval of the Scottish Borders Council Plan from April 2023.**
- 1.2 In February 2022, Council approved the Scottish Borders Council Plan 2022-2023. At the time, it was agreed that the 2022-2023 Plan would serve as template for future years, and that the plan would be reviewed yearly to ensure that it remains responsive to events and provides the basis for the Council's Performance Management.
- 1.3 The Council Plan from April 2023 continues to build on and develop this approach. It is divided into three main sections. First, a 'Strategic Context and Vision' section which, in responding to strategic challenges and opportunities, outlines a long-term vision for the Council. Second, a 'Scottish Borders-Wide Actions' section lists key strategic priorities and outcomes for the Council over the next financial year. The final section comprises a 'Locality Actions' section featuring key actions and priorities in each of the Borders' five Area Partnership localities. The present report seeks Council approval of the draft 'Scottish Borders Council Plan from April 2023', attached in Appendix A

### **2 RECOMMENDATIONS**

- 2.1 I recommend that Council approves the Scottish Borders Council Plan from April 2023' at Appendix A.**

### 3 BACKGROUND

- 3.1 Scottish Borders Council agreed its present Council Plan in February 2022. This Council Plan sought to build on the existing Corporate Plan 2018-2023 and to update it with the significant strategic developments which had occurred since its publication. These included the COVID-19 pandemic, agreement of the Scottish Borders Climate Change Route Map, and national developments, such as the establishment of a National Care Service. It was intended that the Council Plan 2022-2023 should provide a template for future council plans and agreed that it be reviewed yearly to align with the Council's budget.
- 3.2 The Council Plan 2022-2023 was agreed with the objectives of creating a Plan that:
- a) is short, simple and relatable for the public, but SMART, meaning composed of actions which are specific, measurable, achievable, relevant and time-bound.
  - b) sets the strategic framework for the Council and for the Council's Financial Plans.
  - c) operates in sync with the Council's Budget Setting Process.
  - d) is informed by strong engagement with Elected Members.
  - e) is effectively linked with a Performance Management Framework and an embedded culture of continuous improvement.

The Council Plan 2022-2023 was presented and agreed on the basis that it was a 'bridge' from the Council's historic approach to a new and more responsive approach and style of plan.

- 3.3 The new draft Council Plan from April 2023 builds on and augments this approach as explained in paragraph 3.4 below. A number of key developments have occurred since the drafting of last year's plan which have informed the development of this year's iteration. First, in November 2022, Council agreed the 'Administration Policy Plan – 2022-27', outlining the administration's key priorities. Second, as part of the Summer Tour and the Place-Making program, the Council conducted a broad range of community engagements which has allowed for a better understanding of the key concerns and priorities of our residents around which to shape the Plan.
- 3.4 This year's proposed Council Plan also features two significant additions:
- a) A Strategic Context and Vision section, which recognises that the complex challenges and opportunities relating to the Borders require holistic, sustained and co-ordinated action by the Council and its partners, typically over many years. Thus, the aim of this section is twofold. First, it provides the context in which this year's council plan has been drafted as well as the key challenges and opportunities for the region; chief amongst them the climate and nature emergencies,

the cost of living crisis, demographic pressure and challenges around transport and digital connectivity. Second, taking account of these challenges and opportunities, it sets out visions for 2033 for the Council and the region across the plan's six themes. In turn, these visions inform the priorities, outcomes, and actions within the subsequent sections of the Plan. By taking this long-term view, it is intended to provide a framework for operating in an environment which we know is constantly and rapidly changing, and requires us to continuously learn and adapt our approach if we are to be successful in effecting improved outcomes.

- b) In addition to actions and outcomes across the Scottish Borders, this year's Plan includes a section outlining actions and priorities due to be delivered in localities throughout the region, based upon our five area partnerships of Berwickshire, Cheviot, Eildon, Teviot & Liddesdale, and Tweeddale. Our aim is to develop a Plan that 'speaks to our Places' across the Scottish Borders by setting out the priorities for different communities. This will provide a baseline for strengthened engagement and co-production with our communities to support a shared ambition for the region. Again, it is important to emphasise that this is a process, and it will take time to develop an approach that fully and effectively realises community aspirations. However, the development of 'Locality Actions' represents a vitally important step.

3.5 Two further points highlighted in the introduction to the draft Council Plan should be emphasised:

- a) The Council will need to change to address the challenges of the future and to grasp opportunities. This means a Council which is digitally and technologically enabled to deliver services and meet needs in coming decades, and which is focused on tackling inequalities, while striving to meet the needs of all Scottish Borders citizens. To achieve the best possible outcomes, the Council will need to work in partnership with others. Above all, the Council must mobilise businesses, organisations and citizens across the board, unlocking the energy, expertise and commitment which resides in our communities. As the Council Leader notes in his foreword, this is a 'shared endeavour' underpinned by partnership and co-production.
- b) Extending the notion of 'shared endeavour', the Plan (at page 8) summarises the part that the Council is committed to delivering and how citizens can help by 'playing their part' (#yourpart). We all have a part to play but the bottom line is that 'we're in it together'.

3.6 A key aim of the Council Plan is ensuring that the Council's priorities and actions respond to the aspirations and expectations of our citizens. To this end, development of the draft Council Plan was supported by engagement with our communities during 2022, including the Summer Tour undertaken by the Council Leader and supported by senior officers, and the Place-making Workshops scheduled across the region. Additionally, to assess whether residents were content with our understanding of the region's needs, a public consultation was undertaken on Citizen Space for two weeks, starting Monday 16 January 2023.

- 3.7 Forty-two (42) responses to the consultation were received from all 5 'area partnership' areas within the Borders. The primary conclusion to be drawn from this low number of responses is that we are likely to need to extend the length of the consultation and to amplify the communications around it, if we are to improve feedback and secure a greater number of responses. As is acknowledged in the draft Council Plan and in this report, we are still developing our processes around the Plan, and an improved 'post-drafting' consultation process is something we will aim to strengthen in relation to the next iteration of the Plan.
- 3.8 Insofar as trends can be detected among the low number of responses, they indicate that respondents found the draft Council Plan clear and understandable, and that a majority of respondents agree with the visions outlined by the Council. A small number of respondents took the opportunity presented by the consultation to express dissatisfaction with the Council's delivery in general. When it comes to the priorities expressed in the plan, only three broad issues each gathered more than 5 responses:
- a) Actions within the plan need to be more specific and SMARTer. As already noted, our Council Plan process is evolving. It is expected that it will take a number of iterations of the Council Plan to achieve the degree of 'SMARTness' that the Council is aiming for. It should also be noted that the actions mentioned within the plan represent expressions of more complex actions which reside within business and delivery plans across the Council, and are intended to showcase the Council's priorities over the next financial year. By their nature and so as not overwhelm the Council Plan, priorities and actions in the draft Plan are expressed at a high level, and in language which is intended to be relatable to any reader of the document. Getting the balance right between simplicity of expression and actions which are 'SMART' is a challenge but one that officers will continue to address in future Plans.
  - b) An aspiration to see improved connectivity across the Scottish Borders, with an emphasis on buses. This is addressed in the vision slide for 'a Strong Inclusive Economy' (page 11 of the draft Plan), and a review of the bus network is planned over next year as indicated at page 18, which will put in place the building blocks to help address this challenge.
  - c) A desire to see the Council promote the 'Green Agenda', whether by insulating homes, promoting public transport, or supporting local businesses to become 'green' (accepting that SOSE is the lead agency in relation to business support). This broad aspiration is picked up as part of the plan, chiefly under the 'Clean Green Future' theme. However, it should be recognised that aligning the Council's delivery with our net-zero objectives remains a work in progress, with future council plans needing to further strengthen our delivery on this front.
- 3.9 Finally, building on existing dialogue with partners across the region, a draft of the Council Plan was also issued to Community Planning Partners for comments. Specific responses were received from SOSE and Borders College. These were supportive of the objectives pursued in the draft Plan but underlined a need for greater partnership working amongst Community

Planning Partners particularly when it comes to the region's transport provision.

## **4 NEXT STEPS**

- 4.1 As with last year's iteration, this year's draft Council Plan should be understood as a step towards a Plan which is SMART (Specific, Measurable, Achievable, Realistic, Time-bound), works in sync with our budget process, and is informed by communities across the Borders.
- 4.2 In order to reach this goal, the Council Plan is intended to evolve over the years. In particular, it is intended to bring forward the drafting of the 2024-2025 version of the plan to earlier in the calendar for 2023 to support further engagement with communities and to strengthen the resulting Council Plan and alignment with the Council's Financial Plans.

## **5 IMPLICATIONS**

### **5.1 Financial**

The Council Plan should be understood as an articulation of strategic intent by the Council. Where that intent gives rise to financial implications not already expressly budgeted for, those financial implications will necessarily need to be reported to Council/the appropriate committee.

### **5.2 Risk and Mitigations**

The strategic landscape has dramatically changed since the previous refresh of the Council Plan. In particular, historically high levels of inflation have triggered a cost of living crisis and put further pressure on the Council's budget. This comes in addition to pre-existing challenges within the Borders and the UK as a whole, notably the aftermath of the COVID-19 pandemic, a lack of growth and the imperative of addressing climate change and biodiversity loss. Reviewing the Council Plan annually, and developing it into an ongoing process built upon engagement with communities allows us to create a Plan which provides a clear strategic framework but also agility and responsiveness in a rapidly changing context. This is described in the first chapter of the draft Plan which outlines our strategic context as well as the challenges and opportunities arising from it. These challenges and opportunities give rise to the visions which, in turn, inform and guide the outcomes, actions and priorities which are listed in the subsequent sections of the Plan.

### **5.3 Integrated Impact Assessment**

An integrated Impact Assessment has been undertaken. The findings indicate that, whilst the Council Plan is relevant to both the Equality and Fairer Scotland Duty, there is no need for a full assessment to be undertaken. This is because the impact of the Plan is indirect rather than direct. It will impact and influence the Council's decision-making, policy approach and delivery more widely, but by setting the terms in which that decision-making, policy approach and delivery takes place. The specific

plans and policies described in or which flow from the Council Plan will require IIAs.

#### 5.4 Sustainable Development Goals

The draft Council Plan complements the Embedding Sustainable Development Report of 29 August 2019. The draft Plan is explicitly part of a journey aimed at embedding a culture in the Council which supports delivery of the UN SDGs 'as they relate to local government', in the context of the Council's remit and responsibilities. The goal is to embed values in the Council's decision-making, policy development and delivery which are complementary to the UN SDGs. It informs the 'values' of the Council Plan, and 'Our Priorities' are strongly correlated with the UN SDGs as noted below:

<b>Our Priorities</b>	<b>UN SDGs</b>
Clean Green Future – Accelerate action to adapt to and mitigate the effects of climate change and extreme weather.	13 Take urgent action to combat climate change and its impacts 15 Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
Fulfilling Our Potential - Empower schools and their communities to deliver a high quality education focused on excellence, equity, wellbeing and improved outcomes for children, young people, and families.	4 Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all potential
Strong inclusive economy, transport and infrastructure – Deliver the key economic development programmes for our region, making our economy stronger, greener and more sustainable.	1 End poverty in all its forms everywhere 8 Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all 9 Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation
Empowered, vibrant communities – Support communities and empower people to achieve strong, active, resilient and sustainable communities and realise opportunities for improving people's lives.	11 Make cities and human settlements inclusive, safe resilient and sustainable



Good health and wellbeing – Ensure 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.	3 Ensure healthy lives and promote wellbeing for all at all ages
Working together improving lives – Ensure that Scottish Borders Council is effective, sustainable, responsive, and aligned to the needs and priorities of our communities.	16 Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

## 5.5 Climate Change

A just transition to net zero is at the heart of the draft Council Plan, most directly in relation to the Clean Green Future Outcome, but it is also invested strongly in other outcomes, such as in the ambition for resilient and sustainable communities in the Empowered Vibrant Communities Outcome, or the Strong Economy Outcome ambition to '*Seize the economic opportunities of a just transition to net zero.*'

## 5.6 Rural Proofing

The draft Council Plan has been developed with a strong focus on place, recognising the particular geography and demography of the Scottish Borders. It is a specific objective of the Plan to develop 'community-led place plans across rural communities and towns.' At the same time, the commitment to 'enhanced participation and engagement' will have a strongly positive effect in promoting inclusivity and thereby facilitating the participation of those people, businesses and stakeholders based in rural locations.

## 5.7 Data Protection Impact Statement

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

## 5.8 Changes to Scheme of Administration or Scheme of Delegation

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

# 6 CONSULTATION

- 6.1 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 all been consulted and comments included in this Report.

**Approved by**

**David Robertson  
Chief Executive**

**Signature .....**

**Author(s)**

Name	Designation and Contact Number
Alexandre Belle	Corporate Policy Advisor 01835 82400 Ext. 5820
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**Background Papers:** Scottish Borders Council Plan 2022-2023

**Previous Minute Reference:** Scottish Borders Council 22 February 2022

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

Contact us at: Alexandre Belle, Scottish Borders Council - Council Headquarters, Newtown St Boswells TD6 0SA, 01835 82400 5820, [Alexandre.Belle@scotborders.gov.uk](mailto:Alexandre.Belle@scotborders.gov.uk); Michael Cook, Scottish Borders Council - Council Headquarters, Newtown St Boswells TD6 0SA, 01835 825590, [Michael.Cook@scotborders.gov.uk](mailto:Michael.Cook@scotborders.gov.uk).

# SCOTTISH BORDERS COUNCIL COUNCIL PLAN

FROM APRIL 2023

Page 11

# Foreword

Welcome to our new Council Plan. In developing the Plan, we have a number of objectives. We want a Plan that:

- I is short and simple but clear in its actions and aims.
- II sets a strategic framework for Council decision-making and operations and for the Council's Financial Plans.
- III operates in sync with the Council's Budget Setting Process.
- IV is informed by strong engagement with Elected Members.
- V is effectively linked with a Performance Management Framework and an embedded culture of continuous improvement.

The previous Council Plan 2022-2023 was presented and agreed on the basis that it was a 'bridge' from the Council's traditional approach to a new and more responsive approach and style of plan. This Council Plan continues that journey.

This year's Council Plan sees a number of important additions:

In **Chapter 1 'Strategic Context and Vision'**, we set out long-term strategic ambitions, which extend beyond the horizon of a single year (in relation to e.g. a Just Transition to Net Zero; Poverty; Low Economic Productivity and Wages; Demography). We do this by identifying the long-term challenges and opportunities we face as a region and as a Council. From those challenges and opportunities we draw out a vision for where we want to be in 10 years' time, by 2033.

The vision gives rise to the actions we intend to deliver across the Scottish Borders in 2023-24 and this is detailed in **Chapter 2** covering '**Scottish Borders-Wide Actions**'. Subsequent Council Plans will build on this process, comprising steps on the road to long-term delivery of our vision for the region.

In **Chapter 3 'Locality Actions'**, we have sought to set out for each of the 5 'localities' of the Scottish Borders clear ambition, action and outcomes in the same way that Chapter 2 seeks to do for the Scottish Borders as a whole. This is a work in progress, which has taken its lead from our 'Summer Tour' and the place-making events convened across the region.

Our aim over time is to embed Locality Plans as an element of the Council Plan, which can truly be said to:

- Speak to our 'Places' across the Scottish Borders by setting out the priorities for different communities, whether in Berwickshire, Cheviot, Eildon, Teviot & Liddesdale, or Tweeddale;
- Flow from a transformed engagement and co-production with our communities to support a shared ambition for the region.

# Foreword

Importantly, the Council Plan has not evolved in a vacuum. On 24 November, the Council agreed the Administration Policy Plan 2022-2027. This document sets out the ambitions of the Council administration – indeed, the whole Council, given the broad support across the Chamber – for the Scottish Borders during the present Council session. The Admin Policy Plan should be seen very much as a twin to the Council Plan. If the Admin Policy Plan is a statement of our ambition, the Council Plan is its delivery vehicle, while the Council's Financial Plans set out how delivery will be funded.

Page 13  
Here are three further points to highlight, all addressed in Chapter 1. Values matter. They help establish the culture we want to shape our decision and actions. In light of this, we begin chapter 1 with a note of our values, which in their focus on people, fairness, sustainability, and agility resonate throughout the document.

- > The Council must change to meet to the challenges and to grasp the opportunities of the future. This will beg hard questions of all of us, but unless we face those questions, we risk falling short.
- > The Council cannot do it on its own. Again, if the Scottish Borders is to successfully meet future challenges and grasp future opportunities, this requires everyone to play their part. We set out a number of commitments we make as a Council, and set out 'asks' of you which will help the Council to achieve more. **#yourpart**

This is a shared endeavour and we look forward to carrying on the journey with you.

Our values  
How we approach the plan and our service delivery

Our challenges and opportunities  
The landscape in which we and our communities operate

Our Vision and Priorities  
The way in which we respond to these challenges in the long-term.

Our Outcomes and Actions  
How we will address these challenges over the year 2023-2024.

Lastly, while seeking to progress the Council Plan we will also continue to deliver for the Scottish Borders, on a day to day basis, constantly striving for 'routine excellence'. The next page provides a snapshot of these efforts.



A handwritten signature in black ink, appearing to read 'Euan Jardine'.

Councillor Euan Jardine  
Leader of Scottish Borders Council

# Delivering for the Scottish Borders



## Clean Green Future

Incorporating biodiversity and nature restoration across 950 hectares of greenspace.

Collecting the waste of over 59,000 households, and managing over 70 recycling points and 7 community recycling centres, while achieving the top recycling rate for rural councils.



## Fulfilling Our Potential

Delivering high quality education to over 16,000 children across 59 primary schools and 9 secondary schools.

Delivering over 1.5 million school meals per year to pupils across our primary and secondary schools.



## Strong Inclusive Economy, Transport and Infrastructure

Maintaining over 1,800 miles of public roads across the region, as well as some 490 miles of public footway, more than 1200 bridges and structures and 860 miles of walking and access routes.

Last year, bringing in £5.5 million of additional funding to spend on 24 Economic Development projects.



## Empowered, Vibrant Communities

Supporting over 80 community groups with £274,000 in grant funding through our Community Fund and £499,000 to 77 groups via our one-off 'Build Back a Better Borders Recovery Fund'.

Supporting our communities through the cost of living crisis by providing £1.2m of additional funding.



## Good Health and Wellbeing

Providing over 10,500 Care at Home Hours and over 14,500 Supported living hours per week to support people to live at home independently.

Maintaining 187 play parks.

Paying a living wage to the largest workforce in the Region, Scottish Borders Council, delivering excellent services daily



Working Together  
Improving Lives



# CHAPTER 1: STRATEGIC CONTEXT AND VISION

# Strategic Context and Vision: Our Values



**People Focused -**  
working collaboratively with colleagues  
& partners, everything we do is for the  
benefit of our communities



**Inclusive & Fair -**  
we ensure everyone has the best  
opportunities & always seek to act fairly



**Agile -**  
we take advantage of new opportunities  
to deliver good value for money and we  
maximise the use of all digital opportunities



**Sustainable -**  
we are passionate about the prospects of  
future generations, we demonstrate this in  
our decisions and delivery and ensure we  
live within our means



# Strategic Context and Vision

## Our Challenges and Opportunities

We face a time of huge challenges. Some of these challenges are global or national, such as the mutually reinforcing climate and nature emergencies, the worst cost of living crisis in a generation, record levels of inflation, spiralling levels of poverty, the legacy of a two-year pandemic, and a confluence of exceptionally difficult labour market and trading conditions. Others are more closely linked to our region: low economic growth and pay, challenges surrounding transport and infrastructure, and an aging population which will put additional pressure on our public services. All challenges are, ultimately, local. All will be felt and experienced in our communities.

Yet, as the saying goes, 'in the middle of difficulty lies opportunity'. We can't be glib, of course. We must identify our opportunities, call out our challenges, set out what we want to achieve and work out how we get there.

What we're concerned with are big long-term challenges and opportunities. These are not the kind of challenges or opportunities that can be gripped overnight, or in a single year. They are complex. They require concerted and sustained action, not just by the Council, but by our governments, partners, businesses and communities. The pandemic showed, working with partners, the Council could act 'fast', marshalling all available resources to deliver strong and responsive services to best meet the needs of communities.

As the Council confronts further real terms funding reductions, it is increasingly clear, we must go much further transforming the Council, how we work with our partners, and, most significantly of all, how we empower and support our communities to achieve what matters to them.

## Our Vision and Priorities

Pages 9 to 14 take the challenges the Scottish Borders faces and seeks to build a positive vision out of them. For example, responding to the Climate and Nature Emergencies is a necessity for our and our children's future.

But by greening our economy and harnessing our region's outstanding natural capital, we can also build a stronger, more inclusive economy, and a more skilled and prosperous population. Similarly, poverty, our region's economic under-performance and the cost of living crisis require short-term interventions, but they are also a clarion call to continue to improve the delivery of high quality education and skills in the region, and for greater ownership and control of assets and economic levers within our communities.

The Council Plan is based on 6 outcomes that we aim to deliver for the Scottish Borders. Five of the outcomes focus on improving the wellbeing of citizens within the Scottish Borders and making our region a more sustainable and better place to live, work in and to visit. The sixth outcome is about developing a Council that is as effective and efficient as it can be – we need to do this in order to deliver on the other five outcomes. As our aim is to ensure consistently high quality across all we do as a Council, the 'Working Together Improving Lives' theme is reflected in our area-wide outcomes and actions and not within the outcomes and actions set out in 'Locality Outcomes and Priorities'.

FOCUS	OUTCOMES
Improving the wellbeing of citizens within the Scottish Borders and making our region a more sustainable and better place to live, work in and to visit.	1 Clean Green Future
	2 Fulfilling Our Potential
	3 Strong Inclusive Economy, Transport and Infrastructure
	4 Empowered, Vibrant Communities
	5 Good Health and Wellbeing
Developing a Council that is as effective and efficient as it can be.	6 Working Together Improving Lives

# Strategic Context and Vision

## Our Vision and Priorities

Responding to our challenges, we have set our visions 10 years in the future. From those visions, we extrapolate priorities, which animate our proposed outcomes and actions for 2023-2024.

However, we can't get there, unless we make sure that the Council is also ready to meet these challenges. As highlighted in the previous page, Council budgets continue to fall and are under significant pressure from rising inflation, among other things. The policy landscape is complicated and fast changing.

Page 18  
What does a 'future-ready' Council mean in practice? In short, it means a Council which is:

- > Designed to meet people's needs
- > Able to unlock community action
- > Focused on tackling inequality while striving to meet the needs of all our citizens
- > Committed to digital, design and technology enabled transformation
- > Focused on delivering outcomes through working in partnership

As the final bullet point suggests, working in partnership is essential. No one organisation can do it alone. For the Council, the most vital partnership of all is that partnership we have with you as a citizen of the Scottish Borders.

To improve lives, we must work together. A keynote of our approach in this Council Plan, as it was in the Council Plan 2022-2023, remains the recognition that, if the Scottish Borders is to meet future challenges and grasp future opportunities successfully, this requires everyone to play their part: from the Council delivering services to volunteers supporting communities throughout the Scottish Borders; from the Council reducing its greenhouse gas emissions to residents seeking to reduce their waste and to put the right things in the right bins.

The below sets out our commitment to you – 'our part' – in working together and improving lives. It also sets out 'your part' – the 'asks' we have of you, which will help us in delivering 'our part'. **#yourpart**

OUR PART	#YOURPART
Listen, be honest, kind and respectful.	Get involved in your community.
Design our ways of working around you and your community.	Be a good neighbour, take pride in your local area and respect your surroundings.
Support local communities in delivering on the outcomes that matter to them.	Have your say and let us know if we get it right or wrong.
Make partnership working our default way of working.	Help children and young people to be the best they can be.
Make the Scottish Borders a good place to grow up, live in and enjoy a full life	

# Strategic Context and Vision: Clean Green Future

## Challenges

The Climate and Nature Emergencies

## Opportunities

Creating a green economy built upon our region's outstanding natural capital

## Our 2033 Vision for the Scottish Borders

We met the 75% target of reducing greenhouse gas emissions in 2030, and continue to transform the region and our organisation.

Increasingly, we live and work in energy efficient homes and premises, powered by green energy sources.

We walk, wheel and cycle to get around for the most part, use hydrogen buses and trains for longer journeys or, occasionally, electric vehicles.

Nature is recovering in our settlements and across the region, while 'refuse, reuse, reduce, recycle' is the way we live now.

## Our Priorities 23/24

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

# Strategic Context and Vision: Fulfilling Our Potential

## Challenges

Page 20 Poverty related attainment gap

Impact of the pandemic on well being and attainment

## Opportunities

High quality education and high skills, maximising life chances

## Our 2033 Vision for the Scottish Borders

By 2033, everyone in the Scottish Borders will have the opportunities to acquire the knowledge and skills needed to realise their full potential, and the Borders will be a place where people grow and develop into high skilled, happy and healthy global citizens.

## Our Priorities 23/24

Empowering schools and their communities to deliver a high quality education focused on excellence, equity, wellbeing and improved outcomes for children, young people, and families.

# Strategic Context and Vision: Strong Inclusive Economy, Transport and Infrastructure

## Challenges

Poverty, lack of growth and the cost of living crisis

Connectivity challenges

An ageing population with fewer workers

## Opportunities

Creating a green economy built upon our region's outstanding natural capital.

An inclusive, well-connected and sustainable economy

An economy shaped by strong engagement from local people and communities, where people want to live and work

## Our 2033 Vision for the Scottish Borders

Built upon strong and effective physical and digital connections and infrastructure, the benefits of a productive and sustainable economy are widely shared, enabling us to fulfil our potential in the Scottish Borders and attract others to live, work, study and visit.

With an increasingly higher skilled and higher paid workforce, the Scottish Borders is a place which has begun to fully harness the potential of its communities, attracting resources from beyond our region, using new technology, and growing the number of jobs found in renewable energy, healthcare, and our natural resources.

Our region is well connected internally and with the world beyond, enabling employees to make positive choices to work in the Borders and enjoy the high quality of life here. The extension of the Borders Railway to Carlisle will create new opportunities, supported by an effective network of green powered buses, and a network of paths for walking, wheeling and cycling.

## Our Priorities 23/24

Deliver the key economic development programmes for our region, making our economy stronger, greener and more sustainable.

# Strategic Context and Vision: Empowered, Vibrant Communities

## Challenges

Addressing inequality and the cost of living crisis

Developing more sustainable and connected communities

Page 22

## Opportunities

Distinctive communities with strong identities, culture and heritage and an existing high quality of life

A high quality natural and built environment

Giving communities greater control of their destinies

## Our 2033 Vision for the Scottish Borders

Built on an established track-record of co-production, delivery, and strong partnerships, the Scottish Borders is a region of sustainable, well-designed healthy and happy places that reflect the experience and aspirations of our citizens and communities and meet their needs.

## Our Priorities 23/24

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

# Strategic Context and Vision: Good Health and Wellbeing

## Challenges

Growing health and social care needs, across our communities

Increasing numbers of people with complex health needs

Shortages of staff across Health and Social Care

Poverty and health inequalities

Legacy of the pandemic resulting in increased waiting times for primary care, social work/care and hospital care

## Opportunities

A positive story of long healthy, happy and fulfilling lives

Well supported carers

Opportunities presented by the use of technology

Homes and workforces adapted to future needs

Integration of person centered services across health and social care

Improved engagement with communities around local health and social care needs

Increased career opportunities and benefits for the workforce

## Our 2033 Vision for the Scottish Borders

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.

This is enabled by seamless community-based services which are based on local need, with a focus on improving access, early intervention and prevention, reducing inequalities, supporting unpaid carers and the embrace of new technologies.

Services are delivered by a highly valued and motivated workforce.

## Our Priorities 23/24

Ensure 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.

# Strategic Context and Vision: Working Together, Improving Lives

## Challenges

A constrained budget

A changing policy landscape

## Opportunities

A Council fit to support the future needs of our communities

## Our 2033 Vision for the Scottish Borders

A fully effective council which is an exemplar of excellent organisational and budgetary performance, and of how to harness the combined power of local communities, institutions and stakeholders in delivering a sustainable future and an economy that works for everyone.

## Our Priorities 23/24

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





# CHAPTER 2: SCOTTISH BORDERS-WIDE ACTIONS

# CLEAN GREEN FUTURE

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



## Outcomes

- Reduction of greenhouse gas emissions to meet or exceed our targets to deliver Net Zero by 2045
- Services and infrastructure that are ready to meet the needs of our communities in the face of climate change and extreme weather events.
- 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
- An approach to energy in the Scottish Borders which is robust, affordable and does not contribute to climate change
- Protected, managed and restored environments which support the wellbeing of people and nature

## Action

Ensure the Council is on track to meet its emissions targets comprising:

- An organisational target of Net Zero by 2045
- A 20% reduction in fleet fossil fuel consumption (petrol, diesel) consumption and a 20% reduction in business mileage, where employees use their own car by 2024-2025
- 5% waste to landfill by 2025 and zero biodegradable municipal waste to landfill by 2025
- Development of a target for direct emissions associated with the Council's estate by 30 November 2023

- Commission/Undertake a regional climate risk assessment with Edinburgh and South-East Scotland City Region partners to ensure our region is resilient to climate impacts and extreme weather events
- Complete an extreme weather assessment of key coastal infrastructure and bridges
- Increase the total percentage of sub-3.5 tonne Council Fleet all electric vehicles to 45%

- Promote action on Net Zero by 2045 through proactive engagement with communities as part of Place-Making
- Increase allotment creation and participation through year two of 'Cultivating Communities' (the Scottish Borders Community Food Growing Strategy)
- Roll out a Schools Resource Pack to all primary schools that promotes sustainability, recycling, and eco-friendly practices linked to the Curriculum for Excellence

- By 31 December 2023, develop a Local Heat & Energy Efficiency Strategy (LHEES) that sets out how we will decarbonise buildings across the region, commencing LHEES delivery phase in 2024
- Agree a Scottish Borders Energy Investment Plan Pilot through the Borderlands Energy Master Plan to invest in, test and develop robust, affordable and sustainable local energy systems
- Working with partners and key regional stakeholders develop a delivery plan to retrofit domestic housing, which builds on current retrofit schemes

- Submit Business cases for Borderlands Natural Capital to UK Government (including species-rich grassland agri-environment, integrated land use and woodland creation, and Tweed catchment environmental projects)
- By the end of 2023, (with partners) develop a South of Scotland Regional Land Use Framework (RLUF) on how to use a natural capital approach to agree and prioritise potential land use changes across the region that support the delivery of climate and biodiversity objectives
- Complete review of the Council's greenspace maintenance operations to identify opportunities for improved environmental management

## Quarter

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# FULFILLING OUR POTENTIAL

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



## Outcomes

- Raise attainment in literacy and numeracy closing the attainment gap between the most and least disadvantaged
- Raise attainment through improved inclusion, equity and wellbeing for all children and young people
- Improve employability skills to enable sustained positive school leaver destinations
- Increase young people's participation in the planning, provision and delivery of services

## Action

- All schools will implement a Learning, Teaching and Assessment Framework
- All schools will implement progressive curriculum frameworks for literacy and numeracy
- Implement year 2 of 5 year Equity Strategy to address inequalities and reduce impacts of poverty on attainment
- Embark on a programme of curriculum reform in line with the findings of the national consultation on education and qualifications
- Implement actions identified from health and well-being survey 2022
- Begin the initial planning with Cluster Headteachers to enhance partnership working through "The Team around the Cluster"
- Provide access to mental health supports through the launch of a service directory app to school devices
- Build on the success of 'Get into Summer 2022' to plan provision for children and families to access to food, childcare, wellbeing supports and activities during school holidays
- Extend provision of free school meals provision to all primary school age children
- Implement the revised Positive Relationship Policy in schools
- Scope a programme of staff development, awareness raising and curricular content to develop understanding of Neurodiversity
- Consider and implement the recommendations of the Community Learning and Development (CLD) review
- Provide access to training and upskilling opportunities across the digital landscape
- Identify opportunities for young people to develop skills in new technologies such as green energy or esports
- Provide high quality professional learning to all school staff to support delivery of digital learning
- Continue to develop learning and qualification pathways through partnerships with further and higher education establishments, employers and training agencies
- Create an Engagement Strategy focusing on gathering and acting upon the views of children and young people and which enables them to experience their rights as set out in the United Nations Convention on the Rights of the Child (UNCRC)
- Implement a young person's advisory board to deliver the Engagement Strategy

## Quarter

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# 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.



## Outcomes

- Seize the opportunities of a just transition to net-zero
- Support our tourism sector, creative industries and our other key industries such as health, social care, construction, land, manufacturing, and food & drink to create a stronger economy where existing and new businesses and social enterprises grow and expand, increasing productivity and investment into the Scottish Borders
- Regenerate our town centres and rural communities
- Enhance digital and transport connectivity
- Support young people and adults who face challenging barriers to finding and maintaining employment and reaching their full potential

## Action

- Continue to pursue investment opportunities from off-shore wind for Eyemouth and the Berwickshire Coast area
- Working with partners, assess the feasibility of a Net-Zero accelerator hub to address green skills requirements in a variety of sectors and to grasp future 'green' job opportunities, including in renewables, retrofit, agri-environment, wider land-use and nature restoration
- Secure electrification of the first stage of the Borders Railway and complete a review of our bus network to further support the decarbonisation of transport across the region
- Scope local circular economy opportunities for the Scottish Borders, working with Zero Waste Scotland and South of Scotland Enterprise and agree key priority sectors for development, for example construction materials and reuse of household goods
- Strengthen opportunities to support local supply chains and 'Community Wealth Building'
- Progress the Destination Tweed project as part of the Borderlands Deal
- Deliver a programme of support for international, national and regional events and begin the implementation of SBC's new events strategy
- Progress Borderlands Inclusive Growth Deal projects which support the visitor economy, including the Mountain Biking Innovation Centre in Innerleithen
- Culture and Tourism: Work collaboratively with partners to develop potential employment and economic benefits in the Scottish Borders
- Develop a new culture and creative industries strategy for the Scottish Borders to enhance the quality, variety and accessibility of the cultural experience across the region
- Work with communities and businesses, as part of Place-Making, to drive and target investment in town centres and create healthy local economies
- Maximise opportunities for housing and housing development to help unlock the region's economic potential and supporting the delivery of homes in town centres, including empty homes and shops
- Borders Railway: Progress the feasibility work for the railway extension between Tweedbank and Carlisle
- Complete an electric vehicle charge point feasibility study outlining the potential to install electric vehicle chargers across the Borders
- Progress the roll out of ultra-fast broadband across the Borders as part of the R100 program
- Borderlands Digital Programme: Progress the programme to invest in areas lacking 4G coverage
- Continue to deliver the 'No One Left Behind' and 'Young Persons Guarantee' employability programmes, to ensure the right support is available at the right time, and services are delivered in a joined up and coordinated way

## Quarter

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# EMPOWERED VIBRANT COMMUNITIES

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



## Outcomes

- Community-led place plans across rural communities and towns to enable communities to take control of their own destinies
- Enhanced participation and engagement which empowers communities to shape the decisions which affect them
- Modern, sustainable and simplified services that meet the needs of communities and customers
- Sustainable use of our land and buildings
- Reduce the number of children in poverty; and reduce the impact of living in poverty on families

## Action

- Support communities in the Borderland target towns of Eyemouth, Galashiels, Hawick and Jedburgh to form inclusive Town Teams and develop community-led plans and associated investment plans
- Support the 40+ communities that have expressed an interest in developing community-led plans across the 5 localities
- Deliver good quality homes that meet the needs of the community and consider the wider infrastructure issues and vehicle dependency across the region when planning new build housing
- Implement our Community Engagement Strategy
- Support Area Partnerships to oversee Place Making in their localities and facilitate the development and delivery of community-led place plans
- Develop an options appraisal for the review of area partnerships
- Community Choices: Offer communities a greater say in local spend of Council resources
- Review SBC support for Community Councils
- Engage with service users and communities over how services can be improved, better aligned with demand and local need and delivered in a sustainable way
- Work with communities and groups to:
  - support asset transfers where this is a viable option
  - find sustainable futures for public buildings
  - reduce the number of council owned properties to a sustainable level
- Continue to deliver our Anti-Poverty Strategy
- Provide a range of assistance as a response to the cost of living crisis including financial support and advice with rising energy costs

## Quarter

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# GOOD HEALTH AND WELLBEING

**PRIORITY:** Ensure 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.



## Outcomes

- People of the Scottish Borders are supported and enabled to take control of their health and wellbeing, and enjoy a high quality of life
- Every child grows up loved, safe and respected and able to realise their full potential (The Promise)
- Services are designed around service users' needs, focus on prevention, early intervention and minimising health inequalities
- The right services are commissioned and developed with partners and will meet the outcomes of any future National Care Service
- People have access to quality cultural, play, leisure and sport activities
- Unpaid Carers are well supported

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## Action

- Publish a locality directory on health / wellbeing and social care services
  - The Health and Social Care Strategic Framework for 2023-2026 will be launched and work commenced on the implementation of its recommendations
  - MacMillan Improving Cancer Journeys: Continue to provide support to this joint partnership venture, which delivers good quality advice and information and emotional support
  - Increase the use of Technology Enabled Care
  - Ensure the provision of the right homes, in the right locations, which are affordable and meet people's needs
  - Reframe the language used in relation to care experienced children, young people and their families across practice, policy and procedure
  - Ensure that all care experienced children and their families will have access to independent advocacy at all stages of their experience of care
  - Review the approach to early intervention services for children and families who require additional support
  - Develop health and care models that are integrated, sustainable and meet the needs of Borders' residents
  - Implement a Health and Social Care workforce plan and develop a workforce plan for Children and Families social work
  - Develop our social prescribing function for care at home and GP's
  - Establish collaboratives for Care at Home and Care Home provision
  - Revise the Commissioning Governance Structure for social care commissioning
  - Map the current commissioning arrangements across social care
  - Develop a Commissioning work plan for three years (from April 2023 onwards)
- Develop and action a Cycling Strategy, a Sport and Physical Education Strategy, and a Library Strategy
- Identifying the needs of unpaid carers at a locality level and developing services to meet those needs.

## Quarter

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# WORKING TOGETHER, IMPROVING LIVES

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



## Outcomes

- Services are designed to meet people's needs
- Community action is facilitated and supported by complementary actions by SBC
- Inequality is reduced through targeted activity with all partners
- Digital technology is maximised to make service delivery better
- Better outcomes are delivered through effective partnership working

## Action

- Undertake extensive redesign of all business processes to put customers at their heart – First phase Social Work
- Undertake a comprehensive analysis of all available customer intelligence and surveys to determine gaps and areas for priority in the Council Plan 2024-2025
- Fully implement the new Performance Management Framework, including a self evaluation for all SBC services
- Implement changes to project planning process to ensure closer working with communities within all service redesign activities
- A new process will be implemented to ensure that all new policies, service changes and major developments will be informed by a transparent impact assessment, which is published and easily accessible
- Review the delivery of the Inequalities Strategy and the Child Poverty Strategy
- Implement a comprehensive Programme of Digital Transformation (Pathfinder Programme) across Social Work Services
- Implement new customer access channels and tools, including a renewed website & more online functionality
- Develop, consult & launch a new Community Plan that sets out key partnership priorities and actions for the Scottish Borders
- Work in partnership with all key local partners to implement an agreed Digital Strategy, action plan and investment opportunities plan for the Scottish Borders
- Explore all opportunities for sharing staffing resources with all key partners as part of the service/financial/people planning processes

## Quarter

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# CHAPTER 3: LOCALITY ACTIONS

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# Locality Actions

**BERWICKSHIRE:** This page presents priority work for Berwickshire for the coming year. Many of the projects are led by others working in our communities and we will take an enabling approach to provide advice and practical support to help others deliver.



Clean Green Future



Fulfilling Our Potential



Strong Inclusive Economy,  
Transport and Infrastructure



Empowered, Vibrant  
Communities



Good Health and  
Wellbeing

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**Coastal defences:** Develop an asset management plan for coastal defences in Berwickshire

**Climate and Nature:** Support community-led initiatives that contribute to tackling climate change and nature loss

**Community Food Growing:** Support Community Growing Initiatives across Berwickshire Communities (including with Ayton, BAVs, Cockburnspath, Coldingham, Duns, Eyemouth, and Foulden)

**Eyemouth:** Present proposals for new Eyemouth Primary School, Early Years and Family Centre provision to the community.

**Mid-Berwickshire:** Undertake an options appraisal to determine opportunities for integrated community use of facilities in Swinton Primary

**Demand Responsive Transport Pilot:** Continue testing the viability of Demand Responsive Transport (Pingo) and Mobility as a Service, empowering communities through the use of flexible public transport

**Eyemouth Waterfront Regeneration:** In partnership with the local community, regenerate the Old Fishmarket and the Sea Garden on Eyemouth Waterfront

**Borderlands Business Infrastructure:** Start construction of business units at Coldstream for micro and small-sized businesses (Borderlands Inclusive Growth Deal)

**Eyemouth Town Plan:** Support the Eyemouth Community in developing a Town Plan and Associated Investment Plan as part of the Borderlands Place Programme

**Berwickshire Place Making:** Support the Berwickshire Area Partnership's Place Making Working Group in collaborating with interested communities to develop community-led place plans

**Berwickshire Area Partnership:** Strengthen the role of the Area Partnership through the completion of the Review of Area Partnerships and implementation of its recommendations and, in particular, strengthen its role in the oversight of place making, development of a locality plan and the widening of engagement with Community Planning Partners in this process

**Eyemouth Extra Care Housing:** Develop a proposal for Extra Care Housing in the Eyemouth area in conjunction with our strategic housing providers

**Integrated working:** Develop locality huddles and locality planning groups to deliver joined up services, focused on local needs. Re-ablement teams will work to help people regain confidence and daily living skills after illness

# Locality Actions

**CHEVIOT:** This page presents priority work for Cheviot for the coming year. Many of the projects are led by others working in our communities and we will take an enabling approach to provide advice and practical support to help others deliver.



## Clean Green Future

**Climate and Nature:** Support community-led initiatives that contribute to tackling climate change and nature loss

**Community Food Growing:** Support Community Growing Initiatives at Kelso Abbey Community Orchard and Kelso Community Food Garden

**Green Learning Spaces:** Develop Broomlands Primary School Community Eco Garden and Kelso High School Bees and Bushcraft



## Fulfilling Our Potential

**Jedburgh:** Expand opportunities for intergenerational learning and opportunities within the new campus environment

**Working with partners:** Develop employment and skills pathways across Roxburgh estates



## Strong Inclusive Economy, Transport and Infrastructure

**Jedburgh Corner Building:** Begin the restoration of this key town centre site

**Old School Site Jedburgh:** Following consultation, begin work around this key local asset



## Empowered, Vibrant Communities

**Jedburgh Town Plan:** Support the Jedburgh Community in developing a Town Plan and Associated Investment Plan as part of the Borderlands Place Programme

**Cheviot Place Making:** Support the Cheviot Area Partnership's Place Making Working Group in working with interested communities to develop community-led place plans

**Cheviot Area Partnership:** Strengthen the role of the Area Partnership through the completion of the Review of Area Partnerships and implementation of its recommendations. In particular, strengthen its role in the oversight of place making, the associated development of a locality plan and the widening of engagement with Community Planning Partners in this process



## Good Health and Wellbeing

**Kelso Extra Care Housing:** Open 36 newly built one bedroom Extra Care Housing properties in Kelso (Summer 2023)

**Amenity Housing:** In partnership with our strategic housing providers develop model for Amenity Housing within the Kelso Extra Care Housing development site

**Integrated working:** Develop locality huddles and locality planning groups to deliver joined up services, focused on local needs. Re-ablement teams will work to help people regain confidence and daily living skills after illness

# Locality Actions

**EILDON:** This page presents priority work for Eildon for the coming year. Many of the projects are led by others working in our communities and we will take an enabling approach to provide advice and practical support to help others deliver.



## Clean Green Future

**Flood Management:** Develop flood risk management strategy and plan for Earlston, and a flood scheme preparation assessment for Ettrick Valley

**Environmental and biodiversity improvements:** Progress biodiversity improvements to Gala Waterfront, the Mill Lade, Greenspace Regeneration Selkirk, and the Mauldsheugh Wood Nature Trail

**Climate and Nature:** Support community-led initiatives that contribute to tackling climate change and nature loss



## Fulfilling Our Potential

**Earlston Primary School and Health Centre co-location:** Continue construction of new primary school, library and Health Centre in Earlston and begin to implement opportunities for intergenerational projects

**Galashiels Academy Campus:** Begin construction of the new Academy in Galashiels and engage with community groups to ensure full social value benefits are realised

**Inspire Tweedbank:** Implement programme of opportunities for digital skills development, utilising Inspire Learning Tweedbank Centre of Digital Excellence



## Strong Inclusive Economy, Transport and Infrastructure

**The Great Tapestry 5G Innovation Centre:** Continue work with LiveBorders, Inspire Learning, and Traveltech on a pioneering education project focusing on digital access and online experience.

**Tweedbank Extension:** Complete the first phase of the enabling infrastructure (including roads, digital connection, etc.) for the Council's marquee project at Tweedbank.



## Empowered, Vibrant Communities

**Galashiels Town Plan:** Support the Galashiels Community in developing a Town Plan and Associated Investment Plan as part of the Borderlands Place Programme.

**Selkirk Town Plan:** Support the development of a Town/TD7 Team in Selkirk and surrounding area and the associated development and delivery of a community-led action plan

**Eildon Place Making:** Support the Eildon Area Partnership's Place Making Working Group in working with interested communities to develop community-led place plans

**Eildon Area Partnership:** Strengthen the role of the Area Partnership through the completion of the Review of Area Partnerships and implementation of its recommendations. In particular, strengthen its role in the oversight of place making, the associated development of a locality plan and the widening of engagement with Community Planning Partners in this process.



## Good Health and Wellbeing

**Tweedbank Care Village:** Commence build on the Tweedbank Development namely the Care Village, Complex Care Unit and the Young Persons Complex Care unit

**Integrated working:** Develop locality huddles and locality planning groups to deliver joined up services, focused on local needs. Re-ablement teams will work to help people regain confidence and daily living skills after illness.

# Locality Actions

**TEVIOT AND LIDDESDALE:** This page presents priority work for Teviot and Liddesdale for the coming year. Many of the projects are led by others working in our communities and we will take an enabling approach to provide advice and practical support to help others deliver.



## Clean Green Future

**Flood Protection:** Develop the Hawick Flood Protection scheme, a flood risk management, strategy and plan for Newcastleton, including a bund, and a flood scheme preparation assessment for Whitelaw/Crowbyres.

**Climate and Nature:** Support community-led initiatives that contribute to tackling climate change and nature loss



## Fulfilling Our Potential

**Hawick High School:** Continue to develop design for Hawick High School and engage with stakeholders and community to ensure all opportunities are identified.

**Newcastleton Primary School:** Develop partnership between the School and Community Development Trust to implement supports such as breakfast club and wellbeing activities for young people.



## Strong Inclusive Economy, Transport and Infrastructure

**Hawick Business Centre:** Continue the construction of a multi-disciplinary business centre offering a mix of private and co-op offices on the site of the derelict shopping centre.

**Hawick Active Travel Network:** Progress the development of cycling and walking paths alongside the flood protection scheme.

**Infrastructure:** In collaboration with Scottish Power Energy Network (SPEN), deliver upgrades to the electricity infrastructure essential for future households and the deployment of electric vehicles.



## Empowered, Vibrant Communities

**Hawick Town Plan:** Support the Hawick Community in developing a Town Plan and Associated Investment Plan as part of the Borderlands Place Programme.

**Teviot & Liddesdale Place Making:** Support the Teviot & Liddesdale Area Partnership in working with interested communities to develop community-led place plans.

**Teviot & Liddesdale Area Partnership:** Strengthen the role of the Area Partnership through the completion of the Review of Area Partnerships and implementation of its recommendations. In particular, strengthen its role in the oversight of place making, the associated development of a locality plan and the widening of engagement with Community Planning Partners in this process.



## Good Health and Wellbeing

**Hawick Care Village:** Develop a full business case for the Hawick Care Village

**Hawick Extra Care Housing Development:** Draft a delivery plan for Extra Care Housing in Hawick

**Hawick Learning Disability supported living:** Develop a full business case for the Hawick Learning Disability Supported Living provision.

**Integrated working:** Develop locality huddles and locality planning groups to deliver joined up services, focused on local needs. Re-ablement teams will work to help people regain confidence and daily living skills after illness.

# Locality Actions

**TWEEDDALE:** This page presents priority work for Tweeddale for the coming year. Many of the projects are led by others working in our communities and we will take an enabling approach to provide advice and practical support to help others deliver.



Clean Green Future



Fulfilling Our Potential



Strong Inclusive Economy,  
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Good Health and  
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**Flood Protection:** Develop flood risk initiatives, including flood risk management strategies and plans for Peebles, Innerleithen, and Broughton.

**The Eddleston Water Project:** Investigate the effectiveness of natural flood management (NFM) techniques and habitat restoration measures at a catchment scale

**Climate and Nature:** Support community-led initiatives that contribute to tackling climate change and nature loss.

**Peebles High School:** Begin construction of the new high school in Peebles and engage with young people, their families and the community to support transition to new models of learning and service delivery

**Eddleston:** Explore opportunities for outdoor learning spaces in Eddleston

**Mountain Bike Innovation Centre:** Continue to work with SOSE and Napier University in the development of a Mountain Bike Innovation Centre at Cairlee Mill

**Cycling World Championships 2023:** Seize the opportunity provided by the CWC to promote cycling, and economic and business opportunities across the whole region

**Tweeddale Place Making:** Support the Tweeddale Area Partnership's Place Making Working Group in working with interested communities to develop community-led place plans

**Tweeddale Area Partnership:** Strengthen the role of the Area Partnership through the completion of the Review of Area Partnerships and implementation of its recommendations and, in particular, strengthen its role in the oversight of place making, the associated development of a locality plan and the widening of engagement with Community Planning Partners in this process

**Peebles Extra Care Housing development:** Develop a business case for Extra Care Housing In Peebles

**Integrated working:** Develop locality huddles and locality planning groups to deliver joined up services, focused on local needs. Re-ablement teams will work to help people regain confidence and daily living skills after illness

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## **BUDGET COMMUNICATIONS STRATEGY 2023/24**

**Report by Acting Chief Financial Officer**

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**SCOTTISH BORDERS COUNCIL**

**23 FEBRUARY 2023**

### **1 PURPOSE AND SUMMARY**

- 1.1 The purpose of this report is to inform the Council of steps taken to engage with stakeholders as part of a consultation exercise on the budget.**
- 1.2 The paper highlights the budget Communication Strategy used and provides feedback gathered from the recent survey. This feedback has been considered as part of the 2023/24 Financial Planning process.
- 1.3 As part of the budget consultation exercise on the Council's updated Financial Plan, a survey was made available to members of the public on the Council website from late December 2022 to the end of January 2023. Members of the public were asked to complete a new survey and help shape the next Council budget, due to be set in February 2023. The survey also provides Borderers with the opportunity to provide feedback on a number of other areas, including public transport, health and social care and the development of local plans within communities.
- 1.4 As at the end of January 2023, 866 members of the public gave us their views on how they think resources should be prioritised to address the challenges the Council is facing.
- 1.5 A further consultation on the draft council plan for 2023/24 has also be undertaken with communities and partner organisations.

### **2 RECOMMENDATIONS**

- 2.1 It is recommended that Council:**
  - (a) Notes the budget Communication Strategy used; and**
  - (b) Considers the feedback provided by respondents to the survey in setting the Council's budget for 2023/24 and subsequent financial years.**

### **3 BACKGROUND**

- 3.1 As part of the financial planning process for 2023/24, the Council committed to engaging with staff, partners, stakeholders and the Scottish Borders community.
- 3.2 The forms of engagement have included:
- An online survey, made available from late December 2022 to the end of January 2023 to all members of the public, allowing the Council to gain valuable feedback on how individuals in the Scottish Borders prioritise a number of key services areas.
  - Consultation with all Trade Unions as part of the budget process.
  - At the same time, a public consultation on the new Council plan, which sets out the priorities to be funded by the budget, has been undertaken with communities and community planning partners. This plan is aligned to the revenue and capital budget and included elsewhere on the agenda.

### **4 'HAVE YOUR SAY' SURVEY**

- 4.1 As part of the budget Communication Strategy, the survey was used as a way of engaging with communities on their spending priorities. The survey was made available to members of the public via the Council website with the following aims of asking participants to:
- complete a new survey and help shape the next Council budget, due to be set in February 2023.
  - provide feedback on a number of other areas, including public transport, health and social care and the development of local plans within communities.
- 4.3 Up to the date the consultation closed, 866 respondents gave feedback on their priorities. A summary of the feedback and a 'you said – we did' analysis are included at Appendices 1 & 2. The results were made available to Elected Members for consideration in forming the Council's budget proposals.

### **5 IMPLICATIONS**

#### **5.1 Financial**

There are no direct financial implications resulting from this report.

#### **5.2 Risk and Mitigations**

By conducting various engagement programmes linked to the Financial Plan, the Council demonstrates a commitment to gathering stakeholder views to inform decision making. This helps to mitigate risks around failing to engage with stakeholders & communities on services and decisions that directly affect them, therefore aiding in the reduction of stakeholder resistance and lack of buy-in, both of which could delay the delivery of proposed strategies and associated savings and have a negative impact on the Council's



reputation. This is further enhanced by the “You said, We did” analysis which helps to increase transparency and signpost specific strategies and activities that have been or are being implemented. In addition to this, the Budget Communications Strategy has a positive bearing on community empowerment through its ability to complement t process.

**5.3 Integrated Impact Assessment**

All forms of budget communication have been inclusive, easily accessible and available in a range of formats.

**5.4 Sustainable Development Goals**

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

**5.5 Climate Change**

There are no direct effects on carbon emissions resulting from this report. Several of the questions contained within the survey asked respondents to prioritise specific activities aimed at tackling climate change. As Council declared a Climate Change Emergency in September 2021 these questions have provided an opportunity for residents of the Scottish Borders to have their say on the development of some mitigating actions. Furthermore the inclusion of such questions has helped to raise the profile of climate change and highlight that the Council is actively looking to develop strategies that will have a positive impact on the environment.

**5.6 Rural Proofing**

This report contains no implications that will compromise the Council’s rural proofing policy.

**5.7 Data Protection Impact Statement**

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

**5.8 Changes to the Scheme of Administration or Scheme of Delegation**

This report does not result in any changes to the Scheme of Administration or the Scheme of Delegation.

**6 CONSULTATION**

6.1 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 are being consulted on this report and any comments will be reported at the meeting.

**Approved by**

**Suzy Douglas  
Acting Chief Financial Officer**

**Signature.....**

**Author(s)**

Name	Designation and Contact Number
Suzy Douglas	Acting Chief Financial Officer01835 825000 X5881

**Background Papers:** N/A  
**Previous Minute Reference:**

**Note** – 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 Suzy Douglas Council Headquarters on 01835 824000 X5881

# Play your part and have your say

865

Responses

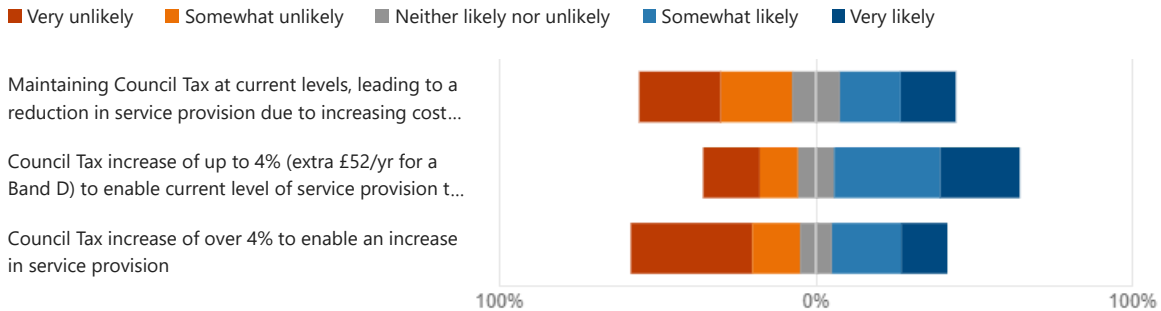
1. There are a number of significant challenges facing the Council and the Scottish Borders generally, from an increasingly aging population to having a lower wage economy than other areas. Many of these challenges are interconnected.

The Council, through its budget, services, projects and its influence and work with partners, has the opportunity to try and tackle these. But to help us prioritise action we want to know which are most important to you.

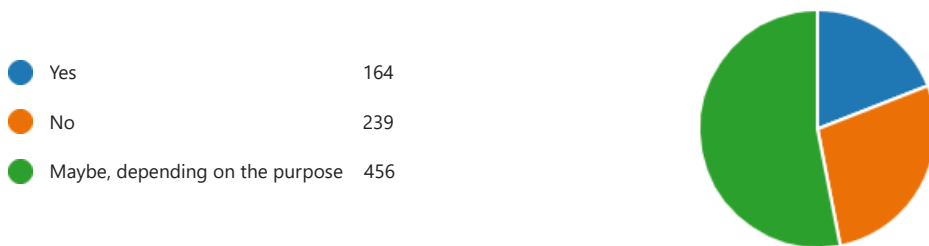
Please rank the following in order of your priority - highest priority at the top



3. Council Tax provides around 20% of all Council funding. For every 0.5% increase in Council Tax around £300,000 a year extra is available for the Council to spend on vital services. As part of the last budget setting process an indicative 4% rise was included for 2023/24. However, taking into account the current Cost of Living Crisis, rising inflation and other financial challenges, and how these affect households and the Council, we want to know how likely or otherwise you would support the following actions:

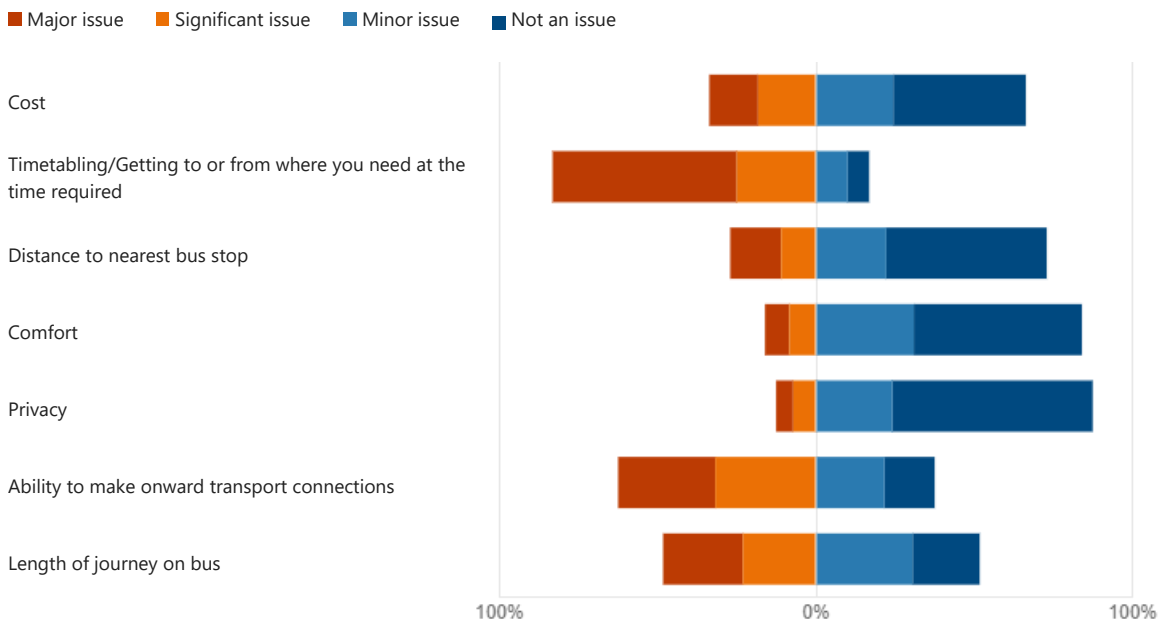


4. Would you be supportive of an increase in Council Tax if the money this raised was ringfenced for a specific purpose/project?



7. Encouraging increased usage of public bus transport is crucial to not only the ongoing sustainability of local transport operators and services but also to reducing our carbon footprint through a reduction in private car use.

What are the barriers to you using public bus transport on a more regular basis?



9. The availability of support for family and unpaid carers was an issue raised as part of the Health and Social Care Partnership's recent community engagement.

If you are a family or unpaid carer, what type of support would you like the Partnership to prioritise investment in locally to support you and the person/people you care for?



12. The Council wants to assist individuals, groups and communities to take the initiative and develop and deliver on local plans which support communities with key local issues and services and have sustainable solutions.

Please rank the following in order of your priority for increasing community wellbeing/improving the place where you live.



14. We also have a People's Panel that we discuss ideas with that help shape our decisions and policies – would you be interested in being part of this Panel?

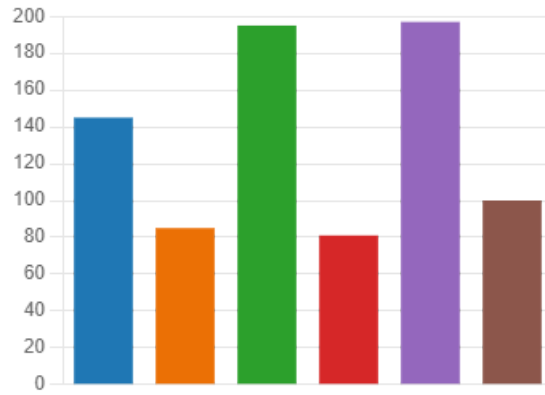
● Yes	213
● No	607



16. What locality do you live in? If you are responding as someone who works in the area, please indicate the locality of your workplace.

If unsure please select other and put in your postcode

● Berwickshire	145
● Cheviot	85
● Eildon	195
● Teviot & Liddesdale	81
● Tweeddale	197
● Other	100



17. Your age group

● under 18	18
● 18-34	91
● 35-50	297
● 51-65	269
● 65+	138



**Do you have suggestions on things the Council could do differently, or potential savings we could make? Are there options for doing less of some of the things we do now, or doing them differently?**

(The top 5 themes of response are listed below)

**You said**

**We did**

Review service delivery models

The Council continues to adopt ways of modernising its services including through the increased use of technology and through a more efficient property and asset portfolio. The Council aims to realise savings through property rationalisation whilst also generating additional income from capital receipts to support the Capital Plan. The Council's transformation programme supports ongoing service reviews to ensure Services are operating as efficiently and effectively as possible.

Improve Waste & Recycling Services

The Council is working with Zero Waste Scotland to identify opportunities to improve kerbside collection services. Feedback from this survey will help shape future service provision and bid applications. The Council's waste service continues to perform well achieving a recycling rate of 54.8% in 2021 moving the Scottish Borders up to 4th place in the national league table. In addition we are the top performing Council in Scotland in relation to landfill diversion sending less than 1% of waste to landfill. The Council has listened to feedback from residents and in response a one year trial of a new web based tool and smartphone app will be launched. This will enable residents to quickly identify what materials can be recycled and will also provide reminders of bin collection days. The new service will go live in the second quarter of 2023.

Review staffing arrangements

The Council is continuing to develop and progress its digital transformation strategy which aims to automate business processes. Hand-held technology will also be provided to our frontline staff, allowing them to reduce routine administration tasks, capture useful real-time data and focus their time on more value added work within communities. The Council is a living wage employer, we pay the living wage to all our employees, including our modern apprentices and encourage all our contractors and suppliers to also pay the Scottish living wage to all their staff.

**Do you have suggestions on things the Council could do differently, or potential savings we could make? Are there options for doing less of some of the things we do now, or doing them differently? (cont.)**

Improvements to Public Transport

The Council has commissioned a review of the local transport network. The review will look at a number of areas including cost of travel, frequency of bus services, operating hours and improved connectivity between services including bus to bus and bus to rail.

Improvements in Road Network

The Council is investing £93m over the 5 year revenue and 10 year capital investment plan to improve roads and bridges. Our increased focus on first time fixes will continue to reduce temporary patching and improve conditions across the road network. In particular the service has made significant investment through purchasing a JCB Pothole Pro and providing a dedicated squad of personnel to ensure that it is fully utilised in providing first-time permanent repairs. Since its arrival in mid-May the Pothole Pro has been employed predominantly on the rural A Class road network but also within some towns. During that period it has delivered 1117 separate repairs using 637 tonnes of material and covering an area equivalent of 4665 sq. m over a length of some 190km of the roads network.

**Would you be supportive of an increase in Council Tax if the money this raised was ringfenced for a specific purpose/project?**

Page 48

● Yes	164
● No	239
● Maybe, depending on the purpose	456





## What purpose/projects would you wish any Council Tax increase to support?

(The top 5 themes of response are listed below)

### You said

Health & Social Care

Education

Roads Network

Public Transport

### We did

Significant additional recurring funding is being provided to Social Work and Social Care services in 2023/24 to deliver increased pay for staff as well as increased investment in care homes and home care services. Further funding made available by Scottish Government to provide for Carers Act requirements to support carers as well as specific Council funding deployed in 2023/24 to provide respite care for Older People and Children & Families. A new Extra Care Housing development is due to be opened in Kelso in June 2023 providing care and accommodation needs for 30 individuals / couples. Advanced planning and design work will progress in 2023-24 for care village developments in Tweedbank and Hawick.

The Council has made a commitment to maintain teacher numbers, pupil support assistants and pupil learning hours at their current level. Curricular charges to pupils in areas such as music tuition, home economics and technical subjects have been removed. Additional investment has been made in school transport including the provision of new routes. Increased investment is being provided through Pupil Equity Fund to prioritise work in reducing poverty related attainment gap with the Council also providing funding to support neurodiversity in schools.

The Council is investing £93m over the 5 year revenue and 10 year capital investment plan to improve our roads, bridges pavements and paths. An additional £3m of investment funded by Specific Scottish Government Grant to encourage walking, wheeling and cycling, especially to schools and to connect communities is included within the 10 years capital investment plan.

The Council was delighted to support the opening of the Reston Station on the East Coast mainline during 2022. The Council continues to support the extension of the Borders railway through Hawick and onto Carlisle. We are working with Borderlands Partners, the UK and Scottish Governments to unlock £10m investment in feasibility works through the Borderlands Growth Deal. The Demand Responsive Transport (DRT) pilot in Berwickshire has shown positive trends and has been funded for a further year to March 2024, results from the pilot will inform future strategy in the Borders. A review of the local transport network has been commissioned to look at public transport in the Borders including connectivity between services including bus to bus and bus to rail.

**What purpose/projects would you wish any Council Tax increase to support? (cont.)**

Responding to Climate Change

The Council declared a Climate Emergency in September 2020 and as such has committed to reaching net-zero by 2045. We have begun measuring the carbon emissions both of SBC as an organisation and the Scottish Borders as a region allowing us to monitor our net-zero objectives and ensure we stay on track. Key areas identified for carbon emission reduction are how we heat our buildings and how we travel. Through the 10 year capital plan the Council is investing over £10m in Energy Efficiency works within our existing built estate, and our new build school and care village projects will also include energy efficient measures included within the designs. £20m is being invested in plant and vehicle replacement, we are committed to reducing our fleet size, and CO2 emissions by maximising the usage of vehicles, reducing the requirement for spare vehicle capacity and using alternative fuel vehicles, including electric and hybrid, where appropriate.

**How do you think we can improve public transport in the Borders?**

(The top 3 themes of response are listed below)

**You said**

**We did**

Improve service timetabling

Further analysis of timetables will be carried out to help establish how we can better serve key places along the network such as the Borders General hospital as well as other employers and services in the region. Work is ongoing with local transport operators and attractions across the region, to establish partnerships which could positively impact the local economy through the introduction of later evening journeys across some strategic corridors.

Ensure public transport is affordable

The Council continues to work with communities, partners and local transport operators to aim for the most affordable public transport for all Borderers within resources available. All children and young people under 22 years are eligible for free bus travel, making it more affordable for families to use public transport.

Reduce vehicle sizes

Route modelling which will be undertaken as part of the review of the local transport network will help define the best size of bus for a route. The Council will work with local providers to ensure that from the fleet available, the most appropriate vehicles are used for each journey.

**What would encourage or enable you to make more journeys by public bus transport?**

(The top 3 themes of response are listed below)

**You said**

**We did**

Improved service provision

The Council have commissioned a review of the local transport network . The review will look at a number of areas including cost of travel, frequency of bus services, operating hours and improved connectivity between services including bus to bus and bus to rail. Increased funding has been provided for the Service 101/102 bus contract to sustain the re-tendered service which provides a direct link between Dumfries and Galloway and Edinburgh.

Better connections between transport provisions

The Council continues to support the extension of the Borders Railway through Hawick and on to Carlisle. Further analysis of bus timetables in the coming weeks will help establish how to better interconnect buses and trains.

Better Rural Transport Provision

The DRT pilot in Berwickshire has shown positive trends and has been funded for a further year to March 2024 allowing the Council to work with partners to further enhance the service, considering how it can be run more efficiently and creating more journey opportunities. The pilot is helping the Council understand how DRT can provide opportunities for people in other areas of the Borders who currently have no access to public transport.

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**The availability of support for family and unpaid carers was an issue raised as part of the Health and Social Care Partnership's recent community engagement. If you are a family or unpaid carer, what type of support would you like the Partnership to prioritise investment in locally to support you and the person/people you care for?**



**If you prioritised 'Other support' in the previous question, please provide more detail on what you would wish this to be?**

(The top 3 themes of response are listed below)

**You said**

**We did**

Carer support and network

Increased investment in Carers Act provision in 2023-24 will provide wide ranging support to carers through third sector providers such as the Borders Carers centre as well as direct payments to carers and families. New contract arrangements to be made with other third sector providers in relation to maximising the provision of social centres in the Scottish Borders. Funding to resource care workers to support in social hubs to provide personal care will assist people to use the social hubs for respite. There will also be funding to provide respite for children and young people.

Financial support

We have dedicated pages on our website which give information on available financial assistance and support services.

[https://www.scotborders.gov.uk/info/20000/benefits\\_and\\_grants/1240/cost\\_of\\_living\\_crisis\\_support](https://www.scotborders.gov.uk/info/20000/benefits_and_grants/1240/cost_of_living_crisis_support)

More Care Homes

The Council has invested further in Extra Care Housing through a new development in Kelso which is due to open in 2023; proposals are being developed for Extra Care Housing provision in Eyemouth and Hawick. Investment has also been made in additional staffing to provide enhanced care provision at Council care homes. A significant capital budget is in place to provide care village accommodation in Tweedbank and Hawick.

**What services, support or signposting would you like to see in your locality, or offered digitally, that would help you access the right health and social care advice or support?**

(The top 3 themes of response are listed below)

<b>You said</b>	<b>We did</b>
Improved access to health services	The feedback received regarding health and social care services as part of this survey will be considered by the Scottish Borders Health and Social Care Partnership as part of the ongoing development of the new Strategic Framework.
Access/signposting to information	Work underway to expand "What Matters Hubs" in the Borders to even more locations as part of a planned refresh of Community Led Support model. The Council is looking to modernise its website and is looking for alternative methods of communicating including Yammer and Citizen space as a way of encouraging active dialogue and participation with communities.
Home Care Support	The Council is increasing reviews of homecare packages so that older adults are able to stay in their own homes for as long as possible. A recruitment drive within Council Adult Social Care services is ongoing to ensure homecare provision requirements can be resourced. The Council is modernising care provision through the increasing use of Technology Enabled Care, e.g. alarm, digital medication prompts. Additional funding is being provided to resource care workers to support in social hubs enabling people to use hubs for respite.

## What would be your top priority for improving the community in which you live?

(The top 4 themes of response are listed below)

### You said

### We did

Ensure the public voice is heard

The Council continues to develop Community Choices approaches to involving communities in how budgets are prioritised and spent. We are using citizen space to gather views from the public (including this consultation and a recent consultation on the draft Council plan) to be more responsive to local needs. The community conversations and place making discussions held with local communities during 2022 will be developed further during 2023/24 to ensure community views are gathered. The Council is looking to modernise its website and is looking for alternative methods of communicating including Yammer and Citizen space as a way of encouraging active dialogue and participation with communities.

Improving the Roads Network and Cycleways

Over the next 10 years the Council is investing in improving roads, bridges, pavements and paths. An active travel network is also being developed in Hawick as part of the Flood Protection works. The destination Tweed project is seeking to join up the paths network across the Borders to encourage cycling and walking. Funding from Sustrans and South of Scotland Enterprise has helped support our recent delivery of a multi-use active travel path for walkers, cyclists, wheelers and horse riders between Peebles and Eddleston. It forms part of a strategic plan to encourage more active travel in the region.

Investment in communities and facilities

The Council has committed to a feasibility study into fixed CCTV provision in town centres as well as an increased budget allocation in the Community Enhancement (Small Schemes) Fund to support priority local issues not funded through other budgets. The Council's capital programme for 2023/24 includes £2.7m investment in play areas and outdoor community spaces. The investment programme is in place to improve and modernise outdoor Community Spaces. A Synthetic Pitch Replacement fund for the upkeep and replacement of synthetic sports surfaces is included within the capital investment plan.

Public Transport

The Council, in partnership with the Workforce Mobility Project, have commissioned a review of the local transport network which will build on the feedback gathered as part of this survey. The review will look at a number of areas including cost of travel, frequency of bus services, operating hours and improved connectivity between services including bus to bus and bus to rail. The Council remains committed to the extension of the Borders Railway through Hawick and on to Carlisle. The Demand Responsive Transport (DRT) pilot in Berwickshire has shown positive trends and has been funded for a further year to March 2024.

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## **LONG TERM FINANCIAL STRATEGY (REVENUE)**

**Report by Acting Chief Financial Officer**

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**SCOTTISH BORDERS COUNCIL**

**23 February 2023**

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### **1 PURPOSE AND SUMMARY**

- 1.1 This report provides Council with a Long Term Revenue Financial Strategy (LTFS) document including detailed financial modelling to supplement the 2023/24 Financial Plan.**
- 1.2 The Council first adopted a five year planning period for revenue in 2013/14. This strategy now adopts a ten year look forward, aligning the time frame for revenue planning with the ten year period already adopted for planning the capital investment programme.
- 1.3 The approach to longer term financial planning is advocated as good practice by Audit Scotland. This approach has allowed the Council to deliver balanced budgets in each year since 2013/14 and to plan effectively for the financial consequences of multi-year transformational change across the Council. Since adopting a longer term planning horizon the Council has successfully delivered £78m of savings on a permanent basis, assisting significantly with financial sustainability. Adopting a consistent 10 year revenue planning horizon will further assist the Council to plan service and strategic change appropriately and ensure the financial implications of the Council Plan are properly considered, affordable and reflected in future budgets.

### **2 RECOMMENDATIONS**

- 2.1 It is recommended that Scottish Borders Council approves the long term financial strategy at Appendix 1 to assist revenue financial planning over a 10 year period from 2023/24.**

### 3 LONG TERM STRATEGY

- 3.1 Since 2013/14 the Council has adopted a 5 year approach to medium term revenue planning and a 10 year timeframe for the Capital Plan. The Long Term Financial Strategy extends the strategic revenue planning period over 10 years. The approach to longer term financial planning is advocated as good practice by Audit Scotland.
- 3.2 This strategy is an important component of the Financial Planning process. It underpins the longer term sustainability of the Council and ensures that the financial implications of the Corporate Plan are properly considered, affordable and reflected in future budgets. As such the long term financial strategy is a key tool helping the Council to deliver essential services to the communities of the Borders.
- 3.3 The strategy will be used to guide the Council to inform future decision making and financial planning. Many of the challenging decisions and actions necessary will require clear vision, effective partnership working, good communication and the buy in of communities through initiatives like #playyourpart.
- 3.4 This strategy seeks to ensure the Council addresses these challenges and remains financially sustainable over the longer term by living within our means, prioritising those things that are most important, adopting new ways of working, exploiting new technology, developing further commercial opportunities where possible, and engaging effectively with the people of the Borders.
- 3.5 For this Long Term Financial Strategy, 2023/24 represents year 1, the base year. The Council's medium term financial plan will cover the 5 year period to 2027/28 and this longer term financial plan projects issues forward to 2032/33 giving a longer term 10 year view of the revenue budget. This strategy thereby aligns the planning horizon for revenue with the approach already adopted for capital. A number of key variables have been considered in preparing the 10 year plan as shown below:

- Anticipated Scottish Government funding levels
- Council Tax income levels
- Opportunities for increased commercialisation to increase income including fees & charges and increased grant funding opportunities
- Assumptions on inflation including pay increases
- Assumptions on increased demand for services such as in Health & Social Care services
- Investment in modernisation of the Council such as:
  - IT investment to drive revenue savings and ongoing costs to maintain a secure and reliable operating environment
  - investment in plant and vehicles to improve service delivery and addressing climate change, replacing ageing vehicles with modern electric vehicles where possible
  - investment in buildings to improve service delivery and energy efficiency
- Savings deliverable from transformational change including investment in digital technologies, increased automation and a



reducing property footprint

- Loans charges – the revenue cost of borrowing to support investment through the Capital Plan including the recent Service Concessions Arrangement where PPP debt has been reprofiled over the life of the asset rather than the life of the contract.
- National policy decisions which will impact on Local Government in the future such as the National Care Service.

This is not an exhaustive list of variables, however the issues identified are considered to be the core issues which require to be considered.

- 3.6 The full Long Term Financial Strategy document along with detailed assumptions on key variables and supporting financial models are attached at Appendices 1, 2 and 3 to supplement the 2023/24 financial plan.
- 3.7 The analysis provided in Appendix 3 highlights a range of potential financial outcomes. The range of scenarios modelled highlights the need for robust cost control and the continuation of a programme of strategic transformational change to ensure the Council can respond appropriately to these challenges. In a development from previous years the scenarios now examine a wider range of inflation projections modelling their impact on the Council's finances.

## **4 IMPLICATIONS**

### **4.1 Financial**

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

### **4.2 Risk and Mitigations**

The major risks associated with this report are that the assumptions made do not materialise. This risk is mitigated in the financial modelling supporting the strategy through the use of sensitivity analysis which includes mid case, most favourable and least favourable positions. These assumptions will be flexed over time as greater clarity emerges on the impact of the Local Government settlement in future years, Council priorities, emerging national priorities and the objectives of the new Corporate Plan.

### **4.3 Integrated Impact Assessment**

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

### **4.4 Sustainable Development Goals**

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

### **4.5 Climate Change**

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

### **4.6 Rural Proofing**

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

### **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 Schemes of Administration or Delegation as a result of this report.

**5 CONSULTATION**

5.1 The Monitoring Officer/Chief Legal Officer, the Chief Officer Audit and Risk, the Director People, Performance and Change, the Clerk to the Council and Corporate Communications are being consulted and any comments received will be reported to the meeting.

**Approved by**

**Suzy Douglas**  
**Acting Chief Financial Officer**

**Signature .....**

**Author(s)**

Suzy Douglas	Acting Chief Financial Officer 01835 824000 X5881
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**Background Papers:**

**Previous Minute Reference:**

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



SCOTTISH BORDERS COUNCIL

# LONG TERM FINANCIAL STRATEGY (REVENUE)

2023/2024 - 2032/2033



## EXECUTIVE SUMMARY

The Scottish Borders Council Long Term Financial Strategy (LTFS) is an important component of the Financial Planning process. It underpins the longer term sustainability of the Council and ensures that the financial implications of service delivery are properly considered, affordable and reflected in future budgets. The primary objective of the strategy is to ensure the Council continues to live within its means, balancing expenditure against the income raised through Government grant, Non-Domestic Rates, Council Tax and fees and charges. As such the long term financial strategy is a key tool helping the Council to deliver the objectives set out in the updated Council Plan.

This strategy seeks to build on our initial longer term Strategy adopted by the Council as part of its Financial Strategy in 2022/23 which took a 10 year view of the financial and operating environment facing the Council. The plan thereby aligns a 10 year revenue look forward for revenue income and expenditure with a 10 year look forward adopted for our planned investment in assets as set out in the Council's published Capital Strategy.

The adoption of a medium to longer term approach for financial planning enables the Council to plan the delivery of service changes across financial years through modernising services, investing in new technology, and in developing its strategic partnerships to provide longer term benefits. This approach enables the required changes to services to be delivered in a more planned, holistic manner, mitigating the need for reactive cuts to services.

This medium to longer term approach is central to the Council's Fit for 2024 transformation programme which is now fully embedded within the budget process with the delivery of cross cutting savings integral to balancing the budget.

The planning approach encompasses a longer term 10 year look forward that seeks to identify the challenges facing the Council and the opportunities we have to address them. This allows the Council to better integrate its approach to people, business, asset and financial planning processes and ensure these are fully aligned to clear priorities set out in the Council Plan. These priorities will in future be developed and defined in a co-productive way fully involving local communities, our community planning partners and the third sector.

The Long Term Financial Strategy for revenue makes a number of key assumptions. **2023/24** represents year 1 base year, with **2024/25 – 2027/28** reflected in the Council's published Revenue Financial Plan. This strategy forecasts a further 5 years giving a longer term 10 year view of both the revenue and capital budgets.

The strategy supports the Council to deliver the following outcomes:

- A forecast balanced budget in each of the 10 years of the Plan, assuming that required savings to balance the plan will be delivered on a recurring basis;
- Delivery of savings through transformational change allowing significant investment in service improvements; and
- Borrowing funded through revenue, in line with investment detailed in the Capital Plan.

The production of this strategy demonstrates that the Council is looking to the future including anticipated expenditure commitments, planned new developments and income streams.

The Council recognises that it must modernise in the face of resource constraints, changing demographics, rising expectations, calls for greater community involvement in decisions over the design and delivery of public services and the ongoing reform of the Scottish Public Sector.

With limited resources and increasing pressure on Council services it is clear we need to adapt and change the Council to be more efficient, more responsive to its citizens and more sustainable. We therefore need to adopt a co-productive approach that fully involves communities in decisions over place based and online service redesign from the outset, and ensures an approach that supports and empowers them when a different model of service delivery is proposed.

The strategy set out in this document will therefore be used to guide the Council to inform future decision making and financial planning. Many of the challenging decisions and actions necessary will require clear vision, effective partnership working, good communication and the buy in of communities through initiatives like **#playyourpart**.

This strategy seeks to ensure the Council addresses these challenges and remains financially sustainable over the longer term by living within our means, prioritising those things that are most important, adopting new ways of working, ensuring the Council is operating as efficiently as possible, exploiting new technology, developing further commercial opportunities where possible and engaging effectively with the people of the Borders to improve their quality of life and their experience of engaging with the Council.

The changes required must be understood in the context of the wider financial position of the Council, our transformation plans, wider public policy, the landscape of public service delivery in Scotland within which we operate and new national approaches such as Participatory Budgeting/ Community Choices.

# CONTEXT

The LTFS is part of a suite of strategic management plans including:

- Council Plan
- Council's Financial & Transformation plans
- Capital Investment Strategy
- Treasury Strategy
- Digital Strategy
- Anti-poverty Strategy
- Climate Change route map
- Procurement Strategy

As well as transforming the services the Council provides, and the way in which they are provided, the Council must also ensure that it is sustainable for the future. In order to do this, the Council needs to ensure that it has a sound financial base, good governance arrangements, efficient processes that are joined up and automated wherever possible, effective transformation plans, strong ICT infrastructure and capabilities, well maintained operational premises, and a well-trained and motivated workforce.

The LTFS projects forward the approach already taken to the medium term financial plan which is developed over a 5 year timescale and aims to identify the financial impact of known, anticipated and potential events and requirements over a 10 year time-frame.

It is recognised that future projections covering this length of time will naturally contain some degree of uncertainty and the strategy therefore sets out clearly the assumptions made. In doing so the Council has reviewed a range of different potential outcomes with a best, worst and mid case scenario and has assumed that a mid case scenario will apply as the most likely outcome (as set out in Appendix 2).

The level of uncertainty and risk increases as the amount of influence the Council has over events reduces and the timespan of the projection increases. However, it is crucial that in planning the future model of public service delivery in the Borders that the Council takes this long-term view, models the range of outcomes which may occur and accepts the inherent uncertainties in future planning. By considering a range of outcomes it is felt that this will give the Council the best chance of optimising its future service delivery model and responding to the changes required.

The key to future sustainability is to develop a range of deliverable options and solutions which can be adapted quickly to reflect changing circumstances. Flexibility and agility are needed when conditions and outcomes are uncertain. In order to do this, the Council must have clear priorities, policies and plans supported by robust information and evidence so that financial resources can be targeted in the most effective way.

The Council is clear that it wants the Borders to be a place where people want to live and learn; an attractive destination for visitors, with high quality job opportunities and infrastructure which provides the conditions for local businesses to thrive in a smart rural region. This includes the provision of high-quality, online connectivity for our homes, businesses and communities.

The Council is clear that it operates within a wider economic context and therefore in realising this vision a number of key issues and risks have to be considered.

## KEY INFLUENCES AND RISKS

The LTFS has considered a number of key macro-economic issues, some of which are out with the Council's control, and those internal issues which the Council has the ability to influence. Both external and internal influences need to be considered with key variables modelled to guide Council decisions about the future.

### External Influences (outwith the Council's control)

Economic changes such as:

- Interest rate fluctuations;
- Level of grant funding from Scottish Government;
- National Pay agreements and wider price inflation;
- Unemployment levels in the Borders; and
- Supply chain issues associated with the wider economy.

Climate related issues such as:

- Climate change;
- Flooding; and
- Storm damage.

Public Health issues including:

- The health and wellbeing of the local population; and
- Further financial and economic impacts from COVID-19 and potential future pandemics.



## Internal Influences (within the Council's control)

- Working to clear corporate priorities as set out in the Council Plan;
- Transformational change programme to improve outcomes;
- Effective people planning;
- Asset management plan to optimise the Council's property estate;
- Use of robust performance data to drive improvement;
- Use of digital technology and automation to improve services and reduce costs;
- The Council's commitment to net zero and resultant actions required to reduce the carbon footprint;
- Community engagement, partnership working and co-production of future service delivery models;
- Community Empowerment including Participatory Budgeting/Community Choices with a Council commitment that communities will be enabled to make and influence decisions at a local level equating to 1% of the Council's budget; and
- Optimising the Council's treasury function and ensuring the financing of the capital programme remains affordable to the Council in the longer term.

## KEY VARIABLES INFLUENCING THE PLAN

For this Long Term Financial Strategy, **2023/24** represents year 1 base year. The Council's medium term financial plan covers the period to **2027/28** and this longer term financial plan projects forward to 2032/33 giving a longer term 10 year view of the revenue budget. This strategy thereby aligns the planning horizon for revenue with the approach already adopted for capital. The following key variables have been considered in preparing the 10 year plan:

- Anticipated Scottish Government funding levels;
- Council Tax income levels;
- Opportunities for increased commercialisation to increase income including fees & charges and increased grant funding opportunities;
- Assumptions on inflation including pay increases;
- Assumptions on increased demand for services such as in Health & Social Care services;
- Investment in modernisation of the Council such as:
  - o IT investment to improve services, deliver revenue savings and to maintain a secure and reliable operating environment;
  - o investment in plant and vehicles to improve service delivery and addressing climate change, replacing ageing vehicles with modern electric vehicles where possible; and
  - o investment in buildings to improve service delivery and energy efficiency.



- Savings deliverable from transformational change including investment in digital technologies, increased automation and a reducing property footprint;
- Loans charges – the revenue cost of borrowing to support investment through the Capital Plan including the recent Service Concessions Arrangement where PPP debt has been reprofiled over the life of the asset rather than the life of the contract; and
- National policy decisions which will impact on Local Government in the future such as the National Care Service.

This is not an exhaustive list of variables which need to be considered; however, the issues identified are considered to be the core issues which require to be considered. If these are followed and refined in the future, this will provide the Council with a robust approach to ensuring that the Council remains financially and operationally sustainable, and in doing so ensures that it meets its statutory obligations, its policy aspirations and the needs of local communities.

## Anticipated Scottish Government funding levels

Scottish Government grant through Revenue Support Grant (RSG) and Non-Domestic Rates (NDR) accounts for around 80% of the Council's funding. The Scottish Government has historically provided one year funding settlements to Local Authorities which has impacted on the ability to plan over the longer term with certainty. Single year settlements from Scottish Government have required the Council to make assumptions in the revenue plan from years 2-5 and plan on that basis.

For financial year **2023/24** another one year settlement was provided in **December 2022** and updated in **January 2023**. There is a commitment from Scottish Government to multi-year settlements in the future.

Looking forward, the policy intent set out in the Scottish Governments' programme for government and the pressures being experienced in the Health Service budget drive a broad expectation that resources for local government services will continue to be constrained for the foreseeable future.

The current assumptions are that there will be a flat cash settlement each year in the core Grant Aided Expenditure (GAE) from Scottish Government. Each 1% deviation from this flat cash position accounts for around **£2.5m** of movement in funding.

Should a future reduction in Scottish Government grant materialise, options for bridging the resultant budget gap would be to apply reserves, accelerate savings plans, defer expenditure plans or revise future assumptions around Council Tax income.

A multi-year funding settlement from Scottish Government including clarification on ring-fencing of funding remains an aspiration for local government and it is hoped this may be forthcoming in future years. Such a forward projection, even if only based on indicative figures, would allow more accurate future forecasting to take place.

## Council Tax income levels

Council Tax income accounts for around **20%** of net funding. Current assumptions reflected in the plan assume a **5%** increase in Council Tax in **2023/24**, and a **4%** increase in the following 4 years. Subsequent financial years include an assumption of **4%** per annum.

This mid case assumption for increases in Council Tax attempts to maintain the Council's spending power in future years in the face of increasing inflation while recognising the demands on household budgets.

In **2023/24**, each **1%** increase in the Council Tax raises **£0.69m** and increases Band D by **£12.92** annually (from **£1,291.53** per annum to **£1,304.45 (1%)**, **£1,317.36 (2%)**, **£1,330.28 (3%)**, **£1,343.19 (4%)** and **£1,356.11 (5%)**).

It is recognised that the Scottish Government is on record as seeking a replacement for the Council Tax system. Should this be enacted through legislation this will have a profound impact on the Council's finances. In the absence of firm plans to reform Council Tax; however, the longer term model assumes the current system will continue during the 10 year period examined.

## Opportunities for increased commercialisation

Increasing commercialisation within the Council has been identified as a priority focus from **2023/24**. A benchmarking exercise was undertaken with other Scottish local authorities on fees & charges to ensure the Council's policy with respect to charging for services is in line with levels applied elsewhere and equally to determine whether the introduction of charging for new services may be appropriate. The Council income management policy was approved during 2021 and the benchmarking review also ensured that appropriate cost recovery is in place from the charges levied.

All additional income opportunities including fees & charges and grant funding opportunities will have a beneficial impact on the Council's financial position over the next 10 years.

A commissioning strategy is being produced which will include the development of a market positioning statement for all services, explore opportunities for more income and examine the way that the Council can best use its influenceable spend to support local business and lever in community benefits.

## Assumptions on inflation

CPI and RPI inflationary increases are assumed for a range of contractual commitments and purchasing of materials. CPI (consumer price index) and RPI (retail price index) assumptions rates reflected in the financial plan are shown below:

2023/24	CPI	8.20%	2028/29	CPI	1.00%
	RPI	12.30%		RPI	2.00%
2024/25	CPI	1.90%	2029/30	CPI	1.00%
	RPI	4.00%		RPI	2.00%
2025/26	CPI	0.70%	2030/31	CPI	1.00%
	RPI	3.40%		RPI	2.00%
2026/27	CPI	0.70%	2031/32	CPI	1.00%
	RPI	3.40%		RPI	2.00%
2027/28	CPI	0.70%	2032/33	CPI	1.00%
	RPI	3.40%		RPI	2.00%

The UK has experienced unprecedented inflationary increases during 2022/23. Shown below in graphical form is the CPI trend from September 2013 through to December 2022.

## Inflation at 10.5% in December 2022

### Consumer Prices Index



Source: Office for National Statistics

## Assumptions on Pay

Pay agreements for Council staff are negotiated at a national level. Agreement was reached for Scottish Joint Council (SJC) staff for **2022/23** with the negotiations for Teachers and Chief Officers pay remaining outstanding for **2022/23**. Negotiations continue on pay agreements for **2023/24**.

Assumptions for increases in pay over the 10 year period from **2023/24** reflect an assumed **2%** increase in pay in each year, on the grounds of affordability. As future pay agreements are confirmed, these assumptions will be updated in the model. Every **1%** increase in the Council's pay bill for SJC, Teachers and Chief Officer staff, costs circa **£1.8m**.

## Assumptions on increased demand for services

The Council operates key services such as in Social Work which are subject to increased demographic demand from an ageing local population. This increase has been factored into the financial plan over the 10 year period to ensure that base budgets increase in line with the increased number of clients and increased complexity of care packages. Close monitoring is required to ensure that demographic growth investment is in line with increased demand for services. If investment in this area is insufficient over a number of years this could destabilise the budget whilst an over-provision of growth would mean the Council would not be effectively allocating resources across the Council in line with need and priority.

## Investment in modernisation of the Council

The Council has, over the last number of years, recognised the importance of investment in services to support communities in the best possible way. This investment to modernise the Council will continue, within the resources available, to focus on:

- IT investment to drive automation of processes in order to deliver revenue savings and maintain a secure and reliable operating environment;
- Enabling data driven decision making through investment in technology to increase efficiency and improve service delivery;
- Investment in hand held technology and support systems to transform the front line delivery of services, reduce the administrative burden and allow professional staff to be focused on key tasks that only they can undertake;
- Investment in new, more efficient plant and vehicles to improve service delivery and addressing climate change, replacing ageing, polluting vehicles with modern electric vehicles where possible; and
- Investment in new buildings and improvement in the fabric and condition of existing buildings to improve service delivery and energy efficiency.

Investment in modernising the Council must continue to be weighed against the savings required to fund this modernisation.

## Savings deliverable from transformational change

Delivery of planned savings through transformational change remains a cornerstone of the Council's financial sustainability for the future. Since **2013/14** the Council has delivered more than **£78m** of recurring savings through a medium term planning approach supported by extensive efficiency savings and transformation activity.

However, it is becoming increasingly challenging to deliver savings on a recurrent basis and, in order to remain sustainable, the Council will need to make significant changes to its operating model, engage more effectively with our partners and communities and focus on agreed priorities.

Future transformational change will be required to focus on investment in digital technologies (building on the current Social Work pathfinder project), increased automation, customer self-service and a reduction in the Council's extensive property footprint.

## Loan charges - borrowing to support investment through the Capital Plan

The Council adopts a strategic approach to its Treasury Management activities and projects the costs of funding its Capital programme through its Treasury Management Strategy. The Council has delivered significant savings in loans charges over the last number of years through the decision to defer long term borrowing in a favourable interest rate environment. By only fixing longer term borrowing when absolutely necessary the Council avoids the cost of carry and seeks to minimise the costs of capital financing over the short, medium and long term.

Alignment of borrowing costs with available budget will be managed over the 10 year period through the use of the Council's Treasury Reserve. This reserve will allow smoothing of borrowing costs over the 10 year period. Additional budget requirements are reflected in the 5 year revenue plan and continue for years 6-10 in the 10 year revenue strategy to reflect resources required to fund the current Capital Plan.

Council was presented with a report on the 16th February 2023 to consider the impact for the Council of changing the statutory accounting treatment for Service Concession Arrangements (SCAs) as set out in Finance Circular 10/2022. The flexibility permits Councils to undertake internal accounting changes that extend the period over which the principal repayment of the unitary charge can be made over the life of the asset rather than the life of the contract. This debt reprofiling has been reflected in the Loans charges budget with adjustments specific to SCAs reflected in the 5 year revenue plan and continuing for years 6-10 in the 10 year revenue strategy.

## National policy decisions which will impact on Local Government

National policy decisions impacting on local government such as the National Care Service bring further long term uncertainty to the plan. Developments in these national decisions will be followed closely by the Convention of Scottish Local Authorities and Directors of Finance to ensure implications for local government can be reflected in local planning as soon as possible.

## CONCLUSION

This longer term Strategy for revenue seeks to build on our initial longer term Strategy adopted by the Council as part of its Financial Strategy in 2022/23 taking a 10 year view of the financial and operating environment facing the Council. The plan thereby aligns the 10 year Capital programme with a 10 year revenue look forward. Such a longer term approach is recommended as good practice by Audit Scotland and should be seen as one of a range of tools to help the Council plan effectively as it moves forward. The inherent uncertainty of the future operating environment facing the Council is recognised; however, it is felt that by looking forward, anticipating potential issues and examining a range of scenarios the Council will be better placed to respond to future challenges.

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	2023/24	2024/25 (Provisional)	2025/26 (Provisional)	2026/27 (Provisional)	2027/28 (Provisional)	2028/29 (Provisional)	2029/30 (Provisional)	2030/31 (Provisional)	2031/32 (Provisional)	2032/33 (Provisional)
Scottish Government funding - flat cash		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Social Care Funding from NHS	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
Council Tax increase	5.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
Workforce increases (no agreed pay award nationally)	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
RPI provision	12.3%	4.0%	3.4%	3.4%	3.4%	2.0%	2.0%	2.0%	2.0%	2.0%
CPI provision	8.2%	1.9%	0.7%	0.7%	0.7%	1.0%	1.0%	1.0%	1.0%	1.0%

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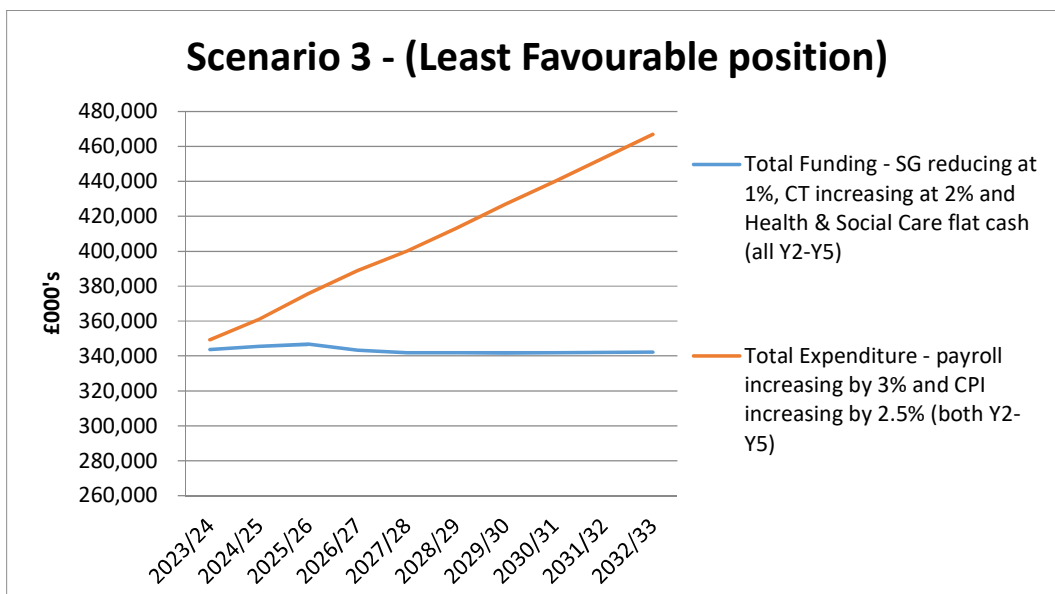
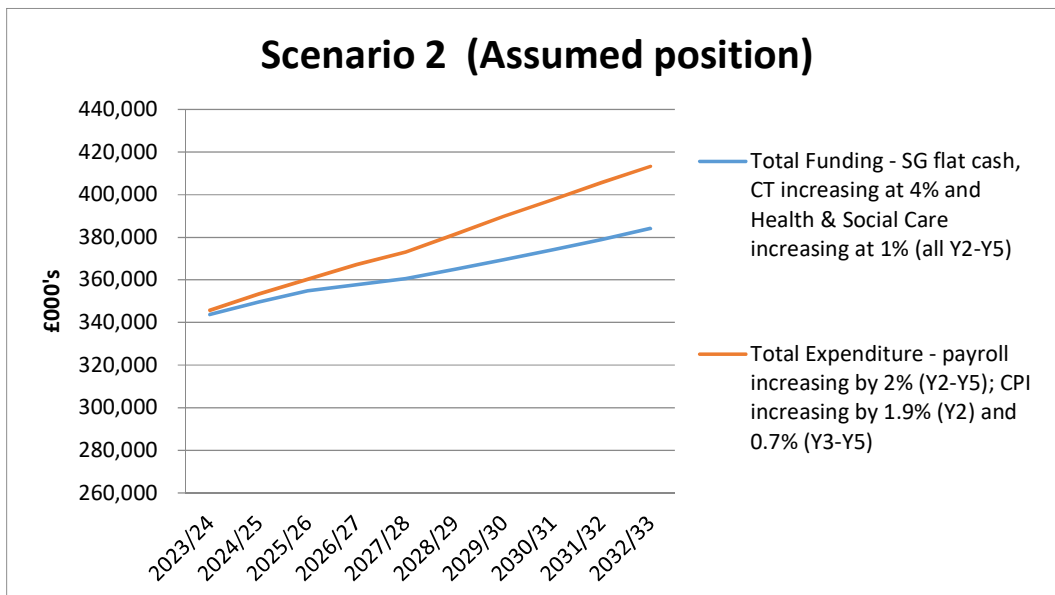
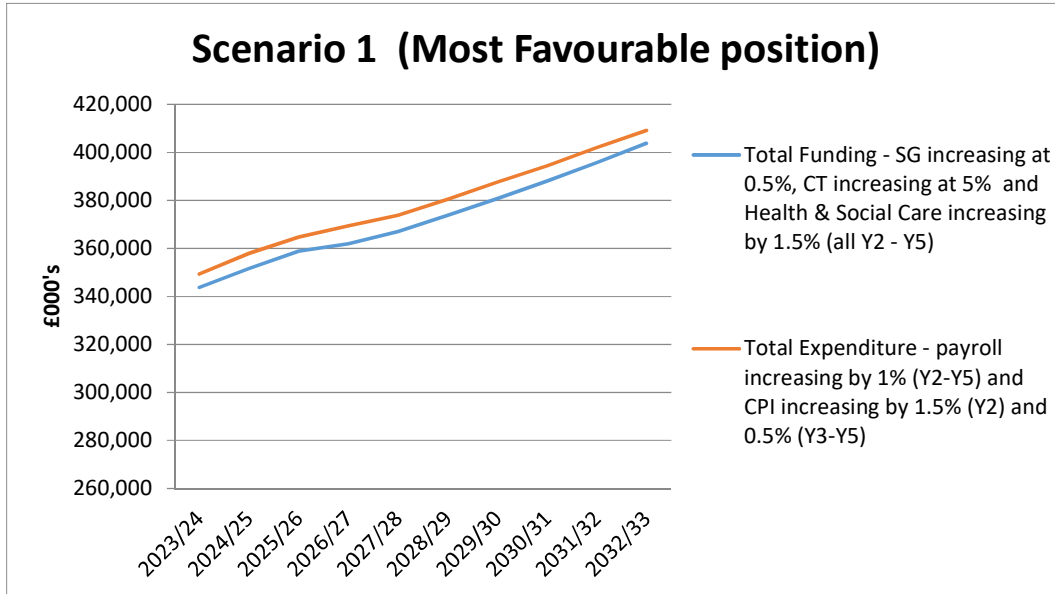


	2023/24 £'000	2024/25 (Provisional)£' 000	2025/26 (Provisional)£' 000	2026/27 (Provisional)£' 000	2027/28 (Provisional)£' 000	2028/29 (Provisional)£' 000	2029/30 (Provisional)£' 000	2030/31 (Provisional)£' 000	2031/32 (Provisional)£' 000	2032/33 (Provisional)£' 000
Scottish Government Funding	257,765	259,583	259,583	261,733	261,733	261,733	261,733	261,733	261,733	261,733
Health & Social Care Partnership	8,047	8,127	8,207	8,289	8,289	8,372	8,456	8,540	8,626	8,712
<b>Aggregate External Finance from Scottish Government</b>	<b>265,812</b>	<b>267,710</b>	<b>267,790</b>	<b>270,022</b>	<b>270,022</b>	<b>270,105</b>	<b>270,189</b>	<b>270,273</b>	<b>270,359</b>	<b>270,445</b>
Funding for new schools through LEIP programme	0	1,346	3,187	2,892	2,492	2,492	2,492	2,492	2,492	2,492
Earmarked Balance	3,503	0	0	0	0	0	0	0	0	0
Reserves	726	0	0	0	0	0	0	0	0	0
Service Concessions	682	3,991	3,660	760	0	0	0	0	0	0
Council Tax	73,038	76,547	80,221	84,064	88,088	92,299	96,705	101,317	106,144	111,193
<b>Total</b>	<b>343,761</b>	<b>349,594</b>	<b>354,858</b>	<b>357,738</b>	<b>360,602</b>	<b>364,896</b>	<b>369,386</b>	<b>374,082</b>	<b>378,995</b>	<b>384,130</b>

	2023/24 £'000	2024/25 (Provisional)£' 000	2025/26 (Provisional)£' 000	2026/27 (Provisional)£' 000	2027/28 (Provisional)£' 000	2028/29 (Provisional)£' 000	2029/30 (Provisional)£' 000	2030/31 (Provisional)£' 000	2031/32 (Provisional)£' 000	2032/33 (Provisional)£' 000
<b>Base Budget</b>	<b>324,871</b>	<b>343,761</b>	<b>349,594</b>	<b>354,858</b>	<b>357,738</b>	<b>360,602</b>	<b>364,896</b>	<b>369,386</b>	<b>374,082</b>	<b>378,995</b>
<b>Budget Pressures</b>										
Workforce budget adjustments	10,769	3,720	3,794	3,871	3,949	4,028	4,109	4,191	4,275	4,360
Non-pay and department specific inflation	8,215	4,407	2,397	1,833	1,379	1,448	1,518	1,590	1,665	1,744
Demographic pressures	1,029	1,029	1,029	1,029	1,029	1,029	1,029	1,029	1,029	1,029
Service Specific priorities & National policy changes	5,485	(1,979)	(570)	(448)	(479)	633	639	645	652	658
Loans charges to provide for capital	1,804	1,559	984	702	99	1,144	1,207	357	398	0
Previous year Financial Plan unrealised savings	0	0	0	0	0	0	0	0	0	0
<b>Total Pressures</b>	<b>27,302</b>	<b>8,736</b>	<b>7,634</b>	<b>6,987</b>	<b>5,977</b>	<b>8,281</b>	<b>8,502</b>	<b>7,812</b>	<b>8,019</b>	<b>7,791</b>
<b>Savings required to balance the plan</b>	<b>(8,412)</b>	<b>(2,903)</b>	<b>(2,370)</b>	<b>(4,107)</b>	<b>(3,113)</b>	<b>(3,987)</b>	<b>(4,012)</b>	<b>(3,116)</b>	<b>(3,106)</b>	<b>(2,656)</b>
<b>Total Net Expenditure</b>	<b>343,761</b>	<b>349,594</b>	<b>354,858</b>	<b>357,738</b>	<b>360,602</b>	<b>364,896</b>	<b>369,386</b>	<b>374,082</b>	<b>378,995</b>	<b>384,130</b>

<b>Funding</b>	<b>343,761</b>	<b>349,594</b>	<b>354,858</b>	<b>357,738</b>	<b>360,602</b>	<b>364,896</b>	<b>369,386</b>	<b>374,082</b>	<b>378,995</b>	<b>384,130</b>
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## **FINANCIAL STRATEGY AND RESOURCES 2023/24**

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### **Report by Acting Chief Financial Officer SCOTTISH BORDERS COUNCIL**

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**23 February 2023**

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#### **1 PURPOSE AND SUMMARY**

- 1.1 The purpose of this report is to recommend the financial strategy to be followed by the Council next financial year, confirm resources available to the Council following the publication of the Local Government Finance Settlement and identify the financial constraints and major risks to be addressed.**
- 1.2 The report also outlines the process supporting the construction of the draft revenue and capital Financial Plans for 2023/24 as well as draft plans for future years.
- 1.3 The Council Management Team has supported Members to set a corporate revenue and capital budget, meeting identified pressures facing the Council. These pressures have arisen from a variety of factors. The principal pressures identified are due to the anticipated continuing constraints on external revenue and capital funding from central government, the unprecedented level of inflationary increases experienced in 2022/23 and extending in to 2023/24, the ongoing uncertainty around national pay negotiations and the increasing pressures from demographics, particularly the increasing numbers of older people requiring care services and children requiring to be looked after and accommodated out with the authority.
- 1.4 The budget development process has been conducted to ensure that the financial plans of the Council are aligned with its business and people planning objectives and the level of resources available.
- 1.5 The report highlights that total revenue resources of £343.761m are available to Elected Members assuming the Council accepts the 2023/24 settlement offer from Scottish Government. The settlement gives Councils full flexibility to set the Council Tax rate that is appropriate for their local authority area for 2023/24 with no cap on Council Tax increases. The impact of potential variations in the Council Tax is shown in the tables in paragraph 7.2 and 9.1.
- 1.6 The benefits, in terms of financial stability and effective change management, derived from adopting a longer term corporate approach to the revenue and capital planning process are widely accepted. This approach has been developed for financial year 2023/24 with a 10 year revenue financial strategy being included for approval elsewhere on this

agenda. This brings the long term planning horizon for both revenue and capital in line at 10 years.

- 1.7 Financial year 2023/24 represents the first year of the current Administration's revenue 5 year financial plan for the Council. It is anticipated members will continue to adopt a longer term approach to financial planning. Estimates will continue to be updated annually as the detail of the financial settlement from Scottish Government becomes known.
- 1.8 Council was presented with a report on the 16th February 2023 to consider the impact for the Council of changing the statutory accounting treatment for Service Concession Arrangements (SCAs) as set out in Finance Circular 10/2022. The flexibility permits Councils to undertake internal accounting changes that extend the period over which the principal repayment of the unitary charge can be made over the life of the asset rather than the life of the contract. This results in a one-off accounting credit to the Council and ongoing annual savings for a period of time. The 2023/24 budget proposals presented reflect benefits from adopting this change in accounting treatment.
- 1.9 The Council approved a revised approach to organisational change under the banner of 'Fit for 2024' when the budget was set for 2019/20 in February 2019. This approach continues to reshape the transformation programme ensuring individual projects are more cross-cutting and focused on joined up business process review.
- 1.10 This report also seeks approval of the financial strategy for the Council covering the period 2023/24 – 2027/28. The strategy provides the overall framework for the financial management of the Council and covers the revenue budget, capital investment plan, treasury management arrangements and the recommended policy on reserves.
- 1.11 A risk based approach has once again been used to set the level of recommended balances to be held in contingency.

## **2 RECOMMENDATIONS**

### **2.1 It is recommended that Council:**

- (a) notes the estimated revenue resources for 2023/24 to 2027/28;**
- (b) notes the estimated capital resources for 2023/24 to 2032/33 and the requirement to adhere to the prudential code for capital borrowing;**
- (c) notes the flexibility provided through the LGFS process giving Councils full flexibility to set the Council Tax rate that is appropriate for their local authority area for 2023/24,**
- (d) approves the financial strategy set out in section 4.6 (a) to (i) of this report, including the recommendation to maintain unallocated reserves at £8.448m for 2023/24, having considered the risk register highlighted in Appendix 1; and**
- (e) proceeds to consider the proposed Financial Plan for 2023/24.**

### **3 THE REVENUE FINANCIAL PLANNING PROCESS 2023/24 TO 2027/28**

- 3.1 Financial year 2023/24 represents the first year of the current Administration's 5 year financial plan for the Council, covering the period 2023/24 to 2027/28. A corporate approach has again been pursued with a focus on aligning the financial, business and people planning elements of the Council's Corporate Plan.

### **4 FINANCIAL STRATEGY**

- 4.1 The Council, along with all public bodies faces, significant challenges as it aims to provide the best possible services within the resources available. The adoption of a longer term timeframe for financial planning has previously enabled the Council to plan the delivery of service changes across financial years through modernising services, investing in new technology, and in developing a range of strategic partnerships to provide longer term benefits. Despite the annual nature of the financial settlement this longer term approach has enabled the required changes to be delivered in a planned manner, mitigating the need for reactive cuts to services. This approach was enhanced for 2022/23 with the introduction of the 10 year Revenue Financial Strategy to align revenue and capital in planning over a 10 year timeframe. This longer term strategy has been developed further for 2023/24.
- 4.2 The Fit for 2024 programme is now embedded within the budget process and delivery of cross-cutting savings proposed by the programme are integral to balancing the budget in the period to 2024. It is recognised that further transformational change will be required beyond 2024 in line with the approved digital strategy and the Council Plan included elsewhere on the agenda. This further transformational change will focus in the first instance on delivering financial and service benefits through investment in digital solutions through significant investment in digital transformation as agreed as part of the CGI contract extension. Delivery of SBC's digital transformation programme is being prioritised with a focus on digitally enabling the frontline workforce, enabling data driven decision making and process automation.
- 4.3 It is recognised that COVID-19 has had a profound effect on the Council's finances since 2019/20. The budget in 2022/23 has continued to be impacted by additional costs, reduced income and delays in the delivery of savings associated with previously approved transformation plans. The monitoring report approved by the Executive Committee on the 14 February 2023 highlighted an impact of £9.833m in 2022/23. This pressure has reduced from that experienced in 2021/22, however ongoing financial implications may continue into 2023/24.
- 4.4 The financial strategy for 2023/24 is designed to ensure that;
- (a) resources are raised to meet approved service levels in the most effective manner;



- (b) officers manage the effective deployment of those resources in line with the Council's corporate objectives and priorities as set out in the Council Plan;
  - (c) the revenue and capital plans approved by Council provide stability in resource planning; and
  - (d) the changes required to services are delivered in a properly planned manner through the Council's Fit for 2024 change programme.
- 4.5 This strategy seeks to ensure that the Council's budget is targeted so that it meets a number of strategic aims. While ongoing recovery from the COVID-19 pandemic is crucial, there are a number of different policy issues which also require to be addressed including the need to ensure the budget:- provides the best possible stimulus to the local economy, provides adequate resources to respond to the current inflationary pressures being experienced, responds appropriately to the wider Climate Emergency declared by the Council in 2020, looks after those who are most vulnerable in our society and targets resources through early intervention and prevention programmes to reduce future demand for public services.
- 4.6 The recommended high level financial strategy to be followed over the period 2023/24 – 2027/28 is therefore, to:-
- (a) ensure the long term stability of the Council by setting a prudent, sustainable budget in line with available resources;**
  - (b) continue to invest in education, community infrastructure and inclusive economic growth that will raise standards, address the threat of high unemployment levels where possible, improve quality of life for local people and encourage active, healthy lifestyles;**
  - (c) work with community planning partners to invest in early intervention and prevention programmes to reduce future demand for services;**
  - (d) continue to work with local RSL's deploying the affordable housing budget to provide safe warm homes through the Strategic Housing Improvement Plan;**
  - (e) set a capital programme which keeps debt within prudent sustainable limits as set out in the treasury strategy;**
  - (f) provide for loans charges of £21.082m (2023/24) to finance capital investment recognising the long term implications of capital borrowing. This figure is planned to rise in future years reflecting the Council's capital plans;**
  - (g) maximise income while keeping fees charged to service users at an affordable level;**
  - (h) continue to invest in transformation projects that deliver long term financial savings and service benefits; and**
  - (i) to recognise the challenges faced by the organisation maintain unallocated reserves of £8.448m, 2.5% of net revenue expenditure for 2023/24 as outlined in section 5 below and in line with the assessed risk register in Appendix 1.**

## 5 RESERVES

### 5.1 Reserves

The Council maintains a number of funds and balances which are reported to Elected Members at regular intervals during the financial year. Table 1 below shows the projected balance on each fund at 1 April 2023.

<b>Table 1 Funds and Balances</b>	<b>1 April 2023 (est £m)</b>
<b>Specific Funds</b>	
Corporate Property Repairs and Renewals Fund	0
Plant and Vehicles Renewals Fund	6.347
Pitch & Play Park Replacement fund	1.381
Insurance Fund	1.354
Capital Fund excl. Developer Contributions	1.506
<b>General Fund – Earmarked</b>	
Devolved School Management	2.633
Earmarked Departmental Reserves (incl. Recovery Fund)	21.595
Allocated reserves	6.427
<b>General Fund – Non-Earmarked</b>	8.448
<b>Total</b>	<b><u>49.691</u></b>

- 5.2 The Council holds reserves in order to manage identified risks, smooth uneven cash flows and provide a contingency against unforeseen circumstances. The existence and management of adequate reserves is a fundamental aspect of any sound financial strategy. The financial strategy and the associated reserves position is subject to scrutiny by the Council's external auditors.
- 5.3 A Corporate Financial Risk Register has again been used as the basis for setting reserve levels in 2023/24 and future years. This approach seeks to quantify the risks facing the Council's finances, including underlying inflation, over optimistic savings assumptions, over optimistic assumptions regarding future Government grant funding, delays in delivery of transformation plans, unconfirmed future pay and pension cost increases, the failure by managers to enact effective budgetary control, severe weather events, the impact of COVID-19 on the wider economy, potential legal and contractual claims and unplanned emergencies in approving an appropriate level of unallocated balances. The risk register has been refreshed with the support of the Council's Chief Officer Audit & Risk to align it with risk reporting across the Council. Further risk review work will be

undertaken during 2023 as part of enhancements to meet the Council's revised Risk Management Policy.

- 5.4 A review of the major risks facing the Council has been undertaken by senior finance officers and these are shown in the risk register in Appendix 1. The level of unallocated general fund balances is directly informed by an assessment of the risks facing the Council. This approach, despite being subject to an element of informed judgement, fundamentally reflects the risks inherent in setting the revenue budget, the reasons why reserves are held in the first place, the scale and complexity of the organisation and also provides an appropriate transparent rationale for the level of balances held.

#### 5.5 **Unallocated balances**

Given the issues identified in the risk register and risks inherent in setting the revenue budget, members are recommended to maintain an unallocated general fund equivalent to £8.448m in 2023/24. The unallocated balance projected at the 31<sup>st</sup> March 2023 equates to 2.5% of net revenue expenditure and is sufficient to cover 59% of the financial risks identified in the finance risk register should they be realised.

## **6 THE AGGREGATE EXTERNAL FINANCE (AEF) SETTLEMENT 2023/24**

- 6.1 Mainstream support for Local Government from the Scottish Government is collectively known as Aggregate External Finance (AEF) and comprises:-

- (a) General Revenue Funding to support expenditure on the complete range of Council Services;
- (b) A distribution of funding from the National Non-Domestic Rates Pool; and
- (c) Ring-fenced grants which must be used for specified purposes.

- 6.2 The updated Local Government Finance Settlement, received on the 10th January 2023, confirmed revenue resources of £13.229 billion nationally in 2023/24, the implications for the Council budget are set out in section 7 below.

## **7 REVENUE RESOURCES**

- 7.1 The Settlement for 2023/24 confirmed the following resources would be provided by the Scottish Government to the Scottish Borders:
- (a) Revenue Support Grant of £205.841m and Non Domestic Rates distributions of £37.818m along with Specific Grant of £14.106m, providing total grant support of £257.765m to the Council;
  - (b) The total specific grant of £14.106m has been confirmed to fund Early Learning & Childcare (£10.929m), the Pupil Equity Fund (£1.919m), Criminal Justice Social Work (£1.257m) and Gaelic (£0.001m);
  - (c) Funding over and above the Settlement is still awaited to fund the following Scottish Government priorities (national funding figures provided). Teachers Induction Scheme (£37.6m), Discretionary Housing Payments (DHP) (£85.9m), Gaelic (£0.103m), Customer First top-up (£1.41m), Educational Psychology trainees (£0.45m)

and Real Living Wage (£100m). All these budgets will be created during 2023/24 when funding is confirmed;

(d) The development of the 2023/24 budget has seen close cooperation and joint financial planning between the Council, NHS Borders and the Integration Joint Board (IJB). Key aspects of the budget in this area include a Health and Social Care fund of £8.047m that is once again to be transferred from the NHS to Council via the IJB. This funding has previously been delegated on a permanent recurrent basis to the Council's Social Care function by the IJB. A further adjustment has been made to the local government settlement to provide Councils with a further £95m nationally in 2023/24, ring-fenced for deployment on IJB services:

- £100m nationally for Real Living Wage which has been held back pending an agreed distribution methodology;
- £15m for Personal & Nursing Care (£0.526m for SBC); and
- Less £20m one-off funding provided in 2022/23 to fund Interim Care which has been removed from the 2023/24 settlement (-£0.473m for SBC).

7.2 The revenue resources available to the Council based on an increase in Council Tax of 1%, 2%, 3%, 4% and 5% in each financial year are shown below in Table 2. The following Table 3 provides the total revenue resources available to the Council based on an increase in Council Tax of 5% for 2023/24 at £343.761m.

Table 2

Council Tax Income Financial Plan 2023/2024	% Increase	2023/24 (Provisional) £000's	2024/25 (Provisional) £000's	2025/26 (Provisional) £000's	2026/27 (Provisional) £000's	2027/28 (Provisional) £000's
Forecast Council Tax Income at Increase	5%	£73,038	£77,284	£81,771	£86,514	£91,526
Impact of 5% pa increase		£3,462	£7,143	£11,066	£15,245	£19,692
Incremental increase			£3,681	£3,923	£4,179	£4,447
Forecast Council Tax Income at Increase	4%	£72,344	£75,825	£79,469	£83,282	£87,276
Impact of 4% pa increase		£2,768	£5,684	£8,764	£12,013	£15,442
Incremental increase			£2,916	£3,080	£3,249	£3,429
Forecast Council Tax Income at Increase	3%	£71,653	£74,384	£77,214	£80,148	£83,187
Impact of 3% pa increase		£2,077	£4,243	£6,509	£8,879	£11,353
Incremental increase			£2,166	£2,266	£2,370	£2,474
Forecast Council Tax Income at Increase	2%	£70,960	£72,955	£75,002	£77,101	£79,254
Impact of 2% pa increase		£1,384	£2,814	£4,297	£5,832	£7,420
Incremental increase			£1,430	£1,483	£1,535	£1,588
Forecast Council Tax Income at Increase	1%	£70,268	£71,541	£72,832	£74,141	£75,471
Impact of 1% pa increase		£692	£1,400	£2,127	£2,872	£3,637
Incremental increase			£708	£727	£745	£765
Forecast Council Tax Income at Increase	0%	£69,576	£70,141	£70,705	£71,269	£71,834

Table 3

	2023/24 £'000	2024/25 (Provisional) £'000	2025/26 (Provisional) £'000	2026/27 (Provisional) £'000	2027/28 (Provisional) £'000	Total £'000
<b>Aggregate External Finance</b>						
General Revenue Support	205,841	208,435	208,435	210,585	210,585	1,043,881
Ring fenced grants	14,106	13,330	13,330	13,330	13,330	67,426
Health & Social Care Partnership	8,047	8,127	8,207	8,289	8,289	40,959
Non-domestic Rates	37,818	37,818	37,818	37,818	37,818	189,090
	265,812	267,710	267,790	270,022	270,022	1,341,356
Funding for new schools through Learning Estate Investment Programme	0	1,346	3,187	2,892	2,492	9,917
Earmarked Balance (including £2.6m from SG for 2022/23 Pay Award)	3,503	0	0	0	0	3,503
Reserves	726	0	0	0	0	726
Service Concessions	682	3,991	3,660	760	0	9,093
Council Tax (Band D £1,356.11 in 2023/24 - 5% increase)	71,809	75,269	78,892	82,682	86,651	395,303
Second Homes Council Tax	1,229	1,278	1,329	1,382	1,437	6,655
<b>Total</b>	<b>343,761</b>	<b>349,594</b>	<b>354,858</b>	<b>357,738</b>	<b>360,602</b>	<b>1,766,553</b>

## 8 RESOURCING ESTIMATES 2023/24 AND BEYOND

- 8.1 At present, the Scottish Government has only confirmed a one year Revenue Settlement and therefore has only published draft AEF figures for 2023/24. In planning resources over the next 5 years through the revenue plan and 10 years through the Long Term Financial Strategy, the Council has made assumptions about the levels of funding likely to be available and the level of savings which will be required to balance to these estimates. The assumption for planning purposes is that AEF resources will be provided on a flat cash basis in each future year of the 5 year plan. These estimates exclude any transfers for new statutory burdens.
- 8.2 Any movement from these assumptions in future finance settlements will require adjustments to be made to the overall level of savings made in the Financial Plan. Despite the absence of firm future revenue figures, the scale of the challenge facing the Council is unlikely to diminish in the foreseeable future and longer term planning for the delivery of savings, which may have significant lead in times and require large scale organisational change, remains an essential discipline.
- 8.3 The Council approved a revised approach to organisational change under the banner of 'Fit for 2024' when the budget was set for 2019/20 in February 2019. The Fit for 2024 programme has been a strong driver in developing financial plan proposals for the 5 year period of the plan, particularly in relation to digital developments.
- 8.4 Council was presented with a report on the 16th February 2023 to consider the impact for the Council of changing the statutory accounting treatment for Service Concession Arrangements (SCAs) as set out in

Finance Circular 10/2022. The flexibility permits Councils to undertake internal accounting changes that extend the period over which the principal repayment of the unitary charge can be made over the life of the asset rather than the life of the contract. This results in a one-off credit to the Council and ongoing annual savings for a period of time. The 2023/24 budget proposals presented reflect benefits from this change in accounting treatment.

- 8.5 The benefits of longer term financial planning have previously been promoted by Audit Scotland in the overview report for Local Government in Scotland. Audit Scotland have highlighted the good practise previously adopted by the Council in adopting medium term 5 year financial planning. They recommend that this approach be extended to encompass greater use of scenario planning over a longer period. In response Council officers developed a Long Term Revenue Financial Strategy as part of the 2022/23 budget with an updated strategy for 2023/24 provided elsewhere on this agenda.

## 9 COUNCIL TAX

- 9.1 The settlement gives Councils full flexibility to set the Council Tax rate that is appropriate for their local authority area for 2023/24. The table below shows the impact of various increases in the Council Tax. The Council is required under legislation to approve its Council Tax for the following financial year commencing 1 April by the 11 March in the preceding financial year.

Table 4

<b>3% Increase</b>	<b>Band A</b>	<b>Band B</b>	<b>Band C</b>	<b>Band D</b>	<b>Band E</b>	<b>Band F</b>	<b>Band G</b>	<b>Band H</b>
Charge 22/23	861.02	1,004.52	1,148.03	<b>1,291.53</b>	1,696.93	2,098.74	2,529.25	3,164.25
23/24 prices (3% inc)	886.85	1,034.66	1,182.47	<b>1,330.28</b>	1,747.84	2,161.71	2,605.13	3,259.19
Annual Increase	25.83	30.14	34.44	<b>38.75</b>	50.91	62.97	75.88	94.94
Monthly Increase	2.15	2.51	2.87	<b>3.23</b>	4.24	5.25	6.32	7.91
Weekly Increase	0.50	0.58	0.66	<b>0.75</b>	0.98	1.21	1.46	1.83
<b>4% Increase</b>	<b>Band A</b>	<b>Band B</b>	<b>Band C</b>	<b>Band D</b>	<b>Band E</b>	<b>Band F</b>	<b>Band G</b>	<b>Band H</b>
Charge 22/23	861.02	1,004.52	1,148.03	<b>1,291.53</b>	1,696.93	2,098.74	2,529.25	3,164.25
23/24 prices (4% inc)	895.46	1,044.70	1,193.95	<b>1,343.19</b>	1,764.80	2,182.68	2,630.41	3,290.82
Annual Increase	34.44	40.18	45.92	<b>51.66</b>	67.87	83.94	101.16	126.57
Monthly Increase	2.87	3.35	3.83	<b>4.31</b>	5.66	6.99	8.43	10.55
Weekly Increase	0.66	0.77	0.88	<b>0.99</b>	1.31	1.61	1.95	2.43
<b>5% Increase</b>	<b>Band A</b>	<b>Band B</b>	<b>Band C</b>	<b>Band D</b>	<b>Band E</b>	<b>Band F</b>	<b>Band G</b>	<b>Band H</b>
Charge 22/23	861.02	1,004.52	1,148.03	<b>1,291.53</b>	1,696.93	2,098.74	2,529.25	3,164.25
23/24 prices (5% inc)	904.07	1,054.75	1,205.43	<b>1,356.11</b>	1,781.78	2,203.68	2,655.72	3,322.47
Annual Increase	43.05	50.23	57.40	<b>64.58</b>	84.85	104.94	126.47	158.22
Monthly Increase	3.59	4.19	4.78	<b>5.38</b>	7.07	8.74	10.54	13.19
Weekly Increase	0.83	0.97	1.10	<b>1.24</b>	1.63	2.02	2.43	3.04

- 9.2 The Table above shows the impact of a 3%, 4% and 5% increase in the Council Tax alongside the annual, monthly and weekly increases that would be associated with these uplifts in Council Tax bills.

## 10 CAPITAL RESOURCES

- 10.1 In setting its Capital Plan, the Council must adhere to The Prudential Code of Capital Finance (the Code) in Local Authorities as published by the Chartered Institute of Public Finance and Accountancy (CIPFA). The Code was established to both give Local Authorities an element of flexibility but also to ensure they do not over borrow beyond levels that are sustainable over the longer term.
- 10.2 The code requires the Council to set a Capital Annual Treasury Management Strategy (the Strategy) which includes how it will finance its Capital Plans in an affordable and sustainable way. The Strategy is approved each year along with the Revenue and Capital Plans.
- 10.3 The requirements of the Prudential Code were updated in December 2017 including the recommendation that Councils publish a Capital Investment Strategy from 2019/20. As such Scottish Borders Council's Capital Investment Strategy is included elsewhere on this agenda as part of the suite of financial planning papers.
- 10.4 The borrowing requirements associated with the proposals are anticipated to be fully financed by the Loans Charges revenue budget of:

	<b>£m</b>
2023/24	21.082
2024/25	22.641
2025/26	23.625
2026/27	24.327
2027/28	24.426

The increase in loans charges over the period in the early years is primarily driven by the construction of 3 new secondary schools, 2 new primary schools and two new care facilities.

## 11 CAPITAL FUNDING ASSUMPTIONS

### 11.1 Capital Settlement

A General Capital Grant is issued to each Local Authority in Scotland as part of the Settlement letter. The draft settlement confirms general capital grant of £15.629m will be provided to the Council in 2023/24.

### 11.2 Scottish Government – Capital Grants

The Council's Capital settlement for 2023/24 also includes £7.847m for the Hawick flood protection scheme. In addition the settlement confirms an allocation in the specific capital grant for cycling walking and safer streets of £0.507m for 2023/24. The proposed plan assumes total specific grants from Scottish Government of £19.906m over the 10 year period to 2032/33.

### 11.3 Other External Capital Grants & Contributions

Many projects and programs are successful in bringing in matched funding from a range of external sources such as Sports Scotland, Historic Scotland and Lottery and European funds. These funds each come with specific conditions and are usually time limited.

#### **11.4 Development Contributions**

- (a) Development Contributions are contributions made by private developers for specific items. Legal agreements in place detail the terms of both the location and type of asset. Due to the uncertainty of the timing on payment of these it is not prudent to include large sums of development contributions being received at the same time as the assets are being constructed. This means the Council is required to either use the General Capital Grant or Borrowing to up front fund the construction until the contributions are received.
- (b) The proposed Plan includes an assumed £6.1m of development contributions over the next 10 year period.

#### **11.5 Capital Receipts**

- (a) Capital Receipts are funds generated from the disposal of capital assets. These funds are held in the Capital Fund and used to either finance new capital expenditure or repay existing loan principal. The estimate is reviewed on a regular basis to determine assets available for disposal and their likely disposal value and timing.
- (b) The Plan assumes £2.1m of capital receipts being generated over first 3 years of the plan. The assumptions around the deliverability of these will be subject to ongoing review.

#### **11.6 General Capital Grant future years**

The total estimated Capital Grant over the period of the Plan is estimated at £111.953m. Should resources vary from current projections in future years this may require the associated borrowing levels, phasing and prioritisation of projects within the Capital Plan to be revisited.

#### **11.7 Replacement Funds**

- (a) A fund was established by the Council in 2004 to ensure resources were in place for the continued replacement of its plant and vehicle fleet. The fund is used to purchase the vehicles and then reimbursed by the department's revenue budgets over the life of the vehicle. The Plan assumes purchases of £2m per annum over the period of the Plan which will be fully funded.
- (b) A Fund was established by the Council in 2016 to ensure resources were available to provide for the replacement of carpets on synthetic pitches. The plan is based on assumed replacement lives of 10 years for each facility.
- (c) A fund has been established by the Council to allow play facilities to be replaced at the end of their useful life. The replacement life is dependent upon the type of play facility.



## 11.8 Borrowing

- (a) The balance of the funds required for the Plan is secured by borrowing. Local Authorities are able to borrow to fund Capital expenditure, or if given specific consent by Scottish Government. When determining the borrowing requirements the Council must follow the Prudential Code which requires Councils to ensure they are acting prudentially and sustainably. The costs of borrowing are charged to revenue via the Loans Charges budgets.
- (b) The proposed revenue budget to support capital through loans charges is set out in paragraph 10.4. Decisions to increase future capital borrowing will require permanent increases, funded by savings elsewhere or the generation of additional income, in the loans charges budget in order to repay additional capital borrowing.
- (c) The proposed Plan includes a total borrowing over the 10 year period of £229m. It is estimated based on assumptions around cash flow and interest rates that this is deliverable within the estimated revenue resources. There is a risk however if interest rates rise above the assumed levels this may result in additional charges. This will require regular monitoring to ensure that the borrowing levels are sustainable and affordable.

11.9 The total capital funding available is £474.357m. The following table summarises the total resources for the proposed Capital Plan.

Table 5

	3 year operational £'000	7 year strategic £'000	Total £'000	Est. External Funding £'000	Est. SBC Contribution £'000
Specific Grants from Scottish Government	18,177	1,729	19,906	19,906	0
Other External Grants & Contributions	51,951	23,647	75,598	75,598	0
Development Contributions	5,501	600	6,101	6,101	0
Capital Receipts	2,135	600	2,735	0	2,735
General Capital Grant	34,190	77,763	111,953	0	111,953
Plant & Vehicle (P&V) Replacement - P&V Fund	6,000	14,000	20,000	20,000	0
Synthetic Pitch Replacement Fund	1,881	2,838	4,719	4,719	0
Funded From Revenue	3,852	0	3,852	3,852	0
Borrowing	174,543	54,950	229,493	0	229,493
					0
<b>Total</b>	<b>298,230</b>	<b>176,127</b>	<b>474,357</b>	<b>130,176</b>	<b>344,181</b>

## **12 IMPLICATIONS**

### **12.1 Financial**

There are no additional financial implications associated with this report, its content referring specifically to the revenue and capital budgets.

### **12.2 Risk and Mitigations**

Revenue Plan

- (a) The Council faces a number of risks in setting its Revenue Financial Plan for five years 2023/24 - 2027/28. The main identified risks are set out in the Appendix 1. The Council faces significant financial challenges, not least the requirement to deliver ongoing savings to balance the revenue and capital plan each year, fund on going pressure from the demographic change facing the Scottish Borders population and address challenges from ongoing COVID-19 response and recovery. The maintenance of reserves to manage such risks is an essential element of any sound financial strategy and the recommended level of reserves, to act as a contingency is £8.448m in financial year 2023/24.
- (b) There is an ongoing requirement for robust management action to further continue to deliver Financial Plan savings. This is fundamental to ensure the delivery of the proposals set out in the five year Financial Plan on time and to the levels expected by the approved budget. The failure to deliver savings in line with the budget plan represents the most significant financial risk to the Council.
- (c) Within the Capital Plan overly optimistic project management resulting in unrealistic assumptions about time, costs and risks involved continues to pose a risk. This is being mitigated by more intense scrutiny at the initiation phase and reviewing lessons learned from previous projects.
- (d) The key risks associated with the Council's revenue and capital plans will be monitored on a regular basis within the regular monitoring reports submitted to the Council's Executive Committee.

### **12.3 Integrated Impact Assessment**

An Integrated Impact Assessment (IIA) has been undertaken with regard to individual budget proposals, where issues have been identified mitigating actions will be put in place. There are no further equalities impacts arising from this specific report.

### **12.4 Sustainable Development Goals**

The revenue budget will affect the people and economy of the Scottish Borders it has been designed to be as financially, socially and environmentally sustainable as possible.

### **12.5 Climate Change**

There are no effects on carbon emissions.

### **12.6 Rural Proofing**

This report contains no implications that will compromise the Council's rural proofing strategy.

**12.7 Data Protection Impact Statement**

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

**12.8 Changes to the Scheme of Administration or Scheme of Delegation**

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

**13 CONSULTATION**

13.1 The Council Management Team has fully supported the revenue and capital financial planning process.

13.2 The Monitoring Officer/Chief Legal Officer, the Chief Officer Audit and Risk, the Director People, Performance and Change, the Clerk to the Council and Corporate Communications are being consulted and any comments received will be reported to the meeting.

**Approved by**

**Suzy Douglas**  
**Acting Chief Financial Officer**

**Signature .....**

**Author(s)**

Name	Designation and Contact Number
Suzy Douglas	Acting Chief Financial Officer Tel: 01835 824000 X5881

**Background Papers:**

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

Contact us at Suzy Douglas, Council HQ, [sdouglas@scotborders.gov.uk](mailto:sdouglas@scotborders.gov.uk), 01835 824000 X5881.

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No.	Risk Category	RISK <i>Threat to achievement of business objective</i>	Causes/Risk Factors	Consequences/ Potential Effects	Risk Owner	Original Risk Score (Assume No Controls in Place)			Current Internal Controls	Control Assessment/ Score	Potential Financial Risk	Current Risk Score (With Controls in Place)		
						Likelihood	Impact	Risk Score				Likelihood	Impact	Risk Score
1	Economy and Funding	If there is a reduction in Government funding to Local Authorities in real terms it could result in a reduced ability to provide services	Reduction in Government funding; Increase in ring fenced funding for specific national policy areas; Inflation; Increasing direction of funding within the settlement through specific grant;	Reduction in ability to provide services; Take on other agencies' responsibilities; Constraints on local policy areas; Reputational damage; Increasing pressure on core budgets; Real terms inflationary pressures are not funded;	Acting CFO (Section 95 Officer)	4	4	16	Estimate of resources over the 5 year period built into financial plan; There is a projection that the Council will receive a flat cash settlement from Scottish Government; Regular Monitoring and quarterly reporting to Exec Committee; Transformation and Savings Plans (incl. early engagement with services to devise plans to achieve savings);	Fully Effective Fully Effective Fully Effective Partially Effective	£  <b>2,578,000</b> based on 1% variation in future govt grant levels and financial plan assumptions	4	3	12
2	Economy and Funding	If there continues to be a shortfall in the development and construction of new build housing then there will be a shortfall in development contributions to support investment in infrastructure	Inflation; Material and labour shortages; Diminishing construction industry (lack of capacity in industry); Rurality;	Assumption re. development contributions prove too optimistic; Risk of challenge to existing policy with knock-on impact to funding available for essential infrastructure projects;	Director Infra & Environ	4	3	12	Budget adjustment to take account of potential shortfall, diverting resources from other priorities in revenue and capital plans; Reassessment of likely development contributions undertaken as part of review of Capital investment Plan funding; Development Contributions Officer Working Group;	Fully Effective Fully Effective Partially Effective	0	4	2	8
3	Environment	If there are adverse winter weather conditions it may result in a strain on the Winter Maintenance Budget and additional revenue and capital costs.	Adverse winter conditions; Climate Change;	Strain on Winter Maintenance budget; Additional revenue and capital costs; Service disruption;	Director Infra & Environ	4	4	16	Bellwin Scheme available, but only within certain criteria ( <i>Not available to cover higher costs of adverse winter weather</i> ); Reserve of £1m earmarked to provide contingency for adverse weather; Development of Community Resilience Scheme ( <i>progressing but unlikely to make significant impact on costs</i> ); Business Continuity Plans;	Fully Effective Fully Effective Partially Effective Partially Effective	<b>1,000,000</b> (unfunded residual estimate of Adverse Winter beyond average conditions)	4	3	12

No.	Risk Category	RISK <i>Threat to achievement of business objective</i>	Causes/Risk Factors	Consequences/ Potential Effects	Risk Owner	Original Risk Score (Assume No Controls in Place)			Current Internal Controls	Control Assessment/ Score	Potential Financial Risk	Current Risk Score (With Controls in Place)		
						Likelihood	Impact	Risk Score				Likelihood	Impact	Risk Score
										£				
4	Environment	If there are severe floods in the Scottish Borders then it could result in significant additional revenue and capital costs	Severe weather - snow melt; Significant rainfall; Climate Change;	Additional revenue and capital costs; Service disruption;	Director Infra & Environ	4	4	16	Bellwin Scheme, threshold applies at 0.2% of net revenue expenditure and within certain criteria; Business Continuity Plans;	Fully Effective  Partially Effective	687,600	4	3	12
5	Budget Control	If we are unable to deliver budgeted savings then expenditure may not be contained within approved budgets and there may be negative impacts on service provision.	Plans not developed during the budget setting process; Budget holders unaware of cumulative effect of failing to deliver financial savings in-year; Unanticipated increased demand for services; Inflation; Delays in implementation of technological solutions to enable innovation;	Expenditure is not contained within budget and may result in future reduced service provision; Increased accumulation of savings to be made; Knock-on impacts to other Council services;	Acting CFO (Section 95 Officer) / Budget Holders	4	4	16	Tracking through monitoring process ( <i>Monitoring indicates improvement in savings delivery compared with 2021/22 As at Q3 monitoring indicates £0.5m profiled to be delivered by 31 March 2023 and £3.2m has been achieved through temporary alternatives</i> ); Increasing % of saving delivery plans developed during budget setting process; Budgetary Control Management Actions.	Partially Effective  Partially Effective  Partially Effective	2,500,000	4	3	12
6	Budget Control	If we are unable to accurately forecast ageing population demographics and plan service provision accordingly then expenditure may not be contained within approved budgets and may result in reduced service provision.	Ageing population; Strategic Assessment data time lag; Demographic forecasting assumptions are inadequate; Lead times to plan for service provision;	Additional unexpected/unplanned revenue and capital costs;	Chief Officer IJB & HSCP	5	3	15	Business and medium term Revenue Financial Plans aligned to demographic pressures; Scottish Government provides specific grant funding for Adult Social Care; Investment in provision of local facilities within medium to long term Capital Financial Plans;	Fully Effective  Partially Effective  Partially Effective	0	4	2	8

No.	Risk Category	RISK Threat to achievement of business objective	Causes/Risk Factors	Consequences/ Potential Effects	Risk Owner	Original Risk Score (Assume No Controls in Place)			Current Internal Controls	Control Assessment/ Score	Potential Financial Risk	Current Risk Score (With Controls in Place)		
						Likelihood	Impact	Risk Score				Likelihood	Impact	Risk Score
7	Budget Control	If we are unable to accurately forecast demographics in relation to vulnerable children/children with complex needs then we may not be able to plan service provision accordingly and expenditure may not be contained within approved budgets, resulting in the potential for reduced service provision.	Lead times to plan for Service Provision; Insufficient investment in early intervention and prevention; Delay in the Identification of regional complex needs/potential future demand for services; Inflationary pressures on commissioned services;	Significant overspend due to demand pressures and the need to accommodate looked after children in expensive residential settings including secure units (incl. placements outwith area); Additional unexpected/unplanned capital costs;	Director Social Work & Practice / Director Education & Lifelong Learning	5	4	20	Current costs reflected in revenue budget; Investment in provision of local facilities within medium to long term Capital Financial Plans.	Partially Effective  Partially Effective	£ <b>500,000</b>	4	4	16
8	Projects	If major capital projects, including IT, are not delivered then additional revenue costs are incurred without the expected asset being created.	Lack of sound project management incl. design, build and testing through to implementation; Inadequate specification of requirements; Scope Creep; Failure of strategic governance;	Potential requirement to write-off to revenue, costs incurred in developing capital schemes; Expected enablers are not developed; Expected efficiencies are not realised.	Director Infra & Environ / Director Strategic Commissioning & Partnerships	3	4	12	Governance arrangements associated with development of large complex capital schemes (e.g. Tweedbank and IT transformation); Robust project management, dialogue and ensuring necessary statutory approvals are achieved; Tracking through Revenue and Capital Budget Monitoring Processes; Development of PMO (Capital).	Partially Effective  Fully Effective  Fully Effective  Partially Effective	<b>500,000</b>	3	3	9
9	Economy and Funding	If there is insufficient funding to support national policy changes we may not be able to deliver changes to their full extent or they may not meet expectations.	Distribution formula used is misaligned with local requirements e.g. changes to charging regimes or teachers pay; Inflation;	Changes not delivered; Expectations not met; Negative impacts to local policies/resources to deliver national policy changes within available funding; Negative impact on financial sustainability;	Acting CFO	4	4	16	Active engagement through COSLA and the Settlement Distribution Group (SDG) to ensure local circumstances are reflected as far as possible in distributions;	Partially Effective	<b>0</b>	3	4	12

No.	Risk Category	RISK <i>Threat to achievement of business objective</i>	Causes/Risk Factors	Consequences/ Potential Effects	Risk Owner	Original Risk Score (Assume No Controls in Place)			Current Internal Controls	Control Assessment/ Score	Potential Financial Risk £	Current Risk Score (With Controls in Place)		
						Likelihood	Impact	Risk Score				Likelihood	Impact	Risk Score
10	Supplier Failure	If major contractors/ providers of essential services (e.g. Transport/ Care) go out of business then there will be immediate negative pressures on budgets, reserves and costs associated with retendering.	Market/Economic Conditions (e.g. labour, inflation); Major disruptive events;	Immediate pressure on revenue budgets / reserves; Increased evidence of costs increasing following retendering; Lack of competition/suppliers in the market for retendering; Council is provider of last resort - negative impacts on staff resourcing and Council capacity; Potential requirement to TUPE Transfer.	All Directors	3	3	9	Contract monitoring and ongoing liaison; Due diligence undertaken before and during contract periods; Review and Revise Service Provision Requirements;	Partially Effective  Partially Effective	300,000	4	3	12
11	Pension Fund	If the Council is requested to increase its employers contributions to the Local Government Pension Scheme (e.g. as a result of poor investment returns) then it may lead to increased costs.	Market/Economic Conditions (e.g. inflation); Major disruptive events; Lower than planned pension investment returns;	Increased costs to the Council through increased employer contributions and subsequent impact on service budgets; Potential impacts on staff levels/the ways in which services are delivered.	Acting CFO	4	4	16	Triennial Valuation with options to deal with any projected funding deficit through recovery period and / or medium term Revenue Financial Plan ( <i>Fund valuation at 31 March 2020 showed funding level to 110%. Contribution rate increase over the next 3 year Period. 0.5% in 2023/24 Next valuation due 31/3/23</i> ).	Fully Effective	0	3	3	9
13	Economy and Funding	If the Council does not adequately assess counterparty risk and select secure investments then funds deposited could be lost.	Economic Conditions (e.g. interest rates); Major disruptive events e.g. financial crises; Failures in due diligence; Lack of knowledge and Skills (Staff SPOFs);	Funds deposited are lost; Significant reputational damage; Failure to protect the public pound;	Acting CFO	3	3	9	Disciplined maintenance of counterparty list, spread deposits where practicable; Treasury strategy and policy in place and regularly reviewed; Daily Information from Link Asset Services; Annual revisions made to strategy to reflect changes in the economic situation; Compliance with credit control worthiness policy monitored on an ongoing basis and robust scrutiny at point of investment.	Fully Effective  Fully Effective  Fully Effective  Fully Effective	0	2	3	6



No.	Risk Category	RISK <i>Threat to achievement of business objective</i>	Causes/Risk Factors	Consequences/ Potential Effects	Risk Owner	Original Risk Score (Assume No Controls in Place)			Current Internal Controls	Control Assessment/ Score	Potential Financial Risk	Current Risk Score (With Controls in Place)		
						Likelihood	Impact	Risk Score				Likelihood	Impact	Risk Score
14	Economy and Funding	If there is an increase in the scale of debts owed to the Council (Sundry income, Council Tax and Non-Domestic Rates) then the level of write offs may increase with subsequent negative pressure on Council finances.	Economic/Market Conditions (e.g. interest rates/Inflation/ downturns/ cost of living crisis); Major disruptive events e.g. financial crises; Failures in due diligence e.g. credit worthiness/ability to pay;	Potential pressure on revenue budgets as greater amounts need to be written off; Potential need to increase bad debt provisions (e.g. in line with economic conditions);	Acting CFO	4	3	12	Bad Debt provision in place, <i>(proved adequate for Council Tax and NDR, historically)</i> ; Robust Income Management and Debt Recovery Policy Framework; Ongoing monitoring/reporting of debt management to Exec Committee;	Fully Effective  Fully Effective  Fully Effective	£ <b>200,000</b>	4	2	8
15	Economy and Funding	Changes to the taxation base (e.g. NDR income being devolved to Local Authorities rather than included in the national pool) could result in a reduced funding for the Council.	Scottish Government 3-year spending review; Changes in national policy (e.g. taxation/devolution of elements to local authorities); Economic conditions (e.g. inflation); Speed at which changes are introduced;	Reduced level of NDR income for Council with subsequent pressure on revenue budgets; Increased administration and other costs to implement policy changes/negative impacts on Council capacity;	Acting CFO/ Assessor/ Director Resilient Communities	2	2	4	Medium term Revenue Financial Plan <i>(based on Scot Gov 3-year spending review)</i> ; Analysis and assessment of Scottish Government settlement; Membership of National Forums (e.g. Cosla, Directors of Finance, Scottish Assessors Group);	Partially Effective  Fully Effective  Fully Effective	<b>0</b>	3	2	6
16	Budget Control	If there is a general failure of our budgetary control processes due to unexpected cost drivers then there may be negative implications across wider areas of the Council.	Additional Contracts; Unavoidable Service spend increases; Increase in stretched budgets reduces flexibility; Concurrent and compounding impacts of Market, Economic & Social Factors; Accuracy and timeliness of data for forecasting; Challenges facing the Council associated with constraints on public sector funding are increasing;	Unexpected overspends in revenue and / or capital budgets; Negative impact on wider Service Plans and delivery to cover specific overspends;	Acting CFO	4	3	12	Financial Regulations (incl. budgetary control processes); Monitoring processes (for both revenue and capital); Regular reporting to CMT and quarterly reporting to Executive Committee; Budgetary Control Training for Budget Holders; Data Quality Reviews;	Fully Effective  Fully Effective  Fully Effective  Partially Effective  Partially Effective	<b>1,720,000</b>  <b>(0.5% overspend risk on £344m)</b>	3	3	9

No.	Risk Category	RISK <i>Threat to achievement of business objective</i>	Causes/Risk Factors	Consequences/ Potential Effects	Risk Owner	Original Risk Score (Assume No Controls in Place)			Current Internal Controls	Control Assessment/ Score	Potential Financial Risk	Current Risk Score (With Controls in Place)		
						Likelihood	Impact	Risk Score				Likelihood	Impact	Risk Score
17	Pay	If the pay award exceeds the budgetary provision then it will create a budgetary pressure for the Council.	Economic and Market Conditions (e.g. cost of living crisis, inflation, industrial action); Labour market shortages; Timing of pay and conditions negotiations with Trade Unions outwith budget setting cycle;	Costs exceed income/funding creating a budgetary pressure; Potential need to lobby for additional funding from Scot Gov; Negative impacts on recruitment/retention; Potential need to increase Council Tax beyond plans.	Acting CFO/ Director People, Performance & Change.	3	4	12	Engagement with COSLA and Directors of Finance on affordability of future pay settlements to limit impact on Council Tax payers; Council pay provision set in line with Government Pay Policy; Scenario modelling as part of medium-term financial planning; Planned/proportionate increases in Council Tax;	Fully Effective  Fully Effective  Fully Effective  Fully Effective	£  <b>1,800,000</b>  <b>(rep of 1% increase in pay award)</b>	3	3	9
18	Economy and Funding	If there are contractual legal claims or penalties levied against the Council (e.g. damages from individuals formerly under local authority care), not covered by insurance, then the Council will be exposed to potentially significant one-off costs.	Failure to apply safe and proper practices/breach of legislation; Litigation following a contractual claim resulting from legal dispute; Legal costs following an adverse judgement;	Reputational damage (incl. headline exposure); Rectification activity; Increased scrutiny/loss of trust and credibility;	All Directors/ Chief Legal Officer/ Acting CFO	5	4	20	Monitoring processes, both internal and reporting to Members; Council's legal position will be to appeal where relevant; Council internal control framework (incl. adherence to policies & procedures by all respective service areas and staff; Contingent liability provision;	Fully Effective  Partially Effective  Partially Effective  Fully Effective	<b>500,000</b>  <b>general est. based on current risks.</b>	4	3	12
19	Economy and funding	If the Council fails to comply with HMRC requirements then there may be financial penalties	Inexperienced staff/human error; Failure of business processes/internal financial controls; Staff capacity - missed reporting deadlines;	Financial Penalties and Interest charges; Reputational damage; Additional scrutiny;	Acting CFO / Director People, Performance and Change	4	3	12	Business processes and internal financial controls are fit for purpose; Staff training on business processes and internal financial controls;	Partially Effective  Fully Effective	<b>0</b>  <b>Elements accounted for in other risks in the series.</b>	3	2	6
20	Economy and Funding	If the costs of goods and services increase beyond reasonable assumptions (e.g. as a result of inflation) then it could lead to cost pressures.	Inflation; Material shortages; Supply chains (e.g. disruption); Major disruptive events;	Adverse impact on the costs of goods and services supplied to the Council e.g. energy and food; Delays to Capital Programmes; Potential need to retender contracts;	Acting CFO/ All Directors	5	4	20	Ongoing monitoring of contracts; Future forward purchasing of commodities e.g. energy; Medium-term financial planning (Revenue & Capital); Longer-term Revenue Financial Strategy (incl. scenario planning/test of assumptions);	Partially Effective Fully Effective  Fully Effective  Fully Effective	<b>0</b>  <b>(Informed by scenario planning)</b>	4	3	12

No.	Risk Category	RISK Threat to achievement of business objective	Causes/Risk Factors	Consequences/ Potential Effects	Risk Owner	Original Risk Score (Assume No Controls in Place)			Current Internal Controls	Control Assessment/ Score	Potential Financial Risk	Current Risk Score (With Controls in Place)		
						Likelihood	Impact	Risk Score				Likelihood	Impact	Risk Score
21	Economy and Funding	Expenditure claimed through legacy EU funding streams is no longer eligible for EU grant	Inadequate retention of documentation and evidence of spend; Improper use of EU Grant Funding; Failure to adhere to strict Grant Funding Criteria;	The Council would have to fund any potential shortfall resulting from the audit of EU claims which can arise up to 6 years after the original project concluded. Negative impact on reserves/core service provision;	Director Resilient Communities	4	3	12	Ongoing review by officers to ensure only eligible expenditure is included in any grant claims submitted to the EU for reimbursement; Internal Audit Review Outcomes; Ensuring that expenditure is only committed when funding is confirmed;	Fully Effective  Fully Effective Partially Effective	£  <b>(managed within service project budgets)</b>	3	2	6
22	Economy and Funding	Unknown ongoing impacts of Covid-19 recovery period (e.g. increased service demand) could result in significant financial pressures for the Council.	Concurrent recovery activity with resumption of non-business critical service provision; Compounding impacts of other disruptive events (e.g. energy costs, cost of living crisis); Reduction/cessation of Covid-19 funding;	Adverse impact on service delivery and demand for services from impact of COVID. Increased demands for support from vulnerable people. Increased costs of COVID response for PPE, building heating costs, reduced income etc.	Acting CFO/All Directors	5	5	25	Regular monitoring of staffing and financial impact of pandemic; Engage with key suppliers; Regular engagement with SOLACE/ COSLA and Scottish Govt;	Fully Effective  Fully Effective Fully Effective	<b>2,000,000</b>	4	4	16
<b>Projected General Fund unallocated balance as at 1 April 2023</b>											<b>8,448,000</b>			
Risks Per risk register											<b>14,285,600</b>			
<b>% of Risks per risk register covered by unallocated balances</b>											<b>59 %</b>			

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## **CAPITAL INVESTMENT STRATEGY 2023/24**

**Report by Acting Chief Financial Officer**  
**SCOTTISH BORDERS COUNCIL**

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**23 FEBRUARY 2023**

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### **1 PURPOSE AND SUMMARY**

- 1.1 This report presents Scottish Borders Council's updated Capital Investment Strategy (CIS) supporting the 2023/24 financial planning process.**
- 1.2 The requirements of the Prudential Code were updated in December 2017 including the recommendation that Councils publish a Capital Investment Strategy to support their Capital Plan. This strategy therefore supports the strategic investment priorities of Scottish Borders Council through the Capital Plan.
- 1.3 The Capital Investment Strategy is designed to highlight the capital investment priorities and explain how these priorities will assist with the delivery of the Council Plan, which is being presented to Council elsewhere on this agenda. As such the CIS is structured to reflect the themes of the Council Plan. The document should be read in conjunction with the Council's 10 year capital investment plan 2023 – 2033 and the Treasury Strategy which provides detail of the Council's Prudential Indicators and sets out how the Capital Investment plans of the Council will be financed.

### **2 RECOMMENDATIONS**

- 2.1 It is recommended that Council approves the Capital Investment Strategy as part of the suite of 2023/24 budget papers on the Council agenda.**

### 3 BACKGROUND

- 3.1 As part of the financial planning process for 2023/24, the Council has updated and developed its Capital Investment Strategy in line with the requirements of the Prudential Code.
- 3.2 The requirements of the Prudential Code were updated in December 2017 including the recommendation that Councils published a Capital Investment Strategy to support their Capital Plan. Scottish Borders Council has updated and developed the existing strategy to support the strategic investment priorities of the Council through the Capital Plan.

### 4 CAPITAL INVESTMENT STRATEGY

- 4.1 As per the CIPFA Prudential Code 2017 the purpose of a Capital Investment Strategy is:

*“In order to demonstrate that the authority takes capital expenditure and investment decisions in line with service objectives and properly takes account of stewardship, value for money, prudence, sustainability and affordability, authorities should have in place a capital strategy that sets out the **long-term context in which capital expenditure and investment decisions are made** and gives **due consideration to both risk and reward** and **impact on the achievement of priority outcomes.**”*

*“While indicators for sustainability are required to be set over a minimum three year rolling period, indicators should be set in line with a capital strategy and asset management plan that is **sustainable over the longer term.**”*

Prudential Code (CIPFA, 2017)

- 4.2 The Capital Investment Strategy is designed to highlight the capital investment priorities and explain how these priorities will assist with the delivery of the Council Plan, which is being presented to Council elsewhere on this agenda. As such the CIS is structured to reflect the themes of this Council Plan. The document should be read in conjunction with the Council’s 10 year capital investment plan 2023 – 2033 and the Treasury Strategy which provides detail of the Council’s Prudential Indicators and sets out how the Capital Investment plans of the Council will be financed.
- 4.3 The key updates to the Capital Investment Strategy from 2023/24 are:
- Updates to the Climate change section to update on work being undertaken to measure and monitor emission levels, key areas identified for carbon emission reduction and the impact on carbon emissions of capital projects;
  - New section on the economy summarising the impact of changes within the economy on capital projects;
  - Updates to the Housing Supply section outlining the Council’s approach to the provision of affordable homes through the set out in the annual Strategic Housing Investment Plan (SHIP);
  - Updates to the Prudential Code section to reflect the Council’s decision to apply the permitted PPP Service Concessions flexibility.

- 4.4 The Capital Investment Strategy has been compiled through input from all relevant Council services including service input, the property and asset team and the Finance team.

## **5 IMPLICATIONS**

### **5.1 Financial**

There are no direct financial implications resulting from this report.

### **5.2 Risk and Mitigations**

There are wide ranging risks associated with the projects and programmes described in the Capital Investment Strategy. These are managed by the relevant department and/or project team in line with the Corporate Risk Management Policy and Framework.

As described in detail within the Strategy, oversight is provided by having appropriate governance in place, which includes regular reporting to ensure adequate scrutiny is provided throughout the lifetime of each project.

The Council's Treasury Management Strategy ensures that the Council operates within the prudent and affordable limits of the CIPFA Code (2017), whilst the CIPFA Prudential Code gives further assurance that the Council invests within the limitations of legislative controls. These controls reduce the risks associated with the Capital Investment Strategy and are audited as part of regular internal audit programmes of work, providing further assurance.

Contingency is provided by the Emergency and Unplanned Schemes budget. It should be noted that this contingency is sufficient to cover a limited proportion of risks should they arise.

### **5.3 Integrated Impact Assessment**

It is anticipated there will be no adverse impact due to race, disability, gender, age, sexual orientation or religion/belief arising from the proposals contained in this report. An integrated Impact Assessment has been completed for the individual projects included in the Capital Investment Programme.

### **5.4 Sustainable Development Goals**

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

### **5.5 Climate Change**

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

### **5.6 Rural Proofing**

This report contains no implications that will compromise the Council's rural proofing policy.

**5.7 Data Protection Impact Statement**

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

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

This report does not result in any changes to the Scheme of Administration or the Scheme of Delegation.

**6 CONSULTATION**

6.1 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 are being consulted and any comments received will be reported to the meeting.

**Approved by**

**Suzy Douglas**  
**Acting Chief Financial Officer**

**Signature .....**

**Author(s)**

Name	Designation and Contact Number
Suzy Douglas	Acting Chief Financial Officer 01835 824000 X5881

**Background Papers:** N/A

**Previous Minute Reference:**

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

Contact us at Suzy Douglas, Council Headquarters on 01835 824000 X5881



# CAPITAL INVESTMENT STRATEGY

2023-2024



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# FOREWORD

The Scottish Borders covers over 1,800 square miles. The Region, which is noted for the quality of its natural environment, is largely rural in nature and possesses a unique history. The area, which has a widely dispersed settlement pattern, is the fourth most sparsely populated region in mainland Scotland. Almost half of our 115,000 strong population live in rural locations and a further 30% live in settlements of less than 500 people.

The geography of the Borders presents significant challenges in delivering public services, not least providing care services to our increasingly elderly population, the challenge of ensuring high quality reliable broadband connectivity in rural areas, transport connectivity between our towns and between the Borders and other areas of Scotland, and the need to give our children and young people the best possible start in life.

The economy of the Borders remains heavily dominated by the traditional industries of textiles, farming, forestry and fishing in our coastal communities. These traditional sectors are often associated with low wages and the Borders economy is characterised by some of the lowest wages in Scotland.

The Borders is also an area which faces significant inequality. Many of our communities contain significant pockets of deprivation where low incomes and fuel poverty persist and the council is actively working to assist households and local organisations to offset the increasing costs of energy. The Council is a living wage employer. We pay the living wage to all our employees, including over 50 modern apprentices, and encourage all our contractors and suppliers to also pay the Scottish living wage to all their staff.

Our £474m 10 year capital programme, and the many contracts we will procure to deliver this strategy, are intended to make a significant difference to the quality of life and living standards of individuals, families and communities across the Region. The Council has ambitious plans set out in our Council Plan to tackle climate change and ensure a clean green future for the region, encourage good health and wellbeing for our whole population, ensure a vibrant sustainable local economy, ensure we invest in assets to allow young people to realise their potential, empower our local communities, and work effectively with our partners to improve the lives of local people.

This capital strategy sets out how we plan to deal with the most pressing of these challenges. At a practical level this means: investing in our roads and bridges network, ensuring our school children are equipped with the most modern technology possible, and investing in new schools, new early years facilities, and new care facilities such as extra care housing and two new dementia friendly care villages.

As we tackle the challenges that face the Borders we will ensure we work effectively with all our community planning partners including local housing associations, South of Scotland Enterprise (SOSE), the NHS and the third sector. In doing so we have huge opportunities to modernise the Council, realise the benefits of new technology through our strategic partnership with CGI and deliver the benefits of our two City Region Deals in the form of jobs and new infrastructure for our communities.

We want the Borders to remain a place where people chose to live, work, shop and play. Our ambition is to make Scottish Borders Council a fantastic place to work, an employer of choice, effective, efficient, trusted and valued by our communities, and leading a digital smart rural region with the best quality of life in Scotland. This strategy will play a ensure we play #ourpart in realising that vision.

Euan Jardine  
Leader  
Scottish Borders Council

David Robertson  
Chief Executive  
Scottish Borders Council





# INTRODUCTION

This is the fifth Capital Investment Strategy (CIS) prepared by Scottish Borders Council (SBC) as required by the CIPFA Prudential Code. The strategy applies to financial year 2023/24 and subsequent financial years. It pulls together the investment implications of other more detailed policies, including the Council Plan, and provides the reader with a single point of reference with which to understand the Council's Capital Investment Programme and its funding arrangements and how individual projects will help with the delivery of the Council's Strategic Objectives.

The Capital Investment Strategy has evolved since its first iteration in 2019/20 to reflect user feedback, changing local circumstances, changes to funding arrangements for capital projects and local political priorities.

# COUNCIL PLAN

On 23 February 2023 a new Council Plan will be presented at Council. This plan seeks to make the most of the opportunities we have, tackle the challenges faced by this unique area of Scotland, translate the policies of the Elected Members of Scottish Borders Council into tangible actions that will improve the quality of life of our 115,000 citizens and ensure the Council is in the best position possible to respond to national policies and other statutory requirements.

The Council's aims are set out in the new Council Plan. The following six themes, which underpin the new Council Plan, have been used to structure the Capital Investment Strategy demonstrating how our investment priorities will align with their delivery.

**Clean, green future** – we tackle climate change and we value, protect and enhance our local environment and nature, so that the Scottish Borders can be enjoyed by future generations.

**Fulfilling our potential** – from child to adult, everyone in the Scottish Borders has access to high quality education and the opportunities they need to fulfil their potential.

**Strong inclusive economy, transport and infrastructure** – built upon strong and effective physical and digital connections and infrastructure, the benefits of a productive and sustainable economy are widely shared, enabling us to fulfil our potential in the Scottish Borders and attract others to live, work and visit.

**Empowered, vibrant communities** – the Scottish Borders has thriving, inclusive communities where people support each other and take responsibility for their local area.

**Good health and wellbeing** – 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.

**Working together improving lives** – working together, an effective and efficient Council delivers for its communities and the Scottish Borders.

The Council Plan also recognises that the Council cannot achieve everything it wants to alone, particularly not set against a background of the recovery from the COVID-19 pandemic, the impacts of climate change and moving towards net zero, resource constraints and rising public expectations. The Council has recognised that its ambitions can only be delivered effectively through collaboration and this requires a range of effective partnership arrangements to be maintained with our community planning partners, families, individuals, business and community groups and where these relationships do not currently exist they need to be developed.

We have therefore agreed to adopt four working principles which will guide everything we do.

**People Focused** – working collaboratively with colleagues & partners, everything we do is for the benefit of our communities.

**Agile** – we take advantage of new opportunities to deliver good value for money and we maximise the use of all digital opportunities.

**Inclusive & Fair** – we ensure everyone has the best opportunities & always seek to act fairly.

**Sustainable** – we are passionate about the prospects of future generations, we demonstrate this in our decisions and delivery and ensure we live within our means.

The Council Plan recognises that everyone has a role to play in improving the quality of life, prosperity and sustainability of the Borders. The plan takes an approach to partnership working that asks everyone to play #yourpart to keep the Borders thriving.

# STRATEGIES WHICH FEED INTO THE CAPITAL INVESTMENT PLAN





## PLACE


In December 2020, the Council agreed the need to examine new service delivery models as set out in the Fit for 2024 strategy that improve the Council's carbon footprint, make better use of technology and deliver financial savings. It is our intention to engage with communities to develop a place based strategy that considers ways to make things easier and more effective for citizens and realise best use of our resources. The strategy will provide a framework to underpin place based decision making around services and priorities for investment.

## CLIMATE CHANGE

In September 2020, the Council declared a Climate Emergency reflecting its commitment to action on the issue. The declaration has a vital role to play in building public awareness that we are in a climate emergency situation which places unprecedented demands on all individuals, communities and businesses, as well as public bodies. In June 2021, the Climate Change Route Map was developed setting out how the Council will actively limit and reduce our net zero greenhouse gas emissions by 2045 in a way that is positive for the people and the economy of the Scottish Borders and builds on the strengths and assets of the region.

Minimising and eliminating our impact on the environment is integral to all the Council does. Our service delivery must be underpinned by the recognition that the Council needs to plan strategically for net zero and ensure that net zero targets and our financial plans are aligned. Addressing the challenge of net zero is not only mandated by the imperative of a liveable future, but by national targets and our own target setting, as well as being essential to the resilience and long term prosperity of the Borders.

This recognition led to the Council's adoptions of the Scottish Borders Climate Change Route Map in 2021, and an organisational commitment to reaching net zero by 2045. To support our commitments, in collaboration with Edinburgh Climate Change Institute, we have begun measuring the carbon emissions both of the Council as an organisation, and of the Scottish Borders as a region. Determining current emission levels will provide us with a baseline against which we are able to measure our progress, and ensure that we are on track to reach our net zero objectives. Key areas identified for carbon emissions reduction are how we heat our buildings and how we travel. Capital projects, in particular, are inherently high carbon emissions generators, with limited carbon neutral materials to construct, repair and users currently rely on carbon based fuels (which will diminish over time). The carbon emissions impact of every project must be a central consideration. This will mean considering the impact on the environment of all our capital investments and embedding climate considerations at all stages of our capital projects, from the pre-planning stage (including measuring the impact of investing in new assets rather than reusing or retrofitting), taking account of whole life costings through to the disassembly and end-of-life of our assets, including the impact of their continuous use.



Furthermore, the developing legislative context around net zero will continue to shape the evolution of our Capital Investment Strategy, including through updates of the Climate Change (Scotland) Act 2009, the Local Heat and Energy Efficiencies Order, the Heat in Buildings Strategy, and the ban on sale of all new petrol and diesel cars and vans from 2032.

## GLOBAL PANDEMIC

The global coronavirus pandemic has dramatically changed the way we live our lives. The response to the pandemic has created opportunities to operate differently, for example through the use of Microsoft Teams and has been the catalyst for new ways of working in our schools through our award winning Inspire Learning programme. We look to build on this approach through our capital activity to improve service delivery and public access.

## ECONOMY

Unprecedented levels of inflation along with disruption in the construction materials supply chain continues to impact the wider economy and consequently the Council. A surge in demand coupled with constraints on supply has led to price increases, material shortages and longer lead times.



# Clean Green Future Investment



## GREEN ENERGY AND CLIMATE CHANGE

The Council has an ongoing Energy Efficiency Programme which has delivered carbon, cost and energy savings through a number of projects over that last two years including solar PV installations, boiler replacement, LED lighting upgrades (19,000 units), insulation upgrades, heating control enhancements and biomass boilers. The programme has also partnered with Live Borders to replace inefficient end of life plant delivering significant energy savings and improving the building environment for their customers. The Council accesses a variety of funding to deliver this investment including Public Works Loan Board funding and SALIX funding. The Council is also leading a major scheme to reduce domestic consumption of energy and reduce fuel poverty in homes across the Region facilitated by Changeworks.

Future project plans include bulk solar photovoltaic panel procurement, battery storage systems, further upgrades of the Live Borders estate and projects to reduce the Council's reliance on carbon intensive fuels such as heating oil.

## PLANT & VEHICLE

The Council is committed to reducing its fleet size and reducing CO2 emissions. Our fleet currently consists of 94 hire vehicles and 389 owned vehicles. The fleet includes HGVs, vans, pickups, and cars, as well as 1,220 pieces of plant equipment.

As part of the Council's Fit for 2024 program, a fleet review is underway to further reduce the fleet size, tailoring it to service needs and realizing operational and financial efficiencies while reducing our environmental impact.

The Council is investing circa. £4m into its fleet for the 2022/23 financial year to further reduce hire costs, improve cost of ownership, reduce CO2 emissions, and eliminate the requirement for spare capacity. Our charging infrastructure has also increased to 103 charge points, with plans to increase in-house charging capacity by 4 units for 2023/24.

## POOL AND ELECTRIC VEHICLES

We have increased our electric vehicle fleet by 40 vehicles, bringing the total to 80. By 2023/24, we aim to increase our sub 3.5t electric fleet by a further 20 vehicles. The Council also operates a pool car fleet of 20 full electric vehicles and 10 leased hybrid vehicles, as well as an internal hire fleet of 31 vehicles, which helps reduce the fleet requirement.



## ALTERNATIVE FUEL TYPES

The Council is continuing with its commitment to reduce its carbon footprint in 2023/24 by reducing its use of vehicles where possible and investing in new fuel technologies whilst phasing out the use of fossil fuel vehicles.

## FLEET MANAGEMENT SOFTWARE AND COMPLIANCE ENHANCEMENT STRATEGIES

The Council is reviewing its current Fleet Management Software with an aim to reduce maintenance costs and improve the maintenance compliance processes. Specifically we are looking to improve the vehicle replacement process by using real-time data on total cost of ownership, based on actual and up-to-date running costs, allowing for vehicle life on fleet extension or retraction to be determined more accurately. We will monitor vehicle utilisation facilitating the reduction of vehicles held on fleet and improve vehicle management by introducing an app based pre-use inspection system that will interface with the workshop repair module, reducing vehicle down time and the risk of operating defective vehicles.



## PROCUREMENT STRATEGY

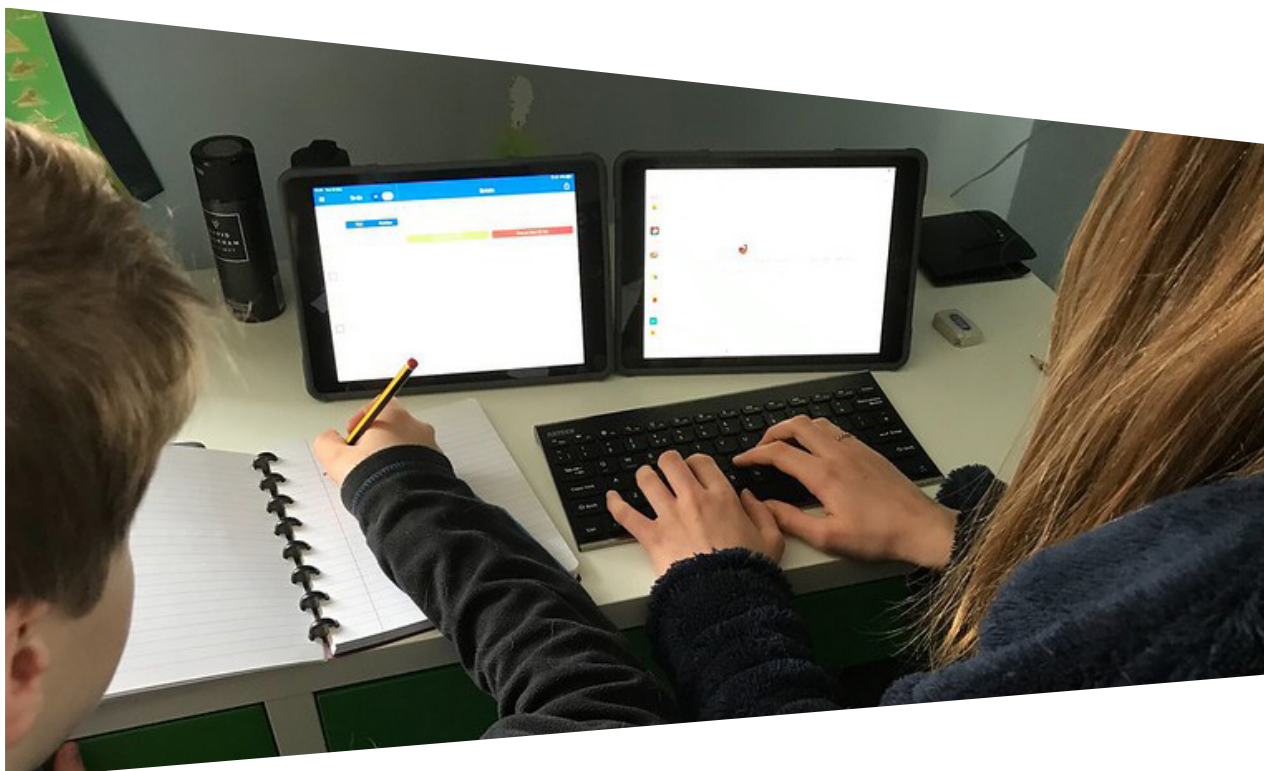
The procurement strategy over the coming years will be to replace vehicles earlier where possible, ideally at the end of the warranty period, this should significantly reduce the operating costs at a point where residual value is still high. Procurement options including purchase and lease options will be evaluated to provide both the best value and flexibility to the Council.



# Fulfilling our Potential



Scottish Government's 'Learning Estate Strategy – Connecting People, Places and Learning' which replaces the previous 'Schools for the Future' programme introduces a different funding mechanism which essentially requires the Council to forward fund all investment on a capital basis and then receive partial revenue support to maintain the buildings in a good condition over a minimum period of 25 years. In addition, there will be other key outcomes which are required to be delivered, such as Low Carbon initiatives and sustainability, and to ensure that the new learning estate is fully digitally enabled.



## LEARNING ESTATE

In recent years, the Council has invested heavily, in partnership with Scottish Government and Scottish Futures Trust, in the replacement of several life expired schools, prioritising those schools which have the most pressing need for investment assessed by their condition, capacity and suitability – this information is captured as part of the annual Core Facts Summary which is updated and submitted to Scottish Government.

The Council's own Learning Estate Strategy is expected to be published in 2023 to reflect the national strategy, and will seek to set out a 15-year overview of the entire learning estate including planned investment and disinvestment to shape the learning provision over that period within available capital constraints and prudent operational limits.






The Council's capital funding from Scottish Government for the delivering of 1140 hours within early learning and childcare was due to be utilised by 31st March 2022; however, due to delays arising as a result of the COVID-19 pandemic, an extended timeframe was granted for an additional year. It is anticipated that, due to a number of councils being faced with similar delivery issues, the timeframe could be further extended and, following ongoing discussion with Scottish Government, a case for flexibility in the use of the funding has been submitted. There are plans to undertake work at early years facilities in Lilliesleaf, Newcastleton and at Burgh Primary School in Galashiels. Plans are in the early stages to use the funding to replace 2 portacabin units, which are nearing the end of their useable timeframe and could impact available early years places if deemed not fit for purpose. The requirement to have increased provision for 2 year olds will require minor alterations at several locations.

The Council holds detailed condition and suitability information on all of its learning estate and has identified the next priorities for investment in the estate as being Eyemouth and Earlston Primary Schools. It is intended that these buildings are replaced using currently committed Council capital resources. Following a public consultation, a detailed planning application in respect of Earlston was submitted and approved in 2022. Demolition is currently underway with construction due to commence in 2023/24, with completion expected in 2025/26. A full audit of the school estate is being undertaken to determine a programme of condition related improvement works. This will be undertaken in the first half of 2023 and will help inform our future capital and revenue plans. As part of a review of the entire Council estate, an energy audit of the learning estate is to be carried out.

The Council recognises the importance of maintaining a fit-for-purpose primary school estate. With shrinking revenue and capital resources, the Council wishes to ensure that we do not continue to maintain too many school buildings that are significantly under capacity, in poor condition or are deemed to have low suitability in respect of curricular activities. A key component of the emerging Learning Estate Strategy will examine the potential to rationalise the primary estate. This may result in closing under occupied buildings that are of poor suitability and amalgamating schools where there are feasible alternatives. The ambition is to better support delivery of the curriculum, maximise the quality and breadth of education on offer and contribute towards providing a supportive environment which can contribute to raising attainment levels and improving outcomes for our school children.

The completion of the Jedburgh Grammar Campus saw the Council replace 5 of its 9 secondary schools with modern facilities since 2007 using a variety of design, build and finance contract structures. More recently, the Council considered a report in November 2018 which set out the condition, likely costs and priorities for investment in its remaining secondary school estate at Galashiels Academy, Peebles High School, Hawick High School and Selkirk High School.

The cost of investing in the four remaining high schools is significant, current inflationary pressures and the abnormal inflation being experienced in the construction industry are proving to be significant. The logistics are also very challenging, for example the need to address potential flooding issues in Hawick, ensuring these significant public assets have the lowest possible carbon footprint and delivering replacement school buildings whilst minimising disruption to learning during construction activity. Given these challenges, Galashiels Academy was prioritised for the first phase of investment.



Following the major fire at Peebles High School in November 2019, the Council revised its capital plans, to not only replace what was lost, but maximise the opportunities to enhance facilities on the site through a complete new build of the High School.

A planning application in respect of Peebles High School was submitted and approved in 2022 with Financial Close expected Spring 2023. Works have commenced for the enabling works associated with the 3G pitch and games hall extension. The construction of the new build part of the project will commence in early 2023/24 with completion anticipated in 2025.

A planning application was also submitted and approved in 2022 for Galashiels Academy, Financial Close is also expected Spring 2023. Works have commenced on the enabling works to undertake a partial demolition of the existing building in advance of the main new build. The construction of the new build part of the project will commence in early 2023/24 with completion anticipated in 2026.

Early design work is underway for Hawick High School and a planning application will follow in due course. Main construction is expected to start in 2025/26 with completion anticipated in 2028.

The funding model for the national Learning Estate Investment Programme is based upon up front local authority borrowing for the capital cost of construction. Revenue funding to help meet the running costs of these community assets over a 25 year period is available from Scottish Government. This funding will help to maintain the condition of new buildings over the longer term, provided set criteria are achieved. The Council bid successfully for revenue funding support for the new secondary schools in Galashiels and Peebles in 2020.

This new strategy requires full consideration of innovative service delivery, shared services where possible, low carbon & energy efficiency and digital connectivity. In addition, they should, wherever possible, accommodate a wide range of community sporting, leisure, health and community support and advice based services. Where possible new buildings will be future proofed to allow future rationalisation and improvement of the wider estate where this provides best value.



# Strong Inclusive Economy, Transport and Infrastructure



## BUSINESS ENVIRONMENT

The Council has worked hard in recent years to encourage investment in the Borders economy. The opening of the Borders Railway in 2015 provided a major investment in the infrastructure of the region opening up the central Borders with a journey time to central Edinburgh of only 55 minutes. The success of the railway is evident through the continued growth in passenger numbers which have now exceeded 4m journeys since it opened in 2015 and the early need for expansion of the park and ride facility at Tweedbank. Despite such investment, there are huge areas of the Borders economy that remain largely under developed compared to Scotland as a whole. The public sector, industries such as forestry and farming, and fishing in Berwickshire, are all major employers.

While unemployment is low, the Region still suffers from some of the lowest wages in Scotland, with high levels of fuel poverty and deprivation in some of our communities. The Council is keen to unlock latent growth potential in the Borders economy and is seeking to use its capital programme to unlock this potential through a range of inter-agency intervention, developments and collaborations.





## TWEEDBANK EXPANSION

In 2018, the Council purchased the Lowood estate located adjacent to the existing village of Tweedbank at the terminus of the Borders railway. The master planning for this site is complete and 120 acres of developable land now provides the ability to plan and develop a mixed use development including housing, care, offices and light industrial uses. The first contract for the construction of the first phase of office development completed in December 2021 and was occupied in 2022. Both follow on from an initial investment in road infrastructure to unlock sites for development.

In addition the development will include a new Care Village which will house 60 units to support an integrated care model: this model can flexibly meet the short and long stay health and social care needs of service users over coming years, including provision of rehabilitation, assessment for ongoing care needs, nursing care, palliative care and dementia care; the project will be further enhanced by its location on the Tweedbank site as part of a village that cares. This concept care model supports unique needs, lifestyles and personal preferences for living, care and well-being for people living mainly with severe dementia and frailty. It will include housing, retail and business which is central to the ethos of the village being at the heart of thriving residential area.

Tweedbank will also support two further developments with two third sector partners. Aberlour, a well-respected provider for children's services, who will create the Borders first Residential and Housing Support Facility for Children and Young People with Learning Disabilities who previously would have required to live outside of the Borders. Cornerstone, who have been working for a number of years with our Learning Disability service for adults, will develop a purpose built residential provision with placement for 8- 10 adults.

## CITY DEAL

The Council is an active participant in the Edinburgh and South East of Scotland City Region Deal, a multi-agency investment and development collaboration between Scottish and UK Governments, the University Sector and the 5 local authorities in the region. Through the City Deal the Council anticipates £15m in grant funding will be provided to help develop employment land at Tweedbank. The business case for this development which will lever £30m of investment from Scottish Government, Scottish Enterprise, the Council and the private sector was approved by Council on the 31 January 2019.

The project aims to provide a range of high quality office, tourism and modern industrial space. This initial phase of development, comprising both public and private sector investment propositions will, it is planned, be a catalyst to deliver the wider expansion of Tweedbank.

## BORDERLANDS

The Council is one of five local authorities signed up to the Borderlands Inclusive Growth Deal. The individual project business cases will lever investment from Scottish and UK Governments into the Scottish Borders in a number of key areas over the next 10 years.

£19m investment to help create the world's first Mountain Bike Innovation Centre integrated with a world-class Adventure Bike Park and Trail Lab in Innerleithen. In addition, £1m will be spent upgrading the 7Stanes mountain biking network. This project is being delivered by SOSE.

£10m investment in the Destination Tweed project, which is a programme of 13 projects with a total value of £24.7m, to deliver transformational economic benefit; protect, restore and invest in highly designated heritage assets; and realise the ambitions of communities along a 100-mile linear route extending from Moffat to Berwick-upon-Tweed via the heart of the Scottish Borders.

£7.25m of investment in a place programme of investment to stimulate the repurposing and reinvention of towns and town centres across the area to create places that are economically vibrant, resilient to change and that attract a working age population.

£3m improving business infrastructure by funding the construction of new business units in Coldstream and the acquisition of land for business use in Hawick.

£1m for developing a Natural Capital Innovation Zone area to enable businesses and land managers to trial environmentally friendly pilots, advance sector strategies and measures to capture and analyse real time information to maximise product yields, minimise pollution, promote carbon capture and flood management. In addition, the project will benefit from £1m of revenue funding.

£5m for developing a South of Scotland Skills and Learning Network focused on emerging growth sectors such as transport and energy storage, sustainable construction, advanced manufacturing, renewable technologies, agri-tech and data science.

There are also Digital and Energy projects that will see the Scottish Borders benefit from investment of £9.45m and £3.6m, respectively.



## CONNECTIVITY – BROADBAND

**To be successful modern IT connectivity delivered through superfast broadband is a pre-requisite. The Council has already invested £8.4m of capital resources in partnership with Scottish Government, to enhance broadband connectivity across the region as part of the R100 project.**

In 2016/17, the Council signed a major strategic partnership with CGI for the provision of IT services and this contract was extended in 2020 until 2040. The contract is designed to support the Council in the delivery of services and to transform both the Council's IT infrastructure and wider Council services. This transformation includes a full refresh of the Council's IT hardware and covers both the Corporate and Curricular networks. The partnership with CGI has already seen the delivery of the Enterprise Resource Planning system which replaced outdated and disparate finance, payroll, HR and Procurement systems with one integrated IT solution. The Council is planning a major strategic investment in its Digital Customer Access solution which will transform the way the Council interacts with its stakeholders.

The strategic partnership with CGI has also delivered significant improvement in the Wi-Fi infrastructure in schools, laying the foundations for the transformation project "Inspire Learning" which has provided all Council teachers and every pupil in P4 to S6 with an individual iPad. The project aims to revolutionise the delivery of education both at home and in the class room enabling remote learning, encouraging collaboration between schools and equipping pupils with the IT skills required for the 21st Century workplace.

Total Mobile has been rolled out across Adult Social Care Homecare, giving staff access to up to date information about their clients and the ability to update the system whilst on a client visit; travel time and mileage can be easily recorded whilst going from one client to the next and a lone worker safety solution provides reassurance and improves safety whilst working in the community.

This investment has been crucial to the continuation of learning and teaching during the COVID-19 pandemic. The Council continues to work with our strategic IT partner CGI on an ambitious £34m IT investment programme. This programme of work will deliver the digital strategy with a focus on digitally enabling the frontline workforce, enabling data driven decision making and process automation and making the Borders the first Smart Rural Region in the UK.

## CONNECTIVITY PHYSICAL INFRASTRUCTURE – ROAD AND RAIL

The condition of the infrastructure of the Borders is essential to keep the region moving, connected to the rest of Scotland and the UK and provides a major support to the local economy. The 10-year capital plan recognises the need to continue to invest in the road, pavements and bridges infrastructure of the region.

In addition, the Council recognises the need to promote investment in other forms of transport and the 10 year capital plan provides significant funding in multi-use paths to link our communities including the expansion of safer walking and cycling infrastructure funded by specific grants. Turning to rail, the Council remains committed to the extension of the Borders Railway through Hawick and on to Carlisle. Reston Station on the East Coast mainline opened during 2022 and specific funding towards this project was included within the capital investment plan.

As part of the Hawick Flood Protection Scheme, £12.6m grant funding has been awarded by Sustrans in respect of active travel schemes associated with the project. This investment along with other similar initiatives will provide vital links to communities, encourage more people to walk and cycle by creating dedicated traffic-free routes and enhance key locations across the Borders for both residents and visitors.







# Empowered, Vibrant Communities



Many of our services already work closely with communities, but under the Community Empowerment (Scotland) Act 2015, communities have the opportunity to become more involved in the way we provide all services. To encourage our communities to achieve their full potential the Council's capital strategy includes specific investment targeted in the following priority areas:

## TOWN CENTRES AND TOURISM

The Council has an excellent track record of investing in the physical fabric of its town centres and has previously made significant improvements to the town centres and streetscape of Melrose, Kelso, Selkirk and Jedburgh and is now planning similar developments in Hawick and Eyemouth. These works help enhance the physical fabric of our towns making them more attractive places to shop and visit. The benefit of this approach, which has been adopted for many years, has now been recognised by Scottish Government who have made available a £50m fund to allow further enhancements to urban areas in town centres and the Council fully intends to access this funding as it becomes available.

The Council has made a major investment in the centre of Galashiels with the opening of the Great Tapestry of Scotland in August 2021. This project removed a vacant shop unit and reused the handsome Victorian post office in the centre of the town which has lain vacant for many years. This visitor attraction complements the works already delivered in the form of the Transport Interchange and Channel Street which forms a new gateway to the town via the Borders Railway. The Council also hopes to attract a new hotel chain to the town to encourage further visitors.





The Great Tapestry of Scotland builds on other significant investment to encourage tourism such as the investment in the expansion of the Jim Clark Motorsport Museum in Duns. The Jim Clark Motorsport Museum provides a fitting home for memorabilia and cars associated with the world champion racing driver. Several towns in the Borders, particularly Hawick, are suffering from declining industrial buildings in the form of old textile mills. The costs of removing and renovating these buildings, many of which are beyond resource, is very significant.

The Council has attracted £3.6m of grant funding from Scottish Government which will assist in the demolition and redevelopment of several such problem buildings in Hawick and the provision of modern industrial space e.g. Armstrong's building and modern industrial space at Galalaw.

## WASTE MANAGEMENT

The evolving Waste Management strategy required the closure of the Easter Langlee landfill site by 2021. This required a solution by which residual waste is transported out with the Borders to be dealt with by other facilities. The Council has procured contracts to deal with residual waste and has also constructed a Waste Transfer Station at Easter Langlee, which became operational in July 2019, negating the need to maintain disposal to our landfill site which has since been capped and restored. As a result of this work the Council has sent less than 1% (172 tonnes) of household residual waste produced in the Borders (54,563 tonnes) to landfill, which is the lowest in Scotland. It also ensured the Council met the requirements of Scottish Government's landfill ban ahead of its original 2021 deadline.

The new residual waste management contract with Levensat and other waste management arrangements saw Scottish Borders secure the biggest increase in recycling rates of any area of Scotland in 2019. In 2021, the Scottish Borders recycling rate increased to 54.8%. In addition, the Council's waste services saw their carbon impact decrease from 134,118 metric tonnes of Carbon Dioxide equivalent (TCO<sub>2</sub>e) in 2018 to 124,538 TCO<sub>2</sub>e in 2021.

During 2021, the Council awarded a new contract for the haulage and treatment of kerbside collected recycling i.e. paper, cards, cans and plastics. The new contract has ensured all of the materials currently collected are maintained with no impact to households or businesses. It also ensures arrangements are in place until such time that the impacts of Scottish Government's Deposit Return Scheme and the UK Government's Extended Producer Responsibility Scheme are fully understood.

## HOUSING SUPPLY

The Council as a stock transfer authority retains responsibility for strategic housing supply in the Borders. The Council actively works with Scottish Government and Registered Social Landlords to deliver the objectives set out in the annual Strategic Housing Investment Plan (SHIP). The Council and its partners have an excellent track record of attracting affordable housing grants and meeting the targets set out in the SHIP. The SHIP is now in its 14th iteration and since it was introduced in 2007 the Council and its partners have delivered 1,690 new affordable homes including social housing and homes for mid-market rent.

The SHIP target is for the Council and its partners to provide 128 additional affordable homes per year. This target is currently being reviewed through the Local Housing Strategy development process. In March 2022, the transfer of the 54 properties owned by Bridge Homes LLP to Eildon Housing Association (EHA) was completed. This enabled the tenants to remain living in their current homes and secured all the homes in the affordable rented sector in perpetuity. The high level of annual Affordable Housing Investment Programme funding allocated to the Scottish Borders by Scottish Government up to 2025/26 provides some stability and support to project and programme delivery in the face of a very challenging tender climate, rising costs and materials delays and shortages. The Council also continues to use its Second Homes Council Tax for the provision of affordable housing including the provision of extra care housing, and also uses Affordable Housing Policy Development Contributions to assist delivery of affordable housing.





## PARKS AND OPEN SPACES

Parks and open spaces make a major contribution to biodiversity, public health and wellbeing including food growing and volunteering opportunities as well as providing safe high quality spaces for active communities. The pandemic has demonstrated the vital importance of access to the outdoors, within local parks and open spaces, to community health and wellbeing. The Council is in its fifth year of significant capital investment into these critical services, following from the huge success of the Heritage Lottery Funded restoration of Wilton Lodge Park in Hawick, which maintains its status as our only *Green Flag* park in the Scottish Borders.

Further to this, the Council through its funding has helped unlock community ambitions in these areas by supporting our communities with their own funding bids to secure inward capital investment into even more facilities with great examples of this joined up approach at Kelso Shedden Park, Coldstream Home Park, Peebles Victoria Park and once again Wilton Lodge Park through the creation of a community pump track on the site of the former tennis courts, all of which were either funded and delivered by the Council or part funded and delivered by the community themselves, with Council assistance.

Inclusive access for play and learning is at the core of this investment and the best example of this is at Harestanes Visitor centre, where children can access high quality and unique, inclusive play opportunities in a beautiful surrounding supported by access to other facilities such as the visitors centre and all of its amenities.

Our programme for 2023/24 includes the installation of the new large play park at Allerley Well Park and new skate/pump track, both in Jedburgh. A contractor has been appointed to install the first two years of the remaining 6 year programme of the £60k upgrade to existing smaller play parks. Work will commence with the Gavinton upgrade in spring/early summer 2023 before undertaking work in in other similar small play parks. The new skate park in Peebles will be completed in early 2023/24. A contractor will be appointed in early 2023/24 to design, supply and install the new larger upgraded play park in St. Boswells, then once completed undertaking similar works in Sleepy Valley, Hawick.

Responding to the climate change and biodiversity agenda, funding to further enable this ambition for change has been bid for and partially secured, this will see the Council lead the way in modernising its green space management and helping balance the demands of communities with the requirements to further the aims of Biodiversity and climate change adaptation. We have a programme linked to Destination Tweed, *Pollinators along the Tweed*, which involves working in partnership with Tweed Forum and BugLife, and which will help identify and modify our maintenance approach supported by capital funding to enable this transformation, along with appropriate revenue support thereafter. This provides opportunities for volunteering, education and health and wellbeing to be promoted and enhanced in our communities.

## LIVE BORDERS

The Borders enjoys 3 Leisure Trusts and the Council provides a capital grant to each on an annual basis to ensure they can enhance and maintain the facilities they operate. The Council also transferred its cultural facilities to Live Borders in 2016 and continues to provide support to allow investment in libraries, museums and community halls across the region.



The new Jim Clark Motorsport Museum in Duns has proved to be a huge success with visitors and the Council aims to build on this success by working with our partner, Live Borders, in developing other tourist attractions in the area.





# Good Health and Wellbeing



The Council approved a major strategy for the Housing and Care of Elderly people in June 2018 entitled “Integrated Strategic Plan for Older People’s Housing Care and Support.” This strategy, covering a 10-year period to 2028, recognises the need to invest significant resources through the Integrated Health and Social Care Partnership in order to cater for the needs of an increasingly elderly population. The strategy proposed a range of development including Extra Care Housing, to be delivered in partnership with both Trust Housing Association (THA) and EHA in 6 key locations across the Borders – Duns, Galashiels, Kelso (under construction by EHA), Eyemouth (THA), Hawick (EHA) and Peebles where unfortunately no site has as yet been identified.

One of the Extra Care facilities is currently being progressed through the refurbishment of the former Kelso High School building which is a grade B listed property which the Council recently sold to EHA as part of a joint venture between the Registered Social Landlord and a private developer. The facility is due to be complete in early June 2023 with clients moving in from mid June 2023. In Eyemouth, plans are being developed for Extra Care Housing, delivered by THA which could link to a range of other services and community facilities. Berwickshire Housing Association is also a key partner in the provision of other affordable housing for the site. The Council has agreed to make contributions from Second Homes Council Tax to support the future planned developments in Kelso, Eyemouth, Hawick and Peebles.







The Integration Joint Board (IJB) is also exploring the possibility of developing new care facilities in Hawick and as part of the Lowood estate in Tweedbank. A range of options for this facility incorporating innovative best practice have been examined. Formative plans for Tweedbank also include a 24 bed Dementia Care Unit and an 8 bedded unit catering for young people in conjunction with Aberlour and Scottish Borders Housing Association (SBHA) as development partners. A full business proposal will be presented to the IJB and Council in 2023. Agreement was given at the Council meeting on 26 January 2023 for a full business case to be progressed, based on the preferred option that a new build care village is developed on the Stirches site in Hawick owned by EHA. As part of these schemes, the Council is working collaboratively with NHS Borders to explore the potential provision of Health Centres within these new developments.

The Council is also working closely with NHS Borders to ensure that plans of mutual strategic interest which improve on Health and Wellbeing outcomes are explored. This includes the provision of a new Health Centre, which better meets the needs of the Earlston community which is integrated into the plans for the new Earlston Primary School.

Investment has also been made in digital tools to empower our teams to access, use and update information and data while working anywhere in the Borders and to help keep them safe when they are working alone across the region. The rollout of this technology has started in social care and further investment is planned to extend the technologies across other front-line services over coming months and years. Using new dynamic routing and scheduling tools and mobile handsets to securely deliver and record information on our service users' needs and wellbeing, our home care service will be able to deliver more care visits, improve the quality of care recording and use the data required in real time to ultimately improve the outcomes for the people we provide care for across the Borders.

Further investment is being made to introduce digital devices for residents in our care homes which will provide a personalised device and apps to enhance access to information and entertainment services for example to support dementia care, aid the capture and recall of memories or encourage physical activity. We will also be introducing new digital systems across our care homes to transform the way we plan and monitor the delivery of care and medication for our residents.

The provision of additional care facilities is a major element of the IJB strategy which is to keep people living safely in their own homes and out of institutional care for as long as this remains in their best interests and the Council invests in a range of aids and adaptation to both public and private housing stock to assist with this objective.

## SOCIAL WORK

The Social Work team will continue developing the use of video conferencing to reduce the necessity of staff having to travel significant distances for reviewing and interviewing purposes. This will include linking with video conferencing facilities for Justice Social Workers conducting interviews on service users who are in custodial settings outwith the authority area. A key element of this will be the adoption of agile working practices across a reduced Council estate which will allow individual services to quickly respond to changing service needs.

In addition, and in line with the Council's vision to enhance the use of technology, we will be further exploring the use of modern technology to enhance our social work practitioners to work more flexibly with service users. We will explore the use of mobile devices for the completion of case recording and the completion of assessments.





# Working Together to Improve Lives



## DIGITAL CUSTOMER ACCESS

As an organisation we are committed to delivering as many services as possible online. The global pandemic has accelerated this during 2020 and 2021 and we will continue to develop and strengthen this as it will have the dual advantages of providing better, more responsive customer services with each customer able to contact the Council and receive feedback regarding their enquiry online through their unique customer account. The move to delivering services online will mean investment in new technology delivered as part of our Digital Customer Access (DCA) project with our IT provider CGI. Cost savings are planned through reduced customer handling times and reduced transaction costs. Where required, face to face contact will be maintained to support vulnerable people.

## STRATEGIC ASSET MANAGEMENT

The Council operates and maintains a significant and diverse property portfolio. The Council is developing an estates strategy to provide a consistent framework for how we manage and maintain our estates and how we focus capital investment priorities. This will build on the management model that seeks to make better use of our estate, rationalising our property footprint in order to deliver operational efficiencies while investing capital in those buildings that remain.





## OFFICE ACCOMMODATION

A major part of our strategy is based on proposals to reduce the Council's office footprint by a minimum of 20% over the next few years and consolidating into a reduced number of sites, raising an estimated £0.75m in capital receipts and saving over £75k per annum. This will require investment in the remaining buildings, particularly investment in transformational and agile working practices, modern flexible office furniture and IT equipment in conjunction with essential fabric repairs and upgrades.

## DEPOT RATIONALISATION

The Council currently operates from 6 depots located across the region as well as a number of stone depots and a quarry, some of which are no longer fully utilised. As part of the Council's Fit for 2024 programme and the associated review of Council services, the depot estate will be assessed to prioritise much needed investment in essential facilities to support staff and service delivery but also to disinvest and deliver financial efficiencies.



## EMERGENCY AND UNPLANNED SCHEMES

The Council recognises that the capital programme must contain a small element of contingency to deal with unforeseen circumstances and therefore maintains a small emergency and unplanned budget of £0.175m per annum for this purpose.

## PLANNED PROGRAMMING ADJUSTMENTS

The capital investment plan includes a planning assumption in years 2023/24-2028/29 that underspends in current budgeted projects will reduce the requirement to borrow to support existing projects in future years

## TREASURY MANAGEMENT STRATEGY

The Treasury Management Strategy is a framework, which ensures the Council operates within prudent, affordable limits of compliance with the CIPFA Code (2017). The Strategy aims to:

- Ensure the Council has sufficient and appropriate facilities available to meet its short and long term borrowing requirement and funding needs;
- Secure new funding at the lowest cost; and
- Ensures that surplus funds are invested in accordance with the list of approved organisations for investment, minimising the risk to the capital sum and optimising the return on funds consistent with those risks.

The strategy includes prudential indicators required by the CIPFA Prudential Code and CIPFA Code of Practice for Treasury Management in the Public Sector. The Capital and Treasury Strategies are aligned to ensure an integrated approach between capital expenditure plans and treasury management strategy.

# PRUDENTIAL CODE

The CIPFA Prudential Code, introduced in April 2004, gave councils freedom to invest in capital projects within the limitation of legislative controls, provided their programmes can be shown to be affordable, prudent and sustainable. The key mandatory indicators are:

- Capital Expenditure Limits – summary of the Council’s capital expenditure plans;
- Capital Financing Requirement – measure of the Council’s underlying borrowing need, including long term liabilities;
- Operational Boundary – expected maximum external debt during the course of the year; and
- Authorised Boundary – maximum limit beyond which borrowing is prohibited.

The Prudential indicators include the Capital Expenditure and the other Long Term Liabilities of the Council. This includes contractual long-term liabilities incurred from PPP and PFI contracts. For Scottish Borders Council these are Eyemouth, Earlston, Berwickshire, Kelso High Schools and Jedburgh Grammar Campus.

The Scottish Government’s 2022 Resource Spending Review, contained details of a Service Concession Arrangement flexibility that relates to the Council’s PPP schools. The flexibility permits Councils to undertake internal accounting changes that extend the period over which the principal repayment debt element of the unitary charge can be made over the life of the asset rather than the life of the contract. The Council has opted to apply as per section 2.2 of finance circular 10/2022, the permitted PPP Concessions flexibility in financial year 2023/24 on a retrospective basis using an annuity basis with a useful life of 50 years.

Due to the introduction of a new accounting regulation, namely, International Financial Reporting Standard (IFRS 16) – Leasing, the way in which we account for Leases will change from 1 April 2023. Previous leases that were held off Balance Sheet and therefore not included as a fixed asset of the Council are now required to be included.

# GOVERNANCE

The Council’s 10 year Capital Investment Plan will continue to be updated on an annual basis and approved by Council. This ensures a long term approach to financial planning to identify challenges and opportunities facing the Council.

The Capital Investment Strategy will be reviewed and refreshed on an annual basis to ensure its continued alignment with the Council’s priorities.

All capital projects will continue to be monitored, and changes approved four times a year by the Executive Committee. Full details of the Governance and approval process for Capital can be found in the Financial Regulations.

## SKILLS AND TRAINING

Relevant professional staff will maintain up to date knowledge of capital and treasury issues by attendance at appropriate technical seminars (i.e. CIPFA Training).

The Council's corporate procurement strategy sets out the process for all levels of projects and all projects over £50k are progressed in conjunction with procurement specialists through a full tender process.

All Elected Members will be offered capital, revenue and treasury management training as part of their induction, with refresher training offered every 2 years.





## LINKS

Council Plan

Treasury Strategy

Financial Plan

Climate Change Route Map

Local Development Plan

Asset Management Plan

Strategic Housing Improvement Plan (SHIP)

Learning Estate Strategy

City Deal

Borderlands Initiative

Regional Transport Strategy

## LINKS TO THE CAPITAL PLAN

The detailed funding arrangements of the strategy noted above is set out in the Council's published Capital Investment Plan. The borrowing implications of the capital plan are fully detailed in the Council's Treasury Strategy which is approved alongside the capital budget by full Council each year.





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

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## **TREASURY MANAGEMENT STRATEGY 2023/24**

**Report by Acting Chief Financial Officer**

**SCOTTISH BORDERS COUNCIL**

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**23 February 2023**

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### **1 PURPOSE AND SUMMARY**

- 1.1 This report proposes the Treasury Management Strategy 2023/24 for Council approval.**
- 1.2 The Treasury Management Strategy is the framework which ensures that the Council operates within prudent, affordable limits in compliance with the CIPFA Code.
- 1.3 The Strategy for 2023/24 is included in this report at Appendix 1 and reflects the impact of the draft Financial Plans for 2023/24 onwards on the prudential and treasury indicators for the Council.

### **2 RECOMMENDATIONS**

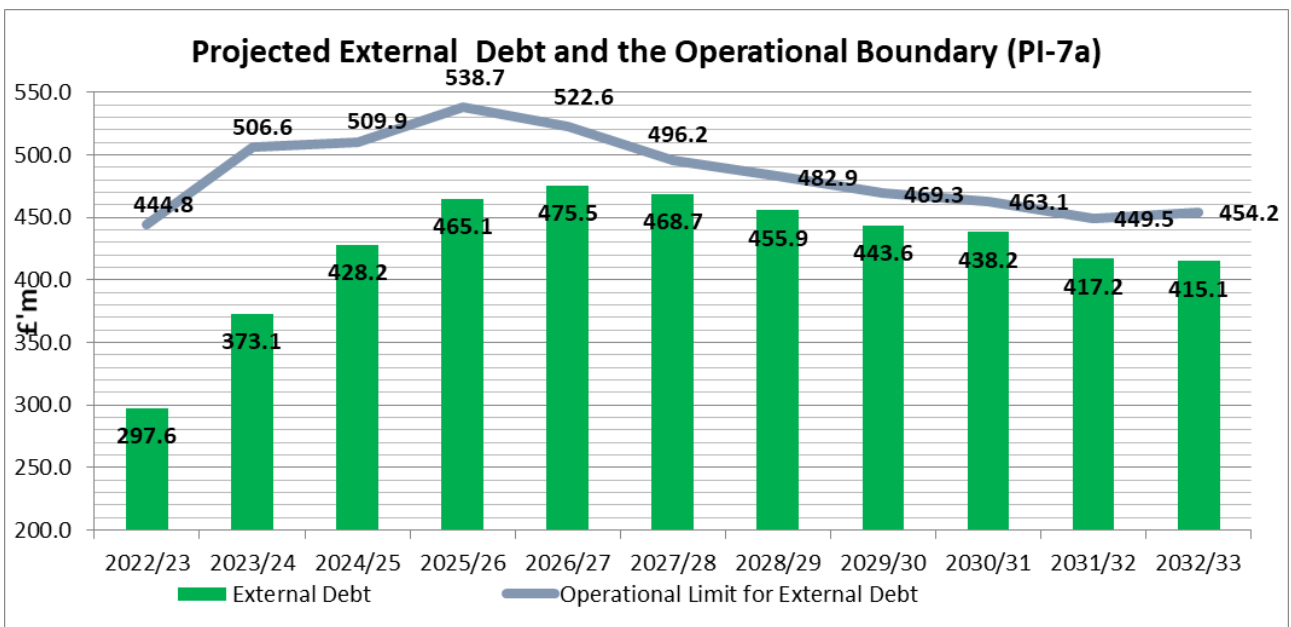
- 2.1 **It is recommended that Council:**
  - (a) Approves the Treasury Management Strategy 2023/24 as set out in Appendix 1;**
  - (b) Notes that the draft Treasury Management Strategy was considered by Audit Committee on 13 February 2023;**
  - (c) Reviews capital expenditure plans going forward to ensure they remain realistic, affordable and sustainable; and**
  - (d) Ensures that the revenue consequences of all capital projects be fully reviewed in all investment decisions.**

### **3 BACKGROUND**

- 3.1 In line with recommended practice set out in the CIPFA (Chartered Institute of Public Finance and Accountancy) Code (i.e. Treasury Management in the Public Services: Code of Practice and Cross-Sectorial Guidance Notes) the Audit Committee scrutinised the 2023/24 Treasury Management Strategy on the 13<sup>th</sup> February 2023 and recommended it for Council approval.

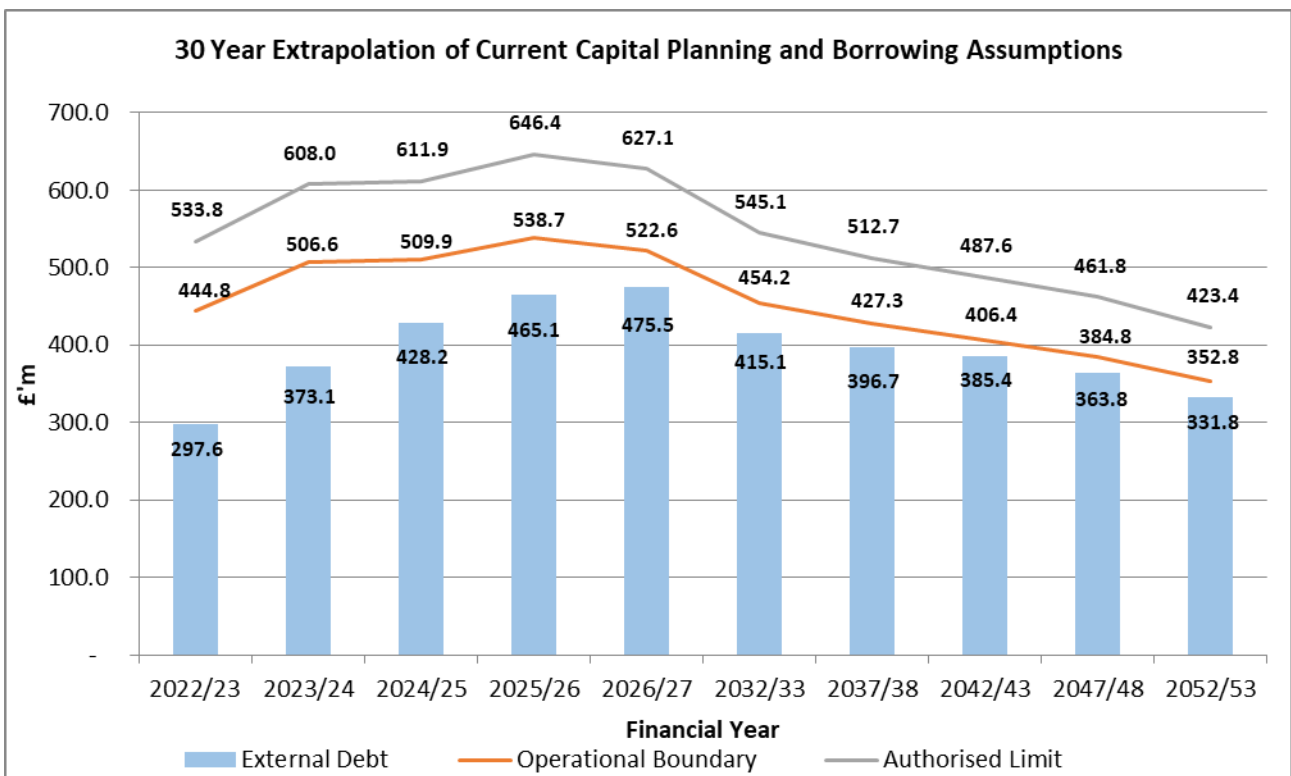
### **4 TREASURY MANAGEMENT STRATEGY 2023/24**

- 4.1 Appendix 1 contains the draft Treasury Management Strategy for 2023/24 for consideration by Council.
- 4.2 This is based on the draft Financial Capital Plans for 2023/24 to 2032/33, which are being presented to Council elsewhere on this agenda.
- 4.3 Appendix 1, Annex A contains a summary of the proposed indicators within the strategy. The significant change from the 2022/23 strategy is:
- (a) An increase in the Capital Financing Requirement (CFR) of £29.093m as a result of re-profiling of the debt liability repayments of the Council's PPP contracts as at 1 April 2023. The increase in the CFR will continue to be reduced by the revised repayments after each Service Concession Arrangement contract has expired until the end of the revised period.
- 4.4 The table overleaf shows the "Operational Boundary" against the anticipated levels of external borrowing. The external borrowing levels should not normally exceed the operational boundary limit, defined by the Prudential Framework. The gap between these two elements as seen in the table, consistently shows that the Council maintains an "under-borrowed" position. The gap however is reducing over the years due to the ambitious capital programme.



4.5 The chart below details projected external borrowing for the next 5 financial years and then at each 5 year interval up to 2052/53. Alongside this, the Operational Boundary and Authorised Limit are also shown. The chart is designed to inform long term scenario planning in line with best practice.

It should be noted that from 2032-33, the first year outwith the current 10 year Capital Plan, a 10 year average capital expenditure, and annual borrowing requirement of £10.5m, has been assumed.



4.6 A third and new prudential indicator for 2023/24 is the Liability Benchmark (LB). The Council has measured the LB for a 10 year period in line with the Capital Plan. There are four components to the LB: -

- 1 Existing loan debt outstanding
- 2 Loans CFR
- 3 Net loans requirement
- 4 Liability benchmark (or gross loans requirement)

The measurement shows the Council to be in an under-borrowed position with a requirement for further borrowing in future years. The Council will actively monitor the progress of the Capital Plan and align forecast spend to the most efficient borrowing options available at that time.

- 4.7 The implementation of IFRS16 has been delayed until 2023/24 year end. When implemented this will mean that leases which were previously off balance sheet will now be included. Leases form part of the other long term liability figures which make up the Prudential Indicators. The data gathering has been substantially completed and the financial implications are being assessed.

## **5 IMPLICATIONS**

### **5.1 Financial**

There are no additional financial implications in relation to this report, its content specifically relating to the financing and investment activities of the Council.

### **5.2 Risk and Mitigations**

The risks to delivering the Strategy have been identified within the Strategy itself at Appendix 1. Controls and mitigating actions have been implemented, monitored and reviewed in line with the Council's Risk Management Policy. The Strategy provides the parameters and guidance for the investment and borrowing decisions for the Council.

### **5.3 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 forms part of the governance of the Treasury function within the Council.

### **5.4 Sustainable Development Goals**

There are no direct economic, social or environmental issues with this report which would affect the Council's sustainability policy.

### **5.5 Climate Change**

There are no direct carbon emissions impacts as a result of this report.

### **5.6 Rural Proofing**

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

### **5.7 Data Protection Impact Statement**

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

### **5.8 Changes to Scheme of Administration or Scheme of Delegation**

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



## 6 CONSULTATION

- 6.1 The Chief Legal Officer (including as Monitoring Officer), the Chief Officer Audit and Risk, Director People Performance & Change, Communications and the Clerk to the Council are being consulted and any comments received will be reported to the meeting.

### Approved by

**Suzy Douglas**  
**Acting Chief Financial Officer**

**Signature .....**

### Author(s)

Name	Designation and Contact Number
Suzy Douglas	Acting Chief Financial Officer (X5881)

### Background Papers:

**Previous Minute Reference:** not applicable

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

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## **APPENDIX 1**

# **SCOTTISH BORDERS COUNCIL**

## **TREASURY MANAGEMENT STRATEGY (incorporating the Annual Investment Strategy) 2023/24**

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## 1 Purpose and Scope

1.1 The Council is currently required to receive and approve, as a minimum, three main reports on treasury activity each year, which incorporate a variety of policies, estimates and actual figures.

a) **Treasury Management Strategy** (this report) – The first, and most important of the three reports, is forward looking and covers:

- The capital plans of the Council (including prudential indicators);
- A policy for the statutory repayment of debt, (how residual capital expenditure is charged to revenue over time);
- The treasury management strategy (how the investments and borrowings are organised), including treasury indicators, and
- A permitted investment strategy (the parameters on how investments are to be managed).

b) **Mid Year Treasury Management Report** – This is primarily a progress report and will update members on the capital position, amending prudential indicators as necessary, and whether any policies require revision.

c) **Annual Treasury Report** – This is a backward looking review document and provides details of a selection of actual prudential and treasury indicators and actual treasury operations compared to the estimates within the strategy.

d) **Quarterly reports** – In addition to the three major reports detailed above, from 2023/24 quarterly reporting (end of June/end of December) is also required. However, these additional reports do not have to be reported to Council but do require to be adequately scrutinised. This role is undertaken by the **Executive Committee**. (The reports, specifically, should comprise updated Treasury/Prudential Indicators.)

### 1.2 Scrutiny

These reports are required to be adequately scrutinised by committee before being recommended to the Council. This role is undertaken by the **Audit Committee**.

1.3 The treasury management issues covered by this report are:

#### Capital Issues

- the capital expenditure plans and the associated prudential indicators;
- the loans fund repayment policy.

#### Treasury management issues

- the current treasury position;
- treasury indicators which will limit the treasury risk and activities of the Council;
- prospects for interest rates;
- the borrowing strategy;
- policy on borrowing in advance of need;
- debt rescheduling;
- the investment strategy;
- creditworthiness policy; and
- the policy on use of external service providers

1.4 These elements cover the requirements of the Local Government in Scotland Act 2003, the CIFPA Prudential Code (the Prudential Code), the CIPFA Treasury Management Code (the Code) and Scottish Government loans fund repayment regulations and investment regulations.

**1.5** The increased Member consideration of treasury management matters and the need to ensure that officers dealing with treasury management are trained and kept up to date requires a suitable training process for Members and officers. This Council will continue to address this important issue by:

**a) Elected Members**

- Working with members of the Audit Committee to identify their training needs
- Working with Link Treasury Services to identify appropriate training provision for elected members

**b) Officers** dealing with treasury management matters will have the option of various levels of training including:

- Treasury courses run by the Council's advisers
- Attendance at CIPFA treasury management training events
- Attendance at the CIPFA Scottish Treasury Management Forum and information exchanged via the Treasury Management Forum network
- On the job training in line with the approved Treasury Management Practices (TMPs).

## **1.6 Treasury Management Consultants**

The Council uses Link Group, Treasury solutions as its external treasury management advisors.

The Council recognises that responsibility for treasury management decisions remains with the Council at all times and will ensure that undue reliance is not placed upon the services of our external service providers. All decisions will be undertaken with regards to all available information, including, but not solely, our treasury advisers.

It also recognises that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources. The Council will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented, and subjected to regular review.

**1.7** The Treasury Management Strategy covers the treasury management activities for the Council (including any subsidiary organisations), the cash managed by the Council on behalf of the Scottish Borders Council Pension Fund, the Common Good and Trust Funds.

## **1.8 2021 revised CIPFA Treasury Management Code and Prudential Code – changes which will impact on future TMSS/AIS reports and the risk management framework**

CIPFA published the revised Codes on 20th December 2021 and has stated that revisions need to be included in the reporting framework from the 2023/24 financial year. This Authority, therefore, has to have regard to these Codes of Practice when it prepares the Treasury Management Strategy Statement and Annual Investment Strategy, and also related reports during the financial year, which are taken to Full Council for approval.

**The revised Treasury Management Code requires all investments and investment income to be attributed to one of the following three purposes: -**

### **Treasury management**

Arising from the organisation's cash flows or treasury risk management activity, this type of investment represents balances which are only held until the cash is required for use. Treasury investments may also arise from other treasury risk management activity which seeks to prudently manage the risks, costs or income relating to existing or forecast debt or treasury investments.

### **Service delivery**

Investments held primarily and directly for the delivery of public services including housing, regeneration and local infrastructure. Returns on this category of investment which are funded by borrowing are permitted only in cases where the income is “either related to the financial viability of the project in question or otherwise incidental to the primary purpose”.

### **Commercial return**

Investments held primarily for financial return with no treasury management or direct service provision purpose. Risks on such investments should be proportionate to an authority’s financial capacity – i.e., that ‘plausible losses’ could be absorbed in budgets or reserves without unmanageable detriment to local services. An authority must not borrow to invest primarily for financial return.

### **The revised Treasury Management Code will require an authority to implement the following: -**

1. Adopt a new liability benchmark treasury indicator to support the financing risk management of the capital financing requirement; this is to be shown in chart form for a minimum of ten years, with material differences between the liability benchmark and actual loans to be explained;
2. Long-term treasury investments, (including pooled funds), are to be classed as commercial investments unless justified by a cash flow business case;
3. Pooled funds are to be included in the indicator for principal sums maturing in years beyond the initial budget year;
4. Amendment to the knowledge and skills register for officers and members involved in the treasury management function - to be proportionate to the size and complexity of the treasury management conducted by each authority;
5. Reporting to members is to be done quarterly. Specifically, the Chief Finance Officer (CFO) is required to establish procedures to monitor and report performance against all forward-looking prudential indicators at least quarterly. The CFO is expected to establish a measurement and reporting process that highlights significant actual or forecast deviations from the approved indicators. However, monitoring of prudential indicators, including forecast debt and investments, is not required to be taken to Full Council and should be reported as part of the Authority’s integrated revenue, capital and balance sheet monitoring;
6. Environmental, social and governance (ESG) issues to be addressed within an authority’s treasury management policies and practices (TMP1).

### **The main requirements of the Prudential Code relating to service and commercial investments are: -**

1. The risks associated with service and commercial investments should be proportionate to their financial capacity – i.e. that plausible losses could be absorbed in budgets or reserves without unmanageable detriment to local services;
2. An authority must not borrow to invest for the primary purpose of commercial return;
3. It is not prudent for local authorities to make any investment or spending decision that will increase the CFR, and so may lead to new borrowing, unless directly and primarily related to the functions of the authority, and where any commercial returns are either related to the financial viability of the project in question or otherwise incidental to the primary purpose;
4. An annual review should be conducted to evaluate whether commercial investments should be sold to release funds to finance new capital expenditure or refinance maturing debt;
5. A prudential indicator is required for the net income from commercial and service investments as a proportion of the net revenue stream;

6. Create new Investment Management Practices to manage risks associated with non-treasury investments, (similar to the current Treasury Management Practices).

**An authority's Capital Strategy or Annual Investment Strategy should include: -**

1. The authority's approach to investments for service or commercial purposes (together referred to as non-treasury investments), including defining the authority's objectives, risk appetite and risk management in respect of these investments, and processes ensuring effective due diligence;
2. An assessment of affordability, prudence and proportionality in respect of the authority's overall financial capacity (i.e. whether plausible losses could be absorbed in budgets or reserves without unmanageable detriment to local services);
3. Details of financial and other risks of undertaking investments for service or commercial purposes and how these are managed;
4. Limits on total investments for service purposes and for commercial purposes respectively (consistent with any limits required by other statutory guidance on investments);
5. Requirements for independent and expert advice and scrutiny arrangements (while business cases may provide some of this material, the information contained in them will need to be periodically re-evaluated to inform the authority's overall strategy);
6. State compliance with paragraph 51 of the Prudential Code in relation to investments for commercial purposes, in particular the requirement that an authority must not borrow to invest primarily for financial return.

## **1.9 International Financial Reporting Standard (IFRS) 16 – Leasing**

The CIPFA LAASAC Local Authority Accounting Code Board has deferred implementation of IFRS16 until 1.4.24, the 2024/25 financial year. From this date, leases which were previously off balance sheet will now be included. As leases form part of the other long term liability figures which make up the Prudential Indicators below, it is possible that the Indicators currently suggested will be exceeded. The data gathering has been substantially completed and the financial implications are currently being assessed. Once this exercise is completed, during 2023/24, an updated report may be required to inform members of the detailed impact of IFRS 16 with amended Prudential Indicators for approval.



## 2 Background

- 2.1** The Council is required to operate a balanced budget, which broadly means that cash raised during the year will meet cash expenditure. Part of the treasury management operation is to ensure that this cash flow is adequately planned, with cash being available when it is needed. Surplus monies are invested in low risk counterparties or instruments commensurate with the Council's low risk appetite, providing adequate liquidity initially before considering investment return.
- 2.2** The second main function of the treasury management service is the funding of the Council's capital plans and strategy. These capital plans provide a guide to the borrowing need of the Council, essentially the longer term cash flow planning, to ensure that the Council can meet its capital spending obligations. This management of longer term cash may involve arranging long or short term loans, or using longer term cash flow surpluses. On occasion, when it is prudent and economic, any debt previously drawn may be restructured to meet Council risk or cost objectives.
- 2.3** The Prudential and Treasury Indicators (summarised in **Annex A**) consider the affordability and impact of capital expenditure decisions, and set out the Council's overall capital framework. These Indicators have been developed in line with both the Prudential and Treasury Codes. The treasury service considers the effective funding of these decisions. Together they form part of the process which ensures the Council meets its balanced budget requirement under the Local Government Finance Act 1992. The Treasury Management Strategy therefore forms an integral part of the Council's overall Financial Strategy covering both its revenue and capital budgets.
- 2.4** The contribution the treasury management function makes to the authority is critical, as the balance of debt and investment operations ensure liquidity or the ability to meet spending commitments as they fall due, either on day-to-day revenue or for larger capital projects. The treasury operations will see a balance of the interest costs of debt and the investment income arising from cash deposits affecting the available budget. Since cash balances generally result from reserves and balances, it is paramount to ensure adequate security of the sums invested, as a loss of principal will in effect result in a loss to the General Fund Balance.
- 2.5** Whilst any loans to third parties, commercial investment initiatives or other non-financial investments will impact on the treasury function, these activities are generally classed as non-treasury activities and are separate from the day to day treasury management activities.
- 2.6** CIPFA defines treasury management as:
- “The management of the local authority's borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”
- 2.7** Revised reporting was introduced in the 2019/20 reporting cycle due to revisions to the CIPFA Prudential Code and the CIPFA Treasury Management Code. The primary reporting changes included the introduction of a capital strategy, to provide a longer-term focus to the capital plans, and greater reporting requirements surrounding any commercial activity if that is going to be undertaken. The capital strategy is being reported separately.

### 3 The Capital Prudential Indicators 2023/24 – 2027/28

The Council's Financial Strategy sets out financial resource and management parameters within which it will deliver its Corporate Vision and Priorities. The Financial Strategy brings together various elements of financial policy and strategy, including the Treasury Management Strategy, and establishes the financial planning framework for the Council in terms of Revenue Expenditure and Capital Investment. The output from this framework is the Council's Financial Plan, approved annually in February, presenting the financial proposals for delivering its services and objectives.

The Financial Strategy establishes that the Financial Principles underpinning the planning for the Council's future service delivery are to:

- (i) Raise the funds required by the Council to meet approved service levels in the most effective manner;
- (ii) Manage the effective deployment of those funds in line with the Council's corporate objectives and priorities; and
- (iii) Provide stability in resource planning and service delivery as expressed through Corporate and Business Plans and the Revenue and Capital Financial Plan.

In order to adhere to these Principles, the Financial Strategy states that the Council will adopt Financial Objectives to:

***"ensure capital borrowing is within prudential borrowing limits and sustainable in the longer term. In this regard it is important to recognise the capital investment decisions taken now have long term borrowing implications and these have the potential to place a significant burden on future tax payers".***

The draft revenue budget sets loans charges associated with capital borrowing over the next 5 years at £19.3 in 2023/24, rising to £25.9m in 2027/28.

The Council's Capital Financial Plan is the key driver of treasury management activity. The output of the capital expenditure plans is reflected in the prudential indicators, which are designed to assist members' overview and confirm capital expenditure plans.

#### 3.1 Capital Expenditure (Prudential Indicator PI-1)

This prudential indicator is a summary of the Council's capital expenditure plans, both those agreed previously, and those forming part of this planning cycle. The Capital Financial Plan for 2023/24 – 2032/33 includes the following capital expenditure forecasts for the first five years. 2022/23 projected outturn figures are also shown:

Capital Expenditure (PI-1) £m	Estimate					
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Assets & Infrastructure	46.4	39.9	15.5	13.3	12.4	12.9
Other Corporate Services	5.7	11.1	0.2	0.1	0.5	0.2
Children & Young People	16.1	40	69.9	28.9	27.7	21.9
Culture & Sport	1.9	0.9	0.6	2	0.8	0.8
Economic Regeneration	3.8	18.8	17	14.2	14.9	6.6
Housing Strategy & Services	0.4	0.6	0.5	0.5	0.5	0.5
Social Care Infrastructure	0.7	14.1	14.8	0.5	0	0
Emergency & Unplanned & Planned programme adjustments	0.1	-1.7	-1.7	-1.7	-1.7	-1.7
<b>Total</b>	<b>75.1</b>	<b>123.7</b>	<b>116.8</b>	<b>57.8</b>	<b>55.1</b>	<b>41.2</b>

### 3.2 Capital Financing Assumptions

The table below summarises the above capital expenditure plans and how these plans are being financed by capital or revenue resources. Any shortfall of resources results in a financing need.

Capital Expenditure £m	Estimate					
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Capital Expenditure – per plan	75.1	123.7	116.8	57.8	55.1	41.2
Other Relevant Expenditure	-	-	-	-	-	-
<b>Total Expenditure</b>	<b>75.1</b>	<b>123.7</b>	<b>116.8</b>	<b>57.8</b>	<b>55.1</b>	<b>41.2</b>
<b>Financed by:</b>						
Capital receipts	0.7	0	2	0.1	0	0.6
CFCR	0.3	2.9	1	0	0	0
Developer Contributions	0.2	0.5	4.9	0.1	0.1	0.1
Govt. General Capital Grants	24.6	12	11.1	11.1	11.1	11.1
Govt. Specific Capital Grants	2	15	1.2	1.9	0.2	0.2
Other Grants & Contributions	18.3	20.8	17	14.2	14.8	6.5
Plant & Vehicle / Infrastructure Fund	4.2	2	2	2	2	2
Synthetic Pitch Replacement Fund	0	0.4	0.4	1.1	0.5	0.5
<b>Element of Net financing need for the year met by borrowing</b>	<b>24.8</b>	<b>70.1</b>	<b>77.2</b>	<b>27.3</b>	<b>26.4</b>	<b>20.2</b>

### 3.3 The Council's Borrowing Need (the Capital Financing Requirement – Prudential Indicator PI-2)

- a) The second prudential indicator is the Council's Capital Financing Requirement (CFR). The CFR is simply the total historic outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of the Council's indebtedness and so its underlying borrowing need. Any capital expenditure identified above, which has not immediately been paid for through a revenue or capital resource, will increase the CFR. The CFR does not increase indefinitely, as prudent annual repayments from revenue need to be made which reflect the useful life of capital assets financed by borrowing. From 1 April 2016, authorities may choose whether to use scheduled debt amortisation (loans pool charges), or another suitable method of calculation in order to repay borrowing.
- b) The CFR includes any other long term liabilities (e.g. PFI schemes, finance leases). Whilst these increase the CFR, and therefore the Council's borrowing requirement, these types of scheme include a borrowing facility by the PFI, PPP lease provider and so the Council is not required to separately borrow for these schemes. The Council has £111.3m of liabilities relating to such schemes within the 2023/24 long term liabilities figure. The CFR may be impacted by the changes under IFRS 16 (see 1.9 above).
- c) The Council is asked to approve the CFR projections on the page below:

Capital Financing Requirement (PI-2) £m	Actual	Estimate					
	21/22	22/23	23/24	24/25	25/26	26/27	27/28
<b>Total CFR (PI-2) *</b>	<b>342.3</b>	<b>354.7</b>	<b>444.4</b>	<b>510.7</b>	<b>526.6</b>	<b>540.9</b>	<b>548.2</b>
<b>Movement in CFR represented by:</b>							
Net financing need for the year (above)		<b>24.8</b>	<b>70.1</b>	<b>77.2</b>	<b>27.3</b>	<b>26.4</b>	<b>20.2</b>
Less scheduled debt amortisation and other financing movements		(12.4)	19.5	(10.8)	(11.4)	(12.1)	(12.8)
<b>Movement in CFR</b>		<b>12.4</b>	<b>89.6</b>	<b>66.4</b>	<b>15.9</b>	<b>14.3</b>	<b>7.4</b>

\* The CFR for this calculation includes capital expenditure to 31 March of each financial year.

- d) A key aspect of the regulatory and professional guidance is that elected members are aware of the size and scope of any commercial activity in relation to the authority's overall financial position. The capital expenditure figures shown in 3.1, 3.2 and 3.3, and the details above, demonstrate the scope of this activity and, by approving these figures, consider the scale proportionate to the Authority's remaining activity. This Council does not currently have any commercial activity.

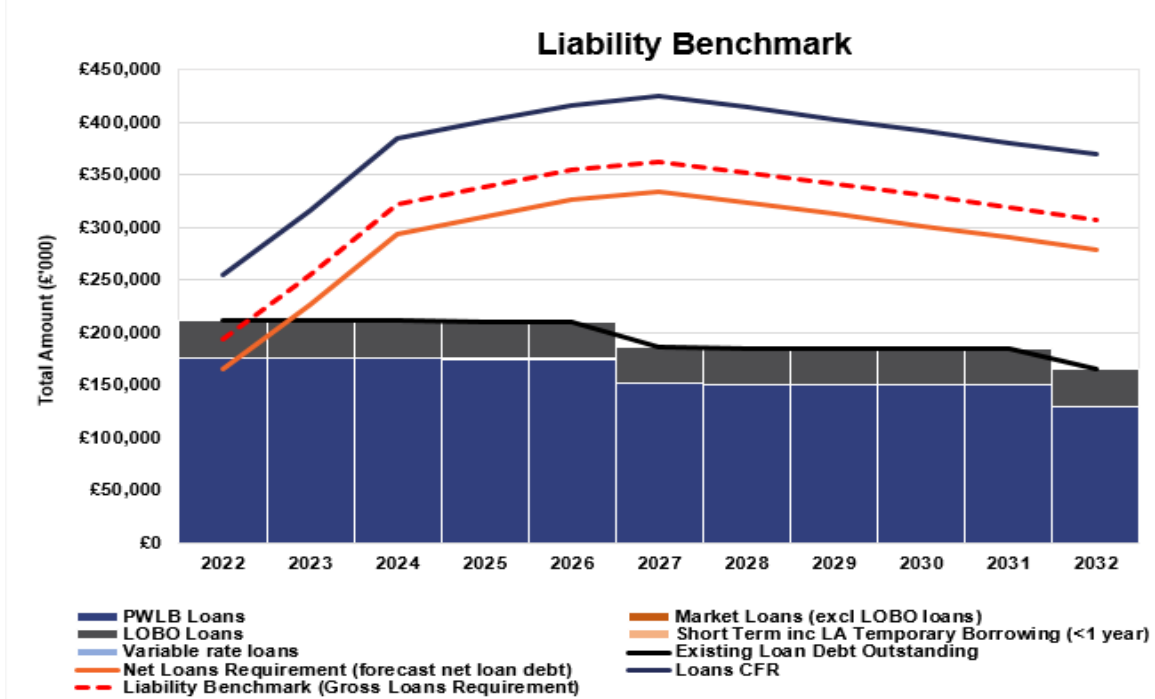
### 3.4 Liability Benchmark

A third and new prudential indicator for 2023/24 is the Liability Benchmark (LB). The Authority is required to estimate and measure the LB for the forthcoming financial year and the following two financial years, as a minimum. The Council has measured the LB for a 10 year period in line with the Capital Plan as shown in the graph below.

There are four components to the LB: -

- 1 **Existing loan debt outstanding:** the Authority's existing loans that are still outstanding in future years.
- 2 **Loans CFR:** this is calculated in accordance with the loans CFR definition in the Prudential Code and projected into the future based on approved prudential borrowing and planned Loans Fund advances/Loans Fund principal repayments.
- 3 **Net loans requirement:** this will show the Authority's gross loan debt less treasury management investments at the last financial year-end, projected into the future and based on its approved prudential borrowing, planned Loans Fund principal repayments and any other major cash flows forecast.
- 4 **Liability benchmark** (or gross loans requirement): this equals net loans requirement plus short-term liquidity allowance.

The graph below shows the Council to be in an under-borrowed position with a requirement for further borrowing in future years. The Council will actively monitor the progress of the Capital Plan and align forecast spend to the most efficient borrowing options available at that time.



### 3.5 Statutory Repayment of Loans Fund Advances

a) The Council is required to set out its policy for the statutory repayment of loans fund advances prior to the start of the financial year. The repayment of loans fund advances ensures that the Council makes a prudent provision each year to pay off an element of the accumulated loans fund advances made in previous financial years.

b) A variety of options are provided to Councils so long as a prudent provision is made each year. The Council is recommended to approve the following policy on the repayment of loans fund advances:-  
 For loans fund advances made before 1 April 2016, the policy will be to maintain the practice of previous years and apply the **Statutory Method (option 1)**, with all loans fund advances being repaid by the annuity method.

For loans fund advances made after 1 April 2016, the policy for the repayment of loans advances will be the:-

1. **Asset life method** – loans fund advances will be repaid with reference to the life of an asset using either the equal instalment or annuity method (option 3).

Under regulation 14 (2) of SSI 2016 No 123, the Council calculates the annuity rate based on historic annuity rates to ensure that it is a prudent application and it is currently 3.62%.

## 4 Treasury Management Strategy

The capital expenditure plans set out in Section 3 provide details of the service activity of the Council. The treasury management function ensures that the Council's cash is organised in accordance with the relevant professional Codes, so that sufficient cash is available to meet this service activity and the Council's capital strategy. This will involve both the organisation of the cash flow and, where capital plans require, the organisation of appropriate borrowing facilities. The strategy covers the relevant treasury / prudential indicators, the current and projected debt positions and the annual investment strategy.

### 4.1 Current Portfolio Position

- a) The overall treasury management portfolio as at 31 March 2022 and for the position as at 31 December 2022 are shown below for both borrowing and investments.

<b>TREASURY PORTFOLIO</b>				
	actual <b>31.3.22</b> £000	actual <b>31.3.22</b> %	current <b>31.12.22</b> £000	current <b>31.12.22</b> %
<b>Treasury investments</b>				
Banks	1,359	3%	9,114	19%
DMADF (H.M.Treasury)	20,500	44%	13,800	29%
money market funds	25,000	53%	25,000	52%
<b>Total managed in house</b>	<b>46,859</b>	<b>100%</b>	<b>47,914</b>	<b>100%</b>
<b>Total managed externally</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>
<b>Total treasury investments</b>	<b>46,859</b>	<b>100%</b>	<b>47,914</b>	<b>100%</b>
<b>Treasury external borrowing</b>				
Third party loans	600	0.5%	600	0.5%
PWLB	176,086	83%	174,308	83%
LOBOs	35,000	16.5%	35,000	16.5%
<b>Total external borrowing</b>	<b>211,686</b>	<b>100%</b>	<b>209,908</b>	<b>100%</b>
<b>Net treasury investments / (borrowing)</b>	<b>(164,827)</b>	<b>0</b>	<b>(161,994)</b>	<b>0</b>

- b) The Council's forward projections for borrowing are summarised below. The table shows the actual external debt, against the underlying capital borrowing need, (the Capital Financing Requirement - CFR), highlighting any over or under borrowing.

as at 31 March £m	Estimate					
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Borrowing</b>	215.4	261.8	318.0	355.9	367.5	362.0
<b>Other Long Term Liabilities</b>	82.2	111.3	110.2	109.1	108.0	106.7
<b>Total Gross Borrowing (Prudential Indicator PI-5)</b>	<b>297.6</b>	<b>373.1</b>	<b>428.2</b>	<b>465.0</b>	<b>475.5</b>	<b>468.7</b>
<b>Capital Financing Requirement*</b>	<b>510.7</b>	<b>526.6</b>	<b>540.9</b>	<b>548.2</b>	<b>535.8</b>	<b>524.0</b>
<b>(Under) / Over Borrowing (Prudential Indicator PI-6)</b>	<b>(213.1)</b>	<b>(153.5)</b>	<b>(112.7)</b>	<b>(83.2)</b>	<b>(60.3)</b>	<b>(55.3)</b>

\* The CFR for this calculation includes the current and two future years projected capital expenditure see 4.1b)

- c) Within the range of prudential indicators there are a number of key indicators to ensure that the Council operates its activities within well-defined limits. One of these (PI-6) is that the Council needs to ensure that its gross debt figure (shown above) does not, except in the short term, exceed the total of the CFR

in the preceding year plus the estimates of any additional CFR for 2023/24 and the following two financial years. This allows some flexibility for limited early borrowing for future years, but ensures that borrowing is not undertaken for revenue or speculative purposes.

- d) The Council has complied with this prudential indicator in the current year and no difficulties are currently envisaged for the long term future. This view takes into account current commitments, existing plans, and the proposals in the Financial Plans for 2023/24.

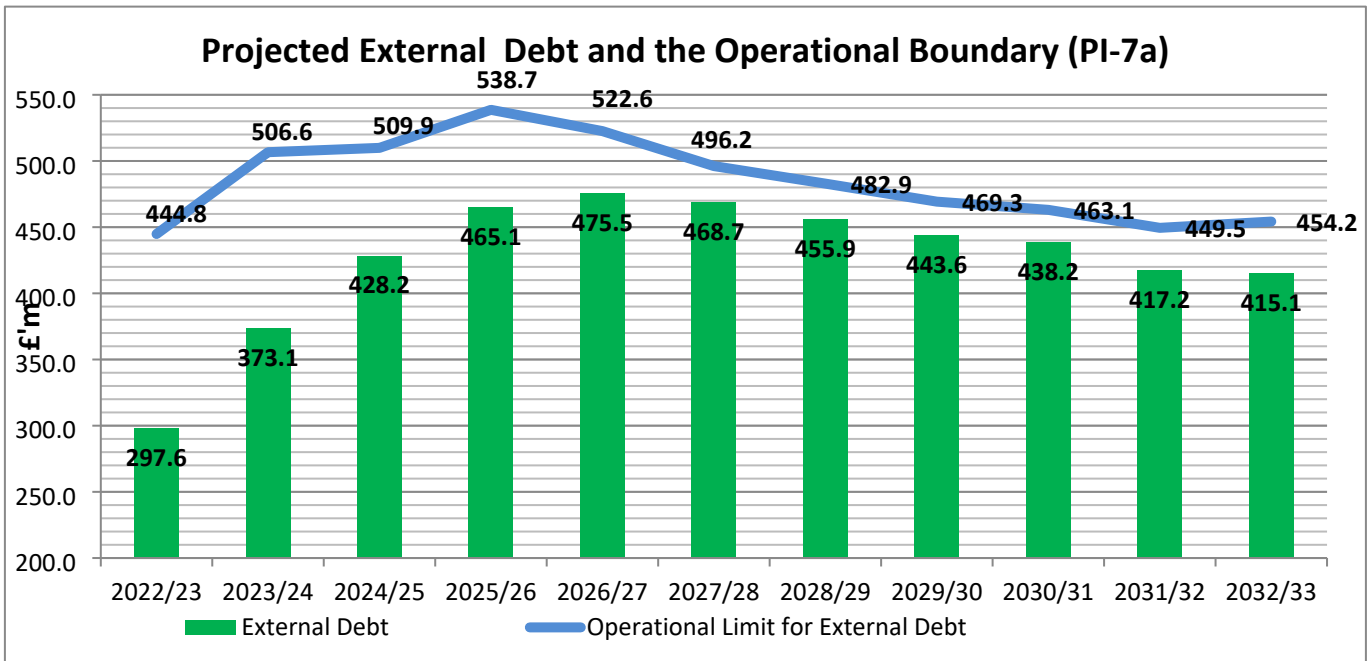
## 4.2 Treasury Indicators: Limits to Borrowing Activity

### The Operational Boundary (Prudential Indicator PI-7)

- a) This is the limit beyond which external borrowing is not normally expected to exceed. In most cases, this would be a similar figure to the CFR, but may be lower or higher depending on the levels of actual debt and the ability to fund under-borrowing by other cash resources.

Operational boundary £m	Estimate					
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Total Operational Boundary (PI-7a)</b>	<b>444.8</b>	<b>506.6</b>	<b>509.9</b>	<b>538.7</b>	<b>522.6</b>	<b>496.2</b>
Less: Other long term liabilities	(82.2)	(111.3)	(110.2)	(109.1)	(107.9)	(106.7)
<b>Operational Boundary exc. Other Long Term Liabilities (PI-7b)</b>	<b>362.6</b>	<b>366.3</b>	<b>371.6</b>	<b>402.5</b>	<b>388.7</b>	<b>364.6</b>

- b) The following chart shows how the current and projected Operational Borrowing limit compare with the anticipated levels of actual debt.

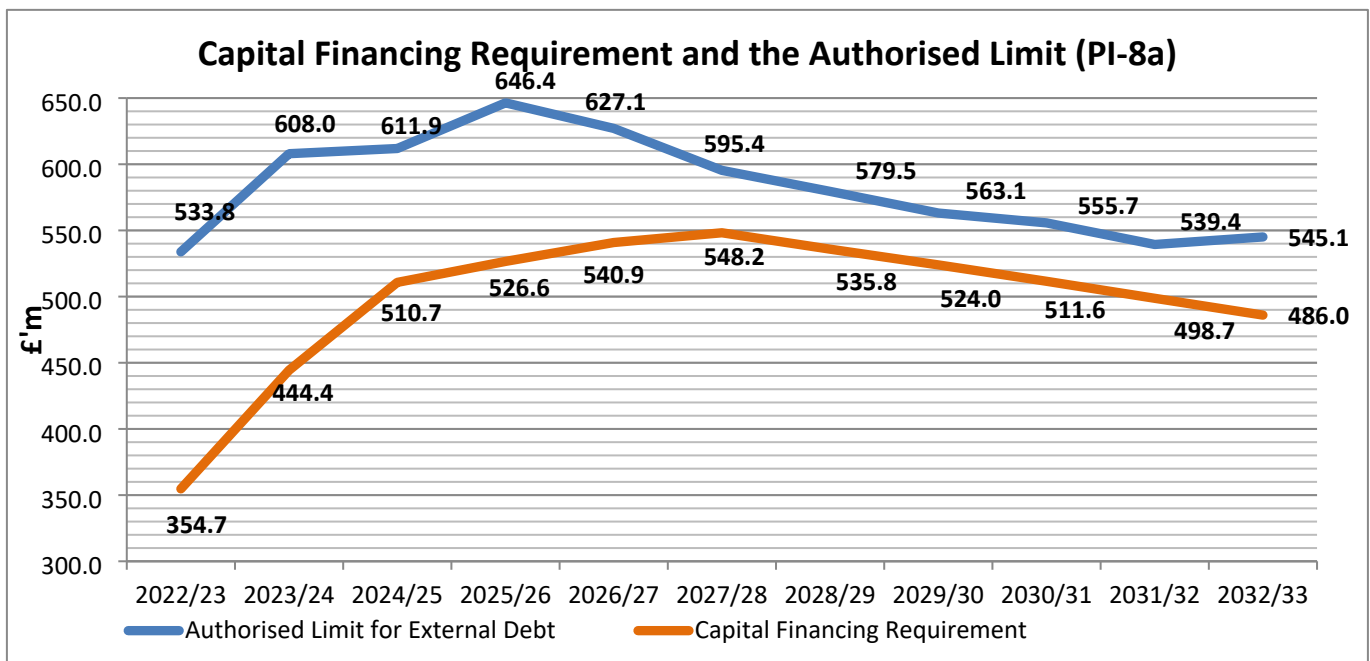


### The Authorised Limit for External Debt (Prudential Indicator PI-8)

- c) A further key prudential indicator represents a control on the maximum level of borrowing. This represents a legal limit beyond which external debt is prohibited, and this limit needs to be set or revised by the full Council. It reflects the level of external debt which, while not desired, could be afforded in the short term, but is not sustainable in the longer term.
- d) The authorised limits for external debt for the current year and two subsequent years are the legislative limits determined under Regulation 6(1) of the Local Authority (Capital Finance and Accounting) (Scotland) Regulations 2016.
- e) The Council is asked to approve the following authorised limit:

Authorised Limit £m	Estimate					
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Total Authorised Limit (PI-8a)</b>	<b>533.8</b>	<b>608.0</b>	<b>611.9</b>	<b>646.4</b>	<b>627.1</b>	<b>595.4</b>
Less: Other long term liabilities	(82.2)	(111.3)	(110.2)	(109.1)	(107.9)	(106.7)
<b>Authorised Limit exc. Other Long-Term Liabilities (PI-8b)</b>	<b>451.6</b>	<b>496.7</b>	<b>501.7</b>	<b>537.3</b>	<b>519.2</b>	<b>488.7</b>

- f) The chart on the below shows how the current and projected Capital Financing Requirement compares to the Authorised Limit for External Debt.



### 4.3 Prospects for Interest Rates

- a) The Council has appointed Link Group as its treasury advisor and part of their service is to assist the Council to formulate a view on interest rates. Link provided the following forecasts on 19.12.22. These are forecasts for certainty rates, gilt yields plus 80bps:



Link Group Interest Rate View	19.12.22												
	Dec-22	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24	Jun-24	Sep-24	Dec-24	Mar-25	Jun-25	Sep-25	Dec-25
<b>BANK RATE</b>	3.50	4.25	4.50	4.50	4.50	4.00	3.75	3.50	3.25	3.00	2.75	2.50	2.50
3 month ave earnings	3.60	4.30	4.50	4.50	4.50	4.00	3.80	3.30	3.00	3.00	2.80	2.50	2.50
6 month ave earnings	4.20	4.50	4.60	4.50	4.20	4.10	3.90	3.40	3.10	3.00	2.90	2.60	2.60
12 month ave earnings	4.70	4.70	4.70	4.50	4.30	4.20	4.00	3.50	3.20	3.10	3.00	2.70	2.70
5 yr PWLB	4.20	4.20	4.20	4.10	4.00	3.90	3.80	3.60	3.50	3.40	3.30	3.20	3.10
10 yr PWLB	4.30	4.40	4.40	4.30	4.10	4.00	3.90	3.80	3.60	3.50	3.40	3.30	3.30
25 yr PWLB	4.60	4.60	4.60	4.50	4.40	4.20	4.10	4.00	3.90	3.70	3.60	3.50	3.50
50 yr PWLB	4.30	4.30	4.30	4.20	4.10	3.90	3.80	3.70	3.60	3.50	3.30	3.20	3.20

*Additional notes by Link on this forecast table: -*

Our central forecast for interest rates was updated on 19 December and reflected a view that the MPC would be keen to further demonstrate its anti-inflation credentials by delivering a succession of rate increases. Bank Rate stands at 3.5% currently, but is expected to reach a peak of 4.5% in H1 2023.

Further down the road, we anticipate the Bank of England will be keen to loosen monetary policy when the worst of the inflationary pressures are behind us – but that timing will be one of fine judgment: cut too soon, and inflationary pressures may well build up further; cut too late and any downturn or recession may be prolonged.

The CPI measure of inflation looks to have peaked at 11.1% in Q4 2022 (currently 10.7%). Despite the cost-of-living squeeze that is still taking shape, the Bank will want to see evidence that wages are not spiralling upwards in what is evidently a very tight labour market.

Regarding the plan to sell £10bn of gilts back into the market each quarter (Quantitative Tightening), this has started and will focus on the short, medium and longer end of the curve in equal measure, now that the short-lived effects of the Truss/Kwarteng unfunded dash for growth policy are firmly in the rear-view mirror.

In the upcoming months, our forecasts will be guided not only by economic data releases and clarifications from the MPC over its monetary policies and the Government over its fiscal policies, but the on-going conflict between Russia and Ukraine. (More recently, the heightened tensions between China/Taiwan/US also have the potential to have a wider and negative economic impact.)

On the positive side, consumers are still estimated to be sitting on over £160bn of excess savings left over from the pandemic so that will cushion some of the impact of the above challenges. However, most of those are held by more affluent people whereas lower income families already spend nearly all their income on essentials such as food, energy and rent/mortgage payments.

## PWLB RATES

- The yield curve movements have become less volatile of late and PWLB 5 to 50 years Certainty Rates are, generally, in the range of 4.10% to 4.80%.
- We view the markets as having built in, already, nearly all the effects on gilt yields of the likely increases in Bank Rate and the elevated inflation outlook.

### The balance of risks to the UK economy: -

- The overall balance of risks to economic growth in the UK is to the downside.

### Downside risks to current forecasts for UK gilt yields and PWLB rates include: -

- **Labour and supply shortages** prove more enduring and disruptive and depress economic activity (accepting that in the near-term this is also an upside risk to inflation and, thus, rising gilt yields).
- **The Bank of England** acts too quickly, or too far, over the next year to raise Bank Rate and causes UK economic growth, and increases in inflation, to be weaker than we currently anticipate.

- **UK / EU trade arrangements** – if there was a major impact on trade flows and financial services due to complications or lack of co-operation in sorting out significant remaining issues.
- **Geopolitical risks**, for example in Ukraine/Russia, China/Taiwan/US, Iran, North Korea and Middle Eastern countries, which could lead to increasing safe-haven flows.

**Upside risks to current forecasts for UK gilt yields and PWLB rates: -**

- The **Bank of England is too slow** in its pace and strength of increases in Bank Rate and, therefore, allows inflationary pressures to build up too strongly and for a longer period within the UK economy, which then necessitates Bank Rate staying higher for longer than we currently project or even necessitates a further series of increases in Bank Rate.
- **The Government** acts too quickly to cut taxes and/or increases expenditure in light of the cost-of-living squeeze.
- **The pound weakens** because of a lack of confidence in the UK Government’s fiscal policies, resulting in investors pricing in a risk premium for holding UK sovereign debt.
- Longer term **US treasury yields** rise strongly and pull gilt yields up higher than currently forecast.
- Projected **gilt issuance, inclusive of natural maturities and QT**, could be too much for the markets to comfortably digest without higher yields consequently.

**Borrowing advice:** Our long-term (beyond 10 years) forecast for Bank Rate stands at 2.5%. As all PWLB certainty rates are currently above this level, borrowing strategies will need to be reviewed in that context. Better value can generally be obtained at the shorter end of the curve and short-dated fixed LA to LA monies should be considered. Temporary borrowing rates are likely, however, to remain near Bank Rate and may also prove attractive whilst the market waits for inflation, and therein gilt yields, to drop back later in 2023.

Our suggested budgeted earnings rates for investments up to about three months’ duration in each financial year are rounded to the nearest 10bps as follows: -

Average earnings in each year	
2022/23 (remainder)	4.00%
2023/24	4.40%
2024/25	3.30%
2025/26	2.60%
2026/27	2.50%
Years 6 to 10	2.80%
Years 10+	2.80%

As there are so many variables at this time, caution must be exercised in respect of all interest rate forecasts. Our interest rate forecast for Bank Rate is in steps of 25 bps, whereas PWLB forecasts have been rounded to the nearest 10 bps and are central forecasts within bands of + / - 25 bps. Naturally, we continue to monitor events and will update our forecasts as and when appropriate.

#### 4.4 Borrowing Strategy

- a) The Authority is currently maintaining an under-borrowed position. This means that the capital borrowing need, (the Capital Financing Requirement), has not been fully funded with loan debt as cash supporting the Authority's reserves, balances and cash flow has been used as a temporary measure. This strategy is prudent as medium and longer dated borrowing rates are expected to fall from their current levels once prevailing inflation concerns are addressed by tighter near-term monetary policy. That is, Bank Rate increases over the remainder of 2022 and the first half of 2023.
- b) Against this background and the risks within the economic forecast, caution will be adopted with the 2023/24 treasury operations. The Acting Chief Financial Officer will monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances:
- *if it was felt that there was a significant risk of a sharp FALL in borrowing rates*, then borrowing will be postponed.
  - *if it was felt that there was a significant risk of a much sharper RISE in borrowing rates than that currently forecast*, fixed rate funding will be drawn whilst interest rates are lower than they are projected to be in the next few years.
- c) Any decisions will be reported to the appropriate decision-making body at the next available opportunity.

#### 4.5 Policy on borrowing in advance of need

- a) Borrowing in advance of need is defined as any borrowing undertaken by the local authority which will result in the total external debt of the local authority exceeding the capital financing requirement (CFR) of the local authority for the following twelve month period. This twelve month period is on a rolling twelve month basis.
- b) The Council will not borrow more than or in advance of its needs purely in order to profit from the investment of the extra sums borrowed.
- c) Any decision to borrow in advance will be within forward approved Capital Financing Requirement estimates, and will be considered carefully to ensure that value for money can be demonstrated and that the Council can ensure the security of such funds.
- d) The Acting Chief Financial Officer has the authority to borrow in advance of need under delegated power where, for instance, a sharp rise in interest rates is expected, and so borrowing early at fixed interest rates will be economically beneficial or meet budgetary constraints. The Acting Chief Financial Officer will adopt a cautious approach to any such borrowing and a business case to support the decision making process must consider:
- the benefits of borrowing in advance,
  - the risks created by additional levels of borrowing and investment, and
  - how far in advance it is reasonable to borrow considering the risks identified
- e) Any such advance borrowing should be reported through the mid-year or annual Treasury Management reporting mechanism.

#### 4.6 Debt Rescheduling

- a) All rescheduling will be reported to the **Executive Committee** at the earliest meeting following its action.

#### 4.7 New financial institutions as a source of borrowing and/or types of borrowing

- a) Currently the PWLB Certainty Rate is set at gilts + 80 basis points for both HRA and non-HRA borrowing. However, consideration may still need to be given to sourcing funding from the following sources for the following reasons:

- Local authorities (primarily shorter dated maturities out to 3 years or so – still cheaper than the Certainty Rate).
  - Financial institutions (primarily insurance companies and pension funds but also some banks, out of forward dates where the objective is to avoid a “cost of carry” or to achieve refinancing certainty over the next few years).
  - Municipal Bonds Agency (possibly still a viable alternative depending on market circumstances prevailing at the time).
- b)** Our advisors will keep us informed as to the relative merits of each of these alternative funding sources.

## 5 Investment Strategy

### 5.1 Investment Objectives and Policy

- a) The Council's investment policy implements the requirements of the following:-
- Local Government Investments (Scotland) Regulations 2010, (and accompanying Finance Circular 5/2010);
  - CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes 2021, ("the Code");
  - CIPFA Treasury Management Guidance Notes 2021.
- b) The Council's primary investment objectives are as follows, in order of importance:
- (i) The safeguarding or **security** of the re-payment of principal and interest of investments on a timely basis;
  - (ii) The **liquidity** of its investments;
  - (iii) The **returns on investments** that can be realised.

The Council will therefore aim to achieve the optimum return on its investments corresponding with proper levels of security and liquidity. The risk appetite of this Council is low in order to give priority to security of its investments. In the current economic climate it is considered appropriate to keep investments short term to cover cash flow needs, but also to seek out value available in periods up to 12 months with high credit rated financial institutions.

- c) Minimum acceptable **credit criteria** are applied in order to generate a list of highly creditworthy counterparties. This also enables diversification and thus avoidance of concentration risk. The key ratings used to monitor counterparties are the short term and long-term ratings.
- d) **Other information:** ratings will not be the sole determinant of the quality of an institution; it is important to continually assess and monitor the financial sector on both a micro and macro basis and in relation to the economic and political environments in which institutions operate. The assessment will also take account of information that reflects the opinion of the markets. To achieve this consideration the Council will engage with its advisors to maintain a monitor on market pricing such as "**credit default swaps**" and overlay that information on top of the credit ratings.
- e) **Other information sources** used will include the financial press, share price and other such information pertaining to the banking sector in order to establish the most robust scrutiny process on the suitability of potential investment counterparties.
- f) This authority has defined the list of **types of investment instruments** that are permitted investments authorised for use in appendix D. Appendix E expands on the risks involved in each type of investment and the mitigating controls.
- g) **Lending limits**, (amounts and maturity), for each counterparty will be set through applying the matrix table in paragraph 5.3.
- h) This authority has engaged **external consultants** to provide expert advice on how to optimise an appropriate balance of security, liquidity and yield, given the risk appetite of this authority in the context of the expected level of cash balances and need for liquidity throughout the year
- i) All investments will be denominated in **sterling**.
- j) As a result of the change in accounting standards for 2023/24 under **IFRS 9**, this authority will consider the implications of investment instruments which could result in an adverse movement in the value of the amount invested and resultant charges at the end of the year to the General Fund.

- k) This authority will also pursue **value for money** in treasury management and will monitor the yield from investment income against appropriate benchmarks for investment performance. Regular monitoring of investment performance will be carried out during the year.
- l) The above criteria are unchanged from last year.

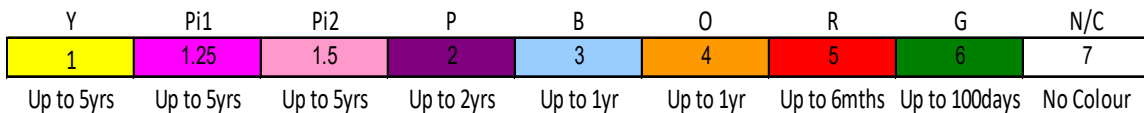
### 5.2 Council Permitted Investments

The proposed criteria for permitted investments are shown in annex D approval.

### 5.3 Creditworthiness Policy

- a) This Council applies the creditworthiness service provided by the Link Group. This service employs a sophisticated modelling approach utilising credit ratings from the three main credit rating agencies - Fitch, Moody’s and Standard and Poor’s. The credit ratings of counterparties are supplemented with the following overlays:
  - credit watches and credit outlooks from credit rating agencies;
  - Credit Default Swaps (CDS) spreads to give early warning of likely changes in credit ratings;
  - sovereign ratings to select counterparties from only the most creditworthy countries.
- b) This modelling approach combines credit ratings, and any assigned Watches and Outlooks in a weighted scoring system which is then combined with an overlay of CDS spreads. The end product is a series of colour coded bands which indicate the relative creditworthiness of counterparties. These colour codes are used by the Council to determine the suggested duration for investments. The Council will therefore use counterparties within the following durational bands:

Creditworthiness Colour Banding	Maximum Investment Duration
Yellow	5 years*
Dark pink	5 years for Ultra short dated bond funds with a credit score of 1.25
Light pink	5 years for Ultra short dated bond funds with a credit score of 1.5
Purple	2 years
Blue	1 year (only applies to nationalised or semi-nationalised UK Banks)
Orange	1 year
Red	6 months
Green	100 days
No colour	not to be used (ie do n’t invest)



- c) The Link creditworthiness service uses a wider array of information than just primary ratings. Furthermore, by using a risk weighted scoring system, it does not give undue preponderance to just one agency’s ratings.
- d) Typically the minimum credit ratings criteria the Council use will be a Short Term rating (Fitch or equivalents) of F1 and a Long Term rating of A-. There may be occasions when the counterparty ratings from one rating agency are marginally lower than these ratings but may still be used. In these instances consideration will be given to the whole range of ratings available, or other topical market information, to support their use.
- e) All credit ratings will be monitored on a real time basis. The Council is alerted to changes to ratings of all three agencies through its use of a creditworthiness service provided by the Link Group.

- if a downgrade results in the counterparty / investment scheme no longer meeting the Council's minimum criteria, its further use as a new investment will be withdrawn immediately.
  - in addition to the use of credit ratings the Council will be advised of information in movements in credit default swap spreads against the iTraxx benchmark and other market data on a daily basis via its Passport website, provided exclusively to it by Link. Extreme market movements may result in downgrade of an institution or removal from the Council's lending list.
- f) Sole reliance will not be placed on the use of this external service. In addition, this Council will also use market data and market information, as well as information on any external support for banks to help support its decision-making process.
- g) Significant levels of downgrades to Short and Long-Term credit ratings have not materialised since the crisis in March 2020. In the main, where they did change, any alterations were limited to Outlooks. However, more recently the UK sovereign debt rating has been placed on Negative Outlook by the three major rating agencies in the wake of the Truss/Kwarteng unfunded tax-cuts policy. Although the Sunak/Hunt government has calmed markets, the outcome of the rating agency reviews is unknown at present, but it is possible the UK sovereign debt rating will be downgraded. Accordingly, when setting minimum sovereign debt ratings, this Authority will not set a minimum rating for the UK.
- h) Although bank CDS prices, (these are market indicators of credit risk), spiked upwards during the days of the Truss/Kwarteng government, they have returned to more average levels since then. However, sentiment can easily shift, so it will remain important to undertake continual monitoring of all aspects of risk and return in the current circumstances. Link monitor CDS prices as part of their creditworthiness service to local authorities and the Authority has access to this information via its Link-provided Passport portal.

## 5.4 Country and Sector Considerations

- a) Due care will be taken to consider the country and sector exposure of the Council's investments.

### Country Limits

- b) The Council has determined that it will only use approved counterparties from the UK and from countries with a minimum sovereign credit rating of AA- from Fitch (or equivalent). The list of countries that qualify using this credit criteria as at the date of this report are shown in Appendix F. This list will be added to, or deducted from, by officers should ratings change in accordance with this policy.
- c) No more than **10%** will be placed with any non-UK country at any time.

### Institutional Sector Limits

- d) These institutions must either be UK Local Authorities or UK Incorporated Institutions, UK Banks and Building Societies incorporated in the European Economic Area entitled to accept deposits through a branch in the UK. The Council may also use the UK Government including in the form of gilts and the Debt Management Account Deposit Facility (DMADF).
- e) Limits will be applied to the overall amount lent out to any one sector at any one time in order to limit sector specific exposure risk, as follows:

<b>UK Building Societies</b>	<b>£25 m</b>
<b>Banks</b>	<b>£35 m</b>
<b>UK Local Authorities</b>	<b>£40 m</b>
<b>UK Government Debt Management Office</b>	<b>£unlimited</b>
<b>UK Gilts and Treasury Bills</b>	<b>£20 m</b>
<b>Institutions covered by Government Guarantee</b>	<b>£10 m</b>
<b>Part Nationalised Banks</b>	<b>£35 m</b>

**Money Market Funds (AAA)**

**£25 m**

These limits will be monitored regularly for appropriateness.

**Group Limits**

- g)** Limits will be applied to the overall amount lent out to institutions within the same group at any one time in order to limit group specific exposure risk, as follows, and subject to the parent company appearing on Link Groups' creditworthiness list:

**Group of Banks**

**£10m**

**Council's Own Banker**

- h)** The Council's own banker (currently Royal Bank of Scotland) will be maintained on the Council's counterparty list in situations where rating changes may mean this is below the above criteria. This is to allow the Council to continue to operate normal current account banking facilities and overnight and short-term investment facilities. However, in the event that the rating does change below the criteria, officers will review the situation carefully and identify any appropriate action required to manage the risk that this change creates for the Council.

**5.5 Individual Institution Monetary Limits**

- a)** The monetary limits for institutions on the Council's Counterparty List are as follows:

	<b>Money Limit</b>
UK Building Societies	£5m
Banks	£5m
UK Local Authorities (i)	£40m
UK Government Debt Management Office	Unlimited
UK Gilts & Treasury Bills	£20m
Government Guaranteed Institutions	£2m
AAA rated Money Market Funds	£5m
Council's Own Banker (ii)	£5m

- (i) No individual limit will be applied on lending to a UK local authority, other than it must not exceed the relevant sector limit of £40m.
- (ii) Further to Sections 5.4 and 5.5, in the event that the rating of the Council's own banker falls below the criteria, the time limit on money deposited with the bank will be reduced to an overnight basis.
- b)** As mentioned earlier, the treasury function manages the funds of the Council, any subsidiary organisations, the Pension Fund and the Common Good and Trust Funds. When applying the limits set out in the table above, these limits will apply to the cumulative investment with an institution from the Council, the Pension Fund and the Common Good Funds and Trust Funds.



## 5.6 Types of Investments

- a) For institutions on the approved counterparty list, investments will be restricted to safer instruments (such as deposits). Currently this involves the use of money market funds, the DMADF and institutions with higher credit ratings than the minimum permissible rating outlined in the investment strategy, as well as the Council's own bank.
- b) Where appropriate, investments will be made through approved brokers. The current list of approved brokers comprises:
  - BGC Brokers L.P.
  - ICAP Securities Limited
  - Sterling International Brokers Limited
  - Tradition (UK) Limited

## 5.7 Investment Strategy and bank rate projections

### In-house funds

- a) Investments will be made with reference to the core balance and cash flow requirements and the outlook for short-term interest rates (i.e. rates for investments up to 12 months). Greater returns are usually obtainable by investing for longer periods. While most cash balances are required in order to manage the ups and downs of cash flow, where cash sums can be identified that could be invested for longer periods, the value to be obtained from longer term investments will be carefully assessed.
  - If it is thought that Bank Rate is likely to rise significantly within the time horizon being considered, then consideration will be given to keeping most investments as being short term or variable.
  - Conversely, if it is thought that Bank Rate is likely to fall within that time period, consideration will be given to locking in higher rates currently obtainable, for longer periods.

### Investment returns expectations

- b) The current forecast shown in paragraph 4.3, includes a forecast for Bank Rate to reach 4.5% in Q2 2023
- c) The suggested budgeted investment earnings rates for returns on investments placed for periods up to about three months during each financial year are as follows:

Average earnings in each year	
2023/24	4.40%
2024/25	3.30%
2025/26	2.60%
2026/27	2.50%
Long term later years	2.80%

### Investment Treasury Indicator and Limit (Treasury Indicator TI-5)

- d) Total principal funds invested for greater than 365 days. These limits are set with regard to the Council's liquidity requirements and to reduce the need for early sale of an investment, and are based on the availability of funds after each year end.

The Council is asked to approve the treasury indicator and limit:

Maximum principal sums invested for longer than 365 days (TI-5)					
£m	2023/24	2024/25	2025/26	2026/27	2027/28
Principal sums invested for longer than 365 days	20%	20%	20%	20%	20%

- e) For positive cash balances and in order to maintain liquidity, the Council will seek to use overnight investment accounts, short term (< 1 month) notice accounts, money market funds and short-dated deposits (overnight to three months).

## 5.8 Investment Risk Benchmarking

These benchmarks are simple guides to maximum risk, so they may be breached from time to time, depending on movements in interest rates and counterparty criteria. The purpose of the benchmark is that officers will monitor the current and trend position and amend the operational strategy to manage risk as conditions change. Any breach of the benchmarks will be reported, with supporting reasons in the mid-year or Annual Report.

### a) Security

The Council's **maximum** security risk benchmark for the current portfolio, when compared to historic default tables, is:

**0.002% historic risk of default when compared to the whole portfolio.**

### b) Liquidity

In respect of this area the Council seeks to maintain:

- Bank Overdraft: £2,000,000
- Liquid short term deposits of at least £1,500,000 available with a week's notice.
- Weighted Average Life benchmark is **expected to be 0.5 years** (equivalent to an weighted average life of 6 months), with a **maximum of 1.00 years**

### c) Yield

Local measures of yield benchmarks are:

Investments – **Internal returns above the 7 day SONIA compounded rate**

- d) At the end of the financial year, the Acting Chief Financial Officer will report on its investment activity as part of the Annual Treasury Report.

## 6 Performance Indicators

**6.1** The CIPFA Code requires the Council to set performance indicators to assess the adequacy of the treasury function over the year. These are distinct historic indicators, as opposed to the prudential indicators, which are predominantly forward looking.

### 6.2 Debt Performance Indicators

- (i) Average “Pool Rate” charged by the Loans Fund compared to Scottish Local Authority average Pool Rate.

Target is to be at or below the Scottish Average for 2022/23.

- (ii) Average borrowing rate movement year on year

Target is to maintain or reduce the average borrowing rate for the Council versus 2022/23.

**6.3 Investment Risk Benchmark Indicators** for Security, Liquidity and Yield, as set out in paragraph 5.8.

### 6.4 Loans Charges

- a) Loans Charges for 2023/24 are expected to be at or below the Revenue Budget estimate contained in the Council’s Financial Plans to be approved in February 2023, which are estimated as follows:

£m	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Total Loan Charges *</b>	<b>19.3</b>	<b>22.1</b>	<b>24.0</b>	<b>25.3</b>	<b>25.9</b>

*\*The Loan Charges exclude the capital element of PPP repayments.*

- b) The above budget excludes the revenue impact of funding the cost of the NHT and the lending to RSLs and lending in respect of the Council-led house building programme with the Scottish Futures Trust, as these are assumed to be revenue neutral overall.

**6.5** The indicators, based on actual performance for the year, will be included in the Treasury Management Annual Report for 2023/24.

# ANNEXES

## ANNEX A SUMMARY OF PRUDENTIAL AND TREASURY INDICATORS

Indicator Ref.	Indicator	Page Ref.	2022/23	2023/24	2024/25	2025/26	2026/27
<b>PRUDENTIAL INDICATORS</b>							
<b>Capital Expenditure Indicator</b>							
PI-1	Capital Expenditure Limits (£m)	8	75.1	123.7	116.8	57.8	55.1
PI-2	Capital Financing Requirement (CFR) (£m)	10	354.7	444.4	510.7	526.6	540.9
<b>Affordability Indicator</b>							
PI-3	Ratio of Financing Costs to Net Revenue (inc. PPP repayment costs)	28	7.9%	8.5%	8.8%	8.9%	8.9%
PI-4	Incremental movement of Capital Investment Decisions on Council Tax		£(0.00)	£(0.02)	£(0.02)	£(0.03)	£(0.03)
<b>External Debt Indicators</b>							
PI-5	Actual Debt (£m)	12	297.6	373.1	428.2	465.0	475.5
PI-7a	Operational Boundary (inc. Other Long Term Liabilities) (£m)	13	444.8	506.6	509.9	538.7	522.6
PI-7b	Operational Boundary (exc. Other Long Term Liabilities) (£m)	13	362.6	366.3	371.6	402.5	388.7
PI-8a	Authorised Limit (inc. Other Long Term Liabilities) (£m)	14	533.8	608.0	611.9	646.4	627.1
PI-8b	Authorised Limit (exc. Other Long Term Liabilities) (£m)	14	451.6	496.7	501.7	537.3	519.2
<b>Indicators of Prudence</b>							
PI-6	(Under)/Over Gross Borrowing against the CFR (£m)	12	(213.1)	(153.5)	(112.7)	(83.2)	(60.3)
<b>TREASURY INDICATORS</b>							
TI-1	Upper Limit to Fixed Interest Rates based on Net Debt (£m)	29	444.8	506.6	509.9	538.7	522.6
TI-2	Upper Limit to Variable Interest Rates based on Net Debt (£m)	29	155.7	177.3	178.5	188.5	182.9
TI-3	Maturity Structure of Fixed Interest Rate Borrowing 2022/23	29	<b>Lower</b>		<b>Upper</b>		
	Under 12 months		0%		20%		
	12 months to 2 years		0%		20%		
	2 years to 5 years		0%		20%		
	5 years to 10 years		0%		20%		
	10 years and above		20%		100%		
TI-5	Maximum Principal Sum invested greater than 365 days	23	20%	20%	20%	20%	20%

Further prudential indicators are required to assess the affordability of the capital investment plans. These provide an indication of the impact of the capital investment plans on the Council’s overall finances. The updated indicators are as follows:

**Ratio of financing costs to net revenue stream (Prudential Indicator PI-3)**

This indicator identifies the trend in the cost of capital (borrowing and other long term obligation costs, net of investment income) against the net revenue stream.

%	Actual	Estimate				
	21/22	22/23	23/24	24/25	25/26	26/27
<b>Ratio of Financing Costs to Net Revenue Stream (PI-3)</b> <i>(inc. PPP repayment costs)</i>	8.6%	7.9%	8.5%	8.8%	8.9%	8.9%

The estimates of financing costs include current commitments and the proposals in the Financial Plans for 2023/24. The movements in the above ratio from 2022/23 onwards reflect a real-time reduction in overall financial resources available to the Council.

**Treasury Management Limits on Activity**

There are three debt related treasury activity limits. The purpose of these are to restrain the activity of the treasury function within certain limits, thereby managing risk and reducing the impact of any adverse movement in interest rates. However, if these are set to be too restrictive, they will impair the opportunities to reduce costs / improve performance. The indicators are:

**(i) Upper limits on fixed interest rate exposure (Treasury Indicator TI-1)**

This identifies a maximum limit for borrowing exposure to fixed interest rates, based on the debt position net of investments.

**(ii) Upper limits on variable interest rate exposure (Treasury Indicator TI-2)**

This identifies a maximum limit for borrowing exposure to variable interest rates based upon the debt position net of investments.

**(iii) Maturity structure of borrowing (Treasury Indicator TI-3)**

These gross limits are set to reduce the Council’s exposure to large fixed rate sums falling due for refinancing, and are required for upper and lower limits.

**(iv) The following table highlights the proposed treasury indicators and limits:**

£m	2022/23	2023/24	2024/25	2025/26	2026/27
<b>Interest rate exposures</b>					
	<b>Upper</b>	<b>Upper</b>	<b>Upper</b>	<b>Upper</b>	<b>Upper</b>
<b>Limits on fixed interest rates based on net debt (TI-1)</b>	444.8	506.6	509.9	538.7	522.6
<b>Limits on variable interest rates based on net debt (TI-2)</b>	155.7	177.3	178.5	188.5	182.9
<b>Maturity Structure of fixed interest rate borrowing 2023/24 (TI-3)</b>					
	<b>Lower</b>			<b>Upper</b>	
Under 12 months	0%			20%	
12 months to 2 years	0%			20%	
2 years to 5 years	0%			20%	
5 years to 10 years	0%			20%	
10 years and above	20%			100%	

## ANNEX B: INTEREST RATE FORECASTS 2023-25

[PWLB rates and forecast shown below have taken into account the 20 basis point certainty rate reduction effective as of the 1st November 2012.] There are no changes to these forecasts as at 25.01.23.

Link Group Interest Rate View	19.12.22												
	Dec-22	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24	Jun-24	Sep-24	Dec-24	Mar-25	Jun-25	Sep-25	Dec-25
<b>BANK RATE</b>	3.50	4.25	4.50	4.50	4.50	4.00	3.75	3.50	3.25	3.00	2.75	2.50	2.50
3 month ave eamings	3.60	4.30	4.50	4.50	4.50	4.00	3.80	3.30	3.00	3.00	2.80	2.50	2.50
6 month ave earnings	4.20	4.50	4.60	4.50	4.20	4.10	3.90	3.40	3.10	3.00	2.90	2.60	2.60
12 month ave earnings	4.70	4.70	4.70	4.50	4.30	4.20	4.00	3.50	3.20	3.10	3.00	2.70	2.70
5 yr PWLB	4.20	4.20	4.20	4.10	4.00	3.90	3.80	3.60	3.50	3.40	3.30	3.20	3.10
10 yr PWLB	4.30	4.40	4.40	4.30	4.10	4.00	3.90	3.80	3.60	3.50	3.40	3.30	3.30
25 yr PWLB	4.60	4.60	4.60	4.50	4.40	4.20	4.10	4.00	3.90	3.70	3.60	3.50	3.50
50 yr PWLB	4.30	4.30	4.30	4.20	4.10	3.90	3.80	3.70	3.60	3.50	3.30	3.20	3.20

Bank Rate													
	NOW	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24	Jun-24	Sep-24	Dec-24	Mar-25	Jun-25	Sep-25	Dec-25
Link Group	3.50%	4.25%	4.50%	4.50%	4.50%	4.00%	3.75%	3.50%	3.25%	3.00%	2.75%	2.50%	2.50%
Capital Economics	3.50%	4.50%	4.50%	4.50%	4.50%	4.25%	4.00%	3.50%	3.00%	-	-	-	-

5y r PWLB Rate													
	NOW	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24	Jun-24	Sep-24	Dec-24	Mar-25	Jun-25	Sep-25	Dec-25
Link Group	4.08%	4.20%	4.20%	4.10%	4.00%	3.90%	3.80%	3.60%	3.50%	3.40%	3.30%	3.20%	3.10%
Capital Economics	4.08%	4.00%	3.80%	3.70%	3.50%	3.50%	3.40%	3.30%	3.30%	-	-	-	-

10y r PWLB Rate													
	NOW	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24	Jun-24	Sep-24	Dec-24	Mar-25	Jun-25	Sep-25	Dec-25
Link Group	4.22%	4.40%	4.40%	4.30%	4.10%	4.00%	3.90%	3.80%	3.60%	3.50%	3.40%	3.30%	3.30%
Capital Economics	4.22%	4.00%	3.80%	3.70%	3.60%	3.50%	3.40%	3.40%	3.30%	-	-	-	-

25y r PWLB Rate													
	NOW	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24	Jun-24	Sep-24	Dec-24	Mar-25	Jun-25	Sep-25	Dec-25
Link Group	4.56%	4.60%	4.60%	4.50%	4.40%	4.20%	4.10%	4.00%	3.90%	3.70%	3.60%	3.50%	3.50%
Capital Economics	4.56%	4.40%	4.20%	4.00%	3.80%	3.80%	3.70%	3.60%	3.60%	-	-	-	-

50y r PWLB Rate													
	NOW	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24	Jun-24	Sep-24	Dec-24	Mar-25	Jun-25	Sep-25	Dec-25
Link Group	4.23%	4.30%	4.30%	4.20%	4.10%	3.90%	3.80%	3.70%	3.60%	3.50%	3.30%	3.20%	3.20%
Capital Economics	4.23%	4.10%	4.00%	3.90%	3.80%	3.80%	3.70%	3.60%	3.60%	-	-	-	-

Source: Link Treasury Services, February 2023



## ANNEX C Economic Background

Against a backdrop of stubborn inflationary pressures, the easing of Covid restrictions in most developed economies, the Russian invasion of Ukraine, and a range of different UK Government policies, it is no surprise that UK interest rates have been volatile right across the curve, from Bank Rate through to 50-year gilt yields, for all of 2022.

Market commentators' misplaced optimism around inflation has been the root cause of the rout in the bond markets with, for example, UK, EZ and US 10-year yields all rising by over 200bps since the turn of the year. The table below provides a snapshot of the conundrum facing central banks: inflation is elevated but labour markets are extra-ordinarily tight, making it an issue of fine judgment as to how far monetary policy needs to tighten.

	<b>UK</b>	<b>Eurozone</b>	<b>US</b>
<b>Bank Rate</b>	3.5%	2.0%	4.25%-4.50%
<b>GDP</b>	-0.2%q/q Q3 (2.4%/y/y)	+0.2%q/q Q3 (2.1%/y/y)	2.6% Q3 Annualised
<b>Inflation</b>	10.7%/y/y (Nov)	10.1%/y/y (Nov)	7.1%/y/y (Nov)
<b>Unemployment Rate</b>	3.7% (Oct)	6.5% (Oct)	3.7% (Nov)

Q2 of 2022 saw UK GDP revised upwards to +0.2% q/q, but this was quickly reversed in the third quarter, albeit some of the fall in GDP can be placed at the foot of the extra Bank Holiday in the wake of the Queen's passing. Nevertheless, CPI inflation has picked up to what should be a peak reading of 11.1% in October, although with further increases in the gas and electricity price caps pencilled in for April 2023, and the cap potentially rising from an average of £2,500 to £3,000 per household, there is still a possibility that inflation will spike higher again before dropping back slowly through 2023.

The UK unemployment rate fell to a 48-year low of 3.6%, and this despite a net migration increase of c500k. The fact is that with many economic participants registered as long-term sick, the UK labour force actually shrunk by c500k in the year to June. Without an increase in the labour force participation rate, it is hard to see how the UK economy will be able to grow its way to prosperity, and with average wage increases running at over 6% the MPC will be concerned that wage inflation will prove just as sticky as major supply-side shocks to food and energy that have endured since Russia's invasion of Ukraine on 22nd February 2022.

Throughout Q3 Bank Rate increased, finishing the quarter at 2.25% (an increase of 1%). Q4 has seen rates rise to 3.5% in December and the market expects Bank Rate to hit 4.5% by May 2023.

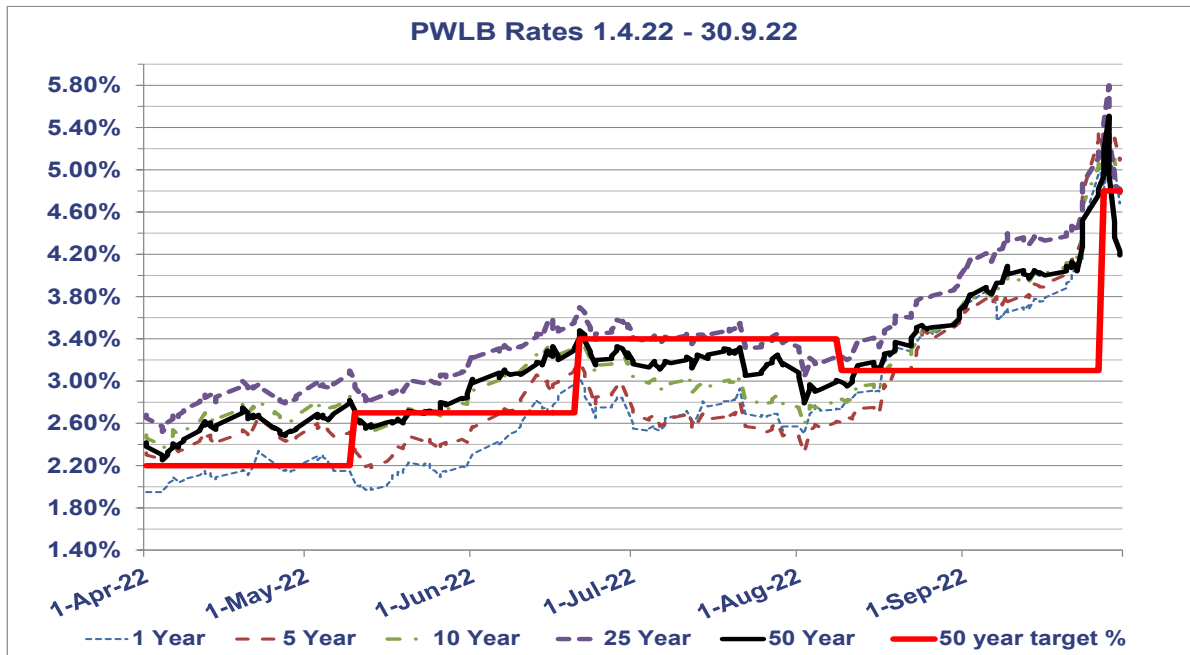
Following a Conservative Party leadership contest, Liz Truss became Prime Minister for a tumultuous seven weeks that ran through September and October. Put simply, the markets did not like the unfunded tax-cutting and heavy spending policies put forward by her Chancellor, Kwasi Kwarteng, and their reign lasted barely seven weeks before being replaced by Prime Minister Rishi Sunak and Chancellor Jeremy Hunt. Their Autumn Statement of 17<sup>th</sup> November gave rise to a net £55bn fiscal tightening, although much of the "heavy lifting" has been left for the next Parliament to deliver. However, the markets liked what they heard, and UK gilt yields have almost completely reversed the increases seen under the previous tenants of No10/11 Downing Street.

Globally, though, all the major economies are expected to struggle in the near term. The fall below 50 in the composite Purchasing Manager Indices for the UK, US, EZ and China all point to at least one, if not more, quarters of GDP contraction. In November, the MPC projected eight quarters of negative

growth for the UK lasting throughout 2023 and 2024, but with Bank Rate set to peak at lower levels than previously priced in by the markets and the fiscal tightening deferred to some extent, it is not clear that things will be as bad as first anticipated by the Bank.

The £ has strengthened of late, recovering from a record low of \$1.035, on the Monday following the Truss government's "fiscal event", to \$1.22. Notwithstanding the £'s better run of late, 2023 is likely to see a housing correction of some magnitude as fixed-rate mortgages have moved above 5% and affordability has been squeezed despite proposed Stamp Duty cuts remaining in place.

In the table below, the rise in gilt yields, and therein PWLB rates, through the first half of 2022/23 is clear to see.



However, the peak in rates on 28<sup>th</sup> September as illustrated in the table covering April to September 2022 below, has been followed by the whole curve shifting lower. PWLB rates at the front end of the curve are generally over 1% lower now whilst the 50 years is over 1.75% lower.

	1 Year	5 Year	10 Year	25 Year	50 Year
<b>Low</b>	1.95%	2.18%	2.36%	2.52%	2.25%
<b>Date</b>	01/04/2022	13/05/2022	04/04/2022	04/04/2022	04/04/2022
<b>High</b>	5.11%	5.44%	5.35%	5.80%	5.51%
<b>Date</b>	28/09/2022	28/09/2022	28/09/2022	28/09/2022	28/09/2022
<b>Average</b>	2.81%	2.92%	3.13%	3.44%	3.17%
<b>Spread</b>	3.16%	3.26%	2.99%	3.28%	3.26%

After a shaky start to the year, the S&P 500 and FTSE 100 have climbed in recent weeks, albeit the former is still 17% down and the FTSE 2% up. The German DAX is 9% down for the year.

### CENTRAL BANK CONCERNS – DECEMBER 2022

In December, the Fed decided to push up US rates by 0.5% to a range of 4.25% to 4.5%, whilst the MPC followed by raising Bank Rate from 3% to 3.5%, in line with market expectations. EZ rates have also increased to 2% with further tightening in the pipeline.

Having said that, the sentiment expressed in the press conferences in the US and the UK were very different. In the US, Fed Chair, Jerome Powell, stated that rates will be elevated and stay higher for longer than markets had expected. Governor Bailey, here in the UK, said the opposite and explained

that the two economies are positioned very differently so you should not, therefore, expect the same policy or messaging.

Regarding UK market expectations, although they now expect Bank Rate to peak within a lower range of 4.5% - 4.75%, caution is advised as the Bank of England Quarterly Monetary Policy Reports have carried a dovish message over the course of the last year, only for the Bank to have to play catch-up as the inflationary data has proven stronger than expected.

In addition, the Bank's central message that GDP will fall for eight quarters starting with Q3 2022 may prove to be a little pessimistic. Will the £160bn excess savings accumulated by households through the Covid lockdowns provide a spending buffer for the economy – at least to a degree? Ultimately, however, it will not only be inflation data but also employment data that will mostly impact the decision-making process, although any softening in the interest rate outlook in the US may also have an effect (just as, conversely, greater tightening may also).

## Annex D

### TREASURY MANAGEMENT PRACTICE: PERMITTED INVESTMENTS, ASSOCIATED CONTROLS AND LIMITS

This Council approves the following forms of investment instrument for use as permitted investments

#### Treasury risks

All the investment instruments are subject to the following risks: -

1. **Credit and counter-party risk:** this is the risk of failure by a counterparty (bank or building society) to meet its contractual obligations to the organisation particularly as a result of the counterparty's diminished creditworthiness, and the resulting detrimental effect on the organisation's capital or current (revenue) resources. There are no counterparties where this risk is zero although AAA rated organisations have the highest, relative, level of creditworthiness.
2. **Liquidity risk:** this is the risk that cash will not be available when it is needed. While it could be said that all counterparties are subject to at least a very small level of liquidity risk as credit risk can never be zero, in this document, liquidity risk has been treated as whether or not instant access to cash can be obtained from each form of investment instrument. However, it has to be pointed out that while some forms of investment e.g. gilts, CDs, corporate bonds can usually be sold immediately if the need arises, there are two caveats: - a. cash may not be available until a settlement date up to three days after the sale b. there is an implied assumption that markets will not freeze up and so the instrument in question will find a ready buyer.
3. **Market risk:** this is the risk that, through adverse market fluctuations in the value of the principal sums an organisation borrows and invests, its stated treasury management policies and objectives are compromised, against which effects it has failed to protect itself adequately. However, some cash rich local authorities may positively want exposure to market risk e.g. those investing in investment instruments with a view to obtaining a long term increase in value.
4. **Interest rate risk:** this is the risk that fluctuations in the levels of interest rates create an unexpected or unbudgeted burden on the organisation's finances, against which the organisation has failed to protect itself adequately. This authority has set limits for its fixed and variable rate exposure in its Treasury Indicators in this report.
5. **Legal and regulatory risk:** this is the risk that the organisation itself, or an organisation with which it is dealing in its treasury management activities, fails to act in accordance with its legal powers or regulatory requirements, and that the organisation suffers losses accordingly.

#### Controls on treasury risks

1. **Credit and counter-party risk:** this authority has set minimum credit criteria to determine which counterparties and countries are of sufficiently high creditworthiness to be considered for investment purposes. See paragraphs 5.3 and 5.4.
2. **Liquidity risk:** this authority has a cash flow forecasting model to enable it to determine how long investments can be made for and how much can be invested.
3. **Market risk:** this authority does not purchase investment instruments which are subject to market risk in terms of fluctuation in their value.
4. **Interest rate risk:** this authority manages this risk by having a view of the future course of interest rates and then formulating a treasury management strategy accordingly which aims to maximise investment earnings consistent with control of risk or alternatively, seeks to minimise expenditure on interest costs on borrowing. See paragraph 5.7.

- 5. Legal and regulatory risk:** this authority will not undertake any form of investing until it has ensured that it has all necessary powers and also complied with all regulations. All types of investment instruments

### Unlimited investments

Regulation 24 states that an investment can be shown as being 'unlimited' in terms of the maximum amount or percentage of the total portfolio that can be put into that type of investment. However, it also requires that an explanation must be given for using that category. The authority has given the following types of investment an unlimited category: -

- 1. Debt Management Agency Deposit Facility.** This offers the lowest risk form of investment available to local authorities as it is effectively an investment placed with the Government. It is also easy to use as it is a deposit account and avoids the complications of buying and holding Government issued treasury bills or gilts. As it is low risk it also earns low rates of interest. However, it is very useful for authorities whose overriding priority is the avoidance of risk. The longest period for a term deposit with the DMADF is 6 months.

### Environmental, Social & Governance (ESG) Considerations

This topic is becoming a more commonplace discussion within the wider investment community, including Local Authorities. While around two thirds of councils have declared a "climate emergency" to date, this has not translated into the incorporation of something more formal within their treasury-related Annual Investment Strategy. Changes to the CIPFA TM Code 2021 will see ESG incorporated into Treasury Management Practice 1. The following wording (page 18 of the Treasury Management Code) suggests the scope of what is included: "The organisation's credit and counterparty policies should set out its policy and practices relating to environmental, social and governance (ESG) investment considerations. This is a developing area, and it is not implied that the organisation's ESG policy will currently include ESG scoring or other real-time ESG criteria at individual investment level."

Furthermore, page 50 of the Treasury Management Code states "ESG issues are increasingly significant for investors and investment managers. This is better developed in equity and bond markets than for short-term cash deposits, and there is a diversity of market approaches to ESG classification and analysis. This means that a consistent and developed approach to ESG for public service organisations is currently difficult. Organisations are therefore recommended to consider their credit and counterparty policies in light of ESG information and develop their own ESG investment policies and treasury management practices consistent with their organisation's own relevant policies, such as environmental and climate change policies."

From Link's perspective, the most important issue is ensuring that there is a clear understanding of what "environmental, social and governance (ESG)" investment considerations means. It is about understanding the ESG "risks" that an entity is exposed to and evaluating how well it manages these risks, (all entities will be subject to these to one extent or other). It is NOT the same as Socially Responsible Investing, (typically where you apply negative screens), and equally, it is NOT the same as Sustainable Investing, (investing in products / companies based on expected sustainable and beneficial societal impact, alongside a financial return).

There is such a huge potential for misunderstanding which could have material unintended consequence i.e., limiting of potential counterparty options, thus decreasing diversification. The above could then lead to authorities widening credit criteria to take on more names, or those with a stronger "ESG" performance, which could then increase credit risk...which would place the cornerstone of prudent investing at risk.

The other factor, i.e., what local authorities can or already do to take this into account, is credit ratings. All the main agencies are now extolling how they incorporate ESG risks alongside more traditional financial risk metrics when assessing counterparty ratings. As such, you could argue that their incorporation is already being done, to an extent, by the use of mainstream rating agencies.

Also, a final note to point out is that given ESG risks are all about potential impact on entity enterprise value; the “G” is by far the most important one when considering treasury investments, the majority of which will be shorter-term in nature. This is because poor governance can have a more immediate impact on the financial circumstances of an entity and the potential for a default event that would impact the amount the local authorities receive back from their investments. Those financial institutions that are viewed as having poor/weak corporate governance are generally less well rated in the first instance or have a higher propensity for being subject to negative rating action. So, this element of ESG is of high importance to an investor that is following investment guidance with the security, liquidity and yield (SLY) principle at its core. Environmental & Social factors are also important, but more for the long-term impact, unless you are specifically going down the “impact” / “sustainable” type investment route...and there are not many options for that in respect of short-term investments.

We have set out our views more fully in our August 2020 and January 2021 CityWatch articles on Environmental, Social and Governance (ESG) issues. We emphasised the use of SMART, focusing on the specific, measurable, appropriate, realistic and timely. Moreover, this approach seems more relevant than ever as recent news flows highlight the weaknesses in the ability of many fund managers to accurately report on the degree to which their funds/products are ESG compliant.

Naturally, Link continues to look at ways in which we can incorporate these factors into our creditworthiness assessment service. However, the lack of consistency, as well as uncertainty as to how the Treasury Management Code may develop TMP1, means that although we continue to review the options and will update clients as progress is made, it is not practicable to expand broadly upon ESG matters in this template at the current time.

## Annex E

### Credit and Counterparty Risk Management Permitted Investments, Associated Controls and Limits for Scottish Borders Council, Common Good and Trust Funds and In-house Managed Pension Fund

Type of Investment	Treasury Risks	Mitigating Controls	Council Limits	Common Good & Trust Fund Limits	Pension Fund In-House Limits
<b>Cash type instruments</b>					
a. Deposits with the Debt Management Account Facility (UK Government) <b>(Very low risk)</b>	This is a deposit with the UK Government and as such counterparty and liquidity risk is very low, and there is no risk to value. Deposits can be between overnight and 6 months.	Little mitigating controls required. As this is a UK Government investment the monetary limit is unlimited to allow for a safe haven for investments	£unlimited, maximum 6 months.	£unlimited, maximum 6 months.	£unlimited, maximum 6 months.
b. Deposits with other local authorities or public bodies <b>(Very low risk)</b>	These are considered quasi UK Government debt and as such counterparty risk is very low, and there is no risk to value. Liquidity may present a problem as deposits can only be broken with the agreement of the counterparty, and penalties can apply.  Deposits with other non-local authority bodies will be restricted to the overall credit rating criteria.	Little mitigating controls required for local authority deposits, as this is a quasi UK Government investment.  Non- local authority deposits will follow the approved credit rating criteria.	£40m, maximum 1 year.	£5m, maximum 1 year.	£40m, maximum 1 year.
c. Money Market Funds (MMFs) <b>(Very low risk)</b>	Pooled cash investment vehicle which provides very low counterparty, liquidity and market risk. These will primarily be used as liquidity instruments.	Funds will only be used where the MMFs has a "AAA" rated status from either Fitch, Moody's or Standard and Poor's.	£5m per fund/£25m overall	£5m per fund/£25m overall	£5m per fund/£25m overall

Type of Investment	Treasury Risks	Mitigating Controls	Council Limits	Common Good & Trust Fund Limits	Pension Fund In-House Limits
d. Ultra short dated bond funds <b>(low risk)</b>	Pooled cash investment vehicle which provides very low counterparty, liquidity and market risk. These will primarily be used as liquidity instruments.	Funds will only be used where they have a “AAA” rated status from either Fitch, Moody’s or Standard and Poor’s.	N/A	N/A	N/A
e. Call account deposit accounts with financial institutions (banks and building societies) <b>(Low risk depending on credit rating)</b>	These tend to be low risk investments, but will exhibit higher risks than categories (a), (b) and (c) above. Whilst there is no risk to value with these types of investments, liquidity is high and investments can be returned at short notice.	The counterparty selection criteria approved above restricts lending only to high quality counterparties, measured primarily by credit ratings from Fitch, Moody’s and Standard and Poor’s. Day to day investment dealing with this criteria will be further strengthened by use of additional market intelligence.	As shown in the counterparty section criteria above.	As shown in the counterparty section criteria above.	As shown in the counterparty section criteria above.
f. Term deposits with financial institutions (banks and building societies) <b>(Low to medium risk depending on period &amp; credit rating)</b>	These tend to be low risk investments, but will exhibit higher risks than categories (a), (b) and (c) above. Whilst there is no risk to value with these types of investments, liquidity is low and term deposits can only be broken with the agreement of the counterparty, and penalties may apply.	The counterparty selection criteria approved above restricts lending only to high quality counterparties, measured primarily by credit ratings from Fitch, Moody’s and Standard and Poor’s. Day to day investment dealing with this criteria will be further strengthened by use of additional market intelligence.	As shown in the counterparty section criteria above.	As shown in the counterparty section criteria above.	As shown in the counterparty section criteria above.



Type of Investment	Treasury Risks	Mitigating Controls	Council Limits	Common Good & Trust Fund Limits	Pension Fund In-House Limits
g. Government Gilts and Treasury Bills ( <b>Very low risk</b> )	These are marketable securities issued by the UK Government and as such counterparty and liquidity risk is very low, although there is potential risk to value arising from an adverse movement in interest rates (no loss if these are held to maturity).	Little counterparty mitigating controls are required, as this is a UK Government investment. The potential for capital loss will be reduced by limiting the maximum monetary and time exposures.	£20m, maximum 1 year.	£5m, maximum 1 year	£20m, maximum 1 year.

Type of Investment	Treasury Risks	Mitigating Controls	Council Limits	Common Good & Trust Fund Limits	Pension Fund In-House Limits
<b>Other types of investments</b>					
a. Investment properties	These are non-service properties which are being held pending disposal or for a longer term rental income stream. These are highly illiquid assets with high risk to value (the potential for property prices to fall or for rental voids).	In larger investment portfolios some small allocation of property based investment may counterbalance/compliment the wider cash portfolio.  Property holding will be re-valued regularly and reported annually with gross and net rental streams.	£30m	£25m	N/A
b. Loans to third parties, including soft loans	These are service investments either at market rates of interest or below market rates (soft loans). These types of investments may exhibit credit risk and are likely to be highly illiquid.	Each third party loan requires Member approval and each application is supported by the service rational behind the loan and the likelihood of partial or full default.	£25m	£1m	N/A
c. Loans to a local authority company	These are service investments either at market rates of interest or below market rates (soft loans). These types of investments may exhibit credit risk and are likely to be highly illiquid.	Each loan to a local authority company requires Member approval and each application is supported by the service rational behind the loan and the likelihood of partial or full default.	£25m	N/A	N/A
d. National Housing Trust ( <b>Very Low Risk due to Scottish Government Underwriting</b> )	These are loans to a Special Purpose Vehicle to allow it to purchase new homes under the NHT umbrella. These loans represent either 65% or 70% of the purchase price, the remainder being funded by the developer. The loan is redeemed after a 5 to	Loan redemption arises when the homes are sold. Interest payments are made to the Council by the SPV from rental payments in the intervening period. Both the loan amount and associated interest payments are underwritten by Scottish Government.	£8m	N/A	N/A

	10 year period when the properties are sold.				
e. Shareholdings in a local authority company	These are service investments which may exhibit market risk and are likely to be highly illiquid.	Each equity investment in a local authority company requires Member approval and each application will be supported by the service rational behind the investment and the likelihood of loss.	£1m	N/A	N/A
f. Investment in the Subordinated Debt of projects delivered via the 'HubCo' model ( <b>Very Low Risk</b> )	These are investments that are exposed to the success or failure of individual projects and are highly illiquid.	The Council and Scottish Government (via the SFT) are participants in and party to the governance and controls within the project structure. As such they are well placed to influence and ensure the successful completion of the project's term. These projects are based on robust business cases with a cashflow from public sector organisations (i.e. low credit risk)	£600,000	N/A	N/A

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### The Monitoring of Investment Counterparties

The status of counterparties will be monitored regularly. The Council receives credit rating and market information from Link Group, including when ratings change, and counterparties are checked promptly. On occasion ratings may be downgraded when an investment has already been made. The criteria used are such that a minor downgrading should not affect the full receipt of the principal and interest. Any counterparty failing to meet the criteria will be removed from the list immediately by the Acting Chief Financial Officer, and if required new counterparties which meet the criteria will be added to the list.

### Use of External Fund Managers

It is the Council's policy to use external fund managers to manage the investment portfolios of the Scottish Borders Council Pension Fund and the pooled investment fund of the Common Good and Trust Funds. This Annex reflects the approved policies around the Common Good and Trust Fund Investment Strategy but specifically excludes, as allowed by regulations, the work undertaken by External Fund Managers in relation to the Scottish Borders Council Pension Fund.

## Annex F

### Approved Countries for Investments

This list is based on those countries which have sovereign ratings of AA- or higher, (we show the lowest rating from Fitch, Moody's and S&P) and also, (except - at the time of writing - for Hong Kong and Luxembourg), have banks operating in sterling markets which have credit ratings of green or above in the Link creditworthiness service.

#### ***Based on lowest available rating***

##### **AAA**

- a) Australia
- b) Denmark
- c) Germany
- d) Netherlands
- e) Norway
- f) Singapore
- g) Sweden
- h) Switzerland

##### **AA+**

- i) Canada
- j) Finland
- k) U.S.A.

##### **AA**

- l) Abu Dhabi (UAE)
- m) France

##### **AA-**

- n) Belgium
- o) Qatar
- p) **U.K.**

[Ratings provided by Link Group as at 19 December 2022]

## Annex G

### Scheme of Delegation

#### (i) Full board/council

- receiving and reviewing reports on treasury management policies, practices and activities;
- approval of annual strategy.

#### (ii) Boards/committees/council/responsible body

- approval of/amendments to the organisation's adopted clauses, treasury management policy statement and treasury management practices;
- budget consideration and approval;
- approval of the division of responsibilities;
- receiving and reviewing regular monitoring reports and acting on recommendations;
- approving the selection of external service providers and agreeing terms of appointment.

#### (iii) Body/person(s) with responsibility for scrutiny

- reviewing the treasury management policy and procedures and making recommendations to the responsible body.

### THE TREASURY MANAGEMENT ROLE OF THE SECTION 95 OFFICER

#### The S95 (responsible) officer

- Take and/or authorise all operational decisions regarding the Council's investments and borrowing, in accordance with approved Treasury Management Policy and Strategy.
- Responsible for execution and administration of treasury management decisions in accordance with the Council's Treasury Management policy statement and Treasury Management Practice, and if (s)he is a CIPFA member, CIPFA's Standard of Professional Practice on Treasury Management.
- In terms of Treasury Management, from time to time, formulate suitable criteria for assessing and monitoring the credit risk of investment counterparties and construct a lending list defining appropriate limits.
- Borrow, in advance of need, where, for instance, a sharp rise in interest rates is expected, and so borrowing early at fixed interest rates will be economically beneficial or meet budgetary constraints. Adopt a cautious approach to any such borrowing, and a business case to support the decision-making process must consider:
  - the benefits of borrowing in advance,
  - the investment risks created by the existence of investments at the same time as additional borrowing being outstanding; and
  - how far in advance it is reasonable to borrow, considering the risks identified. Any such advance borrowing shall be reported through the mid-year or annual Treasury Management reporting mechanism.
- Take the most appropriate form of borrowing depending on the prevailing interest rates at the time, taking into account the risks shown in the forecast contained in the Treasury Management Strategy.
- Maintain a counterparty list consistent with the Investment Counterparty Selection Criteria and revise the criteria and submit them to Committee for approval as necessary, and in addition, set out the types of investment to be made (Permitted Investments).

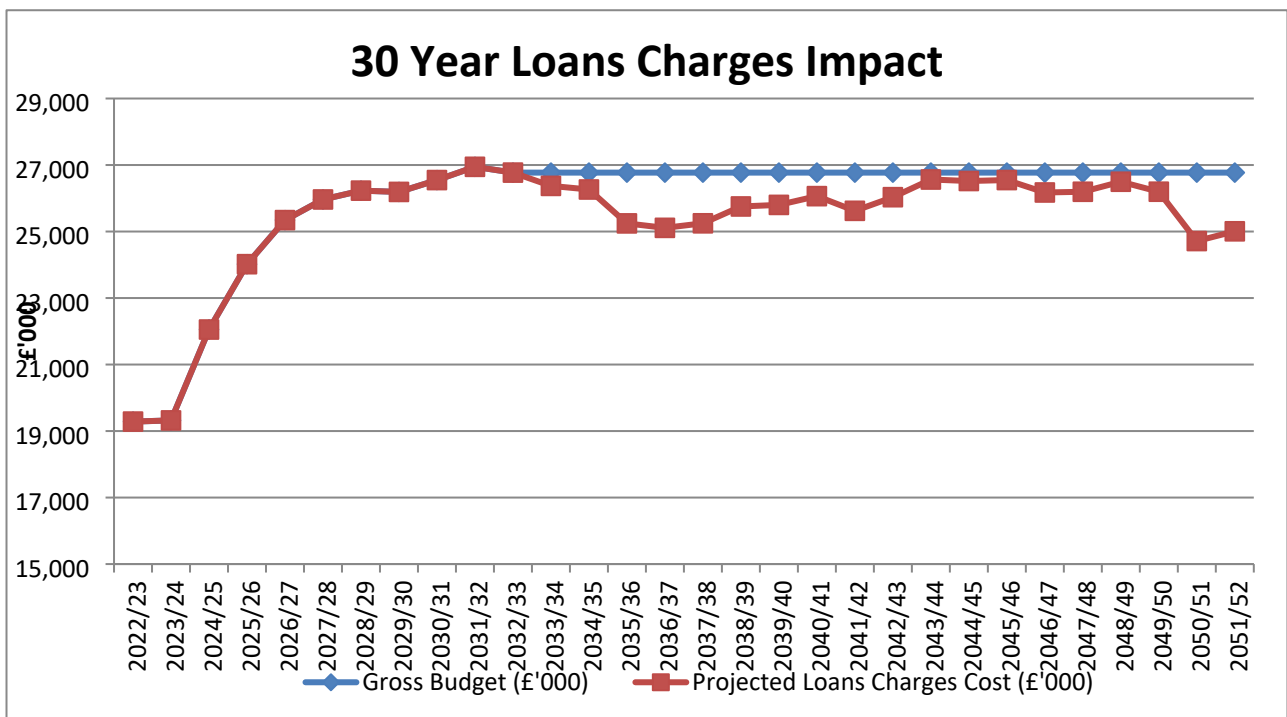
- preparation of a capital strategy to include capital expenditure, capital financing, non-financial investments and treasury management, with a long-term timeframe
- ensuring that the capital strategy is prudent, sustainable, affordable and prudent in the long term and provides value for money
- ensuring that due diligence has been carried out on all treasury and non-financial investments and is in accordance with the risk appetite of the authority
- ensure that the authority has appropriate legal powers to undertake expenditure on non-financial assets and their financing
- ensuring the proportionality of all investments so that the authority does not undertake a level of investing which exposes the authority to an excessive level of risk compared to its financial resources
- ensuring that an adequate governance process is in place for the approval, monitoring and ongoing risk management of all non-financial investments and long term liabilities
- provision to members of a schedule of all non-treasury investments including material investments in subsidiaries, joint ventures, loans and financial guarantees ensuring that members are adequately informed and understand the risk exposures taken on by an authority
- ensuring that the authority has adequate expertise, either in house or externally provided, to carry out the above
- creation of Treasury Management Practices which specifically deal with how non-treasury investments will be carried out and managed, to include the following (*TM Code p54*): -
  - *Risk management (TMP1 and schedules), including investment and risk management criteria for any material non-treasury investment portfolios;*
  - *Performance measurement and management (TMP2 and schedules), including methodology and criteria for assessing the performance and success of non-treasury investments;*
  - *Decision making, governance and organisation (TMP5 and schedules), including a statement of the governance requirements for decision making in relation to non-treasury investments; and arrangements to ensure that appropriate professional due diligence is carried out to support decision making;*
  - *Reporting and management information (TMP6 and schedules), including where and how often monitoring reports are taken;*
  - *Training and qualifications (TMP10 and schedules), including how the relevant knowledge and skills in relation to non-treasury investments will be arranged.*

## ANNEX H

### Long Term (30 Yr) Loans Charges Analysis

Current capital and revenue plans have been extrapolated over a 30 year period in order to assess the impact on the revenue Loans Charges budget. In line with assumptions made when assessing external debt and associated limits, long term capital planning will cause a small pressure on the loans charges budget from financial year 2031/32, as detailed in the chart below which will require to be addressed through the revenue financial planning process. Movements in notional loans charges associated with internal borrowing also impact on these figures.

It should be noted that from 2033-34, the first year out with the current 10 year Capital Plan, a 10 year average capital expenditure, and annual borrowing requirement of £10.5m, has been assumed.



## ANNEX I

### Credit Ratings

#### Long and Short Term Credit Ratings

<b>Audit Commission Grading#</b>	<b>Fitch</b>		<b>Moody's</b>		<b>Standard and Poor's</b>	
	<b>Long Term</b>	<b>Short Term</b>	<b>Long Term</b>	<b>Short Term</b>	<b>Long Term</b>	<b>Short Term</b>
Extremely strong grade	AAA	F1+	Aaa	P-1	AAA	A-1+
Very strong grade	AA+	F1+	Aa1	P-1	AA+	A-1+
	AA	F1+	Aa2	P-1	AA	A-1+
	AA-	F1+	Aa3	P-1	AA-	A-1+
Strong grade But susceptible to adverse conditions	A+	F1+ / F1	A1	P-1	A+	A-1+ / A-1
	A	F1	A2	P-1 / P-2	A	A-1
	A-	F1	A3	P-1 / P-2	A	A-1 / A-2
Adequate Grade	BBB+	F2	Baa1	P-2	BBB+	A-2
	BBB	F2 / F3	Baa2	P-2 / P-3	BBB	A-2 / A-3
	BBB-	F3	Baa3	P-3	BBB-	A-2
Speculative Grade	BB+	B	Ba1	NP *	BB+	B-1
	BB	B	Ba2	NP	BB	B-2
	BB-	B	Ba3	NP	BB-	B-3
Very Speculative Grade	B+	B	Ba1	NP	B+	-
	B	B	Ba2	NP	B	-
	B-	B	Ba3	NP	B-	-
Vulnerable Grade	CCC	C	Caa1	NP	CCC+	C
	CCC	C	Caa2	NP	CCC	C
	CCC	C	Caa3	NP	CCC-	C
	CC	C	-	NP	CC	C
	C	C	Ca	NP	C	C
Defaulting Grade	D	D	C	NP	D	D

# for the purpose of standardisation based on Standard and Poor's credit rating definitions.

\* NP – Not Prime

Source: Audit Commission adaptation of information from Fitch, Moody's and Standard & Poor's



## Benchmarking and Monitoring Security, Liquidity and Yield

The consideration and approval of security and liquidity benchmarks are also part of Member reporting. These benchmarks are targets and so may be breached from time to time. Any breach will be reported, with supporting reasons, in the annual treasury report.

### Yield

These benchmarks are currently widely used to assess investment performance. Local measures of yield benchmarks are:

- Investments – **Internal returns above the 365 day backward looking SONIA (Sterling Overnight Index Average) un compounded rate.**

Security and liquidity benchmarks are already intrinsic to the approved treasury strategy through the counterparty selection criteria and some of the prudential indicators. Benchmarks for the cash type investments are below. In the other investment categories, appropriate benchmarks will be used where available.

### Liquidity

This is defined as an organisation “having adequate, though not excessive, cash resources, borrowing arrangements, overdrafts or standby facilities to enable it at all times to have the level of funds available to it which are necessary for the achievement of its business/service objectives” (CIPFA Treasury Management Code of Practice). In respect of liquidity, the Council seeks to maintain:

- Bank overdraft - £2,000,000
- Liquid short term deposits of at least £1,500,000 available with a week’s notice.

The availability of liquidity in the portfolio can be benchmarked by the monitoring of the Weighted Average Life (WAL) of the portfolio – shorter WAL would generally embody less risk. In this respect, the proposed benchmark to be used is:

- **WAL benchmark is expected to be 0.5 years, with a maximum of 1.00 years.**

### Security of the investments

In the context of benchmarking, assessing security is a much more subjective area to assess. Security is currently evidenced by the application of minimum credit quality criteria to investment counterparties, primarily through the use of the Creditworthiness service provided by Link Group. Whilst this approach embodies security considerations, benchmarking levels of risk is more problematic. One method to benchmark security risk is to assess the historic level of default against the minimum criteria used in the Council’s investment strategy.

The Council’s maximum security risk benchmark for the whole portfolio, when compared to these historic default tables, is:

- **0.002% historic risk of default when compared to the whole portfolio.**

These benchmarks are embodied in the criteria for selecting cash investment counterparties and these will be monitored and reported to Members in the Annual Treasury Management Report. As this data is collated, trends and analysis will be collected and reported.

## GLOSSARY OF TERMS

<b>CIPFA</b>	Chartered Institute of Public Finance and Accountancy
<b>CIPFA Code</b>	Treasury Management in the Public Services: Code of Practice and Cross-Sectoral Guidance Notes
<b>CFR</b>	Capital Financing Requirement is the estimated level of borrowing or financing needed to fund capital expenditure.
<b>Consent to Borrow</b>	Para 1 (1) of Schedule 3 of the Local Government (Scotland) Act 1975 (the 1975 Act) effectively restricts local authorities to borrowing only for capital expenditure. Under the legislation Scottish Ministers may provide consent for local authorities to borrow for expenditure not covered by this paragraph, where they are satisfied that the expenditure should be met by borrowing.
<b>Gilts</b>	A gilt is a UK Government liability in sterling, issued by HM Treasury and listed on the London Stock Exchange. The term “gilt” or “gilt-edged security” is a reference to the primary characteristic of gilts as an investment: their security. This is a reflection of the fact that the British Government has never failed to make interest or principal payments on gilts as they fall due.
<b>MPC</b>	Monetary Policy Committee
<b>NHT</b>	National Housing Trust initiative undertaken in partnership with the Scottish Futures Trust.
<b>Other Long Term Liabilities</b>	Balance sheet items such as Public Private Partnership (PPP), and leasing arrangements which already include borrowing instruments.
<b>PPP</b>	Public-Private Partnership.
<b>Prudential Indicators</b>	The Prudential Code sets out a basket of indicators (the Prudential Indicators) that must be prepared and used in order to demonstrate that local authorities have fulfilled the objectives of the Prudential Code.
<b>QE</b>	Quantitative Easing
<b>SONIA</b>	SONIA (Sterling Overnight Index Average), is the risk-free rate for sterling markets administered by the Bank of England.
<b>Treasury Indicators</b>	These consist of a number of Treasury Management Indicators that local authorities are expected to ‘have regard’ to, to demonstrate compliance with the Treasury Management Code of Practice.

You can get this document on tape, in Braille, large print and various computer formats by contacting the address below.

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**FINANCIAL PLAN 2023/24 – INTEGRATED IMPACT ASSESSMENTS**

**Report By Director People, Performance & Change**

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**SCOTTISH BORDERS COUNCIL**

**23 February 2023**

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**1 PURPOSE AND SUMMARY**

**1.1 This report seeks to provide assurance to members that any potential equality impacts of the proposals contained within the Council's Financial Plan 2023/24 have been identified and will be managed accordingly.**

1.2 The Council has a legal obligation under the Equality Act 2010, when exercising functions, to have due regard to the need to:

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act;
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

This is known as the Public Sector Equality Duty.

1.3 Carrying out and considering the findings of an Equality Impact Assessment (EIA) as part of the decision making process is the method of ensuring "due regard" is paid to the effect of the relevant policy or practice on the Council's obligations under the Public Sector Equality Duty.

1.4 The Council also has an obligation under the Fairer Scotland Duty to consider how socio- economic inequalities can be reduced through strategic decisions that it makes.

1.5 The Council accordingly subjects prospective policies and practices to assessment through an Integrated Impact Assessment (IIA). This addresses potential impacts, both positive and negative, on the Council's duties under the Equalities and Fairer Scotland legislation.

- 1.6 Initial Integrated Impact Assessments on the 2023/24 Financial Plan proposals have been undertaken along with the revenue and capital budget planning processes.

The revenue proposals have been carried forward from previous years and so have already been subject to an impact assessment. Where that is the case they have been re-assessed where appropriate. Any which have not been re-assessed as part of the 2023/24 financial planning process may be re-assessed as the detailed proposals develop.

The capital proposals have all been carried forward from previous years and have not been re-assessed given assessments are already in place. Re-assessment may, however, take place as the projects develop.

- 1.7 While some of the assessed proposals indicate no impact, it is recommended that any potential impact continues to be monitored, given the nature of the proposals.

These 36 proposals may potentially impact in a positive or negative way on one or more of the Protected Characteristics or Socio- Economic Factors and any potential negative impact would require ongoing management through their implementation stage, in terms of mitigating and alleviating these impacts. Any positive impacts identified at this stage should be maximised during the planning and implementation stage of the proposals.

## **2 RECOMMENDATIONS**

### **2.1 It is recommended that Council**

- a) **notes the summary outcomes of the 36 Initial Integrated Impact Assessments undertaken in respect of the 2023/24 Financial Plan proposals as detailed in Appendix 1;**
- b) **agrees that officers undertake further and ongoing Impact Assessment work, as necessary, in respect of these proposals with specific reference to the equality or socio- economic groups on whom there may be a possible impact:**
  - (i) **agrees that where there is an identified relevance to the Council's statutory duty and there is a possible positive impact on one or more equality characteristic or socio- economic group, actions to maximise this impact should be identified and implemented as part of the project planning and delivery of each proposal or project;**
  - (ii) **agrees that where there is an identified relevance to the Council's statutory duty and where there is a possible negative impact on one or more equality characteristic or socio- economic group, actions to mitigate and alleviate this impact should be identified and implemented as part of the project planning and delivery of each proposal or project.**

### **3 BACKGROUND**

- 3.1 The Council has a legal obligation in terms of the Equality Act 2010, when exercising functions, to have due regard to the need to:
- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act;
  - (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
  - (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

This is known as the Public Sector Equality Duty.

- 3.2 The nine protected characteristics detailed within the Equality Act are:

- age;
- disability;
- gender reassignment;
- marriage and civil partnership;
- pregnancy and maternity;
- race;
- religion or belief;
- sex;
- sexual orientation

- 3.3 The Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 requires that all changes to Council policy or practice are Impact Assessed for relevance to each part of the Public Sector Equality Duty under the Act.

- 3.4 The Council is also subject to the Fairer Scotland Duty. The duty also derives from the Equality Act 2010 and requires the Council to have due regard to how it can reduce inequalities of outcome caused by socio-economic disadvantage when making strategic decisions.

- 3.5 "Socio- economic disadvantage" is defined as follows:

- Low and/ or No Wealth/ Income
- Material Deprivation
- Area Deprivation
- Socio – economic background

### **4 OVERVIEW OF INTEGRATED IMPACT ASSESSMENT PROCESS**

- 4.1 In addition to the Council's legal obligations, an Integrated Impact Assessment (IIA) is a tool to help the Council make sure its policies, services and functions are fit for purpose by meeting the needs of its community, service users and staff. Carrying out an IIA involves systematically assessing the potential (or actual) effects of policies on

people in respect of the protected characteristics listed in the Equality Act 2010 and the socio-economic factors covered by the Fairer Scotland Duty. These are detailed above in paragraphs 3.2 and 3.5 respectively.

4.2 In addition the Council also undertakes an assessment of potential impact on people with the following characteristics:

- Looked After or Accommodated Children and Young People
- Carers.
- Homelessness
- Addictions and Substance use
- People involved with the Criminal Justice system.

Rural proofing, sustainable development and climate change assessments are also undertaken as part of any Policy change decision.

4.3 If the IIA shows there is discrimination against a protected group, then the proposal should go no further until the discrimination has been alleviated, mitigated or justified; alternatively if there is a negative but non-discriminatory impact on such a group, efforts should be made to minimise any detrimental impact and to maximise any beneficial impact.

Similarly, due regard should be had to the reduction of any negative impacts on the socio- economic groups.

4.4 On reporting equalities and socio- economic impacts to Council it is not enough to state that an IIA has been carried out. The Council must be made aware of what the impacts are and how these can be addressed, and must use these findings within their decision making processes. Copies of each of the Initial Integrated Impact Assessments are contained in Appendix 2.

## **5 INITIAL IMPACT ASSESSMENT FOR BUDGET PROPOSALS**

5.1 As part of the 2023/24 Financial Planning process initial impact analyses on proposals brought forward to members have been undertaken by the relevant Lead Officer and approved by the Director in order to inform the planning and decision making of Senior Officers, the Council Management Team and Members. This seeks to ensure that any potential impacts form part of the evaluation criteria when considering budget proposals alongside financial benefit, potential impact on performance and outcomes, deliverability and the views of stakeholders.

5.2 For each of the Financial Planning proposals a relevant officer undertook an initial evaluation of equality impact and impact on socio- economic groups, considering the following factors:

- Whether the proposal has any relevance to the duties of the Council under the Equality Act 2010 (*in terms of eliminating discrimination, victimisation and harassment, promoting equal opportunities and fostering good relations*);
- Whether the proposal is strategic, and therefore any impact on the Fairer Scotland duty falls to be considered;
- Which groups of people may be positively or negatively impacted

- should the proposal be adopted;
- Where a possible negative impact is identified, what this impact, in summary terms may be and how it may be mitigated against.

- 5.3 Initial Integrated Impact Assessments have been undertaken in respect of 36 key component Revenue Financial Plan savings proposals. Certain proposals have been identified as clearly operational in nature and accordingly do not require an Integrated Impact Assessment. Other proposals were contained in previous Financial Plans and have already been the subject of assessment. As detailed in paragraph 1.6, those proposals have been re-assessed where appropriate and all will be subject to continued monitoring.
- 5.4 Those proposals which have been assessed may potentially impact on one or more of the Equality Characteristic Groups or Socio – Economic Groups in a positive or negative way. Any potential negative impact would require ongoing management through each proposal's implementation stage, in terms of mitigating and alleviating these impacts. Any positive impact identified should be maximised during the planning and implementation stage of the proposals.
- 5.5 While some of the assessed proposals indicate no impact, it is recommended that any potential impact continues to be monitored, given the nature of the proposals.

## **6 NEXT STEPS**

- 6.1 The outcomes of the Initial Impact Assessments are summarised in Appendix 1 and the full Initial Assessment templates are contained in Appendix 2. The proposals will continue to be assessed and managed through evidence gathering and mitigation and alleviation in accordance with the IIA process. There will be particular focus on those proposals for which a potential negative impact has been identified.
- 6.2 If at any point when undertaking further Integrated Impact Assessments, evidence suggests there may be discrimination against a protected characteristic or socio- economic group, then the proposal should go no further until the discrimination has been alleviated, mitigated or justified. Alternatively, if there is a negative but non-discriminatory impact on such a group, efforts should be made to minimise any detrimental impact and to maximise any beneficial impact.
- 6.3 In a number of cases, relevance to the Council's Equality duty is attributable to potential impact (positive or negative) on employees. Whilst it has been identified that there will be a reduction in numbers of staff in certain areas, steps will be taken to minimise the impact of this on current members of staff as detailed below. For the purposes of brevity this has not been repeated in any individual IIA.
- 6.4 Key to this is the 'People Planning' process, the aim of which is to support managers to consider their current workforce make-up, think about where their services will be in the coming years and plan ahead to manage changes effectively.

- 6.5 To manage changes/ reductions effectively in impacted areas the Council will take into account staff turnover, vacancy management and will consider various options, including Deployment, Redeployment, and Flexible Retirement. It is anticipated that these efforts will reduce the need for staff members to leave the employment of the Council.
- 6.6 Deployment and Redeployment opportunities are sought across the Council, which should increase retention. Relevant HR tools and Policies promote good practice by prominently stating that employees will be treated fairly and that the Council is committed to ensuring that discrimination, victimisation and harassment does not occur. Additionally, HR Policies provide guidance and procedures that when consistently applied, ensure fairness in application.

All of these aspects demonstrate the Council's commitment to eliminating discrimination, advancing equality of opportunity and fostering good relations.

- 6.7 Similarly, when changes mean that an employee's role alters, whether because of a change in duties, the way the work is undertaken, or a change in location, HR policies and procedures will be used to mitigate the effects of the change and to allow the employee to adapt to a new way of working. This includes the provision of appropriate training, where appropriate, the application of the Council's Disturbance Policy, consideration of requests for flexible working arrangements and if an employee has a disability the application of such adjustments as are reasonable to allow them to undertake their role.

## **7 IMPLICATIONS**

### **7.1 Financial**

There are no additional financial implications associated with this report, its content referring specifically to the impacts of the Council's Financial Plan proposals.

### **7.2 Risk and Mitigations**

- (a) Following the Council's agreed process for Integrated Impact Assessment should ensure that any potential impact, positive or negative, of any proposal, on any equality or socio- economic group, is identified in a timely manner. As such this approach means that the Council is taking steps to fulfil its duties under the Equality Act 2010; and does not inadvertently implement proposals that would directly or indirectly discriminate against any protected group. This serves to mitigate against: negative impacts to individuals, reputational damage, negative perceptions of credibility and transparency, increases in the number of complaints and potential legal claims.

- (b) Where a potential negative impact is identified, a clear plan for mitigation, alleviation and/or justification should be put in place in



order to address this impact. Where any impact prevails, this should be reported back to members to inform ongoing decision-making over the delivery of the required savings within the Financial Plan. As the management of risk has a focus on pursuing opportunities as well as reducing threats this report details that when positive impacts in relation to protected equality or socio-economic groups are identified, efforts will be made to maximise and capitalise upon these during the planning and implementation stages of any given proposal.

- (c) As detailed in the main body of the report, in addition to the IIA process, HR policies and procedures support the equalities requirements, further mitigating the risk of non-compliance and the possibility that the Council fails in its duty to abide by relevant sections of the Equality Act 2010.

### 7.3 **Integrated Impact Assessment**

The Integrated Impact Assessment process detailed in this report will assist equality outcomes for service users, Council employees and the Borders community. Any issues regarding Council staff will be addressed through Trades Unions and Staff Consultation processes.

Because of the subject matter of this report an Integrated Impact Assessment is not required for the report.

### 7.4 **Sustainable Development Goals**

There is no impact on any of the UN Sustainable Development Goals.

### 7.5 **Climate Change**

There are no Climate Change implications arising from the Impact Assessments.

### 7.6 **Rural Proofing**

There are no Rural Proofing implications arising from the Impact Assessments.

### 7.7 **Data Protection Impact Statement**

There are no personal data implications arising from the Impact Assessments.

### 7.8 **Changes to Scheme of Administration or Scheme of Delegation**

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

## 8 CONSULTATION

- 8.1 The Acting Chief Financial Officer, the Interim Chief Officer Corporate Governance (Monitoring Officer) /, the Chief Officer Audit and Risk, the Clerk to the Council and Corporate Communications have been consulted and their comments have been incorporated into this report.

### Approved by

**Clair Hepburn**  
**Director People, Performance & Change**

### Author

Name	Designation and Contact Number
Iain Davidson	Employee Relations Manager 01835 825221

**Background Papers: Copies of each of the 40 Initial Integrated Impact Assessments have been made available electronically.**

### Previous Minute Reference:

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

Contact us at: Iain Davidson, Employee Relations Manager, Scottish Borders Council, Council Headquarters, Newtown St Boswells, Melrose, TD6 0SA.

Telephone – 01835 825221.

E-mail – [idauidson@scotborders.gov.uk](mailto:idauidson@scotborders.gov.uk)



Revenue proposals	Is the project relevant to the duties of the Council under the Equality Act 2010			Which groups of people may be impacted (both positively and negatively) if the proposal is adopted?																			
	Elimination of discrimination victimisation and harassment	Promotion of equality of opportunity	Foster good relations	Age	Disability	Gender Reassignment/ Gender Identity	Marriage/ Civil Partnership	Pregnancy& Maternity	Race	People with Religious or other Beliefs	Sex	Sexual Orientation	Fairer Scotland Duty	Low/ No Wealth	Material Deprivation	Area Deprivation	Socio - Economic Background	Looked After/ Accommodated Children & Young People	Carers	Homelessness	Addictions/ Substance Use	Involvement in the Criminal Justice System	
<b>Finance &amp; Corporate Governance</b>																							
Additional fees & Charges Income across Finance & Corporate Governance	N	N	N	None	None	None	None	None	None	None	None	None	Yes	Negative	Negative	None	None	None	None	None	None	None	
Service Concessions	This proposal is of an operational nature and there will be no equality impact																						
Finance Savings	N	N	N	None	None	None	None	None	None	None	None	None	Yes	None	None	None	None	None	None	None	None	None	
Loans Charges	This proposal is of an operational nature and there will be no equality impact																						
Assessors & Electoral Registration Services	N	N	N	None	None	None	None	None	None	None	None	None	Yes	None	None	None	None	None	None	None	None	None	
Legal Services	N	N	N	None	None	None	None	None	None	None	None	None	Yes	None	None	None	None	None	None	None	None	None	
Protective Services	N	N	N	None	None	None	None	None	None	None	None	None	Yes	None	None	None	None	None	None	None	None	None	
Communications & Marketing	This proposal is of an operational nature and there will be no equality impact																						
Audit & Risk	N	N	N	None	None	None	None	None	None	None	None	None	Yes	None	None	None	None	None	None	None	None	None	
Remove Covid-19 base budget	This proposal is of an operational nature and there will be no equality impact																						
<b>People, Performance &amp; Change</b>																							
People, Performance & Change	N	N	N	None	None	None	None	None	None	None	None	None	Yes	None	None	None	None	None	None	None	None	None	

		Is the project relevant to the duties of the Council under the Equality Act 2010			Which groups of people may be impacted (both positively and negatively) if the proposal is adopted?												
		Elimination of discrimination victimisation and harassment	Promotion of equality of opportunity	Foster good relations	Age	Disability	Gender reassignment	Marriage/ Civil Partnership	Pregnancy & Maternity	Race	People with Religious or other Beliefs	Sex - Gender Identity	Sexual Orientation	Fairer Scotland Duty	Low/ No Wealth		
<b>CAPITAL FINANCIAL PLAN 2020/21</b>	<b>Service</b>																
	<b>Infrastructure &amp; Environment</b>																
Land & Property Infrastructure		This proposal has previously been impact assessed															
Roads & Transport Infrastructure		This proposal has previously been impact assessed															
Cycling, Walking & Safer Streets		This proposal has previously been impact assessed															
Peebles Bridge		This proposal has previously been impact assessed															
Flood & Coastal Protection works		This proposal has previously been impact assessed															
Hawick Flood Protection		This proposal has previously been impact assessed															
Waste Management		This proposal has previously been impact assessed															
Reston Station Contribution		This proposal has previously been impact assessed															
Plant & Vehicle Fund		This proposal has previously been impact assessed															
Private Sector Housing Grant		This proposal has previously been impact assessed															
	<b>Corporate Improvement &amp; Economy</b>																
Town Centre Regeneration		This proposal has previously been impact assessed															
Borders Innovation Park		Y	Y	Y	Positive	Positive	Positive	None	None	Positive	Positive	Positive	None	Yes	Positive		
Hawick Regeneration		This proposal has previously been impact assessed															
New Town St.Boswells Regeneration		This proposal has previously been impact assessed															
Borderslands		N	Y	Y	Positive	Positive	None	None	None	None	None	None	None	Yes	Positive		
Sports Infrastructure		This proposal has previously been impact assessed															
Culture & Heritage		This proposal has previously been impact assessed															
Private Sector Housing Grant		This proposal has previously been impact assessed															
	<b>Health &amp; Social Care</b>																
Care Inspectorate Requirements (Older People)		This proposal has previously been impact assessed															
Residential Care Accommodation Replacement		This proposal has previously been impact assessed															
Technology Enabled Care		This proposal has previously been impact assessed															
Residential Care Accommodation Upgrades		This proposal has previously been impact assessed															
	<b>Children &amp; Young People</b>																
Early Years Expansion		This proposal has previously been impact assessed															
Eyemouth Primary School		This proposal has previously been impact assessed															
Earlston Primary School		This proposal has previously been impact assessed															
Galashiels Academy		This proposal has previously been impact assessed															
Jedburgh Learning Campus incorporating 3G pitch		This proposal has previously been impact assessed															
New Hawick High School		This proposal has previously been impact assessed															
Peebles High School		Y	Y	Y	Positive	Positive	Positive	None	None	None	None	Positive	None	Yes	None		
School Estate Block		This proposal has previously been impact assessed															
	<b>Finance, IT &amp; Procurement</b>																
ICT - Outwith existing contract scope		This proposal has previously been impact assessed															
ICT Transformation		This proposal has previously been impact assessed															
Inspire Learning		This proposal has previously been impact assessed															
IT Projects - pre CGI contract		This proposal has previously been impact assessed															
IT Projects - extension of CGI contract		This proposal is of an operational nature and there will be no equality or Fairer Scotland impact															
Emergency & Unplanned		This proposal is of an operational nature and there will be no equality or Fairer Scotland impact															

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<b>Appendix 2</b>	
<b>Integrated Impact Assessments - Revenue Proposals 2023-24</b>	
	<b>Page No</b>
<b>Corporate</b>	
New Commissioning Strategy	<b>3</b>
Digital Transformation	<b>10</b>
Corporate Transformation	<b>18</b>
<b>Infrastructure &amp; Environment</b>	
Additional Fees & Charges – Parks & Environment	<b>30</b>
Additional Fees & Charges –Roads & Infrastructure	<b>37</b>
Commercial Rent Income	<b>44</b>
Property & Asset Portfolio	<b>51</b>
Facilities Management	<b>59</b>
Parks & Environment	<b>67</b>
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Waste Management	<b>85</b>
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Review of Day Care Services (Learning Disability)	<b>113</b>
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Additional Fees & Charges	<b>144</b>
<b>Education and Lifelong Learning</b>	
Increased Fees & Charges – for Lets	<b>151</b>
Increases to Fees for non –funded Childcare	<b>158</b>
Central Schools	<b>165</b>
<b>Resilient Communities</b>	
Additional Fees & Charges	<b>172</b>
A redesigned operating model for Business Support functions through the rollout of digital services across the Council.	<b>180</b>
Roll out of Digital Customer Access within Customer Advice and Support	<b>190</b>
Management Fee Reduction to Live Borders	<b>201</b>
Employment Support Service	<b>208</b>

<b>Finance &amp; Corporate Governance</b>	
Additional Fees & Charges Income across Finance & Corporate Governance	<b>215</b>
Finance Savings	<b>222</b>
Assessors & Electoral Registration Services	<b>229</b>
Legal Services	<b>236</b>
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<b>People, Performance &amp; Change</b>	
People, Performance & Change	<b>258</b>
<b>Strategic Commissioning &amp; Partnerships</b>	
Residential Care Retendering	<b>265</b>
Comprehensive Review of Strategic Commissioning for H&SC	<b>272</b>
Increased Fees & Charges	<b>279</b>



## Integrated Impact Assessment (IIA)

### Part 1 Scoping

#### 1 Details of the Proposal

<b>Title of Proposal:</b>	Strategic Commissioning Savings
<b>What is it?</b>	A new Policy/Strategy/Practice X A revised Policy/Strategy/Practice
<b>Description of the proposal:</b>  (Set out a clear understanding of the purpose of the proposal being developed or reviewed (what are the aims, objectives and intended outcomes, including the context within which it will operate).)	Comprehensive review of Strategic Commissioning within Scottish Borders Council
<b>Service Area:</b>  <b>Department:</b>	Strategic Commissioning & Partnerships
<b>Lead Officer:</b>  (Name and job title)	Jen Holland, Director of Strategic Commissioning and Partnerships
<b>Other Officers/Partners involved:</b>  (List names, job titles and organisations)	Mark Williamson, HR Business Partner
<b>Date(s) IIA completed:</b>	10/02/2023

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**2 Will there be any cumulative impacts as a result of the relationship between this proposal and other policies?**

<b>No</b> <i>(please delete as applicable)</i>
<b>If yes, - please state here:</b>

**3 Legislative Requirements**

<b>3.1 Relevance to the Equality Duty:</b>	
<p><b>Do you believe your proposal has any relevance under the Equality Act 2010? No</b></p> <p><i>(If you believe that your proposal may have some relevance – however small please indicate yes. If there is no effect, please enter “No” and go to Section 3.2.)</i></p>	
<b>Equality Duty</b>	<b>Reasoning:</b>
<p><b>Elimination of discrimination (both direct &amp; indirect), victimisation and harassment.</b></p> <p><i>(Will the proposal discriminate? Or help eliminate discrimination?)</i></p>	
<p><b>Promotion of equality of opportunity?</b></p> <p><i>(Will your proposal help or hinder the Council with this)</i></p>	
<p><b>Foster good relations?</b></p>	

(Will your proposal help or hinder the council's relationships with those who have equality characteristics?)

**3.2 Which groups of people do you think will be or potentially could be, impacted by the implementation of this proposal?  
(You should consider employees, clients, customers / service users, and any other relevant groups)**

Please tick below as appropriate, outlining any potential impacts on the undernoted equality groups this proposal may have and how you know this.

	Impact			Please explain the potential impacts and how you know this
	No Impact	Positive Impact	Negative Impact	
<b>Age</b> Older or younger people or a specific age grouping	X			
<b>Disability</b> e.g. Effects on people with mental, physical, sensory impairment, learning disability, visible/invisible, progressive or recurring	X			
<b>Gender Reassignment/ Gender Identity</b> anybody whose gender identity or gender expression is different to the sex assigned to them at birth	X			
<b>Marriage or Civil Partnership</b> people who are married or in a civil partnership	X			

<b>Pregnancy and Maternity</b> (refers to the period after the birth, and is linked to <b>maternity</b> leave in the employment context. In the non-work context, <b>protection</b> against <b>maternity</b> discrimination is for 26 weeks after giving birth),	X			
<b>Race Groups:</b> including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)	X			
<b>Religion or Belief:</b> different beliefs, customs (including atheists and those with no aligned belief)	X			
<b>Sex</b> women and men (girls and boys)	X			
<b>Sexual Orientation</b> , e.g. Lesbian, Gay, Bisexual, Heterosexual	X			

### 3.3 Fairer Scotland Duty

This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to how we can reduce inequalities of outcome caused by socioeconomic disadvantage when making strategic decisions.

The duty is set at a strategic level - these are the key, high level decisions that SBC will take. This would normally include strategy documents, decisions about setting priorities, allocating resources and commissioning services.

**Is the proposal strategic?**

**Yes (please delete as applicable)**

**If No go to Section 4**

**If yes, please indicate any potential impact on the undernoted groups this proposal may have and how you know this:**

	Impact			State here how you know this
	No Impact	Positive Impact	Negative Impact	
<b>Low and/or No Wealth</b> – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future.	X			<b>Early proposals indicate that Commissioning services are to be centralised where appropriate. This would result in a change in Directorate or Line Management for employees only.</b>
<b>Material Deprivation –</b> being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies	X			<b>Early proposals indicate that Commissioning services are to be centralised where appropriate. This would result in a change in Directorate or Line Management for employees only.</b>
<b>Area Deprivation –</b> where you live (e.g. rural areas), where you work (e.g. accessibility of transport)	X			<b>Early proposals indicate that Commissioning services are to be centralised where appropriate. This would result in a change in Directorate or Line Management for employees only.</b>
<b>Socio-economic Background – social</b>	X			<b>Early proposals indicate that Commissioning services are</b>

class i.e. parents' education, employment and income				to be centralised where appropriate. This would result in a change in Directorate or Line Management for employees only.
<b>Looked after and accommodated children and young people</b>	X			Early proposals indicate that Commissioning services are to be centralised where appropriate. This would result in a change in Directorate or Line Management for employees only.
<b>Carers</b> paid and unpaid including family members	X			Early proposals indicate that Commissioning services are to be centralised where appropriate. This would result in a change in Directorate or Line Management for employees only.
<b>Homelessness</b>	X			Early proposals indicate that Commissioning services are to be centralised where appropriate. This would result in a change in Directorate or Line Management for employees only.
<b>Addictions and substance use</b>	X			Early proposals indicate that Commissioning services are to be centralised where appropriate. This would result in a change in Directorate or Line Management for employees only.
<b>Those involved within the criminal justice system</b>	X			Early proposals indicate that Commissioning services are to be centralised where appropriate. This would result in a change in Directorate or Line

				<b>Management for employees only.</b>
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#### **4 Full Integrated Impact Assessment Required**

*Select No if you have answered “No” to all of Sections 3.1 – 3.3.*

**Yes** (please delete as applicable)

**If a full impact assessment is not required briefly explain why there are no effects and provide justification for the decision.**

**The newly established Commissioning service has been established within Scottish Borders Council. This is a strategic function supporting services. A commissioning Board will be established which monitors needs and performance against commissioned contracts and develop new opportunities to meet needs.**

<b>Signed by Lead Officer:</b>	<b>Jen Holland</b>
<b>Designation:</b>	<b>Director of Strategic Commissioning and Partnerships</b>
<b>Date:</b>	<b>10/02/2023</b>
<b>Counter Signature Director</b>	<b>Jen Holland, Director of Strategic Commissioning and Partnerships</b>
<b>Date:</b>	<b>10/02/2023</b>

## Integrated Impact Assessment (IIA)

### Part 1 Scoping

#### 1 Details of the Proposal

<p><b>Title of Proposal:</b></p>	<p><b>Digital Transformation Programme</b></p>
<p><b>What is it?</b></p>	<p>A new Policy/Strategy/Practice <input checked="" type="checkbox"/>x</p> <p>A revised Policy/Strategy/Practice <input type="checkbox"/></p>
<p><b>Description of the proposal:</b></p> <p>(Set out a clear understanding of the purpose of the proposal being developed or reviewed (what are the aims, objectives and intended outcomes, including the context within which it will operate).</p>	<p>All SBC services will be subject to a comprehensive review based on investment in digital Technology and solutions to fundamentally modernise the way in which services are delivered. A series of heavily interlinked transformation initiatives have been identified as:</p> <ul style="list-style-type: none"> <li>• Enterprise Mobility</li> <li>• Process Re-Design and Simplification</li> <li>• Council Information Hub</li> <li>• Data Culture and Maturity</li> </ul>
<p><b>Service Area:</b></p> <p><b>Department:</b></p>	<p><b>SBC-wide</b></p>
<p><b>Lead Officer:</b></p>	<p><b>Clair Hepburn/Jen Holland/CMT</b></p> <p>Jason McDonald</p>



(Name and job title)	
<p><b>Other Officers/Partners involved:</b> (List names, job titles and organisations)</p>	<p><b>Bill Edwards – Programme Director – SBC</b></p> <p><b>Sean Allison – Project Manager – SBC</b></p> <p><b>Naomi Sweeney – Project Manager – SBC</b></p> <p><b>Melanie Hermiston - Project Manager – SBC</b></p> <p><b>Kelly Tait – Project Manager – SBC</b></p> <p><b>Jon Laws – Project Manager – SBC</b></p> <p><b>Various other officers will have a critical role to play, particularly those from the services subject to the transformation review and those from support services such as HR, IT, Finance and Performance &amp; Improvement.</b></p> <p><b>CGI as Strategic IT Provider</b></p>
<p><b>Date(s) IIA completed:</b></p>	<p>Reviewed 10/2/2023</p>

**2 Will there be any cumulative impacts as a result of the relationship between this proposal and other policies?**

Yes (please delete as applicable)

**If yes, - please state here: Delivery of Digital Transformation Programme directly relates to the key priorities set out in the Council Plan and the Digital Strategy. In conjunction with the Council Report of 25/08/22, ‘Digital Strategy Update and Overview of Digital Transformation Programme’, it was explained, ‘An integrated impact assessment (IIA) template has been completed for the Digital Strategy which covers this proposal (published in 21-22). This is a project underpinned by enhanced digital technology designed to improve the efficiency and effectiveness of the Council’s internal deployment of staff. In itself, the project will have positive impacts on staff and clients who may have equalities characteristics and appropriate adjustments to technology and / or process will be made where required to ensure the inclusion of all staff and service users. The IIA will be revisited through the lifecycle of this project and updated if required.’**

**3 Legislative Requirements**

**3.1 Relevance to the Equality Duty:**

**Do you believe your proposal has any relevance under the Equality Act 2010? Yes**

*(If you believe that your proposal may have some relevance – however small please indicate yes. If there is no effect, please enter “No” and go to Section 3.2.)*

**Equality Duty**

**Reasoning:**

**Elimination of discrimination (both direct & indirect), victimisation and harassment.**  
*(Will the proposal discriminate? Or help eliminate discrimination?)*

Yes – As the digital transformation programme covers all services, and is starting with a focus on Social Work, it will have a positive impact on services targeting the elimination of discrimination, victimisation and harassment. It will further allow more accurate & realtime data

	leading to greater targeted services & resources for those with greatest needs.
<b>Promotion of equality of opportunity?</b> <i>(Will your proposal help or hinder the Council with this)</i>	Yes – as above
<b>Foster good relations?</b> <i>(Will your proposal help or hinder the council's relationships with those who have equality characteristics?)</i>	Yes – as above.

<b>3.2 Which groups of people do you think will be or potentially could be, impacted by the implementation of this proposal?</b> <b>(You should consider employees, clients, customers / service users, and any other relevant groups)</b>				
Please tick below as appropriate, outlining any potential impacts on the undernoted equality groups this proposal may have and how you know this.				
	Impact			Please explain the potential impacts and how you know this
	No Impact	Positive Impact	Negative Impact	
<b>Age</b> Older or younger people or a specific age grouping		x		<b>Greater responsiveness of services, focus on client/customer needs and effectiveness of processes.</b>
<b>Disability</b> e.g. Effects on people with mental, physical, sensory impairment, learning disability, visible/invisible, progressive or recurring		x		<b>As above</b>
<b>Gender Reassignment/ Gender Identity</b> anybody whose gender identity or gender expression is		x		<b>As above</b>

different to the sex assigned to them at birth				
<b>Marriage or Civil Partnership</b> people who are married or in a civil partnership		x		<b>As above</b>
<b>Pregnancy and Maternity</b> (refers to the period after the birth, and is linked to <b>maternity</b> leave in the employment context. In the non-work context, <b>protection</b> against <b>maternity</b> discrimination is for 26 weeks after giving birth),		x		<b>As above</b>
<b>Race Groups:</b> including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)		x		<b>As above</b>
<b>Religion or Belief:</b> different beliefs, customs (including atheists and those with no aligned belief)		x		<b>As above</b>
<b>Sex</b> women and men (girls and boys)		x		<b>As above</b>
<b>Sexual Orientation</b> , e.g. Lesbian, Gay, Bisexual, Heterosexual		x		<b>As above</b>
<p><b>3.3 Fairer Scotland Duty</b></p> <p>This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to how we can reduce inequalities of outcome caused by socioeconomic disadvantage when making <u>strategic</u> decisions.</p>				

The duty is set at a strategic level - these are the key, high level decisions that SBC will take. This would normally include strategy documents, decisions about setting priorities, allocating resources and commissioning services.

**Is the proposal strategic?**

Yes (*please delete as applicable*)

**If No go to Section 4**

**If yes, please indicate any potential impact on the undernoted groups this proposal may have and how you know this:**

	Impact			State here how you know this
	No Impact	Positive Impact	Negative Impact	
<b>Low and/or No Wealth –</b> enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future.		x		<b>The digital transformation programme will work in harmony with and contribute to greater effectiveness of SBC’s anti-poverty work, including development of more responsive services to meet the needs of people experiencing difficulties with the cost of living.</b>
<b>Material Deprivation –</b> being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies		x		<b>As above.</b>

<b>Area Deprivation –</b> where you live (e.g. rural areas), where you work (e.g. accessibility of transport)		<b>x</b>		<b>As above. The programme should also improve remote access to services.</b>
<b>Socio-economic Background –</b> social class i.e. parents' education, employment and income		<b>x</b>		<b>As above.</b>
<b>Looked after and accommodated children and young people</b>		<b>x</b>		
<b>Carers</b> paid and unpaid including family members		<b>x</b>		<b>As above. Should also improve access to support resources.</b>
<b>Homelessness</b>		<b>x</b>		<b>Greater responsiveness of services, focus on client/customer needs and effectiveness of processes.</b>
<b>Addictions and substance use</b>		<b>x</b>		<b>As above</b>
<b>Those involved within the criminal justice system</b>		<b>x</b>		<b>As above</b>

#### **4 Full Integrated Impact Assessment Required**

*Select No if you have answered “No” to all of Sections 3.1 – 3.3.*

**Yes** *(please delete as applicable)*

**If a full impact assessment is not required briefly explain why there are no effects and provide justification for the decision.**

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<b>Signed by Lead Officer:</b>	<b>Jason McDonald</b>
<b>Designation:</b>	<b>Senior Manager</b>
<b>Date:</b>	<b>Reviewed 10/2/2023</b>
<b>Counter Signature Director</b>	<b>Clair Hepburn</b>
<b>Date:</b>	<b>13/02/2023</b>

### Assessment (IIA)

#### Part 1 Scoping

#### 1 Details of the Proposal

<p><b>Title of Proposal:</b></p>	<p>Corporate Transformation</p>
<p><b>What is it?</b></p>	<p>A new Policy/Strategy/Practice <input type="checkbox"/></p> <p>A revised Policy/Strategy/Practice X<input type="checkbox"/></p>
<p><b>Description of the proposal:</b></p> <p>(Set out a clear understanding of the purpose of the proposal being developed or reviewed (what are the aims, objectives and intended outcomes, including the context within which it will operate).</p>	<p>Corporate Transformation across the Council including structural changes as opportunities arise supported by People Plan.</p> <p>Structural and process re-engineering review and income generation opportunities.</p> <p>This will be undertaken in line with the following principles:</p> <ul style="list-style-type: none"> <li>• Corporate-led, consistent single-SBC approach, external challenge</li> <li>• End to end processes</li> <li>• Reduced structures, enhanced skills, flexibility and demand-led working patterns</li> <li>• Demand-led &amp; informed by evidence, customer intelligence &amp; customer needs</li> <li>• Enhanced community engagement, participation &amp; empowerment</li> </ul>



	<ul style="list-style-type: none"> <li>• Best use of physical assets – including reduced estate &amp; single SBC view</li> <li>• Embracing the opportunities from Digital investment</li> <li>• Optimised partnership resources, including better shared services</li> <li>• Process Improvement, productivity focus &amp; removal of non-value adding work, duplication &amp; ineffective effort</li> </ul>
<b>Service Area:</b> <b>Department:</b>	Chief Executives
<b>Lead Officer:</b> (Name and job title)	Suzy Douglas Interim Director Finance & Corporate Governance
<b>Other Officers/Partners involved:</b> (List names, job titles and organisations)	Iain Davidson Employee Relations Manager
<b>Date(s) IIA completed:</b>	10/02/2023

**2 Will there be any cumulative impacts as a result of the relationship between this proposal and other policies?**

Yes
<p><b>If yes, - please state here:</b>          Departmental practices and procedures.</p>

**3 Legislative Requirements**

<b>3.1 Relevance to the Equality Duty:</b>	
<p><b>Do you believe your proposal has any relevance under the Equality Act 2010? Yes</b>  <i>(If you believe that your proposal may have some relevance – however small please indicate yes. If there is no effect, please enter “No” and go to Section 3.2.)</i></p>	
<b>Equality Duty</b>	<b>Reasoning:</b>
<p><b>Elimination of discrimination (both direct &amp; indirect), victimisation and harassment.</b>  <i>(Will the proposal discriminate? Or help eliminate discrimination?)</i></p>	<p>Process improvement, focussing on customer intelligence and needs and enhanced community engagement will help eliminate discrimination.</p>
<p><b>Promotion of equality of opportunity?</b>  <i>(Will your proposal help or hinder the Council with this)</i></p>	<p>Process improvement, focussing on customer intelligence and needs and enhanced community engagement will promote opportunity for all protected groups.</p>
<p><b>Foster good relations?</b>  <i>(Will your proposal help or hinder the council s relationships with those who have equality characteristics?)</i></p>	<p>The focus on community engagement, participation and empowerment will help foster good relations between different groups.</p>

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**3.2 Which groups of people do you think will be or potentially could be, impacted by the implementation of this proposal?  
(You should consider employees, clients, customers / service users, and any other relevant groups)**

Please tick below as appropriate, outlining any potential impacts on the undernoted equality groups this proposal may have and how you know this.

	Impact			Please explain the potential impacts and how you know this
	No Impact	Positive Impact	Negative Impact	
<b>Age</b> Older or younger people or a specific age grouping		X	X	<p>Increased use of digital resources and a reduced property estate may impact adversely on older people.</p> <p>This will be mitigated by consideration of these matters during the service design phase.</p> <p>Conversely, older people can benefit from increased digital access.</p> <p>A single SBC view will mean services are located in the same place, meaning less journeys are required to access services.</p> <p>Older employees may find it more difficult to adjust to a more flexible form of working and increased use of digital resources.</p> <p>The Council's HR policies and procedures will be used to mitigate the effects of any such impact and appropriate training will be provided.</p>

<p><b>Disability</b> e.g. Effects on people with mental, physical, sensory impairment, learning disability, visible/invisible, progressive or recurring</p>		X	X	<p><b>A reduced property estate may impact adversely on people with a disability.</b></p> <p><b>This will be considered in the design phase.</b></p> <p><b>Increased digital access is a potentially positive development.</b></p> <p><b>A single SBC view will mean services are located in the same place, meaning less journeys are required to access services.</b></p> <p><b>Disabled employees may find it more difficult to adjust to a more flexible form of working.</b></p> <p><b>The Council's HR policies and procedures will be used to mitigate the effects of any such impact, appropriate training will be provided and reasonable adjustments considered.</b></p>
<p><b>Gender Reassignment/ Gender Identity</b> anybody whose gender identity or gender expression is different to the sex assigned to them at birth</p>	X			
<p><b>Marriage or Civil Partnership</b> people who are married or in a civil partnership</p>	X			
<p><b>Pregnancy and Maternity</b> (refers to the period after the birth, and is linked to <b>maternity</b> leave in the</p>	X			

employment context. In the non-work context, <b>protection</b> against <b>maternity</b> discrimination is for 26 weeks after giving birth),				
<b>Race Groups:</b> including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)	X			
<b>Religion or Belief:</b> different beliefs, customs (including atheists and those with no aligned belief)	X			
<b>Sex</b> women and men (girls and boys)	X			
<b>Sexual Orientation</b> , e.g. Lesbian, Gay, Bisexual, Heterosexual	X			
<p><b>3.3 Fairer Scotland Duty</b></p> <p>This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to how we can reduce inequalities of outcome caused by socioeconomic disadvantage when making <u>strategic</u> decisions.</p> <p>The duty is set at a strategic level - these are the key, high level decisions that SBC will take. This would normally include strategy documents, decisions about setting priorities, allocating resources and commissioning services.</p>				
<p><b>Is the proposal strategic?</b></p> <p>Yes</p>				

**If No go to Section 4**

**If yes, please indicate any potential impact on the undernoted groups this proposal may have and how you know this:**

	Impact			State here how you know this
	No Impact	Positive Impact	Negative Impact	
<p><b>Low and/or No Wealth</b> – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future.</p>		X	X	<p><b>Property rationalisation may mean people with low/ no wealth having to travel further to access Council services.</b></p> <p><b>An increased use of digital resources can mitigate this by reducing the need to visit Council premises.</b></p> <p><b>More efficient services will benefit this group in allowing quicker and easier access.</b></p> <p><b>A single SBC view will mean services are located in the same place, meaning less journeys are required to access services.</b></p> <p><b>For current employees, a reduction in staff numbers may mean an impact on this group.</b></p> <p><b>Any reduction in posts will be managed through natural attrition, vacancy management and the</b></p>

				management of temporary contracts. Any actual staff impact will be managed through the appropriate application of HR policies and procedures.
<b>Material Deprivation –</b> being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies		X	X	<p>An increased use of digital resources may impact on this group.</p> <p>This will be taken into account in the service design.</p> <p>A single SBC view will mean services are located in the same place, meaning less journeys are required to access services.</p> <p>For current employees, a reduction in staff numbers may mean an impact on this group.</p> <p>Any reduction in posts will be managed through natural attrition, vacancy management and the management of temporary contracts. Any actual staff impact will be managed through the appropriate application of HR policies and procedures.</p>
<b>Area Deprivation –</b> where you live (e.g. rural areas), where you work (e.g. accessibility of transport)		X	X	There is a potential for property rationalisation to have a negative impact depending on the location of future properties.

				<p><b>This will be taken into account during the service review.</b></p> <p><b>A single SBC view will mean services are located in the same place, meaning less journeys are required to access services.</b></p> <p><b>For current employees, property rationalisation may mean an impact on this group.</b></p> <p><b>This will be managed through the appropriate application of HR policies and procedures, including the payment of disturbance allowance.</b></p>
<p><b>Socio-economic Background</b> – social class i.e. parents' education, employment and income</p>		X	X	<p><b>An increased use of digital resources may impact on this group.</b></p> <p><b>This will be taken into account in the service design.</b></p> <p><b>A single SBC view will mean services are located in the same place, meaning less journeys are required to access services.</b></p> <p><b>For current employees, a reduction in staff numbers may mean an impact on this group.</b></p>



				<p>Any reduction in posts will be managed through natural attrition, vacancy management and the management of temporary contracts. Any actual staff impact will be managed through the appropriate application of HR policies and procedures.</p>
<p><b>Looked after and accommodated children and young people</b></p>	X			
<p><b>Carers</b> paid and unpaid including family members</p>		X	X	<p>For current employees, a change to work patterns may have a negative impact on some with caring responsibilities.</p> <p>This will be managed through the appropriate application of HR policies and procedures, including the opportunity to make a request for flexible working and the ongoing promotion of agile working, allowing employees to work at times which fits in with their other commitments..</p> <p>Equally, different work patterns will benefit some with caring responsibilities.</p> <p>Different work patterns may also make working for the Council attractive and practical for those with caring responsibilities.</p>

<b>Homelessness</b>	<b>X</b>			
<b>Addictions and substance use</b>	<b>X</b>			
<b>Those involved within the criminal justice system</b>	<b>X</b>			

**4 Full Integrated Impact Assessment Required**

*Select No if you have answered “No” to all of Sections 3.1 – 3.3.*

**Yes** *(please delete as applicable)*

**If a full impact assessment is not required briefly explain why there are no effects and provide justification for the decision.**

<b>Signed by Lead Officer:</b>	<b>Suzy Douglas</b>
<b>Designation:</b>	<b>Interim Director Finance &amp; Corporate Governance</b>
<b>Date:</b>	<b>10/02/2023</b>
<b>Counter Signature Director</b>	<b>Suzy Douglas</b>

<b>Date:</b>	<b>10/02/2023</b>
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## Integrated Impact Assessment (IIA)

### Part 1 Scoping

#### 1 Details of the Proposal

<b>Title of Proposal:</b>	Additional Fees & Charges Parks & Environment
<b>What is it?</b>	A new Policy/Strategy/Practice <input type="checkbox"/> A revised Policy/Strategy/Practice <input checked="" type="checkbox"/>
<b>Description of the proposal:</b> (Set out a clear understanding of the purpose of the proposal being developed or reviewed (what are the aims, objectives and intended outcomes, including the context within which it will operate).)	Review / Increase in charges for : <ul style="list-style-type: none"> <li>• Burials</li> <li>• Allotments</li> <li>• Pitch Bookings</li> </ul>
<b>Service Area:</b>  <b>Department:</b>	Infrastructure & Environment,  Parks & Environment
<b>Lead Officer:</b> (Name and job title)	Jason Hedley, Chief Officer Roads
<b>Other Officers/Partners involved:</b> (List names, job titles and organisations)	Craig Blackie, Parks & Environment Manager

<b>Date(s) IIA completed:</b>	07/02/23
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**2 Will there be any cumulative impacts as a result of the relationship between this proposal and other policies?**

No
If yes, - please state here:

**3 Legislative Requirements**

**3.1 Relevance to the Equality Duty:**

**Do you believe your proposal has any relevance under the Equality Act 2010? Yes**

*(If you believe that your proposal may have some relevance – however small please indicate yes. If there is no effect, please enter “No” and go to Section 3.2.)*

<b>Equality Duty</b>	<b>Reasoning:</b>
<b>Elimination of discrimination (both direct &amp; indirect), victimisation and harassment.</b> <i>(Will the proposal discriminate? Or help eliminate discrimination?)</i>	N/A
<b>Promotion of equality of opportunity?</b> <i>(Will your proposal help or hinder the Council with this)</i>	In principle an increase in charges may have an effect on equality of opportunity.  In practice, however, the increases are relatively small (5% typically), so the effects should be minimal.

<p><b>Foster good relations?</b></p> <p><i>(Will your proposal help or hinder the council's relationships with those who have equality characteristics?)</i></p>	<p>The increases are small and below inflation. They are also comparable with similar services in neighbouring and/or similar rural authorities. As such they are not expected to have an impact on the council's relationship with those who have equality characteristics.</p>
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<p><b>3.2 Which groups of people do you think will be or potentially could be, impacted by the implementation of this proposal?</b>  <b>(You should consider employees, clients, customers / service users, and any other relevant groups)</b></p>				
<p>Please tick below as appropriate, outlining any potential impacts on the undernoted equality groups this proposal may have and how you know this.</p>				
	Impact			Please explain the potential impacts and how you know this
	No Impact	Positive Impact	Negative Impact	
<p><b>Age</b> Older or younger people or a specific age grouping</p>			X	<p>Slight increase in charges may be less affordable. In practice, however, the increases are small.</p>
<p><b>Disability</b> e.g. Effects on people with mental, physical, sensory impairment, learning disability, visible/invisible, progressive or recurring</p>	X			
<p><b>Gender Reassignment/ Gender Identity</b> anybody whose gender identity or gender expression is different to the sex assigned to them at birth</p>	X			
<p><b>Marriage or Civil Partnership</b> people who are married or in a civil partnership</p>	X			

<b>Pregnancy and Maternity</b> (refers to the period after the birth, and is linked to <b>maternity</b> leave in the employment context. In the non-work context, <b>protection</b> against <b>maternity</b> discrimination is for 26 weeks after giving birth),	X			
<b>Race Groups:</b> including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)	X			
<b>Religion or Belief:</b> different beliefs, customs (including atheists and those with no aligned belief)	X			
<b>Sex</b> women and men (girls and boys)	X			
<b>Sexual Orientation</b> , e.g. Lesbian, Gay, Bisexual, Heterosexual	X			

### 3.3 Fairer Scotland Duty

This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to how we can reduce inequalities of outcome caused by socioeconomic disadvantage when making strategic decisions.

The duty is set at a strategic level - these are the key, high level decisions that SBC will take. This would normally include strategy documents, decisions about setting priorities, allocating resources and commissioning services.

**Is the proposal strategic?**

Yes

**If No go to Section 4**

**If yes, please indicate any potential impact on the undernoted groups this proposal may have and how you know this:**

	Impact			State here how you know this
	No Impact	Positive Impact	Negative Impact	
<b>Low and/or No Wealth</b> – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future.			X	Slight increase in charges may be less affordable. In practice, however, the increases are small.
<b>Material Deprivation –</b> being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies			X	Slight increase in charges may be less affordable. In practice, however, the increases are small.
<b>Area Deprivation –</b> where you live (e.g. rural areas), where you work (e.g. accessibility of transport)			X	Slight increase in charges may be less affordable. In practice, however, the increases are small.
<b>Socio-economic Background –</b> social class i.e. parents'			X	Slight increase in charges may be less affordable. In practice, however, the increases are small.



education, employment and income				
<b>Looked after and accommodated children and young people</b>	<b>X</b>			
<b>Carers</b> paid and unpaid including family members	<b>X</b>			
<b>Homelessness</b>	<b>X</b>			
<b>Addictions and substance use</b>	<b>X</b>			
<b>Those involved within the criminal justice system</b>	<b>X</b>			

#### 4 Full Integrated Impact Assessment Required

Select No if you have answered “No” to all of Sections 3.1 – 3.3.

**No**

If a full impact assessment is not required briefly explain why there are no effects and provide justification for the decision.

The effect of the increases has been taken into account when setting the rates, which have been established on a 3 year basis.

<b>Signed by Lead Officer:</b>	<b>Craig Blackie</b>
<b>Designation:</b>	<b>Parks &amp; Environment Manager</b>
<b>Date:</b>	<b>07/02/2023</b>
<b>Counter Signature Director</b>	<b>John Curry</b>
<b>Date:</b>	<b>13/02/2023</b>

## Integrated Impact Assessment (IIA)

### Part 1 Scoping

#### 1 Details of the Proposal

<b>Title of Proposal:</b>	Additional Fees & Charges Road Occupation
<b>What is it?</b>	A new Policy/Strategy/Practice <input type="checkbox"/> A revised Policy/Strategy/Practice <input checked="" type="checkbox"/>
<b>Description of the proposal:</b>  (Set out a clear understanding of the purpose of the proposal being developed or reviewed (what are the aims, objectives and intended outcomes, including the context within which it will operate).)	Review / Increase in charges for : <ul style="list-style-type: none"> <li>• Road Closures</li> <li>• Scaffolding Permits</li> <li>• Temporary Traffic Light Permits</li> <li>• Road Occupation Permits</li> <li>• Road Opening Permits</li> </ul>
<b>Service Area:</b>  <b>Department:</b>	Infrastructure & Environment, Roads
<b>Lead Officer:</b>  (Name and job title)	Jason Hedley, Chief Officer Roads
<b>Other Officers/Partners involved:</b>  (List names, job titles and organisations)	Brian Young, Infrastructure Manager

<b>Date(s) IIA completed:</b>	07/02/23

**2 Will there be any cumulative impacts as a result of the relationship between this proposal and other policies?**

No
If yes, - please state here:

**3 Legislative Requirements**

<b>3.1 Relevance to the Equality Duty:</b>	
<p><b>Do you believe your proposal has any relevance under the Equality Act 2010? Yes</b></p> <p><i>(If you believe that your proposal may have some relevance – however small please indicate yes. If there is no effect, please enter “No” and go to Section 3.2.)</i></p>	
<b>Equality Duty</b>	<b>Reasoning:</b>
<b>Elimination of discrimination (both direct &amp; indirect), victimisation and harassment.</b> <i>(Will the proposal discriminate? Or help eliminate discrimination?)</i>	N/A
<b>Promotion of equality of opportunity?</b>	In principle an increase in charges may have an effect on equality of opportunity.

<i>(Will your proposal help or hinder the Council with this)</i>	In practice, however, the increases are relatively small (5% typically), so the effects should be minimal.
<b>Foster good relations?</b>  <i>(Will your proposal help or hinder the council's relationships with those who have equality characteristics?)</i>	The increases are small and below inflation. They are also comparable with similar services in neighbouring and/or similar rural authorities. As such they are not expected to have an impact on the council's relationship with those who have equality characteristics.

**3.2 Which groups of people do you think will be or potentially could be, impacted by the implementation of this proposal?  
(You should consider employees, clients, customers / service users, and any other relevant groups)**

Please tick below as appropriate, outlining any potential impacts on the undernoted equality groups this proposal may have and how you know this.

	Impact			Please explain the potential impacts and how you know this
	No Impact	Positive Impact	Negative Impact	
<b>Age</b> Older or younger people or a specific age grouping			X	Slight increase in charges may be less affordable. In practice, however, the increases are small.
<b>Disability</b> e.g. Effects on people with mental, physical, sensory impairment, learning disability, visible/invisible, progressive or recurring	X			
<b>Gender Reassignment/ Gender Identity</b> anybody whose gender identity or gender expression is different to the sex assigned to them at birth	X			

<b>Marriage or Civil Partnership</b> people who are married or in a civil partnership	X			
<b>Pregnancy and Maternity</b> (refers to the period after the birth, and is linked to <b>maternity</b> leave in the employment context. In the non-work context, <b>protection</b> against <b>maternity</b> discrimination is for 26 weeks after giving birth),	X			
<b>Race Groups:</b> including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)	X			
<b>Religion or Belief:</b> different beliefs, customs (including atheists and those with no aligned belief)	X			
<b>Sex</b> women and men (girls and boys)	X			
<b>Sexual Orientation</b> , e.g. Lesbian, Gay, Bisexual, Heterosexual	X			
<p><b>3.3 Fairer Scotland Duty</b></p> <p>This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to how we can reduce inequalities of outcome caused by socioeconomic disadvantage when making <u>strategic</u> decisions.</p>				

The duty is set at a strategic level - these are the key, high level decisions that SBC will take. This would normally include strategy documents, decisions about setting priorities, allocating resources and commissioning services.

**Is the proposal strategic?**

Yes

**If No go to Section 4**

**If yes, please indicate any potential impact on the undernoted groups this proposal may have and how you know this:**

	Impact			State here how you know this
	No Impact	Positive Impact	Negative Impact	
<b>Low and/or No Wealth</b> – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future.			X	Slight increase in charges may be less affordable. In practice, however, the increases are small and primarily business related.
<b>Material Deprivation –</b> being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies			X	Slight increase in charges may be less affordable. In practice, however, the increases are small and primarily business related.
<b>Area Deprivation –</b> where you live (e.g. rural areas), where you work			X	Slight increase in charges may be less affordable. In practice, however, the increases are small and primarily business related.

(e.g. accessibility of transport)				
<b>Socio-economic Background</b> – social class i.e. parents' education, employment and income			<b>X</b>	Slight increase in charges may be less affordable. In practice, however, the increases are small and primarily business related.
<b>Looked after and accommodated children and young people</b>	<b>X</b>			
<b>Carers</b> paid and unpaid including family members	<b>X</b>			
<b>Homelessness</b>	<b>X</b>			
<b>Addictions and substance use</b>	<b>X</b>			
<b>Those involved within the criminal justice system</b>	<b>X</b>			



#### 4 Full Integrated Impact Assessment Required

Select No if you have answered “No” to all of Sections 3.1 – 3.3.

**No**

**If a full impact assessment is not required briefly explain why there are no effects and provide justification for the decision.**

The effect of the increases has been taken into account when setting the rates, which have been established on a 3 year basis.

<b>Signed by Lead Officer:</b>	<b>Brian Young</b>
<b>Designation:</b>	<b>Infrastructure Manager</b>
<b>Date:</b>	<b>07/02/2023</b>
<b>Counter Signature Director</b>	<b>John Curry</b>
<b>Date:</b>	<b>13/02/2023</b>

## Integrated Impact Assessment (IIA)

### Part 1 Scoping

#### 1 Details of the Proposal

<p><b>Title of Proposal:</b></p>	<p>Commercial Rent Increases due to inflation in the rental market</p>
<p><b>What is it?</b></p>	<p>A new Policy/Strategy/Practice <input type="checkbox"/></p> <p>A revised Policy/Strategy/Practice <input checked="" type="checkbox"/></p>
<p><b>Description of the proposal:</b></p> <p>(Set out a clear understanding of the purpose of the proposal being developed or reviewed (what are the aims, objectives and intended outcomes, including the context within which it will operate).)</p>	<p>The Council's sublet estate has the ability to review the rents charged on a regular basis (normally every 3 years)</p> <p>It is proposed that the rent reviews due in 2021/22 are implemented and rents increased in line with market value.</p> <p>The additional income generated by the increases in the rents will support the savings identified in the Council's Corporate Plan</p>
<p><b>Service Area:</b></p> <p><b>Department:</b></p>	<p>Infrastructure &amp; Environment, Property Services</p>

<b>Lead Officer:</b> (Name and job title)	Norrie Curtis, Estates Strategy Manager
<b>Other Officers/Partners involved:</b> (List names, job titles and organisations)	Jo Stewart, Estates Officer  Donna Coltart, Estates Strategy Officer
<b>Date(s) IIA completed:</b>	07 <sup>th</sup> February 2023

**2 Will there be any cumulative impacts as a result of the relationship between this proposal and other policies?**

Yes
<b>If yes, - please state here:</b> This policy will support the Council's transformation programme

**3 Legislative Requirements**

<b>3.1 Relevance to the Equality Duty:</b>
<b>Do you believe your proposal has any relevance under the Equality Act 2010? No</b> <i>(If you believe that your proposal may have some relevance – however small please indicate yes. If there is no effect, please enter “No” and go to Section 3.2.)</i>

<b>Equality Duty</b>	<b>Reasoning:</b>
<b>Elimination of discrimination (both direct &amp; indirect), victimisation and harassment.</b> <i>(Will the proposal discriminate? Or help eliminate discrimination?)</i>	
<b>Promotion of equality of opportunity?</b> <i>(Will your proposal help or hinder the Council with this)</i>	.
<b>Foster good relations?</b> <i>(Will your proposal help or hinder the council's relationships with those who have equality characteristics?)</i>	.

**3.2 Which groups of people do you think will be or potentially could be, impacted by the implementation of this proposal?  
(You should consider employees, clients, customers / service users, and any other relevant groups)**

Please tick below as appropriate, outlining any potential impacts on the undernoted equality groups this proposal may have and how you know this.

	Impact			Please explain the potential impacts and how you know this
	No Impact	Positive Impact	Negative Impact	
<b>Age</b> Older or younger people or a specific age grouping	X			
<b>Disability</b> e.g. Effects on people with mental, physical, sensory impairment, learning disability,	X			

visible/invisible, progressive or recurring				
<b>Gender Reassignment/ Gender Identity</b> anybody whose gender identity or gender expression is different to the sex assigned to them at birth	X			
<b>Marriage or Civil Partnership</b> people who are married or in a civil partnership	X			
<b>Pregnancy and Maternity</b> (refers to the period after the birth, and is linked to <b>maternity</b> leave in the employment context. In the non-work context, <b>protection</b> against <b>maternity</b> discrimination is for 26 weeks after giving birth),	X			
<b>Race Groups:</b> including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)	X			
<b>Religion or Belief:</b> different beliefs, customs (including atheists and those with no aligned belief)	X			
<b>Sex</b> women and men (girls and boys)	X			

<b>Sexual Orientation</b> , e.g. Lesbian, Gay, Bisexual, Heterosexual	X			
<p><b>3.3 Fairer Scotland Duty</b></p> <p>This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to how we can reduce inequalities of outcome caused by socioeconomic disadvantage when making <u>strategic</u> decisions.</p> <p>The duty is set at a strategic level - these are the key, high level decisions that SBC will take. This would normally include strategy documents, decisions about setting priorities, allocating resources and commissioning services.</p>				
<p><b>Is the proposal strategic?</b></p> <p>Yes</p> <p><b>If No go to Section 4</b></p>				
<p><b>If yes, please indicate any potential impact on the undernoted groups this proposal may have and how you know this:</b></p>				
	<b>Impact</b>			<b>State here how you know this</b>
	<b>No Impact</b>	<b>Positive Impact</b>	<b>Negative Impact</b>	
<p><b>Low and/or No Wealth</b> – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future.</p>	X			<p>Slight increase in charges may be less affordable. In practice, however, the increases are small and primarily business related.</p>
<p><b>Material Deprivation –</b> being unable to access basic goods and</p>	X			<p>Slight increase in charges may be less affordable. In practice, however, the increases are</p>

services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies				small and primarily business related.
<b>Area Deprivation –</b> where you live (e.g. rural areas), where you work (e.g. accessibility of transport)	X			Slight increase in charges may be less affordable. In practice, however, the increases are small and primarily business related.
<b>Socio-economic Background –</b> social class i.e. parents' education, employment and income	X			Slight increase in charges may be less affordable. In practice, however, the increases are small and primarily business related.
<b>Looked after and accommodated children and young people</b>	X			
<b>Carers</b> paid and unpaid including family members	X			
<b>Homelessness</b>	X			
<b>Addictions and substance use</b>	X			
<b>Those involved within the criminal justice system</b>	X			

#### 4 Full Integrated Impact Assessment Required

Select No if you have answered "No" to all of Sections 3.1 – 3.3.

**No**

If a full impact assessment is not required briefly explain why there are no effects and provide justification for the decision.

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<b>Signed by Lead Officer:</b>	<b>Norrie Curtis</b>
<b>Designation:</b>	<b>Estates Strategy Manager</b>
<b>Date:</b>	<b>07/02/2023</b>
<b>Counter Signature Director</b>	<b>John Curry</b>
<b>Date:</b>	<b>13/02/2023</b>



## Integrated Impact Assessment (IIA)

### Part 1 Scoping

#### 1 Details of the Proposal

<p><b>Title of Proposal:</b></p>	<p>More efficient Property &amp; Asset portfolio</p>
<p><b>What is it?</b></p>	<p>A new Policy/Strategy/Practice <input type="checkbox"/></p> <p>A revised Policy/Strategy/Practice <input checked="" type="checkbox"/></p>
<p><b>Description of the proposal:</b></p> <p>(Set out a clear understanding of the purpose of the proposal being developed or reviewed (what are the aims, objectives and intended outcomes, including the context within which it will operate).)</p>	<p><i>Savings resulting from property rationalisation and implementing the Corporate Landlord model to drive efficiencies across the Council. Savings will be made from NDR, utilities, property maintenance including cleaning services. Any FTE impact is likely to be from facilities posts in affected buildings.</i></p>
<p><b>Service Area:</b></p> <p><b>Department:</b></p>	<p>Infrastructure &amp; Environment</p> <p>Property Services and Facilities Management</p>
<p><b>Lead Officer:</b></p> <p>(Name and job title)</p>	<p>Norrie Curtis</p> <p>Estates Strategy Manager</p>

<b>Other Officers/Partners involved:</b> (List names, job titles and organisations)	Ray Cherry Architectural Manager
<b>Date(s) IIA completed:</b>	14/02/2023

## 2 Will there be any cumulative impacts as a result of the relationship between this proposal and other policies?

<b>Yes</b>
<b>If yes, - please state here:</b> <ul style="list-style-type: none"> <li>• Directorate practices and procedures.</li> <li>• Estates Strategy Review implementation</li> </ul>

## 3 Legislative Requirements

<b>3.1 Relevance to the Equality Duty:</b>	
<p><b>Do you believe your proposal has any relevance under the Equality Act 2010?</b></p> <p><i>(If you believe that your proposal may have some relevance – however small please indicate yes. If there is no effect, please enter “No” and go to Section 3.2.)</i></p>	
<b>Equality Duty</b>	<b>Reasoning:</b>
<b>Elimination of discrimination (both direct &amp; indirect), victimisation and harassment.</b> <i>(Will the proposal discriminate? Or help eliminate discrimination?)</i>	Process improvement, focussing on Intelligent Client/Service Property Lead and ensuring there is a corporate approach to strategic property asset

	management which will help eliminate discrimination.
<b>Promotion of equality of opportunity?</b> <i>(Will your proposal help or hinder the Council with this)</i>	Process improvement, focussing on Intelligent Client/Service Property Lead and ensuring there is a corporate approach to strategic property asset management which will promote equality of opportunity.
<b>Foster good relations?</b> <i>(Will your proposal help or hinder the council's relationships with those who have equality characteristics?)</i>	Corporate Landlord will work closely with all services within the Council including third sector partners to ensure a focussed and corporate approach to strategic property asset management providing the right property equality outcomes.

**3.2 Which groups of people do you think will be or potentially could be, impacted by the implementation of this proposal?  
(You should consider employees, clients, customers / service users, and any other relevant groups)**

Please tick below as appropriate, outlining any potential impacts on the undernoted equality groups this proposal may have and how you know this.

	Impact			Please explain the potential impacts and how you know this
	No Impact	Positive Impact	Negative Impact	
<b>Age</b> Older or younger people or a specific age grouping		X	X	Some employees may find it more difficult to adjust to a more flexible form of working and increased use of digital resources.  Other employees may enjoy the opportunities that digital resources offer.
<b>Disability</b> e.g. Effects on people with mental, physical, sensory impairment, learning		X	X	Increased digital access will empower all staff allowing

disability, visible/invisible, progressive or recurring				them to self-serve within their roles.  Disabled employees may find it more difficult to adjust to a more flexible form of working.
<b>Gender Reassignment/ Gender Identity</b> anybody whose gender identity or gender expression is different to the sex assigned to them at birth	X			
<b>Marriage or Civil Partnership</b> people who are married or in a civil partnership	X			
<b>Pregnancy and Maternity</b> (refers to the period after the birth, and is linked to <b>maternity</b> leave in the employment context. In the non-work context, <b>protection</b> against <b>maternity</b> discrimination is for 26 weeks after giving birth),		X		Increased digital access and agile working will be a benefit to employees who are pregnant and on maternity leave – keeping in touch days will be easier to facilitate.
<b>Race Groups:</b> including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)	X			
<b>Religion or Belief:</b> different beliefs, customs (including atheists and those with no aligned belief)	X			

<b>Sex</b> women and men (girls and boys)	X			
<b>Sexual Orientation</b> , e.g. Lesbian, Gay, Bisexual, Heterosexual	X			
<p><b>3.3 Fairer Scotland Duty</b></p> <p>This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to how we can reduce inequalities of outcome caused by socioeconomic disadvantage when making <u>strategic</u> decisions.</p> <p>The duty is set at a strategic level - these are the key, high level decisions that SBC will take. This would normally include strategy documents, decisions about setting priorities, allocating resources and commissioning services.</p>				
<p><b>Is the proposal strategic?</b></p> <p>Yes</p> <p><b>If No go to Section 4</b></p>				
<p><b>If yes, please indicate any potential impact on the undernoted groups this proposal may have and how you know this:</b></p>				
	<b>Impact</b>			<b>State here how you know this</b>
	<b>No Impact</b>	<b>Positive Impact</b>	<b>Negative Impact</b>	
<b>Low and/or No Wealth</b> – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future.	X			

<b>Material Deprivation</b> – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies		X	X	Some staff may not have the digital connectivity or the facilities to work from home as roles become more agile.
<b>Area Deprivation</b> – where you live (e.g. rural areas), where you work (e.g. accessibility of transport)		X	X	Allowing staff to work in an agile way using digital technology places less reliance on being in an office. Remote working, subject to sufficient connectivity will benefit those living in remote communities as commuting will become less of a daily requirement.  For staff living in communities with poor digital connectivity alternative provision will need to be made.
<b>Socio-economic Background</b> – social class i.e. parents' education, employment and income	X			
<b>Looked after and accommodated children and young people</b>	X			
<b>Carers</b> paid and unpaid including family members		X	X	For current employees, a change to work patterns may have a negative impact on some with caring responsibilities.

				Equally, different work patterns will benefit some with caring responsibilities.
<b>Homelessness</b>	<b>X</b>			
<b>Addictions and substance use</b>	<b>X</b>			
<b>Those involved within the criminal justice system</b>	<b>X</b>			

#### **4 Full Integrated Impact Assessment Required**

*Select No if you have answered “No” to all of Sections 3.1 – 3.3.*

**Yes**

**If a full impact assessment is not required briefly explain why there are no effects and provide justification for the decision.**

--

<b>Signed by Lead Officer:</b>	<b>Ray Cherry</b>
<b>Designation:</b>	<b>Architectural Manager</b>
<b>Date:</b>	<b>14/02/2023</b>
	<b>John Curry</b>

<b>Counter Signature Director</b>	
<b>Date:</b>	<b>14/02/2023</b>



## Integrated Impact Assessment (IIA)

### Part 1 Scoping

#### 1 Details of the Proposal

<p><b>Title of Proposal:</b></p>	<p>Facilities Management Savings</p>
<p><b>What is it?</b></p>	<p>A new Policy/Strategy/Practice <input type="checkbox"/></p> <p>A revised Policy/Strategy/Practice <input checked="" type="checkbox"/></p>
<p><b>Description of the proposal:</b></p> <p>(Set out a clear understanding of the purpose of the proposal being developed or reviewed (what are the aims, objectives and intended outcomes, including the context within which it will operate).</p>	<p><i>Savings from further optimisation of the Facilities Management Service which is expected from the implementation of an Estates Strategy during 2023. Once the Chief Officer has been appointed and the structure is in place including review of policies, procedures, and best use of different funds.</i></p> <p><i>Other areas being explored for further savings are the continued standardisation of crossing patrol operational hours through natural turnover and redeployment, also review of service delivery models and structure to optimise efficiency</i></p> <p><i>There may be an FTE impact, number to be confirmed as proposals are developed..</i></p>

	<p>This will be undertaken in line with the following principles:</p> <ul style="list-style-type: none"> <li>• Corporate-led, consistent single-SBC approach, external challenge</li> <li>• End to end processes</li> <li>• Reduced structures, enhanced skills, flexibility and demand-led working patterns</li> <li>• Demand-led &amp; informed by evidence, customer intelligence &amp; customer needs</li> <li>• Enhanced community engagement, participation &amp; empowerment</li> <li>• Best use of physical assets – including reduced estate &amp; single SBC view</li> <li>• Embracing the opportunities from Digital investment</li> <li>• Optimised partnership resources, including better shared services</li> <li>• Process Improvement, productivity focus &amp; removal of non-value adding work, duplication &amp; ineffective effort</li> </ul>
<p><b>Service Area:</b></p> <p><b>Department:</b></p>	<p>FACILITIES – Catering &amp; Cleaning</p>
<p><b>Lead Officer:</b></p> <p>(Name and job title)</p>	<p>John Gray, Facilities Manager</p>
<p><b>Other Officers/Partners involved:</b></p> <p>(List names, job titles and organisations)</p>	

<b>Date(s) IIA completed:</b>	01/02/2022
	Revised 08/02/2023

**2 Will there be any cumulative impacts as a result of the relationship between this proposal and other policies?**

Yes
<p><b>If yes, - please state here:</b>          Departmental practices and procedures.</p>

**3 Legislative Requirements**

<b>3.1 Relevance to the Equality Duty:</b>	
<p><b>Do you believe your proposal has any relevance under the Equality Act 2010? Yes</b>  <i>(If you believe that your proposal may have some relevance – however small please indicate yes. If there is no effect, please enter “No” and go to Section 3.2.)</i></p>	
<b>Equality Duty</b>	<b>Reasoning:</b>
<p><b>Elimination of discrimination (both direct &amp; indirect), victimisation and harassment.</b>  <i>(Will the proposal discriminate? Or help eliminate discrimination?)</i></p>	<p>Process improvement, focussing on customer intelligence and needs and enhanced community engagement will help eliminate discrimination.</p>
<p><b>Promotion of equality of opportunity?</b>  <i>(Will your proposal help or hinder the Council with this)</i></p>	<p>Process improvement, focussing on customer intelligence and needs and enhanced community engagement will promote opportunity for all protected groups.</p>

<b>Foster good relations?</b> <i>(Will your proposal help or hinder the council's relationships with those who have equality characteristics?)</i>	The focus on community engagement, participation and empowerment will help foster good relations between different groups.

**3.2 Which groups of people do you think will be or potentially could be, impacted by the implementation of this proposal?  
(You should consider employees, clients, customers / service users, and any other relevant groups)**

Please tick below as appropriate, outlining any potential impacts on the undernoted equality groups this proposal may have and how you know this.

	Impact			Please explain the potential impacts and how you know this
	No Impact	Positive Impact	Negative Impact	
<b>Age</b> Older or younger people or a specific age grouping		X	X	Older employees may find it more difficult to adjust to different forms of working and increased use of automation.
<b>Disability</b> e.g. Effects on people with mental, physical, sensory impairment, learning disability, visible/invisible, progressive or recurring		X	X	Disabled employees may find it more difficult to adjust to different forms of working and increased use of automation.
<b>Gender Reassignment/ Gender Identity</b> anybody whose gender identity or gender expression is different to the sex assigned to them at birth	X			
<b>Marriage or Civil Partnership</b> people who	X			

are married or in a civil partnership				
<b>Pregnancy and Maternity</b> (refers to the period after the birth, and is linked to <b>maternity</b> leave in the employment context. In the non-work context, <b>protection</b> against <b>maternity</b> discrimination is for 26 weeks after giving birth),		X		<b>Increased automation and consequently less physical exertion may be a benefit to pregnant employees.</b>
<b>Race Groups:</b> including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)	X			
<b>Religion or Belief:</b> different beliefs, customs (including atheists and those with no aligned belief)	X			
<b>Sex</b> women and men (girls and boys)	X			
<b>Sexual Orientation</b> , e.g. Lesbian, Gay, Bisexual, Heterosexual	X			

### 3.3 Fairer Scotland Duty

This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to how we can reduce inequalities of outcome caused by socioeconomic disadvantage when making strategic decisions.

The duty is set at a strategic level - these are the key, high level decisions that SBC will take. This would normally include strategy documents, decisions about setting priorities, allocating resources and commissioning services.

**Is the proposal strategic?**

Yes

**If No go to Section 4**

**If yes, please indicate any potential impact on the undernoted groups this proposal may have and how you know this:**

	Impact			State here how you know this
	No Impact	Positive Impact	Negative Impact	
<b>Low and/or No Wealth</b> – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future.			X	<b>For current employees, a reduction in staff numbers may mean an impact on this group.</b>
<b>Material Deprivation</b> – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies			X	<b>For current employees, a reduction in staff numbers may mean an impact on this group.</b>
<b>Area Deprivation</b> – where you live (e.g. rural areas), where you work			X	<b>For current employees, property rationalisation may mean an impact on this group.</b>

(e.g. accessibility of transport)				
<b>Socio-economic Background</b> – social class i.e. parents' education, employment and income			X	<b>For current employees, a reduction in staff numbers may mean an impact on this group.</b>
<b>Looked after and accommodated children and young people</b>	X			
<b>Carers</b> paid and unpaid including family members		X	X	<p><b>For current employees, a change to work patterns may have a negative impact on some with caring responsibilities.</b></p> <p>.</p> <p><b>Equally, different work patterns will benefit some with caring responsibilities.</b></p> <p><b>Different work patterns may also make working for the Council attractive and practical for those with caring responsibilities.</b></p>
<b>Homelessness</b>	X			
<b>Addictions and substance use</b>	X			
<b>Those involved within the criminal justice system</b>	X			

#### 4 Full Integrated Impact Assessment Required

Select No if you have answered “No” to all of Sections 3.1 – 3.3.

**Yes**

If a full impact assessment is not required briefly explain why there are no effects and provide justification for the decision.

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<b>Signed by Lead Officer:</b>	<b>John Gray</b>
<b>Designation:</b>	<b>Facilities Manager</b>
<b>Date:</b>	<b>08/02/2023</b>
<b>Counter Signature Director</b>	<b>John Curry</b>
<b>Date:</b>	<b>13/02/2023</b>



## Integrated Impact Assessment (IIA)

### Part 1 Scoping

#### 1 Details of the Proposal

<p><b>Title of Proposal:</b></p>	<p><b>Parks &amp; Environment</b></p>
<p><b>What is it?</b></p>	<p>A new Policy/Strategy/Practice <input type="checkbox"/></p> <p>A revised Policy/Strategy/Practice <input checked="" type="checkbox"/></p>
<p><b>Description of the proposal:</b></p> <p>(Set out a clear understanding of the purpose of the proposal being developed or reviewed (what are the aims, objectives and intended outcomes, including the context within which it will operate).</p>	<p><i>The continuation of service reviews focussed on communities, reflecting the Climate Emergency as well as the Biodiversity Duty. Working to enable communities to respond to their own priorities and initiatives, e.g Food Growing Strategy. A service wide range of operational initiatives to make more efficient use of the resources and assets, including appropriate people planning, fleet replacement and review of assets to better support effective and efficient working. Review services and create flexibility across the workforce and wider I&amp;E department will also be a significant strand of focus. There may be an FTE impact. Number to be confirmed as proposals are developed.</i></p>

<b>Service Area:</b> <b>Department:</b>	Infrastructure & Environment  Parks & Environment,
<b>Lead Officer:</b> (Name and job title)	Jason Hedley  Chief Officer Roads
<b>Other Officers/Partners involved:</b> (List names, job titles and organisations)	I&E Director  Service Area Managers & Teams  HR, Finance & IT Business Partners
<b>Date(s) IIA completed:</b>	31/01/2023

**2 Will there be any cumulative impacts as a result of the relationship between this proposal and other policies?**

Yes
<b>If yes, - please state here:</b> Departmental practices and procedures.

**3 Legislative Requirements**

<b>3.1 Relevance to the Equality Duty:</b>
Do you believe your proposal has any relevance under the Equality Act 2010? Yes

*(If you believe that your proposal may have some relevance – however small please indicate yes. If there is no effect, please enter “No” and go to Section 3.2.)*

<b>Equality Duty</b>	<b>Reasoning:</b>
<b>Elimination of discrimination (both direct &amp; indirect), victimisation and harassment.</b> <i>(Will the proposal discriminate? Or help eliminate discrimination?)</i>	Process improvement, improved staff communications & engagement, focussing on customer intelligence and needs and enhanced community engagement will help eliminate discrimination.
<b>Promotion of equality of opportunity?</b> <i>(Will your proposal help or hinder the Council with this)</i>	Improved staff communications & engagement & process improvement, focussing on customer intelligence and needs and enhanced community engagement will promote opportunity for all protected groups.
<b>Foster good relations?</b> <i>(Will your proposal help or hinder the council s relationships with those who have equality characteristics?)</i>	The focus on staff engagement/communications, community engagement, participation and empowerment will help foster good relations between different groups.

**3.2 Which groups of people do you think will be or potentially could be, impacted by the implementation of this proposal?**  
**(You should consider employees, clients, customers / service users, and any other relevant groups)**

Please tick below as appropriate, outlining any potential impacts on the undernoted equality groups this proposal may have and how you know this.

	Impact			Please explain the potential impacts and how you know this
	No Impact	Positive Impact	Negative Impact	
<b>Age</b> Older or younger people or a specific age grouping		X	X	Increased use of digital resources and a reduced property estate may impact

				<p>adversely on older people.</p> <p>This will be mitigated by consideration of these matters during the service design phase.</p> <p>Conversely, older people can benefit from increased digital access.</p> <p>A single SBC view will mean services are located in the same place, meaning less journeys are required to access services for some customers / stakeholders.</p> <p>Older employees may find it more difficult to adjust to a more flexible form of working and increased use of digital resources however more flexible operations and processes, with development opportunities for staff during their working life, may prove beneficial to many.</p>
<p><b>Disability</b> e.g. Effects on people with mental, physical, sensory impairment, learning disability, visible/invisible, progressive or recurring</p>		X	X	<p>A reduced property estate may impact adversely on people with a disability.</p> <p>This will be considered in the design phase.</p>

				<p>Increased digital access is a potentially positive development.</p> <p>A single SBC view will mean services are located in the same place, meaning less journeys are required to access services for some customers / stakeholders.</p> <p>Disabled employees may find it more difficult to adjust to a more flexible form of working however more flexible operations and processes, with development opportunities for staff during their working life, may prove beneficial to many.</p>
<p><b>Gender Reassignment/ Gender Identity</b> anybody whose gender identity or gender expression is different to the sex assigned to them at birth</p>	X			
<p><b>Marriage or Civil Partnership</b> people who are married or in a civil partnership</p>	X			
<p><b>Pregnancy and Maternity</b> (refers to the period after the birth, and is linked to <b>maternity</b> leave in the employment context. In the non-work context,</p>		X		Increased digital access should be a benefit

<b>protection</b> against <b>maternity</b> discrimination is for 26 weeks after giving birth),				
<b>Race Groups:</b> including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)	X			
<b>Religion or Belief:</b> different beliefs, customs (including atheists and those with no aligned belief)	X			
<b>Sex</b> women and men (girls and boys)	X			
<b>Sexual Orientation</b> , e.g. Lesbian, Gay, Bisexual, Heterosexual	X			

### 3.3 Fairer Scotland Duty

This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to how we can reduce inequalities of outcome caused by socioeconomic disadvantage when making strategic decisions.

The duty is set at a strategic level - these are the key, high level decisions that SBC will take. This would normally include strategy documents, decisions about setting priorities, allocating resources and commissioning services.

**Is the proposal strategic?**

Yes

**If No go to Section 4**

**If yes, please indicate any potential impact on the undernoted groups this proposal may have and how you know this:**

	Impact			State here how you know this
	No Impact	Positive Impact	Negative Impact	
<p><b>Low and/or No Wealth</b> – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future.</p>		X	X	<p>Property rationalisation may mean people with low/ no wealth having to travel further to access Council services.</p> <p>An increased use of digital resources can mitigate this by reducing the need to visit Council premises.</p> <p>More efficient services will benefit this group in allowing quicker and easier access.</p> <p>A single SBC view will mean services are located in the same place, meaning less journeys are required to access services for some customers / stakeholders.</p> <p>For current employees, any potential reduction in staff numbers may mean an impact on this group.</p>
<p><b>Material Deprivation</b> – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies</p>		X	X	<p>An increased use of digital resources may impact on this group. This will be taken into account in the service design.</p> <p>A single SBC view will mean services are located in the same place, meaning less journeys are required to access services for some customers / stakeholders.</p>

				For current employees, any potential reduction in staff numbers may mean an impact on this group.
<b>Area Deprivation –</b> where you live (e.g. rural areas), where you work (e.g. accessibility of transport)		<b>X</b>	<b>X</b>	<p>There is a potential for property rationalisation to have a negative impact depending on the location of future properties.</p> <p>This will be taken into account during the service review.</p> <p>A single SBC view will mean services are located in the same place, meaning less journeys are required to access services for some customers / stakeholders.</p> <p>For current employees, property rationalisation may mean an impact on this group.</p>
<b>Socio-economic Background –</b> social class i.e. parents' education, employment and income		<b>X</b>	<b>X</b>	<p>An increased use of digital resources may impact on this group.</p> <p>This will be taken into account in the service design.</p> <p>A single SBC view will mean services are located in the same place, meaning less journeys are required to access services for some customers / stakeholders.</p> <p>For current employees, any potential reduction in staff numbers may mean an impact on this group.</p>



<b>Looked after and accommodated children and young people</b>	<b>X</b>			
<b>Carers</b> paid and unpaid including family members		<b>X</b>	<b>X</b>	For current employees, a change to work patterns could have either a positive or negative impact on some with caring responsibilities.  Different work patterns may also make working for the Council attractive and practical for those with caring responsibilities.
<b>Homelessness</b>	<b>X</b>			
<b>Addictions and substance use</b>	<b>X</b>			
<b>Those involved within the criminal justice system</b>	<b>X</b>			

#### 4 Full Integrated Impact Assessment Required

Select No if you have answered "No" to all of Sections 3.1 – 3.3.

**Yes**

If a full impact assessment is not required briefly explain why there are no effects and provide justification for the decision.

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<b>Signed by Lead Officer:</b>	<b>Jason Hedley</b>
<b>Designation:</b>	<b>Chief Officer, Roads</b>
<b>Date:</b>	<b>31/01/2023</b>
<b>Counter Signature Director</b>	<b>John Curry</b>
<b>Date:</b>	<b>13/02/2023</b>

## Integrated Impact Assessment (IIA)

### Part 1 Scoping

#### 1 Details of the Proposal

<b>Title of Proposal:</b>	<b>Roads &amp; Infrastructure</b>
<b>What is it?</b>	A new Policy/Strategy/Practice <input type="checkbox"/> A revised Policy/Strategy/Practice <input checked="" type="checkbox"/>
<b>Description of the proposal:</b>  (Set out a clear understanding of the purpose of the proposal being developed or reviewed (what are the aims, objectives and intended outcomes, including the context within which it will operate).)	Review the roads operation to improve the quality of the roads network and build commercial opportunities. The Council will use new technology to deliver more permanent fixes and use digital opportunities to improve the efficiency of the service.
<b>Service Area:</b>  <b>Department:</b>	Infrastructure & Environment  Roads & Infrastructure
<b>Lead Officer:</b>  (Name and job title)	Jason Hedley  Chief Officer Roads
<b>Other Officers/Partners involved:</b>  (List names, job titles and organisations)	I&E Director  Service Area Managers & Teams  HR, Finance & IT Business Partners

<b>Date(s) IIA completed:</b>	31/01/2023

**2 Will there be any cumulative impacts as a result of the relationship between this proposal and other policies?**

Yes
<b>If yes, - please state here:</b> Departmental practices and procedures.

**3 Legislative Requirements**

<b>3.1 Relevance to the Equality Duty:</b>	
<p><b>Do you believe your proposal has any relevance under the Equality Act 2010? Yes</b></p> <p><i>(If you believe that your proposal may have some relevance – however small please indicate yes. If there is no effect, please enter “No” and go to Section 3.2.)</i></p>	
<b>Equality Duty</b>	<b>Reasoning:</b>
<b>Elimination of discrimination (both direct &amp; indirect), victimisation and harassment.</b> <i>(Will the proposal discriminate? Or help eliminate discrimination?)</i>	Process improvement, improved staff communications & engagement, focussing on customer intelligence and needs and enhanced community engagement will help eliminate discrimination.
<b>Promotion of equality of opportunity?</b> <i>(Will your proposal help or hinder the Council with this)</i>	Improved staff communications & engagement & process improvement, focussing on customer intelligence and needs and enhanced

	community engagement will promote opportunity for all protected groups.
<b>Foster good relations?</b> <i>(Will your proposal help or hinder the council s relationships with those who have equality characteristics?)</i>	The focus on staff engagement/communications, community engagement, participation and empowerment will help foster good relations between different groups.

<b>3.2 Which groups of people do you think will be or potentially could be, impacted by the implementation of this proposal?</b> <b>(You should consider employees, clients, customers / service users, and any other relevant groups)</b>				
Please tick below as appropriate, outlining any potential impacts on the undernoted equality groups this proposal may have and how you know this.				
	Impact			Please explain the potential impacts and how you know this
	No Impact	Positive Impact	Negative Impact	
<b>Age</b> Older or younger people or a specific age grouping		X	X	<p>Increased use of digital resources may impact adversely on older people.</p> <p>This will be mitigated by consideration of these matters during the service design phase.</p> <p>Conversely, all age groups can benefit from increased digital access.</p> <p>Older employees may find it more difficult to adjust to a more flexible form of working and increased use of digital resources however more flexible</p>

				operations and processes, with development opportunities for staff during their working life, may prove beneficial to many.
<b>Disability</b> e.g. Effects on people with mental, physical, sensory impairment, learning disability, visible/invisible, progressive or recurring		X	X	Increased digital access is a potentially positive development.  Disabled employees may find it more difficult to adjust to a more flexible form of working however more flexible operations and processes, with development opportunities for staff during their working life, may prove beneficial to many.
<b>Gender Reassignment/ Gender Identity</b> anybody whose gender identity or gender expression is different to the sex assigned to them at birth	X			
<b>Marriage or Civil Partnership</b> people who are married or in a civil partnership	X			
<b>Pregnancy and Maternity</b> (refers to the period after the birth, and is linked to <b>maternity</b> leave in the		X		Increased digital access should be a benefit

employment context. In the non-work context, <b>protection</b> against <b>maternity</b> discrimination is for 26 weeks after giving birth),				
<b>Race Groups:</b> including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)	X			
<b>Religion or Belief:</b> different beliefs, customs (including atheists and those with no aligned belief)	X			
<b>Sex</b> women and men (girls and boys)	X			
<b>Sexual Orientation</b> , e.g. Lesbian, Gay, Bisexual, Heterosexual	X			
<p><b>3.3 Fairer Scotland Duty</b></p> <p>This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to how we can reduce inequalities of outcome caused by socioeconomic disadvantage when making <u>strategic</u> decisions.</p> <p>The duty is set at a strategic level - these are the key, high level decisions that SBC will take. This would normally include strategy documents, decisions about setting priorities, allocating resources and commissioning services.</p>				
<p><b>Is the proposal strategic?</b></p> <p>Yes</p>				

**If No go to Section 4**

**If yes, please indicate any potential impact on the undernoted groups this proposal may have and how you know this:**

	Impact			State here how you know this
	No Impact	Positive Impact	Negative Impact	
<b>Low and/or No Wealth</b> – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future.			X	For current employees, any potential reduction in staff numbers may mean an impact on this group.
<b>Material Deprivation</b> – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies			X	For current employees, any potential reduction in staff numbers may mean an impact on this group.
<b>Area Deprivation</b> – where you live (e.g. rural areas), where you work (e.g. accessibility of transport)		X		Improvement to the roads will be a benefit.
<b>Socio-economic Background</b> – social class i.e. parents' education, employment and income			X	For current employees, any potential reduction in staff numbers may mean an impact on this group.



<b>Looked after and accommodated children and young people</b>	<b>X</b>			
<b>Carers</b> paid and unpaid including family members		<b>X</b>	<b>X</b>	For current employees, a change to work patterns could have either a positive or negative impact on some with caring responsibilities.  Different work patterns may also make working for the Council attractive and practical for those with caring responsibilities.
<b>Homelessness</b>	<b>X</b>			
<b>Addictions and substance use</b>	<b>X</b>			
<b>Those involved within the criminal justice system</b>	<b>X</b>			

#### 4 Full Integrated Impact Assessment Required

Select No if you have answered "No" to all of Sections 3.1 – 3.3.

**Yes**

If a full impact assessment is not required briefly explain why there are no effects and provide justification for the decision.

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<b>Signed by Lead Officer:</b>	<i>Brian J Young</i>
<b>Designation:</b>	Infrastructure Manager
<b>Date:</b>	30/01/2023
<b>Counter Signature Director</b>	John Curry
<b>Date:</b>	13/02/2023

## Integrated Impact Assessment (IIA)

### Part 1 Scoping

#### 1 Details of the Proposal

<b>Title of Proposal:</b>	<b>Waste Management</b>
<b>What is it?</b>	A new Policy/Strategy/Practice <input type="checkbox"/> A revised Policy/Strategy/Practice <input checked="" type="checkbox"/>
<b>Description of the proposal:</b>  (Set out a clear understanding of the purpose of the proposal being developed or reviewed (what are the aims, objectives and intended outcomes, including the context within which it will operate).)	Savings to be made from further optimisation of the waste service including review of working patterns. Future years' savings from implementation of national legislation including Deposit Return Scheme and Extended Producer Responsibility obligations.
<b>Service Area:</b>  <b>Department:</b>	Infrastructure & Environment  Waste Management
<b>Lead Officer:</b>  (Name and job title)	Ross Sharp-Dent  Waste Manager
<b>Other Officers/Partners involved:</b>  (List names, job titles and organisations)	

Date(s) IIA completed:	03/02/22 Reviewed 10/02/23
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**2 Will there be any cumulative impacts as a result of the relationship between this proposal and other policies?**

Yes
<p><b>If yes, - please state here:</b> Departmental practices and procedures.</p>

**3 Legislative Requirements**

<b>3.1 Relevance to the Equality Duty:</b>	
<p><b>Do you believe your proposal has any relevance under the Equality Act 2010? Yes</b> <i>(If you believe that your proposal may have some relevance – however small please indicate yes. If there is no effect, please enter “No” and go to Section 3.2.)</i></p>	
<b>Equality Duty</b>	<b>Reasoning:</b>
<p><b>Elimination of discrimination (both direct &amp; indirect), victimisation and harassment.</b> <i>(Will the proposal discriminate? Or help eliminate discrimination?)</i></p>	<p>Process improvement, improved staff communications &amp; engagement, focussing on customer intelligence and needs and enhanced community engagement will help eliminate discrimination.</p>
<p><b>Promotion of equality of opportunity?</b> <i>(Will your proposal help or hinder the Council with this)</i></p>	<p>Improved staff communications &amp; engagement &amp; process improvement, focussing on customer intelligence and needs and enhanced community engagement will promote opportunity for all protected groups.</p>

<p><b>Foster good relations?</b></p> <p><i>(Will your proposal help or hinder the council's relationships with those who have equality characteristics?)</i></p>	<p>The focus on staff engagement/communications, community engagement, participation and empowerment will help foster good relations between different groups.</p>
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<p><b>3.2 Which groups of people do you think will be or potentially could be, impacted by the implementation of this proposal? (You should consider employees, clients, customers / service users, and any other relevant groups)</b></p>				
<p>Please tick below as appropriate, outlining any potential impacts on the undernoted equality groups this proposal may have and how you know this.</p>				
	<b>Impact</b>			<b>Please explain the potential impacts and how you know this</b>
	<b>No Impact</b>	<b>Positive Impact</b>	<b>Negative Impact</b>	
<p><b>Age</b> Older or younger people or a specific age grouping</p>		X	X	<p>Changes to waste collection and disposal services has the potential to have both a positive and negative impact on older people. This will be mitigated by consideration of these matters during the service design. Communication of changes will be critical.</p>
<p><b>Disability</b> e.g. Effects on people with mental, physical, sensory impairment, learning disability, visible/invisible, progressive or recurring</p>		X	X	<p>Changes to waste collection and disposal services has the potential to have both a positive and negative impact on those with a disability. This will be mitigated by consideration of these matters during the service design. Communication of changes will be critical.</p>
<p><b>Gender Reassignment/ Gender Identity</b> anybody whose gender</p>	X			

identity or gender expression is different to the sex assigned to them at birth				
<b>Marriage or Civil Partnership</b> people who are married or in a civil partnership	X			
<b>Pregnancy and Maternity</b> (refers to the period after the birth, and is linked to <b>maternity</b> leave in the employment context. In the non-work context, <b>protection</b> against <b>maternity</b> discrimination is for 26 weeks after giving birth),	X			
<b>Race Groups:</b> including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)	X			
<b>Religion or Belief:</b> different beliefs, customs (including atheists and those with no aligned belief)	X			
<b>Sex</b> women and men (girls and boys)	X			
<b>Sexual Orientation</b> , e.g. Lesbian, Gay, Bisexual, Heterosexual	X			

### 3.3 Fairer Scotland Duty

This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to how we can reduce inequalities of outcome caused by socioeconomic disadvantage when making strategic decisions.

The duty is set at a strategic level - these are the key, high level decisions that SBC will take. This would normally include strategy documents, decisions about setting priorities, allocating resources and commissioning services.

**Is the proposal strategic?**

Yes

**If No go to Section 4**

**If yes, please indicate any potential impact on the undernoted groups this proposal may have and how you know this:**

	Impact			State here how you know this
	No Impact	Positive Impact	Negative Impact	
<b>Low and/or No Wealth</b> – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future.		X	X	Changes to waste collection and disposal services has the potential to have both a positive and negative impact. This will be mitigated by consideration of these matters during the service design. Communication of changes will be critical.  More efficient services will benefit this group in allowing quicker and easier access.

				For current employees, any potential reduction in staff numbers may mean an impact on this group.
<b>Material Deprivation</b> – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies		X	X	For current employees, any potential reduction in staff numbers may mean an impact on this group.
<b>Area Deprivation</b> – where you live (e.g. rural areas), where you work (e.g. accessibility of transport)		X	X	Changes to waste collection and disposal services has the potential to have both a positive and negative impact in respect of area. This will be mitigated by consideration of these matters during the service design. Communication of changes will be critical.
<b>Socio-economic Background</b> – social class i.e. parents' education, employment and income			X	For current employees, any potential reduction in staff numbers may mean an impact on this group.
<b>Looked after and accommodated children and young people</b>	X			
<b>Carers</b> paid and unpaid including family members		X	X	For current employees, a change to work patterns could have either a negative or positive impact on some with caring responsibilities.



				Different work patterns may also make working for the Council attractive and practical for those with caring responsibilities.
<b>Homelessness</b>	<b>X</b>			
<b>Addictions and substance use</b>	<b>X</b>			
<b>Those involved within the criminal justice system</b>	<b>X</b>			

#### 4 Full Integrated Impact Assessment Required

Select No if you have answered “No” to all of Sections 3.1 – 3.3.

**Yes**

If a full impact assessment is not required briefly explain why there are no effects and provide justification for the decision.

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<b>Signed by Lead Officer:</b>	<b>Ross Sharp – Dent</b>
<b>Designation:</b>	<b>Waste Manager</b>
<b>Date:</b>	<b>03/02/22 – Reviewed 10/02/23</b>
<b>Counter Signature Director</b>	<b>John Curry</b>
<b>Date:</b>	<b>13/02/2023</b>

## Integrated Impact Assessment (IIA)

### Part 1 Scoping

#### 1 Details of the Proposal

<p><b>Title of Proposal:</b></p>	<p>Passenger Transport</p>
<p><b>What is it?</b></p>	<p>A new Policy/Strategy/Practice <input type="checkbox"/></p> <p>A revised Policy/Strategy/Practice <input checked="" type="checkbox"/></p>
<p><b>Description of the proposal:</b></p> <p>(Set out a clear understanding of the purpose of the proposal being developed or reviewed (what are the aims, objectives and intended outcomes, including the context within which it will operate).</p>	<p>This proposal refers to the extension of the Pingo Demand Responsive Transport Trial in Berwickshire.</p> <p>The pilot is due to expire in March 2023.</p> <p>Pingo is a demand Responsive Transport service which commenced in Berwickshire in May 2022.</p> <p>The objectives of the pilot are;</p> <ul style="list-style-type: none"> <li>• Reduce dependence on private car;</li> <li>• Improve access to key services;</li> <li>• Increase employment opportunities;</li> <li>• Improve access to transport for young people; and</li> <li>• Reduce Social Isolation.</li> </ul> <p>Since May 2022 there have been almost 9,500 journeys made with</p>

	<p>the service being on target to exceed 12,000 trips by March 2023.</p> <p>A great deal of data has been gathered over the initial 9 months of the pilot.</p> <p>With further developments coming on stream in February 2023 including guaranteed pre booking and Pingo journey which will enable officers to better understand how demand responsive transport can integrate with the fixed bus network. The data will then be fed into the wider local transport network review.</p>
<p><b>Service Area:</b></p> <p><b>Department:</b></p>	<p>Infrastructure &amp; Environment, Passenger Transport</p>
<p><b>Lead Officer:</b> (Name and job title)</p>	<p>Gordon Grant – Principal Transport Officer</p>
<p><b>Other Officers/Partners involved:</b> (List names, job titles and organisations)</p>	<p>Colin Craig – Managing Director – West Coast Motors</p> <p>Ewan Doyle – Workforce Mobility Project</p> <p>Michael Spencer – Turner and Townsend</p>
<p><b>Date(s) IIA completed:</b></p>	<p>5<sup>th</sup> February 2023</p>

**2 Will there be any cumulative impacts as a result of the relationship between this proposal and other policies?**

Yes
<p><b>If yes, - please state here:</b>          The Scottish Borders Climate Change Route Map 2021</p>

**3 Legislative Requirements**

<b>3.1 Relevance to the Equality Duty:</b>	
<p><b>Do you believe your proposal has any relevance under the Equality Act 2010? Yes</b>  <i>(If you believe that your proposal may have some relevance – however small please indicate yes. If there is no effect, please enter “No” and go to Section 3.2.)</i></p>	
<b>Equality Duty</b>	<b>Reasoning:</b>
<p><b>Elimination of discrimination (both direct &amp; indirect), victimisation and harassment.</b>  <i>(Will the proposal discriminate? Or help eliminate discrimination?)</i></p>	N/A
<p><b>Promotion of equality of opportunity?</b>  <i>(Will your proposal help or hinder the Council with this)</i></p>	<p>This proposal will help the council with the promotion of equality of opportunity.</p> <p>Local bus services provide opportunities for employment, social inclusion and economic growth.</p> <p>The Pingo service is a key enabler for residents in the Berwickshire area providing increased travel opportunities for</p>

	<p>employment, healthcare, Education and Leisure</p> <p>All buses that operate public service routes are fully accessible in line with the Public Vehicle Accessibility Regulations 2000</p>
<p><b>Foster good relations?</b></p> <p><i>(Will your proposal help or hinder the council's relationships with those who have equality characteristics?)</i></p>	<p>Local bus services reduce social isolation and create opportunities for people with disabilities or older people who do not have access to a car.</p> <p>Extending the pilot will likely help the council's relationship with people with disabilities and older people who rely heavily on public transport.</p> <p>All buses that operate public service routes are fully accessible in line with the Public Vehicle Accessibility Regulations 2000</p>

<p><b>3.2 Which groups of people do you think will be or potentially could be, impacted by the implementation of this proposal?</b>  <b>(You should consider employees, clients, customers / service users, and any other relevant groups)</b></p>				
<p>Please tick below as appropriate, outlining any potential impacts on the undernoted equality groups this proposal may have and how you know this.</p>				
	<p><b>Impact</b></p>			<p><b>Please explain the potential impacts and how you know this</b></p>
	<p><b>No Impact</b></p>	<p><b>Positive Impact</b></p>	<p><b>Negative Impact</b></p>	
<p><b>Age</b> Older or younger people or a specific age grouping</p>		<p>X</p>		<p>Transport is an important facilitator of social inclusion and wellbeing which can affect social outcomes, and therefore increase inequality.</p>

			<p>Social inclusion is the ability to participate and be an active member of the local community.</p> <p>Transport plays a central role in enabling older people to come together and connect and maintaining bus services can have a positive impact on older people.</p> <p>Younger people will also benefit through the Scottish Governments under 22 free travel scheme</p> <p>Data gathered from the ticket machines has established that almost 26% of the trips are made by older people using their national entitlement card, 40% of all trips are made by young people who access the Scottish Governments under 22 free travel scheme.</p>
<p><b>Disability</b> e.g. Effects on people with mental, physical, sensory impairment, learning disability, visible/invisible, progressive or recurring</p>		X	<p>There is a great overlap between social inclusion and physical and mental health wellbeing.</p> <p>Strong social connections and family relationships can foster social inclusion and wellbeing alongside accessible health and social care services.</p> <p>Bus services are a key enabler for people with disabilities</p>

			<p>supporting them with maintaining their independence and may reduce their dependence on other services such as Social Work or NHS.</p> <p>The buses used on the Pingo service are wheel chair accessible and the service can operate door to door which makes it a genuine travel option for people with disabilities.</p>
<p><b>Gender Reassignment/ Gender Identity</b> anybody whose gender identity or gender expression is different to the sex assigned to them at birth</p>	X		<p>There is no evidence to suggest that the action plan would have a potential impact on this characteristic.</p>
<p><b>Marriage or Civil Partnership</b> people who are married or in a civil partnership</p>	X		<p>There is no evidence to suggest that the action plan would have a potential impact on this characteristic.</p>
<p><b>Pregnancy and Maternity</b> (refers to the period after the birth, and is linked to <b>maternity</b> leave in the employment context. In the non-work context, <b>protection</b> against <b>maternity</b> discrimination is for 26 weeks after giving birth),</p>	X		<p>There is no evidence to suggest that the action plan would have a potential impact on this characteristic.</p>
<p><b>Race Groups:</b> including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees,</p>	X		<p>There is no evidence to suggest that the action plan would have a potential impact on this characteristic.</p>



migrants and asylum seekers)				
<b>Religion or Belief:</b> different beliefs, customs (including atheists and those with no aligned belief)	X			There is no evidence to suggest that the action plan would have a potential impact on this characteristic.
<b>Sex</b> women and men (girls and boys)	X			There is no evidence to suggest that the action plan would have a potential impact on this characteristic.
<b>Sexual Orientation</b> , e.g. Lesbian, Gay, Bisexual, Heterosexual	X			There is no evidence to suggest that the action plan would have a potential impact on this characteristic.

### 3.3 Fairer Scotland Duty

This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to how we can reduce inequalities of outcome caused by socioeconomic disadvantage when making strategic decisions.

The duty is set at a strategic level - these are the key, high level decisions that SBC will take. This would normally include strategy documents, decisions about setting priorities, allocating resources and commissioning services.

**Is the proposal strategic?**

Yes

**If No go to Section 4**

**If yes, please indicate any potential impact on the undernoted groups this proposal may have and how you know this:**

	<b>Impact</b>	<b>State here how you know this</b>
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	No Impact	Positive Impact	Negative Impact	
<p><b>Low and/or No Wealth</b> – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future.</p>		X		<p>Of the 6 zones identified in the UK community renewal fund bid, Berwickshire was identified as the area which would benefit most from the introduction of a Demand Responsive Transport pilot.</p> <p>Berwickshire is predominately in the highest category of the Workforce Mobility Deprivation Index, it also has a good density of population and two key fixed bus routes (east/west) with connections into the new Reston Station.</p> <p>These factors gave it a high likelihood of success, enabling meaningful data to be collected for commercialising services or submitting a bid to the Shared Prosperity Fund.</p> <p>People who depend more on the bus network for work tend to be lower paid, live in more deprived areas, and are more likely to turn down jobs due to transport issues, than those on higher incomes, who tend to use cars and trains more often.</p> <p>Some groups can be at higher risk of poverty and transport poverty. The impacts of transport poverty are worst for poorer people in rural areas. Services are further away, incomes are often lower, and transport costs higher, partly</p>

				<p>reflecting low population density which makes it harder to run public transport.</p> <p>Maintaining transport services reduces the risk of transport poverty and enhances access to employment and other services.</p>
<p><b>Material Deprivation –</b> being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies</p>		X		<p>Of the 6 zones identified in the UK community renewal fund bid, Berwickshire was identified as the area which would benefit most from the introduction of a Demand Responsive Transport pilot.</p> <p>Berwickshire is predominately in the highest category of the Workforce Mobility Deprivation Index, it also has a good density of population and two key fixed bus routes (east/west) with connections into the new Reston Station.</p> <p>These factors gave it a high likelihood of success, enabling meaningful data to be collected for commercialising services or submitting a bid to the Shared Prosperity Fund.</p> <p>People who depend more on the bus network for work tend to be lower paid, live in more deprived areas, and are more likely to turn down jobs due to transport issues, than those on higher incomes, who tend to use cars and trains more often.</p>

			<p>Some groups can be at higher risk of poverty and transport poverty. The impacts of transport poverty are worst for poorer people in rural areas. Services are further away, incomes are often lower, and transport costs higher, partly reflecting low population density which makes it harder to run public transport.</p> <p>Maintaining transport services reduces the risk of transport poverty and enhances access to employment and other services.</p>
<p><b>Area Deprivation –</b> where you live (e.g. rural areas), where you work (e.g. accessibility of transport)</p>		X	<p>Public Transport is a key enabler for people in rural areas to access work. Maintaining bus services could have positive impact on people who reside in rural areas.</p>
<p><b>Socio-economic Background –</b> social class i.e. parents' education, employment and income</p>		X	<p>Socio-economic inequality is a multi-faceted issue, and in the context of transport, can affect communities that are low-income, deprived, belong to certain social classes and/or experience existing structural and institutional disadvantages. A critical aspect of socio-economic inequality is minimising child and adult poverty, which is key for sustainable and inclusive economic growth.</p> <p>National trends indicate that income poverty disproportionately impacts groups who face existing structural disadvantages, including disabled people,</p>

			<p>women and specific ethnic groups. This can lead to poor health and wellbeing outcomes, and detrimentally affect the equality of opportunity a person experiences.</p> <p>The COVID-19 pandemic has exacerbated inequalities for socio-economically disadvantaged groups with evidence showing that inequalities in household income and wealth are anticipated to increase, as is the number of households in poverty. Unequal outcomes could potentially be increased across a range of other areas including health, employment and education outcomes, children’s wellbeing, quality of and access to public services, participation in cultural pursuits and the outdoors, and the quality of local connections and support.</p> <p>In addition to exacerbating pre-existing inequalities, the COVID-19 crisis has also created new groupings of people who are at risk of disproportionate impact (e.g. the shielding group) and groups facing particular challenges due to the social restrictions imposed in the face of the virus, for example people with learning disabilities or mental health conditions (Scottish Government, 2020)</p>
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				Maintaining bus services reduces the associated risks
<b>Looked after and accommodated children and young people</b>	X			No associated impact on this group
<b>Carers</b> paid and unpaid including family members		X		Maintaining bus services could enable family members to travel to provide care for relatives
<b>Homelessness</b>	X			No associated impact on this group
<b>Addictions and substance use</b>	X			No associated impact on this group
<b>Those involved within the criminal justice system</b>	X			No associated impact on this group

#### 4 Full Integrated Impact Assessment Required

Select No if you have answered “No” to all of Sections 3.1 – 3.3.

Yes

If a full impact assessment is not required briefly explain why there are no effects and provide justification for the decision.

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<b>Signed by Lead Officer:</b>	<b>Gordon Grant</b>
<b>Designation:</b>	<b>Principal Transport Officer</b>
<b>Date:</b>	<b>5<sup>th</sup> February 2023</b>
<b>Counter Signature Director</b>	<b>John Curry</b>
<b>Date:</b>	<b>13/02/2023</b>

## Integrated Impact Assessment (IIA)

### Part 1 Scoping

#### 1 Details of the Proposal

<b>Title of Proposal:</b>	Planning Services
<b>What is it?</b>	A new Policy/Strategy/Practice <input type="checkbox"/> A revised Policy/Strategy/Practice <input checked="" type="checkbox"/>
<b>Description of the proposal:</b>  (Set out a clear understanding of the purpose of the proposal being developed or reviewed (what are the aims, objectives and intended outcomes, including the context within which it will operate).)	Review of internal processes and technology opportunities to drive efficiencies.
<b>Service Area:</b>  <b>Department:</b>	Planning Services
<b>Lead Officer:</b>  (Name and job title)	Ian Aikman  Chief Planning & Housing Officer
<b>Other Officers/Partners involved:</b>  (List names, job titles and organisations)	Transformation support/HR/Finance
	4/2/23



<b>Date(s) IIA completed:</b>	
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**2 Will there be any cumulative impacts as a result of the relationship between this proposal and other policies?**

<b>Yes / No</b> <i>(please delete as applicable)</i>
<b>If yes, - please state here:</b>
Departmental practices and procedures.

**3 Legislative Requirements**

<b>3.1 Relevance to the Equality Duty:</b>	
<p><b>Do you believe your proposal has any relevance under the Equality Act 2010?</b>  <b>Yes</b></p> <p><i>(If you believe that your proposal may have some relevance – however small please indicate yes. If there is no effect, please enter “No” and go to Section 3.2.)</i></p>	
<b>Equality Duty</b>	<b>Reasoning:</b>
<p><b>Elimination of discrimination (both direct &amp; indirect), victimisation and harassment.</b>  <i>(Will the proposal discriminate? Or help eliminate discrimination?)</i></p>	<p>Process improvement, focussing on customer intelligence and needs and enhanced community engagement will help eliminate discrimination.</p>
<p><b>Promotion of equality of opportunity?</b>  <i>(Will your proposal help or hinder the Council with this)</i></p>	<p>Process improvement, focussing on customer intelligence and needs and enhanced community engagement will promote opportunity for all protected groups.</p>

<p><b>Foster good relations?</b></p> <p><i>(Will your proposal help or hinder the council's relationships with those who have equality characteristics?)</i></p>	<p>The focus on community engagement, participation and empowerment will help foster good relations between different groups.</p>
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**3.2 Which groups of people do you think will be or potentially could be, impacted by the implementation of this proposal?**  
**(You should consider employees, clients, customers / service users, and any other relevant groups)**

Please tick below as appropriate, outlining any potential impacts on the undernoted equality groups this proposal may have and how you know this.

	Impact			Please explain the potential impacts and how you know this
	No Impact	Positive Impact	Negative Impact	
<p><b>Age</b> Older or younger people or a specific age grouping</p>		x	x	<p>Increased use of digital resources may impact adversely on older people.</p> <p>This will be mitigated by consideration of these matters during the service design phase.</p> <p>Conversely, older people can benefit from increased digital access.</p> <p>Older employees may find it more difficult to adjust to a more flexible form of working and increased use of digital resources.</p>
<p><b>Disability</b> e.g. Effects on people with mental, physical, sensory</p>		x	x	<p>Increased digital access is a potentially positive development.</p>

impairment, learning disability, visible/invisible, progressive or recurring				<b>Disabled employees may find it more difficult to adjust to a more flexible form of working.</b>
<b>Gender Reassignment/ Gender Identity</b> anybody whose gender identity or gender expression is different to the sex assigned to them at birth	X			
<b>Marriage or Civil Partnership</b> people who are married or in a civil partnership	X			
<b>Pregnancy and Maternity</b> (refers to the period after the birth, and is linked to <b>maternity</b> leave in the employment context. In the non-work context, <b>protection</b> against <b>maternity</b> discrimination is for 26 weeks after giving birth),			x	<b>Increased digital access will be a benefit</b>
<b>Race Groups:</b> including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)	X			
<b>Religion or Belief:</b> different beliefs, customs (including atheists and	X			

those with no aligned belief)				
<b>Sex</b> women and men (girls and boys)	X			
<b>Sexual Orientation</b> , e.g. Lesbian, Gay, Bisexual, Heterosexual	X			

### 3.3 Fairer Scotland Duty

This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to how we can reduce inequalities of outcome caused by socioeconomic disadvantage when making strategic decisions.

The duty is set at a strategic level - these are the key, high level decisions that SBC will take. This would normally include strategy documents, decisions about setting priorities, allocating resources and commissioning services.

#### Is the proposal strategic?

Yes / No (*please delete as applicable*)

**If No go to Section 4**

**If yes, please indicate any potential impact on the undernoted groups this proposal may have and how you know this:**

	Impact			State here how you know this
	No Impact	Positive Impact	Negative Impact	
<b>Low and/or No Wealth</b> – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and		x	x	<b>An increased use of digital resources can reduce the need to visit Council premises.</b>

no provision for the future.				.
<b>Material Deprivation</b> – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies		x	x	<b>An increased use of digital resources may impact on this group.</b>  <b>This will be taken into account in the service design.</b>
<b>Area Deprivation</b> – where you live (e.g. rural areas), where you work (e.g. accessibility of transport)	X			
<b>Socio-economic Background</b> – social class i.e. parents' education, employment and income		x	x	<b>An increased use of digital resources may impact on this group.</b>  <b>This will be taken into account in the service design.</b>
<b>Looked after and accommodated children and young people</b>	x			
<b>Carers</b> paid and unpaid including family members	X			
<b>Homelessness</b>	X			
<b>Addictions and substance use</b>	X			

Those involved within the criminal justice system	x			
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#### 4 Full Integrated Impact Assessment Required

Select No if you have answered “No” to all of Sections 3.1 – 3.3.

**Yes / No** (please delete as applicable)

If a full impact assessment is not required briefly explain why there are no effects and provide justification for the decision.

<b>Signed by Lead Officer:</b>	<b>Ian Aikman</b>
<b>Designation:</b>	<b>Chief Planning &amp; Housing Officer</b>
<b>Date:</b>	<b>04/02/23</b>
<b>Counter Signature Director</b>	<b>John Curry</b>
<b>Date:</b>	<b>14/02/2023</b>

# Integrated Impact Assessment (IIA)

## Part 1 Scoping

### 1 Details of the Proposal

<p><b>Title of Proposal:</b></p>	<p>Review of Day Care Services (Learning Disability)</p>
<p><b>What is it?</b></p>	<p>A new Policy/Strategy/Practice <input type="checkbox"/></p> <p>A revised Policy/Strategy/Practice <input type="checkbox"/></p>
<p><b>Description of the proposal:</b></p> <p>(Set out a clear understanding of the purpose of the proposal being developed or reviewed (what are the aims, objectives and intended outcomes, including the context within which it will operate).</p>	<p>Redesign of Scottish Borders Learning Disability Day Support Services.</p> <p>Aim - Review and re-provide day support for adults with learning disabilities. A change from purely building to a hybrid model of support, with a blend of building bases and community/outreach model of support in 5 localities.</p> <p><b>To support:</b></p> <ul style="list-style-type: none"> <li>•People to develop a <b>sense of purpose</b> through what they love doing and how they contribute to others in their local community.</li> <li>•People develop and maintain <b>friendships</b></li> <li>•</li> </ul>

	<p><b>The kinds of things people want to do:</b></p> <ul style="list-style-type: none"> <li>• <b>Outdoor and local opportunities</b> for people to be part of</li> <li>• <b>Opportunities for fitness and wellbeing</b></li> <li>• Opportunities around enjoying and <b>contributing to others through food-</b> cooking, baking sharing and growing.</li> <li>• Opportunities to take part in the <b>arts, music, local history</b> and leisure in a way that connects people with like-minded people.</li> <li>• Opportunities to <b>try new things, explore</b> existing and new hobbies, and see what is going on</li> </ul> <p><b>Enablers and Support to achieve these outcomes:</b></p> <ul style="list-style-type: none"> <li>• People have a <b>way of getting around</b></li> <li>• Families want <b>personalised support</b></li> <li>• <b>Families and people with learning disabilities get a break from one another</b></li> <li>• <b>Personalised finance options</b> to increase flexibility of support</li> <li>• <b>A place to be</b> and meet others- which is accessible and can be a place from which to branch out. <ul style="list-style-type: none"> <li>• The place we come together, and meet is <b>open to others in the local community</b>, rather than a segregated closed space.</li> </ul> </li> </ul>
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<b>Service Area:</b>	<b>LDS</b>
<b>Department:</b>	<b>Health &amp; Social Care</b>
<b>Lead Officer:</b> (Name and job title)	<b>Simon Burt – General Manager</b>  <b>Susan Henderson – Planning &amp; Development Officer</b>
<b>Other Officers/Partners involved:</b> (List names, job titles and organisations)	Jen Holland – Director of Strategic Commissioning and Partnerships; Lisa Sansom – Service Manager SBCares; Julie Glen – Operations Director SB Cares; Elaine Firth – Service Manager, SB Cares; Andrew McInnes- Area manager – Cornerstone; Susan Henderson – Planning and Development Officer, Learning Disability Service; Douglas Ireland – Acting Group Manager Learning Disability Service; Iain Davidson, – Employee Relations Manager; Mark Williamson – HR Business Partner; various family members; Social workers from Learning Disability Service; Sue Bell – SBC Communications team; John Yallop Senior Finance Officer, SBC finance team; Vivienne Kennedy Senior Contracts officer, SBC; Claire Veitch Local Area Coordinator Manager, SB
<b>Date(s) IIA completed:</b>	May 2022  Reviewed 25/1/2023

**2 Will there be any cumulative impacts as a result of the relationship between this proposal and other policies?**

<b>No</b> <i>(please delete as applicable)</i>
<b>If yes, - please state here:</b>

**3 Legislative Requirements**

<b>3.1 Relevance to the Equality Duty:</b>	
<p><b>Do you believe your proposal has any relevance under the Equality Act 2010? Yes</b></p> <p><i>(If you believe that your proposal may have some relevance – however small please indicate yes. If there is no effect, please enter “No” and go to Section 3.2.)</i></p>	
<b>Equality Duty</b>	<b>Reasoning:</b>
<p><b>Elimination of discrimination (both direct &amp; indirect), victimisation and harassment.</b></p> <p><i>(Will the proposal discriminate? Or help eliminate discrimination?)</i></p>	<p>Increasing social interaction and reducing social isolation will assist in eliminating discrimination.</p>
<p><b>Promotion of equality of opportunity?</b></p> <p><i>(Will your proposal help or hinder the Council with this)</i></p>	<p>Enabling service users to maximise their opportunity and independence will help with equality of opportunity.</p>
<p><b>Foster good relations?</b></p> <p><i>(Will your proposal help or hinder the council s relationships with those who have equality characteristics?)</i></p>	<p>A focus on gaining independence and increasing social interaction will help in fostering good relationships.</p>

**3.2 Which groups of people do you think will be or potentially could be, impacted by the implementation of this proposal?  
(You should consider employees, clients, customers / service users, and any other relevant groups)**

Please tick below as appropriate, outlining any potential impacts on the undernoted equality groups this proposal may have and how you know this.

	Impact			Please explain the potential impacts and how you know this
	No Impact	Positive Impact	Negative Impact	
<b>Age</b> Older or younger people or a specific age grouping		x		Enabling service users to maximise their opportunity and independence will aid groups of all ages.
<b>Disability</b> e.g. Effects on people with mental, physical, sensory impairment, learning disability, visible/invisible, progressive or recurring		x		As above
<b>Gender Reassignment/ Gender Identity</b> anybody whose gender identity or gender expression is different to the sex assigned to them at birth	x			
<b>Marriage or Civil Partnership</b> people who are married or in a civil partnership	x			
<b>Pregnancy and Maternity</b> (refers to the period after the birth, and is linked to maternity leave in the	x			

employment context. In the non-work context, <b>protection</b> against <b>maternity</b> discrimination is for 26 weeks after giving birth),				
<b>Race Groups:</b> including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)	x			
<b>Religion or Belief:</b> different beliefs, customs (including atheists and those with no aligned belief)	x			
<b>Sex</b> women and men (girls and boys)	x			
<b>Sexual Orientation</b> , e.g. Lesbian, Gay, Bisexual, Heterosexual	x			

### 3.3 Fairer Scotland Duty

This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to how we can reduce inequalities of outcome caused by socioeconomic disadvantage when making strategic decisions.

The duty is set at a strategic level - these are the key, high level decisions that SBC will take. This would normally include strategy documents, decisions about setting priorities, allocating resources and commissioning services.

**Is the proposal strategic?**

Yes (*please delete as applicable*)

**If No go to Section 4**

**If yes, please indicate any potential impact on the undernoted groups this proposal may have and how you know this:**

	Impact			State here how you know this
	No Impact	Positive Impact	Negative Impact	
<b>Low and/or No Wealth</b> – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future.	x			
<b>Material Deprivation</b> – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies	x			
<b>Area Deprivation</b> – where you live (e.g. rural areas), where you work (e.g. accessibility of transport)	x			
<b>Socio-economic Background</b> – social class i.e. parents' education, employment and income	x			

<b>Looked after and accommodated children and young people</b>	<b>x</b>			
<b>Carers</b> paid and unpaid including family members		<b>x</b>		<b>Increasing options for service users will provide greater respite opportunities.</b>
<b>Homelessness</b>	<b>x</b>			
<b>Addictions and substance use</b>	<b>x</b>			
<b>Those involved within the criminal justice system</b>	<b>x</b>			

#### 4 Full Integrated Impact Assessment Required

Select No if you have answered "No" to all of Sections 3.1 – 3.3.

**Yes** (please delete as applicable)

If a full impact assessment is not required briefly explain why there are no effects and provide justification for the decision.

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<b>Signed by Lead Officer:</b>	<b>Simon Burt</b>
<b>Designation:</b>	<b>General Manager</b>
<b>Date:</b>	<b>25/1/2023</b>
<b>Counter Signature Director</b>	<b>Chris Myers</b>
<b>Date:</b>	<b>09/02/2023</b>

## Integrated Impact Assessment (IIA)

### Part 1 Scoping

#### 1 Details of the Proposal

<p><b>Title of Proposal:</b></p>	<p><b>Complex Care Unit</b></p>
<p><b>What is it?</b></p>	<p>A new Policy/Strategy/Practice <input type="checkbox"/></p> <p>A revised Policy/Strategy/Practice <input checked="" type="checkbox"/></p>
<p><b>Description of the proposal:</b></p> <p>(Set out a clear understanding of the purpose of the proposal being developed or reviewed (what are the aims, objectives and intended outcomes, including the context within which it will operate).</p>	<p><b>Service redesign; repatriation of clients from outside the Scottish Borders area.</b></p> <p><b>The proposal is to provide land to a 3<sup>rd</sup> sector provider in order to allow them to build a Complex Care Unit within the Borders for 8 – 12 adults with a Learning Disability. The provider would build and staff the service and the partnership would purchase placements as required. The service has been identified as a commissioning priority within the Learning Disabilities Commissioning Strategy. The service once available would allow the repatriation of service users outwith the Borders and provide a higher quality of local service provision. This would also likely reduce the need for</b></p>



	<b>hospital placements and reduce the length of stay for hospital in patients.</b>
<b>Service Area:</b> <b>Department:</b>	<b>LDS</b>
<b>Lead Officer:</b> (Name and job title)	<b>Simon Burt – General Manager</b>
<b>Other Officers/Partners involved:</b> (List names, job titles and organisations)	<b>Keith Taylor – Cornerstone</b> <b>Marion Kimber – LDS</b> <b>Dr Mark Hughes – LDS</b> <b>Kathryn Dixon – SBC Contracts</b> <b>Susan Henderson – Performance and Planning Officer LDS</b>
<b>Date(s) IIA completed:</b>	2/2/2022  Reviewed 23/1/2023

**2 Will there be any cumulative impacts as a result of the relationship between this proposal and other policies?**

No *(please delete as applicable)*

If yes, - please state here:

**3 Legislative Requirements**

**3.1 Relevance to the Equality Duty:**

<p><b>Do you believe your proposal has any relevance under the Equality Act 2010? Yes</b></p> <p><i>(If you believe that your proposal may have some relevance – however small please indicate yes. If there is no effect, please enter “No” and go to Section 3.2.)</i></p>	
<b>Equality Duty</b>	<b>Reasoning:</b>
<p><b>Elimination of discrimination (both direct &amp; indirect), victimisation and harassment.</b></p> <p><i>(Will the proposal discriminate? Or help eliminate discrimination?)</i></p>	Yes – Providing local housing to a protected group
<p><b>Promotion of equality of opportunity?</b></p> <p><i>(Will your proposal help or hinder the Council with this)</i></p>	Yes – as above
<p><b>Foster good relations?</b></p> <p><i>(Will your proposal help or hinder the council s relationships with those who have equality characteristics?)</i></p>	Yes – as above. Reduction in out of area placements.

<p><b>3.2 Which groups of people do you think will be or potentially could be, impacted by the implementation of this proposal?</b></p> <p><b>(You should consider employees, clients, customers / service users, and any other relevant groups)</b></p>				
<p>Please tick below as appropriate, outlining any potential impacts on the undernoted equality groups this proposal may have and how you know this.</p>				
	Impact			Please explain the potential impacts and how you know this
	No Impact	Positive Impact	Negative Impact	
<b>Age</b> Older or younger people or a specific age grouping		x		<b>Carers have less distance to travel to see relatives. Carers supported by having a</b>

				<b>suitable placement for their adult offspring.</b>
<b>Disability</b> e.g. Effects on people with mental, physical, sensory impairment, learning disability, visible/invisible, progressive or recurring		<b>x</b>		<b>Local placements. Higher quality. Reduced likelihood of prolonged hospital placements.</b>
<b>Gender Reassignment/ Gender Identity</b> anybody whose gender identity or gender expression is different to the sex assigned to them at birth	<b>x</b>			
<b>Marriage or Civil Partnership</b> people who are married or in a civil partnership	<b>x</b>			
<b>Pregnancy and Maternity</b> (refers to the period after the birth, and is linked to <b>maternity</b> leave in the employment context. In the non-work context, <b>protection</b> against <b>maternity</b> discrimination is for 26 weeks after giving birth),	<b>x</b>			
<b>Race Groups:</b> including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)	<b>x</b>			
<b>Religion or Belief:</b> different beliefs, customs (including atheists and	<b>x</b>			

those with no aligned belief)				
<b>Sex</b> women and men (girls and boys)	x			
<b>Sexual Orientation</b> , e.g. Lesbian, Gay, Bisexual, Heterosexual	x			

### 3.3 Fairer Scotland Duty

This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to how we can reduce inequalities of outcome caused by socioeconomic disadvantage when making strategic decisions.

The duty is set at a strategic level - these are the key, high level decisions that SBC will take. This would normally include strategy documents, decisions about setting priorities, allocating resources and commissioning services.

#### Is the proposal strategic?

Yes (*please delete as applicable*)

**If No go to Section 4**

**If yes, please indicate any potential impact on the undernoted groups this proposal may have and how you know this:**

	Impact			State here how you know this
	No Impact	Positive Impact	Negative Impact	
<b>Low and/or No Wealth</b> – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and		x		<b>Less travelling to see relatives. Typically people this service is designed for would fit this economic group. They will experience</b>

no provision for the future.				<b>a higher quality of care and support.</b>
<b>Material Deprivation</b> – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies		x		<b>As above.</b>
<b>Area Deprivation</b> – where you live (e.g. rural areas), where you work (e.g. accessibility of transport)		x		<b>As above.</b>
<b>Socio-economic Background</b> – social class i.e. parents' education, employment and income		x		<b>As above.</b>
<b>Looked after and accommodated children and young people</b>	x			
<b>Carers</b> paid and unpaid including family members		x		<b>As above. Reduces carer stress as more readily available supported accommodation.</b>
<b>Homelessness</b>	x			
<b>Addictions and substance use</b>	x			
<b>Those involved within the criminal justice system</b>	x			

#### **4 Full Integrated Impact Assessment Required**

Select No if you have answered “No” to all of Sections 3.1 – 3.3.

**Yes** (please delete as applicable)

If a full impact assessment is not required briefly explain why there are no effects and provide justification for the decision.

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<b>Signed by Lead Officer:</b>	<b>Simon Burt</b>
<b>Designation:</b>	<b>General Manager</b>
<b>Date:</b>	<b>Reviewed 23/1/2023</b>
<b>Counter Signature Director</b>	<b>Chris Myers</b>
<b>Date:</b>	<b>09/02/2023</b>

## Integrated Impact Assessment (IIA)

### Part 1 Scoping

#### 1 Details of the Proposal

<b>Title of Proposal:</b>	<b>Shared Lives</b>
<b>What is it?</b>	A revised Policy/Strategy/Practice <input type="checkbox"/>
<b>Description of the proposal:</b>  (Set out a clear understanding of the purpose of the proposal being developed or reviewed (what are the aims, objectives and intended outcomes, including the context within which it will operate).)	<b>The extension of the contract for 2 years of the Shared Lives Scheme in line with the tender process carried out previously to deliver 15 additional Shared Lives matches in Scottish Borders, predominantly respite care and/or day time support. Years 4 and 5 extends the scope of provision to anyone eligible for this type of support, not just people with learning disabilities.</b>
<b>Service Area:</b>  <b>Department:</b>	<b>LDS, Social Work</b>  <b>Social Work &amp; Practice</b>
<b>Lead Officer:</b>  (Name and job title)	<b>Simon Burt – General Manager</b>
<b>Other Officers/Partners involved:</b>  (List names, job titles and organisations)	<b>Susan Henderson – Planning and Development officer</b>

	<b>Ryan Douglas – Contracts</b> <b>John Yallop – Finance SBC</b> <b>Cornerstone Shared Lives team</b> <b>Shared Lives Carers</b>
<b>Date(s) IIA completed:</b>	<b>updated 25-01-23</b>

**2 Will there be any cumulative impacts as a result of the relationship between this proposal and other policies?**

<b>No</b> <i>(please delete as applicable)</i>
<b>If yes, - please state here:</b>

**3 Legislative Requirements**

<b>3.1 Relevance to the Equality Duty:</b>	
<p><b>Do you believe your proposal has any relevance under the Equality Act 2010? yes</b></p> <p><i>(If you believe that your proposal may have some relevance – however small please indicate yes. If there is no effect, please enter “No” and go to Section 3.2.)</i></p>	
<b>Equality Duty</b>	<b>Reasoning:</b>
<b>Elimination of discrimination (both direct &amp; indirect), victimisation and harassment.</b>	Yes – provides suitable support for adults who are vulnerable due to disability.



<i>(Will the proposal discriminate? Or help eliminate discrimination?)</i>	
<b>Promotion of equality of opportunity?</b> <i>(Will your proposal help or hinder the Council with this)</i>	Yes – Provides appropriate support and enablement to allow greater opportunity
<b>Foster good relations?</b> <i>(Will your proposal help or hinder the council's relationships with those who have equality characteristics?)</i>	Yes – provides a high quality of support and promotes positive relationships with carers and people requiring support learning disability.

<b>3.2 Which groups of people do you think will be or potentially could be, impacted by the implementation of this proposal?</b> <b>(You should consider employees, clients, customers / service users, and any other relevant groups)</b>				
Please tick below as appropriate, outlining any potential impacts on the undernoted equality groups this proposal may have and how you know this.				
	Impact			Please explain the potential impacts and how you know this
	No Impact	Positive Impact	Negative Impact	
<b>Age</b> Older or younger people or a specific age grouping		x		<b>Supports carers</b>
<b>Disability</b> e.g. Effects on people with mental, physical, sensory impairment, learning disability, visible/invisible, progressive or recurring		x		<b>Provides appropriate support for adults to live within their local communities.</b>
<b>Gender Reassignment/ Gender Identity</b> anybody whose gender	x			

identity or gender expression is different to the sex assigned to them at birth				
<b>Marriage or Civil Partnership</b> people who are married or in a civil partnership	x			
<b>Pregnancy and Maternity</b> (refers to the period after the birth, and is linked to <b>maternity</b> leave in the employment context. In the non-work context, <b>protection</b> against <b>maternity</b> discrimination is for 26 weeks after giving birth),	x			
<b>Race Groups:</b> including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)	x			
<b>Religion or Belief:</b> different beliefs, customs (including atheists and those with no aligned belief)	x			
<b>Sex</b> women and men (girls and boys)	x			
<b>Sexual Orientation</b> , e.g. Lesbian, Gay, Bisexual, Heterosexual	x			

### 3.3 Fairer Scotland Duty

This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to how we can reduce inequalities of outcome caused by socioeconomic disadvantage when making strategic decisions.

The duty is set at a strategic level - these are the key, high level decisions that SBC will take. This would normally include strategy documents, decisions about setting priorities, allocating resources and commissioning services.

**Is the proposal strategic?**

Yes (*please delete as applicable*)

**If No go to Section 4**

**If yes, please indicate any potential impact on the undernoted groups this proposal may have and how you know this:**

	Impact			State here how you know this
	No Impact	Positive Impact	Negative Impact	
<b>Low and/or No Wealth</b> – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future.		x		<b>Positive impact. People with disabilities and mental health needs are over represented in this group.</b>
<b>Material Deprivation –</b> being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods,		x		<b>As above</b>

warm home, leisure and hobbies				
<b>Area Deprivation</b> – where you live (e.g. rural areas), where you work (e.g. accessibility of transport)		x		<b>As above</b>
<b>Socio-economic Background</b> – social class i.e. parents' education, employment and income		x		<b>As above</b>
<b>Looked after and accommodated children and young people</b>		x		<b>This scheme is currently providing placements for adults currently moving from placements provided by Foster Carers and will provide future opportunities</b>
<b>Carers</b> paid and unpaid including family members		x		<b>Suitable placements will provide replacement care and respite to carers.</b>
<b>Homelessness</b>		x		<b>May present opportunities for people to prevent homelessness.</b>
<b>Addictions and substance use</b>	x			
<b>Those involved within the criminal justice system</b>	x			

#### **4 Full Integrated Impact Assessment Required**

*Select No if you have answered “No” to all of Sections 3.1 – 3.3.*

**Yes** *(please delete as applicable)*

**If a full impact assessment is not required briefly explain why there are no effects and provide justification for the decision.**

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<b>Signed by Lead Officer:</b>	<b>Simon Burt</b>
<b>Designation:</b>	<b>General Manager</b>
<b>Date:</b>	<b>25/1/23</b>
<b>Counter Signature Director</b>	<b>Chris Myers</b>
<b>Date:</b>	<b>09/02/2023</b>

## Integrated Impact Assessment (IIA)

### Part 1 Scoping

#### 1 Details of the Proposal

<p><b>Title of Proposal:</b></p>	<p>Fit for 2024 – Homelessness Case Management and Reporting Database</p>
<p><b>What is it?</b></p>	<p>A new Policy/Strategy/Practice <input checked="" type="checkbox"/></p> <p>A revised Policy/Strategy/Practice <input type="checkbox"/></p>
<p><b>Description of the proposal:</b></p> <p>(Set out a clear understanding of the purpose of the proposal being developed or reviewed (what are the aims, objectives and intended outcomes, including the context within which it will operate).</p>	<p>As part of FF24 and the Financial Plan a Service review to identify FF24 transformational savings of £14k is required. The proposal to achieve this is set out below.</p> <p>The Council is required to manage all homelessness applications and ensure accurate reporting of all homelessness applications to the Scottish Government in accordance with the Scottish Government's HL1, HL2, HL3 and Prevent1 data recording frameworks and to report to the Scottish Housing Regulator in relation to the requirements of the Scottish Social Housing Charter. Currently, these requirements are met by the use of MS Access databases provided and maintained by an external contractor, AVD.</p>

	<p>This proposal is to assess the feasibility of, to develop and to implement development of the Council's existing MOSAIC system to replace to current AVD MS Access databases..</p> <p>The intended outcomes would be:</p> <ul style="list-style-type: none"> <li>• Provide a fit for purpose case management and reporting database for all homelessness applications that meets the requirements of the Scottish Government's HL1, HL2, HL3 and Prevent1 data recording frameworks and for the Annual Return on the Charter (ARC) to the Scottish Housing Regulator.</li> <li>• Provide permanent budget savings by ending the contract with AVD (currently valued at approx. £10k pa).</li> <li>• End duplication of recording on multiple Access databases and related Excel spreadsheets.</li> <li>• Mitigate the risk related to the potential for existing lone-trader supplier failure.</li> </ul> <p>The savings balance of approx. £4k will be made up by making minimal value reductions across other budget headings.</p>
<p><b>Service Area:</b></p> <p><b>Department:</b></p>	<p>Safer Communities (Homelessness)</p> <p>Social Work and Practice</p>
<p><b>Lead Officer:</b> (Name and job title)</p>	<p>Graham Jones, Group Manager - Safer Communities &amp; Homelessness</p>

<p><b>Other Officers/Partners involved:</b> (List names, job titles and organisations)</p>	<p>David Kemp, Homelessness Manager  Fit for 2024 programme support  IT</p>
<p><b>Date(s) IIA completed:</b></p>	<p>07/02/23</p>

**2 Will there be any cumulative impacts as a result of the relationship between this proposal and other policies?**

*Yes (please delete as applicable)*

**If yes, - please state here:**

The expectation is that this proposal may contribute to enhanced service delivery, and to safer and more effective information exchange with other relevant Social Work teams.

**3 Legislative Requirements**

**3.1 Relevance to the Equality Duty:**

**Do you believe your proposal has any relevance under the Equality Act 2010?**

*(If you believe that your proposal may have some relevance – however small please indicate yes. If there is no effect, please enter “No” and go to Section 3.2.)*

No.



<b>Equality Duty</b>	<b>Reasoning:</b>
<b>Elimination of discrimination (both direct &amp; indirect), victimisation and harassment.</b> <i>(Will the proposal discriminate? Or help eliminate discrimination?)</i>	
<b>Promotion of equality of opportunity?</b> <i>(Will your proposal help or hinder the Council with this)</i>	
<b>Foster good relations?</b> <i>(Will your proposal help or hinder the council's relationships with those who have equality characteristics?)</i>	

**3.2 Which groups of people do you think will be or potentially could be, impacted by the implementation of this proposal?  
(You should consider employees, clients, customers / service users, and any other relevant groups)**

Please tick below as appropriate, outlining any potential impacts on the undernoted equality groups this proposal may have and how you know this.

	Impact			Please explain the potential impacts and how you know this
	No Impact	Positive Impact	Negative Impact	
<b>Age</b> Older or younger people or a specific age grouping	x			
<b>Disability</b> e.g. Effects on people with mental, physical, sensory impairment, learning disability,	x			

visible/invisible, progressive or recurring				
<b>Gender Reassignment/ Gender Identity</b> anybody whose gender identity or gender expression is different to the sex assigned to them at birth	x			
<b>Marriage or Civil Partnership</b> people who are married or in a civil partnership	x			
<b>Pregnancy and Maternity</b> (refers to the period after the birth, and is linked to <b>maternity</b> leave in the employment context. In the non-work context, <b>protection</b> against <b>maternity</b> discrimination is for 26 weeks after giving birth),	x			
<b>Race Groups:</b> including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)	x			
<b>Religion or Belief:</b> different beliefs, customs (including atheists and those with no aligned belief)	x			
<b>Sex</b> women and men (girls and boys)	x			

<b>Sexual Orientation</b> , e.g. Lesbian, Gay, Bisexual, Heterosexual	x			
<p><b>3.3 Fairer Scotland Duty</b></p> <p>This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to how we can reduce inequalities of outcome caused by socioeconomic disadvantage when making <u>strategic</u> decisions.</p> <p>The duty is set at a strategic level - these are the key, high level decisions that SBC will take. This would normally include strategy documents, decisions about setting priorities, allocating resources and commissioning services.</p>				
<p><b>Is the proposal strategic?</b></p> <p>No (<i>please delete as applicable</i>)</p> <p><b>If No go to Section 4</b></p>				
<p><b>If yes, please indicate any potential impact on the undernoted groups this proposal may have and how you know this:</b></p>				
	<b>Impact</b>			<b>State here how you know this</b>
	<b>No Impact</b>	<b>Positive Impact</b>	<b>Negative Impact</b>	
<p><b>Low and/or No Wealth</b>          – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future.</p>				
<p><b>Material Deprivation –</b>          being unable to access basic goods and</p>				

services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies				
<b>Area Deprivation</b> – where you live (e.g. rural areas), where you work (e.g. accessibility of transport)				
<b>Socio-economic Background</b> – social class i.e. parents' education, employment and income				
<b>Looked after and accommodated children and young people</b>				
<b>Carers</b> paid and unpaid including family members				
<b>Homelessness</b>				
<b>Addictions and substance use</b>				
<b>Those involved within the criminal justice system</b>				

#### 4 Full Integrated Impact Assessment Required

Select No if you have answered “No” to all of Sections 3.1 – 3.3.

**No** (please delete as applicable)

If a full impact assessment is not required briefly explain why there are no effects and provide justification for the decision.

The impact of the proposal would be to change and improve internal data management processes. The proposal would not impact on service delivery outcomes.

<b>Signed by Lead Officer:</b>	Graham Jones
<b>Designation:</b>	Group Manager - Safer Communities & Homelessness
<b>Date:</b>	7/2/23
<b>Counter Signature Director</b>	Stuart Easingwood
<b>Date:</b>	09/02/2023

### Assessment (IIA)

#### Part 1 Scoping

#### 1 Details of the Proposal

<b>Title of Proposal:</b>	Additional Fees & Charges – Health & Social Care
<b>What is it?</b>	A new Policy/Strategy/Practice <input type="checkbox"/> A revised Policy/Strategy/Practice x
<b>Description of the proposal:</b>  (Set out a clear understanding of the purpose of the proposal being developed or reviewed (what are the aims, objectives and intended outcomes, including the context within which it will operate).)	Increase the charges of Meals at Home from £3.50 per meal to £3.68 per meal (excl VAT), an increase of 5.14%.
<b>Service Area:</b>  <b>Department:</b>	Social Work & Practice
<b>Lead Officer:</b>  (Name and job title)	Chris Myers  Chief Officer Health & Social Care
<b>Other Officers/Partners involved:</b>  (List names, job titles and organisations)	John Yallop  Finance Business Partner  Hayley Megson  HR Business Partner
	10/2/2023

<b>Date(s) IIA completed:</b>	
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**2 Will there be any cumulative impacts as a result of the relationship between this proposal and other policies?**

<b>No</b> <i>(please delete as applicable)</i>
<b>If yes, - please state here:</b>

**3 Legislative Requirements**

<b>3.1 Relevance to the Equality Duty:</b>	
<p><b>Do you believe your proposal has any relevance under the Equality Act 2010?</b></p> <p><i>(If you believe that your proposal may have some relevance – however small please indicate yes. If there is no effect, please enter “No” and go to Section 3.2.)</i></p> <p>Yes</p>	
<b>Equality Duty</b>	<b>Reasoning:</b>
<b>Elimination of discrimination (both direct &amp; indirect), victimisation and harassment.</b> <i>(Will the proposal discriminate? Or help eliminate discrimination?)</i>	The change will be the same for all so does not discriminate.
<b>Promotion of equality of opportunity?</b> <i>(Will your proposal help or hinder the Council with this)</i>	The change will be the same for all but will affect some groups more.
<b>Foster good relations?</b>	N/A

(Will your proposal help or hinder the council's relationships with those who have equality characteristics?)

**3.2 Which groups of people do you think will be or potentially could be, impacted by the implementation of this proposal?  
(You should consider employees, clients, customers / service users, and any other relevant groups)**

Please tick below as appropriate, outlining any potential impacts on the undernoted equality groups this proposal may have and how you know this.

	Impact			Please explain the potential impacts and how you know this
	No Impact	Positive Impact	Negative Impact	
<b>Age</b> Older or younger people or a specific age grouping			x	<p>This will increase the cost by £65.70 per year, assuming meals are ordered over 7 days.</p> <p>This will have a larger effect on elderly people who are more likely to use this service.</p> <p>Elderly people may also have less disposable income.</p> <p>The increase is a small one and below the rate of inflation.</p>
<b>Disability</b> e.g. Effects on people with mental, physical, sensory impairment, learning disability, visible/invisible, progressive or recurring			x	<p>This will increase the cost by £65.70 per year, assuming meals are ordered over 7 days.</p> <p>This will have a larger effect on disabled people who are more</p>



				likely to use this service.  The increase is a small one and below the rate of inflation.
<b>Gender Reassignment/ Gender Identity</b> anybody whose gender identity or gender expression is different to the sex assigned to them at birth	x			
<b>Marriage or Civil Partnership</b> people who are married or in a civil partnership	x			
<b>Pregnancy and Maternity</b> (refers to the period after the birth, and is linked to <b>maternity</b> leave in the employment context. In the non-work context, <b>protection</b> against <b>maternity</b> discrimination is for 26 weeks after giving birth),	x			
<b>Race Groups:</b> including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)	x			
<b>Religion or Belief:</b> different beliefs, customs (including atheists and those with no aligned belief)	x			

<b>Sex</b> women and men (girls and boys)		<b>x</b>			
<b>Sexual Orientation</b> , e.g. Lesbian, Gay, Bisexual, Heterosexual		<b>x</b>			
<p><b>3.3 Fairer Scotland Duty</b></p> <p>This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to how we can reduce inequalities of outcome caused by socioeconomic disadvantage when making <u>strategic</u> decisions.</p> <p>The duty is set at a strategic level - these are the key, high level decisions that SBC will take. This would normally include strategy documents, decisions about setting priorities, allocating resources and commissioning services.</p>					
<p><b>Is the proposal strategic?</b></p> <p>Yes (<i>please delete as applicable</i>)</p> <p><b>If No go to Section 4</b></p>					
<p><b>If yes, please indicate any potential impact on the undernoted groups this proposal may have and how you know this:</b></p>					
	<b>Impact</b>			<b>State here how you know this</b>	
	<b>No Impact</b>	<b>Positive Impact</b>	<b>Negative Impact</b>		
<b>Low and/or No Wealth</b> – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future.			<b>x</b>	<p>The increase will affect those with low/ no wealth more than others.</p> <p>However, the increase is a small one and below the rate of inflation.</p>	

<b>Material Deprivation –</b> being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies			<b>x</b>	The increase will affect those who are materially deprived more than others.  Against that the increase is a small one and below the rate of inflation.
<b>Area Deprivation –</b> where you live (e.g. rural areas), where you work (e.g. accessibility of transport)	<b>x</b>			
<b>Socio-economic Background –</b> social class i.e. parents' education, employment and income	<b>x</b>			
<b>Looked after and accommodated children and young people</b>	<b>x</b>			
<b>Carers</b> paid and unpaid including family members	<b>x</b>			
<b>Homelessness</b>	<b>x</b>			
<b>Addictions and substance use</b>	<b>x</b>			
<b>Those involved within the criminal justice system</b>	<b>x</b>			

#### **4 Full Integrated Impact Assessment Required**

*Select No if you have answered “No” to all of Sections 3.1 – 3.3.*

**Yes** *(please delete as applicable)*

**If a full impact assessment is not required briefly explain why there are no effects and provide justification for the decision.**

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<b>Signed by Lead Officer:</b>	<b>Chris Myers</b>
<b>Designation:</b>	<b>Chief Officer Health &amp; Social Care</b>
<b>Date:</b>	<b>13/02/2023</b>
<b>Counter Signature Director</b>	<b>Chris Myers</b>
<b>Date:</b>	<b>13/02/2023</b>

## Integrated Impact Assessment (IIA)

### Part 1 Scoping

#### 1 Details of the Proposal

<p><b>Title of Proposal:</b></p>	<p>Increased Fees &amp; Charges – School Lets</p>
<p><b>What is it?</b></p>	<p>A new Policy/Strategy/Practice <input type="checkbox"/></p> <p><b>A revised Policy/Strategy/Practice X</b></p>
<p><b>Description of the proposal:</b></p> <p>(Set out a clear understanding of the purpose of the proposal being developed or reviewed (what are the aims, objectives and intended outcomes, including the context within which it will operate).</p>	<p>Increase on School Lets of between 5.08% and 5.74%.</p> <p>(increase of between £0.35 and £1.55 per hour )</p>
<p><b>Service Area:</b></p> <p><b>Department:</b></p>	<p>Education &amp; Lifelong Learning</p>
<p><b>Lead Officer:</b></p> <p>(Name and job title)</p>	<p>Lesley Munro</p> <p>Director – Education &amp; Lifelong Learning</p>
<p><b>Other Officers/Partners involved:</b></p> <p>(List names, job titles and organisations)</p>	

<b>Date(s) IIA completed:</b>	10/02/2023

**2 Will there be any cumulative impacts as a result of the relationship between this proposal and other policies?**

Yes
<b>If yes, - please state here:</b>
Department practices and procedures

**3 Legislative Requirements**

<b>3.1 Relevance to the Equality Duty:</b>	
<p><b>Do you believe your proposal has any relevance under the Equality Act 2010?</b></p> <p><i>(If you believe that your proposal may have some relevance – however small please indicate yes. If there is no effect, please enter “No” and go to Section 3.2.)</i></p> <p>Yes</p>	
<b>Equality Duty</b>	<b>Reasoning:</b>
<b>Elimination of discrimination (both direct &amp; indirect), victimisation and harassment.</b> <i>(Will the proposal discriminate? Or help eliminate discrimination?)</i>	An increase in fees could adversely impact on some groups as they may not be able to afford the fees.

<p><b>Promotion of equality of opportunity?</b></p> <p><i>(Will your proposal help or hinder the Council with this)</i></p>	It could hinder the Council as some groups may no longer be able to pay the lets fees.
<p><b>Foster good relations?</b></p> <p><i>(Will your proposal help or hinder the council s relationships with those who have equality characteristics?)</i></p>	It could hinder the Council's relationship to a certain degree with groups who can no longer afford to pay the fees.

**3.2 Which groups of people do you think will be or potentially could be, impacted by the implementation of this proposal?  
(You should consider employees, clients, customers / service users, and any other relevant groups)**

Please tick below as appropriate, outlining any potential impacts on the undernoted equality groups this proposal may have and how you know this.

	Impact			Please explain the potential impacts and how you know this
	No Impact	Positive Impact	Negative Impact	
<b>Age</b> Older or younger people or a specific age grouping			X	Some groups may struggle with the added cost  However, the costs are below the rate of inflation.
<b>Disability</b> e.g. Effects on people with mental, physical, sensory impairment, learning disability, visible/invisible, progressive or recurring			X	Some groups may struggle with the added cost.  However, the costs are below the rate of inflation.
<b>Gender Reassignment/ Gender Identity</b> anybody whose gender identity or gender expression is different to	X			

the sex assigned to them at birth				
<b>Marriage or Civil Partnership</b> people who are married or in a civil partnership	X			
<b>Pregnancy and Maternity</b> (refers to the period after the birth, and is linked to <b>maternity</b> leave in the employment context. In the non-work context, <b>protection</b> against <b>maternity</b> discrimination is for 26 weeks after giving birth),	X			
<b>Race Groups:</b> including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)	X			
<b>Religion or Belief:</b> different beliefs, customs (including atheists and those with no aligned belief)	X			
<b>Sex</b> women and men (girls and boys)	X			
<b>Sexual Orientation</b> , e.g. Lesbian, Gay, Bisexual, Heterosexual	X			
<p><b>3.3 Fairer Scotland Duty</b></p> <p>This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to how we can reduce inequalities of outcome caused by socioeconomic disadvantage when making <u>strategic</u> decisions.</p>				



The duty is set at a strategic level - these are the key, high level decisions that SBC will take. This would normally include strategy documents, decisions about setting priorities, allocating resources and commissioning services.

**Is the proposal strategic?**

Yes

**If No go to Section 4**

**If yes, please indicate any potential impact on the undernoted groups this proposal may have and how you know this:**

	Impact			State here how you know this
	No Impact	Positive Impact	Negative Impact	
<b>Low and/or No Wealth</b> – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future.			X	The increase could affect affordability for some groups  However, the costs are below the rate of inflation.
<b>Material Deprivation –</b> being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies			X	As above
<b>Area Deprivation –</b> where you live (e.g. rural areas), where you work			X	As above

(e.g. accessibility of transport)				
<b>Socio-economic Background</b> – social class i.e. parents' education, employment and income			X	As above
<b>Looked after and accommodated children and young people</b>			X	As above
<b>Carers</b> paid and unpaid including family members			X	As above
<b>Homelessness</b>	X			
<b>Addictions and substance use</b>	X			
<b>Those involved within the criminal justice system</b>	X			

#### 4 Full Integrated Impact Assessment Required

Select No if you have answered “No” to all of Sections 3.1 – 3.3.

**Yes**

If a full impact assessment is not required briefly explain why there are no effects and provide justification for the decision.

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<b>Signed by Lead Officer:</b>	<b>Lesley Munro,</b>
<b>Designation:</b>	<b>Director – Education &amp; Lifelong Learning</b>
<b>Date:</b>	<b>10 February 2023</b>
<b>Counter Signature Director</b>	<b>Lesley Munro, Director – Education &amp; Lifelong Learning</b>
<b>Date:</b>	<b>10 February 2023</b>

## Integrated Impact Assessment (IIA)

### Part 1 Scoping

#### 1 Details of the Proposal

<p><b>Title of Proposal:</b></p>	<p>Increased fees for non-funded childcare</p>
<p><b>What is it?</b></p>	<p>A new Policy/Strategy/Practice <input type="checkbox"/></p> <p><b>A revised Policy/Strategy/Practice X</b></p>
<p><b>Description of the proposal:</b></p> <p>(Set out a clear understanding of the purpose of the proposal being developed or reviewed (what are the aims, objectives and intended outcomes, including the context within which it will operate)</p> <p>Increase the fees for non-funded childcare in the 9 Scottish Borders Childcare hubs and the Selkirk Out of School Club from 17 April 2023</p>	<p>The current hourly rate of £4.00 was set in 2022/23 and was the first increase in 14 years. It is still significantly less than the Council is currently paying partners to provide Early Learning Childcare (ELC) of £6.55 for 2 year olds and £6.21 for 3 and 4 year olds. The figures that we have from 2021/22 show that the rates payable for childcare in Scottish Borders range from £4.00 for a Childminder to £6.95 in a Private Nursery for 2 year olds and £4.00 for a Childminder to £6.40 in a Private Nursery for 3 and 4 year olds. The rate significantly undercuts our partner providers in locations where we have this provision and is detrimental to their sustainability. Based on expected hours this would be an overall increase of £20,550 in 2023/24</p>

<b>Service Area:</b>	Education & Lifelong Learning
<b>Department:</b>	Early Years
<b>Lead Officer:</b> (Name and job title)	Margot Black Early Years Strategy Officer
<b>Other Officers/Partners involved:</b> (List names, job titles and organisations)	
<b>Date(s) IIA completed:</b>	10/02/2023

**2 Will there be any cumulative impacts as a result of the relationship between this proposal and other policies?**

No
If yes, - please state here:

**3 Legislative Requirements**

<b>3.1 Relevance to the Equality Duty:</b>
<p><b>Do you believe your proposal has any relevance under the Equality Act 2010?</b></p> <p><i>(If you believe that your proposal may have some relevance – however small please indicate yes. If there is no effect, please enter “No” and go to Section 3.2.)</i></p> <p><b>Yes</b></p>

<b>Equality Duty</b>	<b>Reasoning:</b>
<b>Elimination of discrimination (both direct &amp; indirect), victimisation and harassment.</b> <i>(Will the proposal discriminate? Or help eliminate discrimination?)</i>	This proposal will reduce discrimination based on where families live as that determines whether or not they can access a Council provision, thereby benefitting from lower rates than the commercial rate charged by other sectors.
<b>Promotion of equality of opportunity?</b> <i>(Will your proposal help or hinder the Council with this)</i>	This proposal will reduce the inequality of provision for wrap around care as only parents/carers who can access a place at a Council provision benefit. Availability of sustainable partner providers give choice to parent/carers.
<b>Foster good relations?</b> <i>(Will your proposal help or hinder the council's relationships with those who have equality characteristics?)</i>	This proposal will improve the relationship between the Council and its childcare partner providers as it will not have such an effect on their sustainability. This proposal will hinder the relationship between the Council and the parents/carers who use their nurseries as the cost to them will increase.

**3.2 Which groups of people do you think will be or potentially could be, impacted by the implementation of this proposal?  
(You should consider employees, clients, customers / service users, and any other relevant groups)**

Please tick below as appropriate, outlining any potential impacts on the undernoted equality groups this proposal may have and how you know this.

	Impact			Please explain the potential impacts and how you know this
	No Impact	Positive Impact	Negative Impact	
<b>Age</b> Older or younger people or a specific age grouping			X	Families of children paying the current rate will have to pay more for wrap around care and out of school care
<b>Disability</b> e.g. Effects on people with mental, physical, sensory	X			

impairment, learning disability, visible/invisible, progressive or recurring				
<b>Gender Reassignment/ Gender Identity</b> anybody whose gender identity or gender expression is different to the sex assigned to them at birth	X			
<b>Marriage or Civil Partnership</b> people who are married or in a civil partnership	X			
<b>Pregnancy and Maternity</b> (refers to the period after the birth, and is linked to <b>maternity</b> leave in the employment context. In the non-work context, <b>protection</b> against <b>maternity</b> discrimination is for 26 weeks after giving birth),	X			
<b>Race Groups:</b> including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)	X			
<b>Religion or Belief:</b> different beliefs, customs (including atheists and those with no aligned belief)	X			
<b>Sex</b> women and men (girls and boys)	X			

<b>Sexual Orientation</b> , e.g. Lesbian, Gay, Bisexual, Heterosexual	X			
<p><b>3.3 Fairer Scotland Duty</b></p> <p>This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to how we can reduce inequalities of outcome caused by socioeconomic disadvantage when making <u>strategic</u> decisions.</p> <p>The duty is set at a strategic level - these are the key, high level decisions that SBC will take. This would normally include strategy documents, decisions about setting priorities, allocating resources and commissioning services.</p>				
<p><b>Is the proposal strategic?</b></p> <p>Yes</p> <p><b>If No go to Section 4</b></p>				
<p><b>If yes, please indicate any potential impact on the undernoted groups this proposal may have and how you know this:</b></p>				
	<b>Impact</b>			<b>State here how you know this</b>
	<b>No Impact</b>	<b>Positive Impact</b>	<b>Negative Impact</b>	
<b>Low and/or No Wealth</b> – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future.			X	Families of children paying the current rate will have to pay more for wrap around care and out of school care
<b>Material Deprivation –</b> being unable to access basic goods and			X	Families of children paying the current rate will have to pay



services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies				more for wrap around care and out of school care
<b>Area Deprivation –</b> where you live (e.g. rural areas), where you work (e.g. accessibility of transport)	X			
<b>Socio-economic Background –</b> social class i.e. parents' education, employment and income	X			
<b>Looked after and accommodated children and young people</b>	X			
<b>Carers</b> paid and unpaid including family members	X			
<b>Homelessness</b>	X			
<b>Addictions and substance use</b>	X			
<b>Those involved within the criminal justice system</b>	X			

#### 4 Full Integrated Impact Assessment Required

Select No if you have answered “No” to all of Sections 3.1 – 3.3.

**Yes**

**If a full impact assessment is not required briefly explain why there are no effects and provide justification for the decision.**

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<b>Signed by Lead Officer:</b>	<b>Margot Black</b>
<b>Designation:</b>	<b>Early Years Strategy Officer</b>
<b>Date:</b>	<b>10/02/2023</b>
<b>Counter Signature Director</b>	<b>Lesley Munro, Director – Education &amp; Lifelong Learning</b>
<b>Date:</b>	<b>10 February 2023</b>

## Integrated Impact Assessment (IIA)

### Part 1 Scoping

#### 1 Details of the Proposal

<p><b>Title of Proposal:</b></p>	<p>Central Schools</p>
<p><b>What is it?</b></p>	<p>A new Policy/Strategy/Practice <input type="checkbox"/></p> <p><b>A revised Policy/Strategy/Practice X</b></p>
<p><b>Description of the proposal:</b></p> <p>(Set out a clear understanding of the purpose of the proposal being developed or reviewed (what are the aims, objectives and intended outcomes, including the context within which it will operate).</p> <p>Central Schools</p>	<p>Review of departmental management, quality assurance and non-DSM structure and resources will continue in 2023/24. Intention is to create a focused and fit-for-purpose structure providing strategic leadership for the core objectives as set out in the Children &amp; Young People Improvement Plan, identifying service delivery models that support outcomes for Children &amp; Young People at a locality model. This may result in a change in duties and grade for a number of staff and a reduction of up to 2 FTE. The total number of employees in this area is 30.4 FTE</p>
<p><b>Service Area:</b></p> <p><b>Department:</b></p>	<p>Education &amp; Lifelong Learning</p>

<b>Lead Officer:</b> (Name and job title)	Lesley Munro  Director – Education & Lifelong Learning
<b>Other Officers/Partners involved:</b> (List names, job titles and organisations)	
<b>Date(s) IIA completed:</b>	10 February 2023

**2 Will there be any cumulative impacts as a result of the relationship between this proposal and other policies?**

Yes
<b>If yes, - please state here:</b>  Departmental practices and procedures

**3 Legislative Requirements**

<b>3.1 Relevance to the Equality Duty:</b>
<b>Do you believe your proposal has any relevance under the Equality Act 2010?</b> <i>(If you believe that your proposal may have some relevance – however small please indicate yes. If there is no effect, please enter “No” and go to Section 3.2.)</i>
Yes

<b>Equality Duty</b>	<b>Reasoning:</b>
<b>Elimination of discrimination (both direct &amp; indirect), victimisation and harassment.</b> <i>(Will the proposal discriminate? Or help eliminate discrimination?)</i>	Improved outcomes will help eliminate discrimination
<b>Promotion of equality of opportunity?</b> <i>(Will your proposal help or hinder the Council with this)</i>	Improved outcomes will promote equality of opportunity
<b>Foster good relations?</b> <i>(Will your proposal help or hinder the council's relationships with those who have equality characteristics?)</i>	N/A

**3.2 Which groups of people do you think will be or potentially could be, impacted by the implementation of this proposal?  
(You should consider employees, clients, customers / service users, and any other relevant groups)**

Please tick below as appropriate, outlining any potential impacts on the undernoted equality groups this proposal may have and how you know this.

	Impact			Please explain the potential impacts and how you know this
	No Impact	Positive Impact	Negative Impact	
<b>Age</b> Older or younger people or a specific age grouping		X		Improved outcomes will benefit school age pupils
<b>Disability</b> e.g. Effects on people with mental, physical, sensory impairment, learning disability,		X		Improved outcomes will benefit pupils with a disability

visible/invisible, progressive or recurring				
<b>Gender Reassignment/ Gender Identity</b> anybody whose gender identity or gender expression is different to the sex assigned to them at birth	X			
<b>Marriage or Civil Partnership</b> people who are married or in a civil partnership	X			
<b>Pregnancy and Maternity</b> (refers to the period after the birth, and is linked to <b>maternity</b> leave in the employment context. In the non-work context, <b>protection</b> against <b>maternity</b> discrimination is for 26 weeks after giving birth),	X			
<b>Race Groups:</b> including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)		X		Improved outcomes will benefit minority racial groups
<b>Religion or Belief:</b> different beliefs, customs (including atheists and those with no aligned belief)	X			
<b>Sex</b> women and men (girls and boys)	X			

<b>Sexual Orientation,</b> e.g. Lesbian, Gay, Bisexual, Heterosexual	X			
<p><b>3.3 Fairer Scotland Duty</b></p> <p>This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to how we can reduce inequalities of outcome caused by socioeconomic disadvantage when making <u>strategic</u> decisions.</p> <p>The duty is set at a strategic level - these are the key, high level decisions that SBC will take. This would normally include strategy documents, decisions about setting priorities, allocating resources and commissioning services.</p>				
<p><b>Is the proposal strategic?</b></p> <p>Yes</p> <p><b>If No go to Section 4</b></p>				
<p><b>If yes, please indicate any potential impact on the undernoted groups this proposal may have and how you know this:</b></p>				
	<b>Impact</b>			<b>State here how you know this</b>
	<b>No Impact</b>	<b>Positive Impact</b>	<b>Negative Impact</b>	
<p><b>Low and/or No Wealth</b>  – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future.</p>	X			
<p><b>Material Deprivation –</b>  being unable to access basic goods and</p>	X			

services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies				
<b>Area Deprivation –</b> where you live (e.g. rural areas), where you work (e.g. accessibility of transport)		X		The focus on a locality approach will benefit deprived areas. More responsive to local needs.
<b>Socio-economic Background –</b> social class i.e. parents' education, employment and income		X		Improved outcomes will benefit this group
<b>Looked after and accommodated children and young people</b>		X		Improved outcomes will benefit Looked After and Accommodated Children
<b>Carers</b> paid and unpaid including family members	X			
<b>Homelessness</b>	X			
<b>Addictions and substance use</b>	X			
<b>Those involved within the criminal justice system</b>	X			

#### 4 Full Integrated Impact Assessment Required

Select No if you have answered "No" to all of Sections 3.1 – 3.3.

**Yes**



**If a full impact assessment is not required briefly explain why there are no effects and provide justification for the decision.**

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<b>Signed by Lead Officer:</b>	<b>Lesley Munro</b>
<b>Designation:</b>	<b>Director – Education &amp; Lifelong Learning</b>
<b>Date:</b>	<b>10 February 23</b>
<b>Counter Signature Director</b>	<b>Lesley Munro, Director – Education &amp; Lifelong Learning</b>
<b>Date:</b>	<b>10 February 23</b>

## Integrated Impact Assessment (IIA)

### Part 1 Scoping

#### 1 Details of the Proposal

<b>Title of Proposal:</b>	Amendment to Fees and Charges - Registrars
<b>What is it?</b>	A new Policy/Strategy/Practice <input type="checkbox"/> A revised Policy/Strategy/Practice x
<b>Description of the proposal:</b> (Set out a clear understanding of the purpose of the proposal being developed or reviewed (what are the aims, objectives and intended outcomes, including the context within which it will operate).)	Additional income from higher Fees & Charges which are related to planned NRS increases. Possible reductions in demand due to higher prices have been factored into assumptions.
<b>Service Area:</b>  <b>Department:</b>	Resilient Communities – Customer Advice and Support Service
<b>Lead Officer:</b> (Name and job title)	Leslie Grant
<b>Other Officers/Partners involved:</b> (List names, job titles and organisations)	Tracey Beattie, Deliver Manager – Customer Service  Hayley Megson, HR Business Partner

Date(s) IIA completed:	03/02/2022 Reviewed 8/2/2023
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**2 Will there be any cumulative impacts as a result of the relationship between this proposal and other policies?**

No <i>(please delete as applicable)</i>
If yes, - please state here:

**3 Legislative Requirements**

<b>3.1 Relevance to the Equality Duty:</b>	
<p><b>Do you believe your proposal has any relevance under the Equality Act 2010?</b></p> <p><i>(If you believe that your proposal may have some relevance – however small please indicate yes. If there is no effect, please enter “No” and go to Section 3.2.) yes</i></p>	
<b>Equality Duty</b>	<b>Reasoning:</b>
<p><b>Elimination of discrimination (both direct &amp; indirect), victimisation and harassment.</b></p> <p><i>(Will the proposal discriminate? Or help eliminate discrimination?)</i></p>	<p>Increases are across the board and include mandatory increases. None of the Service affected are mandatory or if so the increase is limited to increase over which SBC has no discretion. SBC Financial Support and Inclusion staff are available to assist in cases of difficulty.</p> <p>Most increases are below the rate of inflation</p>
<b>Promotion of equality of opportunity?</b>	Increases are across the board and include mandatory increases. None of the

<p><i>(Will your proposal help or hinder the Council with this)</i></p>	<p>Service affected are mandatory or if so the increase is limited to increase over which SBC has no discretion. SBC Financial Support and Inclusion staff are available to assist in cases of difficulty.</p> <p>Most increases are below the rate of inflation</p>
<p><b>Foster good relations?</b></p> <p><i>(Will your proposal help or hinder the council's relationships with those who have equality characteristics?)</i></p>	<p>Increases are across the board and include mandatory increases. None of the Service affected are mandatory or if so the increase is limited to increase over which SBC has no discretion. SBC Financial Support and Inclusion staff are available to assist in cases of difficulty.</p> <p>Most increases are below the rate of inflation</p>

<p><b>3.2 Which groups of people do you think will be or potentially could be, impacted by the implementation of this proposal? (You should consider employees, clients, customers / service users, and any other relevant groups)</b></p>				
<p>Please tick below as appropriate, outlining any potential impacts on the undernoted equality groups this proposal may have and how you know this.</p>				
	Impact			Please explain the potential impacts and how you know this
	No Impact	Positive Impact	Negative Impact	
<p><b>Age</b> Older or younger people or a specific age grouping</p>	x			
<p><b>Disability</b> e.g. Effects on people with mental, physical, sensory impairment, learning disability,</p>	x			

visible/invisible, progressive or recurring				
<b>Gender Reassignment/ Gender Identity</b> anybody whose gender identity or gender expression is different to the sex assigned to them at birth	x			
<b>Marriage or Civil Partnership</b> people who are married or in a civil partnership			x	Civil and Marriage fee increases may affect affordability however this impacts all affected groups and the services are not compulsory. Most fee increases are below the rate of inflation.
<b>Pregnancy and Maternity</b> (refers to the period after the birth, and is linked to <b>maternity</b> leave in the employment context. In the non-work context, <b>protection</b> against <b>maternity</b> discrimination is for 26 weeks after giving birth),	x			
<b>Race Groups:</b> including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)	x			
<b>Religion or Belief:</b> different beliefs, customs (including atheists and those with no aligned belief)			x	Civil and Marriage fee increases may affect affordability however this impacts all affected groups and the services are not compulsory. Most fee increases are below the rate of inflation. Percentage fee increase to religious ceremonies is

				higher than others, however this increase is set by NRS.
<b>Sex</b> women and men (girls and boys)	<b>x</b>			
<b>Sexual Orientation</b> , e.g. Lesbian, Gay, Bisexual, Heterosexual			<b>x</b>	Civil and Marriage fee increases may affect affordability however this impacts all affected groups and the services are not compulsory. Most fee increases are below the rate of inflation.

### 3.3 Fairer Scotland Duty

This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to how we can reduce inequalities of outcome caused by socioeconomic disadvantage when making strategic decisions.

The duty is set at a strategic level - these are the key, high level decisions that SBC will take. This would normally include strategy documents, decisions about setting priorities, allocating resources and commissioning services.

#### Is the proposal strategic?

Yes (*please delete as applicable*)

#### If No go to Section 4

If yes, please indicate any potential impact on the undernoted groups this proposal may have and how you know this:

	Impact			State here how you know this
	No Impact	Positive Impact	Negative Impact	
<b>Low and/or No Wealth</b> – enough money to meet			<b>x</b>	Civil and Marriage fee increases may affect affordability however this impacts all affected groups

basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future.				and the services are not compulsory. Most fee increases are below the rate of inflation.
<b>Material Deprivation</b> – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies			x	Civil and Marriage fee increases may affect affordability however this impacts all affected groups and the services are not compulsory. Most fee increases are below the rate of inflation.
<b>Area Deprivation</b> – where you live (e.g. rural areas), where you work (e.g. accessibility of transport)	x			
<b>Socio-economic Background</b> – social class i.e. parents' education, employment and income			x	Civil and Marriage fee increases may affect affordability however this impacts all affected groups and the services are not compulsory. Most fee increases are below the rate of inflation.
<b>Looked after and accommodated children and young people</b>	x			
<b>Carers</b> paid and unpaid including family members	x			
<b>Homelessness</b>	x			
<b>Addictions and substance use</b>	x			
<b>Those involved within the criminal justice system</b>	x			





#### 4 Full Integrated Impact Assessment Required

Select No if you have answered "No" to all of Sections 3.1 – 3.3.

**No** (please delete as applicable)

If a full impact assessment is not required briefly explain why there are no effects and provide justification for the decision.

The effects occurs if the choice is made to use the service which is not mandatory. The service can be booked significantly in advance. The impact can either be avoided or mitigated over a prolonged period due to planning.

<b>Signed by Lead Officer:</b>	<b>Leslie Grant</b>
<b>Designation:</b>	<b>Customer Advice &amp; Support Manager</b>
<b>Date:</b>	<b>3<sup>rd</sup> February 2022</b> <b>Reviewed 8<sup>th</sup> February 2023</b>
<b>Counter Signature Director</b>	<b>Jenni Craig</b>
<b>Date:</b>	<b>13/02/2023</b>

## Integrated Impact Assessment (IIA)

### Part 1 Scoping

#### 1 Details of the Proposal

<p><b>Title of Proposal:</b></p>	<p>A redesigned operating model for the Business Support functions through the rollout of digital services across the Council.</p>
<p><b>What is it?</b></p>	<p>A new Policy/Strategy/Practice <input type="checkbox"/></p> <p>A revised Policy/Strategy/Practice <input checked="" type="checkbox"/></p>
<p><b>Description of the proposal:</b></p> <p>(Set out a clear understanding of the purpose of the proposal being developed or reviewed (what are the aims, objectives and intended outcomes, including the context within which it will operate).</p>	<p>Continue to review opportunities to combine/consolidate resources. This will involve a standardised, streamlined process, process re-engineering across the organisation, as well as a dependency on the property rationalisation programme.</p> <p>Estimated FTE reduction of 9.5 FTE from an establishment of 203.28 FTE.</p> <p>The reviews will ensure that processes are streamlined, automated and re-engineered to maximise existing and new digital solutions to ensure efficiency is maximised whilst being flexible to meet customer expectations.</p>

	Those customers who, for whatever reason, are unable to access/use digital services will also be supported to access required services. Adhere to the overall Council and Service principles of utilising technology and driving self service to increase efficiency and quality of service delivery.
<b>Service Area:</b>	Resilient Communities
<b>Department:</b>	Business Support
<b>Lead Officer:</b> (Name and job title)	Gillian Young Function Manager
<b>Other Officers/Partners involved:</b> (List names, job titles and organisations)	Transformation programme support/HR/Finance/CASS/Education/Systems Admin
<b>Date(s) IIA completed:</b>	01/02/2023

**2 Will there be any cumulative impacts as a result of the relationship between this proposal and other policies?**

<p><b>Yes</b> <i>(please delete as applicable)</i></p>
<p><b>If yes, - please state here:</b></p> <p>Departmental practices and procedures.</p>

**3 Legislative Requirements**

<p><b>3.1 Relevance to the Equality Duty:</b></p>	
<p><b>Do you believe your proposal has any relevance under the Equality Act 2010?</b></p> <p><i>(If you believe that your proposal may have some relevance – however small please indicate yes. If there is no effect, please enter “No” and go to Section 3.2.)</i></p> <p><b>Yes</b></p>	
<p><b>Equality Duty</b></p>	<p><b>Reasoning:</b></p>
<p><b>Elimination of discrimination (both direct &amp; indirect), victimisation and harassment.</b> <i>(Will the proposal discriminate? Or help eliminate discrimination?)</i></p>	<p>Process improvement, focussing on customer intelligence and needs and enhanced community engagement will help eliminate discrimination.</p>
<p><b>Promotion of equality of opportunity?</b> <i>(Will your proposal help or hinder the Council with this)</i></p>	<p>Process improvement, focussing on customer intelligence and needs and enhanced community engagement will promote opportunity for all protected groups.</p>
<p><b>Foster good relations?</b></p>	<p>The focus on community engagement, participation and empowerment will help</p>

<i>(Will your proposal help or hinder the council's relationships with those who have equality characteristics?)</i>	foster good relations between different groups.
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**3.2 Which groups of people do you think will be or potentially could be, impacted by the implementation of this proposal?  
(You should consider employees, clients, customers / service users, and any other relevant groups)**

Please tick below as appropriate, outlining any potential impacts on the undernoted equality groups this proposal may have and how you know this.

	Impact			Please explain the potential impacts and how you know this
	No Impact	Positive Impact	Negative Impact	
<b>Age</b> Older or younger people or a specific age grouping		x	x	<p>Increased use of digital resources and a reduced property estate may impact adversely on older people.</p> <p>This will be mitigated by consideration of these matters during the service design phase.</p> <p>Conversely, older people can benefit from increased digital access.</p> <p>A single SBC view will mean services are located in the same place, meaning less journeys are required to access services.</p> <p>Older employees may find it more difficult to adjust to a more flexible form of working and increased use of digital resources.</p>

<p><b>Disability</b> e.g. Effects on people with mental, physical, sensory impairment, learning disability, visible/invisible, progressive or recurring</p>		x	x	<p><b>A reduced property estate may impact adversely on people with a disability.</b></p> <p><b>This will be considered in the design phase.</b></p> <p><b>Increased digital access is a potentially positive development.</b></p> <p><b>A single SBC view will mean services are located in the same place, meaning less journeys are required to access services.</b></p> <p><b>Disabled employees may find it more difficult to adjust to a more flexible form of working.</b></p>
<p><b>Gender Reassignment/ Gender Identity</b> anybody whose gender identity or gender expression is different to the sex assigned to them at birth</p>	x			
<p><b>Marriage or Civil Partnership</b> people who are married or in a civil partnership</p>	x			
<p><b>Pregnancy and Maternity</b> (refers to the period after the birth, and is linked to <b>maternity</b> leave in the employment context. In the non-work context,</p>		x		<p><b>Increased digital access will be a benefit.</b></p>

<b>protection</b> against <b>maternity</b> discrimination is for 26 weeks after giving birth),				
<b>Race Groups:</b> including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)	x			
<b>Religion or Belief:</b> different beliefs, customs (including atheists and those with no aligned belief)	x			
<b>Sex</b> women and men (girls and boys)	x			
<b>Sexual Orientation</b> , e.g. Lesbian, Gay, Bisexual, Heterosexual	x			

### 3.3 Fairer Scotland Duty

This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to how we can reduce inequalities of outcome caused by socioeconomic disadvantage when making strategic decisions.

The duty is set at a strategic level - these are the key, high level decisions that SBC will take. This would normally include strategy documents, decisions about setting priorities, allocating resources and commissioning services.

**Is the proposal strategic?**

Yes (*please delete as applicable*)

**If No go to Section 4**

**If yes, please indicate any potential impact on the undernoted groups this proposal may have and how you know this:**

	Impact			State here how you know this
	No Impact	Positive Impact	Negative Impact	
<p><b>Low and/or No Wealth</b> – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future.</p>		x	x	<p>Property rationalisation may mean people with low/ no wealth having to travel further to access Council services.</p> <p>An increased use of digital resources can mitigate this by reducing the need to visit Council premises.</p> <p>More efficient services will benefit this group in allowing quicker and easier access.</p> <p>A single SBC view will mean services are located in the same place, meaning less journeys are required to access services.</p> <p>For current employees, a reduction in staff numbers may mean an impact on this group.</p>
<p><b>Material Deprivation</b> – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies</p>		x	x	<p>An increased use of digital resources may impact on this group.</p> <p>This will be taken into account in the service design.</p> <p>A single SBC view will mean services are located in the same place, meaning less journeys are required to access services.</p>



				<p>For current employees, a reduction in staff numbers may mean an impact on this group</p>
<p><b>Area Deprivation –</b> where you live (e.g. rural areas), where you work (e.g. accessibility of transport)</p>		x	x	<p>There is a potential for property rationalisation to have a negative impact depending on the location of future properties.</p> <p>This will be taken into account during the service review.</p> <p>A single SBC view will mean services are located in the same place, meaning less journeys are required to access services.</p> <p>For current employees, property rationalisation may mean an impact on this group.</p>
<p><b>Socio-economic Background –</b> social class i.e. parents' education, employment and income</p>		x	x	<p>An increased use of digital resources may impact on this group.</p> <p>This will be taken into account in the service design.</p> <p>A single SBC view will mean services are located in the same place, meaning less journeys are required to access services.</p> <p>For current employees, a reduction in staff numbers may mean an impact on this group</p>

<b>Looked after and accommodated children and young people</b>	<b>x</b>			
<b>Carers</b> paid and unpaid including family members		<b>x</b>	<b>x</b>	<p><b>For current employees, a change to work patterns may have a negative impact on some with caring responsibilities.</b></p> <p><b>Equally, different work patterns will benefit some with caring responsibilities.</b></p> <p><b>Different work patterns may also make working for the Council attractive and practical for those with caring responsibilities.</b></p>
<b>Homelessness</b>	<b>x</b>			
<b>Addictions and substance use</b>	<b>x</b>			
<b>Those involved within the criminal justice system</b>	<b>x</b>			

#### 4 Full Integrated Impact Assessment Required

Select No if you have answered “No” to all of Sections 3.1 – 3.3.

**Yes** (please delete as applicable)

If a full impact assessment is not required briefly explain why there are no effects and provide justification for the decision.

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<b>Signed by Lead Officer:</b>	<b>Gillian Young</b>
<b>Designation:</b>	<b>Senior Business Services Manager</b>
<b>Date:</b>	<b>1st February 2023</b>
<b>Counter Signature Director</b>	<b>Jenni Craig, Service Director, Resilient Communities</b>
<b>Date:</b>	<b>13/02/2023</b>

## Integrated Impact Assessment (IIA)

### Part 1 Scoping

#### 1 Details of the Proposal

<p><b>Title of Proposal:</b></p>	<p>Savings delivery via the continued roll out of digital services across the Council for the benefit of internal and external customers including a realignment of CASS operating functions (but excluding Systems Administration and Development resources)</p>
<p><b>What is it?</b></p>	<p>A new Policy/Strategy/Practice x A revised Policy/Strategy/Practice</p>
<p><b>Description of the proposal:</b></p> <p>(Set out a clear understanding of the purpose of the proposal being developed or reviewed (what are the aims, objectives and intended outcomes, including the context within which it will operate).</p>	<p>Expand the roll out of the existing digital platform/services and roll out new digital opportunities to take advantage at a Service and Council level of the opportunities to standardise and streamline processes and procedures, increase channel shift and partial/full customer self service. This includes use by internal and external customers, third parties and partners and internally at a Council wide level. Realign CASS operational resources to deliver improved customer service and frontline experiences utilising traditional and existing and new digital opportunities. Overall Service and Council wide extract</p>

	<p>savings and make efficiency and quality of service improvements within and out with CASS and facilitate opportunities for other Services to do so.</p> <p>Those customers who, for whatever reason, are unable to access/use digital services will also be supported to access required services.</p> <p>CASS adheres to the overall Council and Service principles of utilising technology and driving self service to increase efficiency and quality of service delivery.</p> <p>(The above excludes Systems Administration and Development functions due to a separate non aligned review. Also there is a separate dependency on the property rationalisation programme.)</p> <p>Estimated FTE reduction of 2.0 FTE from an establishment of 130 FTE, to be achieved through turnover and vacancy management.</p>
<p><b>Service Area:</b></p> <p><b>Department:</b></p>	<p>Resilient &amp; Communities</p> <p>CASS</p>
<p><b>Lead Officer:</b></p> <p>(Name and job title)</p>	<p>Jenni Craig/ /Les Grant</p>
<p><b>Other Officers/Partners involved:</b></p> <p>(List names, job titles and organisations)</p>	<p>Transformation programme support/HR/Finance</p>

<b>Date(s) IIA completed:</b>	14 February 2023
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**2 Will there be any cumulative impacts as a result of the relationship between this proposal and other policies?**

<b>Yes</b> <i>(please delete as applicable)</i>
<p><b>If yes, - please state here:</b>          Departmental practices and procedures.</p>

**3 Legislative Requirements**

<b>3.1 Relevance to the Equality Duty:</b>	
<p><b>Do you believe your proposal has any relevance under the Equality Act 2010? Yes</b>  <i>(If you believe that your proposal may have some relevance – however small please indicate yes. If there is no effect, please enter “No” and go to Section 3.2.)</i></p>	
<b>Equality Duty</b>	<b>Reasoning:</b>
<p><b>Elimination of discrimination (both direct &amp; indirect), victimisation and harassment.</b>  <i>(Will the proposal discriminate? Or help eliminate discrimination?)</i></p>	<p>Process improvement, focussing on customer intelligence and needs and enhanced community engagement will help eliminate discrimination.</p>
<p><b>Promotion of equality of opportunity?</b>  <i>(Will your proposal help or hinder the Council with this)</i></p>	<p>Process improvement, focussing on customer intelligence and needs and enhanced community engagement will promote opportunity for all protected groups.</p>

<p><b>Foster good relations?</b></p> <p><i>(Will your proposal help or hinder the council's relationships with those who have equality characteristics?)</i></p>	<p>The focus on community engagement, participation and empowerment will help foster good relations between different groups.</p>
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**3.2 Which groups of people do you think will be or potentially could be, impacted by the implementation of this proposal?**  
**(You should consider employees, clients, customers / service users, and any other relevant groups)**

Please tick below as appropriate, outlining any potential impacts on the undernoted equality groups this proposal may have and how you know this.

	Impact			Please explain the potential impacts and how you know this
	No Impact	Positive Impact	Negative Impact	
<p><b>Age</b> Older or younger people or a specific age grouping</p>		x	x	<p><b>Increased use of digital resources and a reduced property estate may impact adversely on older people.</b></p> <p><b>This will be mitigated by consideration of these matters during the service design phase.</b></p> <p><b>Conversely, older people can benefit from increased digital access.</b></p> <p><b>A single SBC view will mean services are located in the same place, meaning less journeys are required to access services.</b></p>

				<p>Older employees may find it more difficult to adjust to a more flexible form of working and increased use of digital resources.</p>
<p><b>Disability</b> e.g. Effects on people with mental, physical, sensory impairment, learning disability, visible/invisible, progressive or recurring</p>		x	x	<p>A reduced property estate may impact adversely on people with a disability.</p> <p>This will be considered in the design phase.</p> <p>Increased digital access is a potentially positive development.</p> <p>A single SBC view will mean services are located in the same place, meaning less journeys are required to access services.</p> <p>Disabled employees may find it more difficult to adjust to a more flexible form of working.</p>
<p><b>Gender Reassignment/ Gender Identity</b> anybody whose gender identity or gender expression is different to the sex assigned to them at birth</p>	x			
<p><b>Marriage or Civil Partnership</b> people who</p>	x			



are married or in a civil partnership				
<b>Pregnancy and Maternity</b> (refers to the period after the birth, and is linked to <b>maternity</b> leave in the employment context. In the non-work context, <b>protection</b> against <b>maternity</b> discrimination is for 26 weeks after giving birth),		x		<b>Increased digital access will be a benefit.</b>
<b>Race Groups:</b> including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)	x			
<b>Religion or Belief:</b> different beliefs, customs (including atheists and those with no aligned belief)	x			
<b>Sex</b> women and men (girls and boys)	x			
<b>Sexual Orientation</b> , e.g. Lesbian, Gay, Bisexual, Heterosexual	x			

### 3.3 Fairer Scotland Duty

This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to how we can reduce inequalities of outcome caused by socioeconomic disadvantage when making strategic decisions.

The duty is set at a strategic level - these are the key, high level decisions that SBC will take. This would normally include strategy documents, decisions about setting priorities, allocating resources and commissioning services.

**Is the proposal strategic?**

Yes *(please delete as applicable)*

**If No go to Section 4**

**If yes, please indicate any potential impact on the undernoted groups this proposal may have and how you know this:**

	Impact			State here how you know this
	No Impact	Positive Impact	Negative Impact	
<p><b>Low and/or No Wealth</b> – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future.</p>		x	x	<p>Property rationalisation may mean people with low/ no wealth having to travel further to access Council services.</p> <p>An increased use of digital resources can mitigate this by reducing the need to visit Council premises.</p> <p>More efficient services will benefit this group in allowing quicker and easier access.</p> <p>A single SBC view will mean services are located in the same place, meaning less journeys are required to access services.</p>

				For current employees, a reduction in staff numbers may mean an impact on this group.
<b>Material Deprivation –</b> being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies		x	x	<p>An increased use of digital resources may impact on this group.</p> <p>This will be taken into account in the service design.</p> <p>A single SBC view will mean services are located in the same place, meaning less journeys are required to access services.</p> <p>For current employees, a reduction in staff numbers may mean an impact on this group.</p>
<b>Area Deprivation –</b> where you live (e.g. rural areas), where you work (e.g. accessibility of transport)		x	x	<p>There is a potential for property rationalisation to have a negative impact depending on the location of future properties.</p> <p>This will be taken into account during the service review.</p> <p>A single SBC view will mean services are located in the same place, meaning less journeys are required to access services.</p> <p>For current employees, property rationalisation may mean an impact on this group</p>

<p><b>Socio-economic Background</b> – social class i.e. parents’ education, employment and income</p>		<p>x</p>	<p>x</p>	<p>An increased use of digital resources may impact on this group.</p> <p>This will be taken into account in the service design.</p> <p>A single SBC view will mean services are located in the same place, meaning less journeys are required to access services.</p> <p>For current employees, a reduction in staff numbers may mean an impact on this group.</p>
<p><b>Looked after and accommodated children and young people</b></p>	<p>x</p>			
<p><b>Carers</b> paid and unpaid including family members</p>		<p>x</p>	<p>x</p>	<p>For current employees, a change to work patterns may have a negative impact on some with caring responsibilities.</p> <p>Equally, different work patterns will benefit some with caring responsibilities.</p> <p>Different work patterns may also make working for the Council attractive and practical for those with caring responsibilities.</p>
<p><b>Homelessness</b></p>	<p>x</p>			

<b>Addictions and substance use</b>	<b>x</b>			
<b>Those involved within the criminal justice system</b>	<b>x</b>			

#### 4 Full Integrated Impact Assessment Required

Select No if you have answered "No" to all of Sections 3.1 – 3.3.

**Yes**

If a full impact assessment is not required briefly explain why there are no effects and provide justification for the decision.

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<b>Signed by Lead Officer:</b>	<b>Les Grant</b>
<b>Designation:</b>	<b>Customer Services Manager</b>
<b>Date:</b>	<b>14<sup>th</sup> February 2023</b>
<b>Counter Signature Director</b>	<b>Jenni Craig</b>
<b>Date:</b>	<b>14<sup>th</sup> February 2023</b>

## Integrated Impact Assessment (IIA)

### Part 1 Scoping

#### 1 Details of the Proposal

<p><b>Title of Proposal:</b></p>	<p>Management Fee reduction to Live Borders</p>
<p><b>What is it?</b></p>	<p>A new Policy/Strategy/Practice <input type="checkbox"/></p> <p>A revised Policy/Strategy/Practice x</p>
<p><b>Description of the proposal:</b></p> <p>(Set out a clear understanding of the purpose of the proposal being developed or reviewed (what are the aims, objectives and intended outcomes, including the context within which it will operate).</p>	<p>This proposal is a reduction in the annual management fee paid to Live Borders based on a 5% reduction.</p> <p>Live Borders have been involved in discussions around this proposal and have agreed to manage budget pressures within the existing management fee.</p>
<p><b>Service Area:</b></p> <p><b>Department:</b></p>	
<p><b>Lead Officer:</b></p> <p>(Name and job title)</p>	<p>Jenni Craig, Director of Resilient Communities</p>

<b>Other Officers/Partners involved:</b> (List names, job titles and organisations)	Jen Holland, Director of Strategic Commissioning and Partnerships
<b>Date(s) IIA completed:</b>	03/02/22  Reviewed 31/1/2023

**2 Will there be any cumulative impacts as a result of the relationship between this proposal and other policies?**

<b>No</b> <i>(please delete as applicable)</i>
<b>If yes, - please state here:</b>

**3 Legislative Requirements**

<b>3.1 Relevance to the Equality Duty:</b>	
<p><b>Do you believe your proposal has any relevance under the Equality Act 2010?</b>  <i>(If you believe that your proposal may have some relevance – however small please indicate yes. If there is no effect, please enter “No” and go to Section 3.2.) NO</i></p>	
<b>Equality Duty</b>	<b>Reasoning:</b>
<b>Elimination of discrimination (both direct &amp; indirect), victimisation and harassment.</b> <i>(Will the proposal discriminate? Or help eliminate discrimination?)</i>	n/a



<p><b>Promotion of equality of opportunity?</b></p> <p><i>(Will your proposal help or hinder the Council with this)</i></p>	n/a
<p><b>Foster good relations?</b></p> <p><i>(Will your proposal help or hinder the council's relationships with those who have equality characteristics?)</i></p>	n/a

**3.2 Which groups of people do you think will be or potentially could be, impacted by the implementation of this proposal?  
(You should consider employees, clients, customers / service users, and any other relevant groups)**

Please tick below as appropriate, outlining any potential impacts on the undernoted equality groups this proposal may have and how you know this.

	Impact			Please explain the potential impacts and how you know this
	No Impact	Positive Impact	Negative Impact	
<p><b>Age</b> Older or younger people or a specific age grouping</p>	x			
<p><b>Disability</b> e.g. Effects on people with mental, physical, sensory impairment, learning disability, visible/invisible, progressive or recurring</p>	x			
<p><b>Gender Reassignment/ Gender Identity</b> anybody whose gender identity or gender expression is different to the sex assigned to them at birth</p>	x			

<b>Marriage or Civil Partnership</b> people who are married or in a civil partnership	x			
<b>Pregnancy and Maternity</b> (refers to the period after the birth, and is linked to <b>maternity</b> leave in the employment context. In the non-work context, <b>protection</b> against <b>maternity</b> discrimination is for 26 weeks after giving birth),	x			
<b>Race Groups:</b> including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)	x			
<b>Religion or Belief:</b> different beliefs, customs (including atheists and those with no aligned belief)	x			
<b>Sex</b> women and men (girls and boys)	x			
<b>Sexual Orientation</b> , e.g. Lesbian, Gay, Bisexual, Heterosexual	x			

### 3.3 Fairer Scotland Duty

This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to how we can reduce inequalities of outcome caused by socioeconomic disadvantage when making strategic decisions.

The duty is set at a strategic level - these are the key, high level decisions that SBC will take. This would normally include strategy documents, decisions about setting priorities, allocating resources and commissioning services.

**Is the proposal strategic?**

No (*please delete as applicable*)

**If No go to Section 4**

**If yes, please indicate any potential impact on the undernoted groups this proposal may have and how you know this:**

	Impact			State here how you know this
	No Impact	Positive Impact	Negative Impact	
<b>Low and/or No Wealth</b> – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future.				
<b>Material Deprivation –</b> being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies				
<b>Area Deprivation –</b> where you live (e.g. rural areas), where you work				

(e.g. accessibility of transport)				
<b>Socio-economic Background</b> – social class i.e. parents' education, employment and income				
<b>Looked after and accommodated children and young people</b>				
<b>Carers</b> paid and unpaid including family members				
<b>Homelessness</b>				
<b>Addictions and substance use</b>				
<b>Those involved within the criminal justice system</b>				

#### 4 Full Integrated Impact Assessment Required

Select No if you have answered “No” to all of Sections 3.1 – 3.3.

**No** (please delete as applicable)

**If a full impact assessment is not required briefly explain why there are no effects and provide justification for the decision.**

A full impact assessment is not required as this is a reduction in a management fee only to Live Borders.

Live Borders have agreed that they will manage any budget pressures within the existing management fee, therefore there is no direct impact on their service users as a result of this proposal.

<b>Signed by Lead Officer:</b>	<b>Jenni Craig</b>
<b>Designation:</b>	<b>Director of Resilient Communities</b>
<b>Date:</b>	<b>31/1/2023</b>
<b>Counter Signature Director</b>	<b>Jenni Craig</b>
<b>Date:</b>	<b>31/1/2023</b>

## Integrated Impact Assessment (IIA)

### Part 1 Scoping

#### 1 Details of the Proposal

<b>Title of Proposal:</b>	Employment Support Service
<b>What is it?</b>	A new Policy/Strategy/Practice <input type="checkbox"/> A revised Policy/Strategy/Practice x
<b>Description of the proposal:</b>  (Set out a clear understanding of the purpose of the proposal being developed or reviewed (what are the aims, objectives and intended outcomes, including the context within which it will operate).)	Structural and process re-engineering review.  Estimated FTE impact 0.2 FTE. Total number of service FTE 11.
<b>Service Area:</b>  <b>Department:</b>	Economic Development  Resilient Communities
<b>Lead Officer:</b>  (Name and job title)	Samantha Smith  Chief Officer – Economic Development
<b>Other Officers/Partners involved:</b>  (List names, job titles and organisations)	Transformation support/HR/Finance

<b>Date(s) IIA completed:</b>	4/3/2021 Reviewed 7/2/2023

**2 Will there be any cumulative impacts as a result of the relationship between this proposal and other policies?**

<b>Yes</b> <i>(please delete as applicable)</i>
<b>If yes, - please state here:</b>  Departmental practices and procedures.

**3 Legislative Requirements**

<b>3.1 Relevance to the Equality Duty:</b>	
<p><b>Do you believe your proposal has any relevance under the Equality Act 2010? No</b></p> <p><i>(If you believe that your proposal may have some relevance – however small please indicate yes. If there is no effect, please enter “No” and go to Section 3.2.)</i></p>	
<b>Equality Duty</b>	<b>Reasoning:</b>
<b>Elimination of discrimination (both direct &amp; indirect), victimisation and harassment.</b> <i>(Will the proposal discriminate? Or help eliminate discrimination?)</i>	
<b>Promotion of equality of opportunity?</b> <i>(Will your proposal help or hinder the Council with this)</i>	

<p><b>Foster good relations?</b></p> <p><i>(Will your proposal help or hinder the council's relationships with those who have equality characteristics?)</i></p>	

<p><b>3.2 Which groups of people do you think will be or potentially could be, impacted by the implementation of this proposal?</b>  <b>(You should consider employees, clients, customers / service users, and any other relevant groups)</b></p>				
<p>Please tick below as appropriate, outlining any potential impacts on the undernoted equality groups this proposal may have and how you know this.</p>				
	Impact			Please explain the potential impacts and how you know this
	No Impact	Positive Impact	Negative Impact	
<b>Age</b> Older or younger people or a specific age grouping	x			
<b>Disability</b> e.g. Effects on people with mental, physical, sensory impairment, learning disability, visible/invisible, progressive or recurring	x			
<b>Gender Reassignment/ Gender Identity</b> anybody whose gender identity or gender expression is different to the sex assigned to them at birth	x			
<b>Marriage or Civil Partnership</b> people who	x			



are married or in a civil partnership				
<b>Pregnancy and Maternity</b> (refers to the period after the birth, and is linked to <b>maternity</b> leave in the employment context. In the non-work context, <b>protection</b> against <b>maternity</b> discrimination is for 26 weeks after giving birth),	x			
<b>Race Groups:</b> including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)	x			
<b>Religion or Belief:</b> different beliefs, customs (including atheists and those with no aligned belief)	x			
<b>Sex</b> women and men (girls and boys)	x			
<b>Sexual Orientation</b> , e.g. Lesbian, Gay, Bisexual, Heterosexual	x			

### 3.3 Fairer Scotland Duty

This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to how we can reduce inequalities of outcome caused by socioeconomic disadvantage when making strategic decisions.

The duty is set at a strategic level - these are the key, high level decisions that SBC will take. This would normally include strategy documents, decisions about setting priorities, allocating resources and commissioning services.

**Is the proposal strategic? Yes**

*Yes please delete as applicable)*

**If No go to Section 4**

**If yes, please indicate any potential impact on the undernoted groups this proposal may have and how you know this:**

	Impact			State here how you know this
	No Impact	Positive Impact	Negative Impact	
<b>Low and/or No Wealth</b> – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future.	x			.
<b>Material Deprivation –</b> being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies	x			.
<b>Area Deprivation –</b> where you live (e.g. rural areas), where you work	x			

(e.g. accessibility of transport)				
<b>Socio-economic Background</b> – social class i.e. parents' education, employment and income	x			
<b>Looked after and accommodated children and young people</b>	x			
<b>Carers</b> paid and unpaid including family members	x			
<b>Homelessness</b>	x			
<b>Addictions and substance use</b>	x			
<b>Those involved within the criminal justice system</b>	x			

#### 4 Full Integrated Impact Assessment Required

Select No if you have answered “No” to all of Sections 3.1 – 3.3.

**No** (please delete as applicable)

If a full impact assessment is not required briefly explain why there are no effects and provide justification for the decision.

In practice the saving will be achieved by vacancy management.

<b>Signed by Lead Officer:</b>	<b>Samantha Smith</b>
<b>Designation:</b>	<b>Chief Officer – Economic Development</b>
<b>Date:</b>	<b>Reviewed 7/2/2023</b>
<b>Counter Signature Director</b>	<b>Jenni Craig</b>
<b>Date:</b>	<b>13/02/2023</b>

## Integrated Impact Assessment (IIA)

### Part 1 Scoping

#### 1 Details of the Proposal

<b>Title of Proposal:</b>	Fees & Charges Income across Regulatory Services
<b>What is it?</b>	A new Policy/Strategy/Practice <input type="checkbox"/> A revised Policy/Strategy/Practice X
<b>Description of the proposal:</b> (Set out a clear understanding of the purpose of the proposal being developed or reviewed (what are the aims, objectives and intended outcomes, including the context within which it will operate).)	Extra income from higher Fees & Charges which have been increased.
<b>Service Area:</b>  <b>Department:</b>	Regulatory Services
<b>Lead Officer:</b> (Name and job title)	Tricia Scott  Protective Services Manager
<b>Other Officers/Partners involved:</b> (List names, job titles and organisations)	Nuala McKinlay, Chief Legal Officer (Monitoring Officer)

Date(s) IIA completed:	Revised 14/02/2023
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**2 Will there be any cumulative impacts as a result of the relationship between this proposal and other policies?**

No
If yes, - please state here:

**3 Legislative Requirements**

<b>3.1 Relevance to the Equality Duty:</b>	
<p><b>Do you believe your proposal has any relevance under the Equality Act 2010? No</b></p> <p><i>(If you believe that your proposal may have some relevance – however small please indicate yes. If there is no effect, please enter “No” and go to Section 3.2.)</i></p>	
<b>Equality Duty</b>	<b>Reasoning:</b>
<p><b>Elimination of discrimination (both direct &amp; indirect), victimisation and harassment.</b></p> <p><i>(Will the proposal discriminate? Or help eliminate discrimination?)</i></p>	N/A
<p><b>Promotion of equality of opportunity?</b></p> <p><i>(Will your proposal help or hinder the Council with this)</i></p>	N/A
<b>Foster good relations?</b>	N/A

(Will your proposal help or hinder the council's relationships with those who have equality characteristics?)	

**3.2 Which groups of people do you think will be or potentially could be, impacted by the implementation of this proposal?  
(You should consider employees, clients, customers / service users, and any other relevant groups)**

Please tick below as appropriate, outlining any potential impacts on the undernoted equality groups this proposal may have and how you know this.

	Impact			Please explain the potential impacts and how you know this
	No Impact	Positive Impact	Negative Impact	
<b>Age</b> Older or younger people or a specific age grouping	X			
<b>Disability</b> e.g. Effects on people with mental, physical, sensory impairment, learning disability, visible/invisible, progressive or recurring	X			
<b>Gender Reassignment/ Gender Identity</b> anybody whose gender identity or gender expression is different to the sex assigned to them at birth	X			
<b>Marriage or Civil Partnership</b> people who are married or in a civil partnership	X			

<b>Pregnancy and Maternity</b> (refers to the period after the birth, and is linked to <b>maternity</b> leave in the employment context. In the non-work context, <b>protection</b> against <b>maternity</b> discrimination is for 26 weeks after giving birth),	X			
<b>Race Groups:</b> including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)	X			
<b>Religion or Belief:</b> different beliefs, customs (including atheists and those with no aligned belief)	X			
<b>Sex</b> women and men (girls and boys)	X			
<b>Sexual Orientation</b> , e.g. Lesbian, Gay, Bisexual, Heterosexual	X			

### 3.3 Fairer Scotland Duty

This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to how we can reduce inequalities of outcome caused by socioeconomic disadvantage when making strategic decisions.

The duty is set at a strategic level - these are the key, high level decisions that SBC will take. This would normally include strategy documents, decisions about setting priorities, allocating resources and commissioning services.



**Is the proposal strategic?**

Yes

**If No go to Section 4**

**If yes, please indicate any potential impact on the undernoted groups this proposal may have and how you know this:**

	Impact			State here how you know this
	No Impact	Positive Impact	Negative Impact	
<p><b>Low and/or No Wealth</b> – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future.</p>			X	<p>The proposal covers the following charges:</p> <ul style="list-style-type: none"> <li>• Private Water Supply</li> <li>• Seafood Licences</li> <li>• Weights and Measures</li> <li>• Pest Control</li> <li>• Animal Licensing</li> </ul> <p>Private Water Supply and Pest Control may be used by individuals with little wealth.</p> <p>The others are mainly used by businesses.</p> <p>There is a potential negative impact in that those with little wealth may be less able to deal with additional costs.</p> <p>In mitigation, the costs are relatively small (an inflationary increase of typically 5%), and there is a</p>

				<p><b>cap on the charge for risk assessments for private water supplies.</b></p> <p><b>In addition citizens with private water supplies do not pay a domestic water rates charge.</b></p>
<p><b>Material Deprivation –</b> being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies</p>			X	As above.
<p><b>Area Deprivation –</b> where you live (e.g. rural areas), where you work (e.g. accessibility of transport)</p>	X			
<p><b>Socio-economic Background –</b> social class i.e. parents' education, employment and income</p>	X			
<p><b>Looked after and accommodated children and young people</b></p>	X			
<p><b>Carers</b> paid and unpaid including family members</p>	X			
<p><b>Homelessness</b></p>	X			
<p><b>Addictions and substance use</b></p>	X			

Those involved within the criminal justice system	X			
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#### 4 Full Integrated Impact Assessment Required

Select No if you have answered “No” to all of Sections 3.1 – 3.3.

**No**

If a full impact assessment is not required briefly explain why there are no effects and provide justification for the decision.

As above, there are minimal impacts, with safeguards, and the increases are in line with inflation.

<b>Signed by Lead Officer:</b>	<b>Tricia Scott</b>
<b>Designation:</b>	<b>Protective Services Manager</b>
<b>Date:</b>	<b>Updated 14<sup>th</sup> February 2023</b>
<b>Counter Signature Director</b>	Nuala McKinlay, Chief Legal Officer (Monitoring Officer)
<b>Date:</b>	<b>14<sup>th</sup> February 2023</b>

## Integrated Impact Assessment (IIA)

### Part 1 Scoping

#### 1 Details of the Proposal

<b>Title of Proposal:</b>	Finance Savings
<b>What is it?</b>	A new Policy/Strategy/Practice <input type="checkbox"/> A revised Policy/Strategy/Practice X
<b>Description of the proposal:</b>  (Set out a clear understanding of the purpose of the proposal being developed or reviewed (what are the aims, objectives and intended outcomes, including the context within which it will operate).	Savings build on a previous significant restructure by managing vacancies to achieve medium and long term savings. Team structures within Finance will be reviewed in light of confirmed staffing changes and automation of processes. The savings equate to approximately 3 FTE. The total number of employees in this area is 65.4 FTE.
<b>Service Area:</b>  <b>Department:</b>	Finance
<b>Lead Officer:</b>  (Name and job title)	Suzy Douglas, Acting Chief Financial Officer
<b>Other Officers/Partners involved:</b>	Iain Davidson, Employee Relations Manager

(List names, job titles and organisations)	
<b>Date(s) IIA completed:</b>	03/03/2021

**2 Will there be any cumulative impacts as a result of the relationship between this proposal and other policies?**

<b>No</b> <i>(please delete as applicable)</i>
<b>If yes, - please state here:</b>

**3 Legislative Requirements**

<b>3.1 Relevance to the Equality Duty:</b>	
<p><b>Do you believe your proposal has any relevance under the Equality Act 2010? No</b></p> <p><i>(If you believe that your proposal may have some relevance – however small please indicate yes. If there is no effect, please enter “No” and go to Section 3.2.)</i></p>	
<b>Equality Duty</b>	<b>Reasoning:</b>
<p><b>Elimination of discrimination (both direct &amp; indirect), victimisation and harassment.</b></p> <p><i>(Will the proposal discriminate? Or help eliminate discrimination?)</i></p>	
<b>Promotion of equality of opportunity?</b>	

<i>(Will your proposal help or hinder the Council with this)</i>	
<b>Foster good relations?</b>  <i>(Will your proposal help or hinder the council's relationships with those who have equality characteristics?)</i>	

<b>3.2 Which groups of people do you think will be or potentially could be, impacted by the implementation of this proposal? (You should consider employees, clients, customers / service users, and any other relevant groups)</b>				
Please tick below as appropriate, outlining any potential impacts on the undernoted equality groups this proposal may have and how you know this.				
	Impact			Please explain the potential impacts and how you know this
	No Impact	Positive Impact	Negative Impact	
<b>Age</b> Older or younger people or a specific age grouping	X			
<b>Disability</b> e.g. Effects on people with mental, physical, sensory impairment, learning disability, visible/invisible, progressive or recurring	X			
<b>Gender Reassignment/ Gender Identity</b> anybody whose gender identity or gender expression is different to the sex assigned to them at birth	X			

<b>Marriage or Civil Partnership</b> people who are married or in a civil partnership	X			
<b>Pregnancy and Maternity</b> (refers to the period after the birth, and is linked to <b>maternity</b> leave in the employment context. In the non-work context, <b>protection</b> against <b>maternity</b> discrimination is for 26 weeks after giving birth),	X			
<b>Race Groups:</b> including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)	X			
<b>Religion or Belief:</b> different beliefs, customs (including atheists and those with no aligned belief)	X			
<b>Sex</b> women and men (girls and boys)	X			
<b>Sexual Orientation</b> , e.g. Lesbian, Gay, Bisexual, Heterosexual	X			
<p><b>3.3 Fairer Scotland Duty</b></p> <p>This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to how we can reduce inequalities of outcome caused by socioeconomic disadvantage when making <u>strategic</u> decisions.</p>				

The duty is set at a strategic level - these are the key, high level decisions that SBC will take. This would normally include strategy documents, decisions about setting priorities, allocating resources and commissioning services.

**Is the proposal strategic?**

Yes (*please delete as applicable*)

**If No go to Section 4**

**If yes, please indicate any potential impact on the undernoted groups this proposal may have and how you know this:**

	Impact			State here how you know this
	No Impact	Positive Impact	Negative Impact	
<b>Low and/or No Wealth</b> – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future.	X			
<b>Material Deprivation –</b> being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies	X			
<b>Area Deprivation –</b> where you live (e.g. rural areas), where you work	X			



(e.g. accessibility of transport)				
<b>Socio-economic Background</b> – social class i.e. parents' education, employment and income	X			
<b>Looked after and accommodated children and young people</b>	X			
<b>Carers</b> paid and unpaid including family members	X			
<b>Homelessness</b>	X			
<b>Addictions and substance use</b>	X			
<b>Those involved within the criminal justice system</b>	X			

#### 4 Full Integrated Impact Assessment Required

Select No if you have answered “No” to all of Sections 3.1 – 3.3.

**No** (please delete as applicable)

If a full impact assessment is not required briefly explain why there are no effects and provide justification for the decision.

As above, there are no impacts. The savings come from efficiencies and potentially not filling vacant posts.

<b>Signed by Lead Officer:</b>	<b>Suzy Douglas</b>
<b>Designation:</b>	<b>Acting Chief Financial Officer</b>
<b>Date:</b>	<b>Updated 8<sup>th</sup> February 2023</b>
<b>Counter Signature Director</b>	<b>Suzy Douglas</b>
<b>Date:</b>	<b>08/02/2023</b>

## Integrated Impact Assessment (IIA)

### Part 1 Scoping

#### 1 Details of the Proposal

<p><b>Title of Proposal:</b></p>	<p>Fit for 2024 review of the service – Valuation Roll (Non -Domestic Rating), Council Tax and Electoral Registration including Election Events.</p>
<p><b>What is it?</b></p>	<p>A new Policy/Strategy/Practice <input checked="" type="checkbox"/></p> <p>A revised Policy/Strategy/Practice <input type="checkbox"/></p>
<p><b>Description of the proposal:</b></p> <p>(Set out a clear understanding of the purpose of the proposal being developed or reviewed (what are the aims, objectives and intended outcomes, including the context within which it will operate).</p>	<p>Structural and process re-engineering review.</p> <p>£5k of the savings are estimated to have an FTE impact on temporary relief staff canvassers, who carry out a statutory function, not permanent staff.</p> <p>This will be undertaken in line with the following principles:</p> <ul style="list-style-type: none"> <li>• End to end processes</li> <li>• Reduced resources</li> <li>• Demand-led &amp; informed by evidence &amp; elector intelligence/data matching</li> <li>• Enhanced community engagement</li> </ul>

	<ul style="list-style-type: none"> <li>• Embracing the opportunities from alternative Digital solutions</li> <li>• Process Improvement, productivity focus &amp; removal of manual work</li> </ul>
<b>Service Area:</b>  <b>Department:</b>	Finance & Corporate Governance  Assessor and Electoral Registration Officer
<b>Lead Officer:</b> (Name and job title)	Brian Rout, ASSESSOR and ELECTORAL REGISTRATION OFFICER  and  Suzy Douglas/Nuala McKinlay, Directors – Finance & Corporate Governance
<b>Other Officers/Partners involved:</b> (List names, job titles and organisations)	Transformation support/HR/Finance - SBC
<b>Date(s) IIA completed:</b>	Reviewed 13/2/23

**2 Will there be any cumulative impacts as a result of the relationship between this proposal and other policies?**

<b>Yes</b>
If yes, - please state here: Electoral Registration statutory practices and procedures.

### 3 Legislative Requirements

#### 3.1 Relevance to the Equality Duty:

**Do you believe your proposal has any relevance under the Equality Act 2010? No**

*(If you believe that your proposal may have some relevance – however small please indicate yes. If there is no effect, please enter “No” and go to Section 3.2.)*

Equality Duty	Reasoning:
<b>Elimination of discrimination (both direct &amp; indirect), victimisation and harassment.</b> <i>(Will the proposal discriminate? Or help eliminate discrimination?)</i>	N/A
<b>Promotion of equality of opportunity?</b> <i>(Will your proposal help or hinder the Council with this)</i>	N/A
<b>Foster good relations?</b> <i>(Will your proposal help or hinder the council's relationships with those who have equality characteristics?)</i>	N/A

**3.2 Which groups of people do you think will be or potentially could be, impacted by the implementation of this proposal?**  
**(You should consider employees, clients, customers / service users, and any other relevant groups)**

Please tick below as appropriate, outlining any potential impacts on the undernoted equality groups this proposal may have and how you know this.

	Impact	Please explain the potential

	No Impact	Positive Impact	Negative Impact	impacts and how you know this
<b>Age</b> Older or younger people or a specific age grouping	X			
<b>Disability</b> e.g. Effects on people with mental, physical, sensory impairment, learning disability, visible/invisible, progressive or recurring	X			
<b>Gender Reassignment/ Gender Identity</b> anybody whose gender identity or gender expression is different to the sex assigned to them at birth	X			
<b>Marriage or Civil Partnership</b> people who are married or in a civil partnership	X			
<b>Pregnancy and Maternity</b> (refers to the period after the birth, and is linked to <b>maternity</b> leave in the employment context. In the non-work context, <b>protection</b> against <b>maternity</b> discrimination is for 26 weeks after giving birth),	X			
<b>Race Groups:</b> including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees,	X			

migrants and asylum seekers)				
<b>Religion or Belief:</b> different beliefs, customs (including atheists and those with no aligned belief)	X			
<b>Sex</b> women and men (girls and boys)	X			
<b>Sexual Orientation</b> , e.g. Lesbian, Gay, Bisexual, Heterosexual	X			

### 3.3 Fairer Scotland Duty

This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to how we can reduce inequalities of outcome caused by socioeconomic disadvantage when making strategic decisions.

The duty is set at a strategic level - these are the key, high level decisions that SBC will take. This would normally include strategy documents, decisions about setting priorities, allocating resources and commissioning services.

**Is the proposal strategic?**

Yes

**If No go to Section 4**

**If yes, please indicate any potential impact on the undernoted groups this proposal may have and how you know this:**

	Impact			State here how you know this
	No Impact	Positive Impact	Negative Impact	

<b>Low and/or No Wealth</b> – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future.	X			
<b>Material Deprivation</b> – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies	X			
<b>Area Deprivation</b> – where you live (e.g. rural areas), where you work (e.g. accessibility of transport)	X			
<b>Socio-economic Background</b> – social class i.e. parents' education, employment and income	X			
<b>Looked after and accommodated children and young people</b>	X			
<b>Carers</b> paid and unpaid including family members	X			
<b>Homelessness</b>	X			
<b>Addictions and substance use</b>	X			



Those involved within the criminal justice system	X			
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#### 4 Full Integrated Impact Assessment Required

Select No if you have answered “No” to all of Sections 3.1 – 3.3.

**No**

If a full impact assessment is not required briefly explain why there are no effects and provide justification for the decision.

The nature of the change means there will be no impact.

Signed by Lead Officer:	Brian Rout
Designation:	Assessor & Electoral Registration Officer
Date:	Reviewed 13/2/23

## Integrated Impact Assessment (IIA)

### Part 1 Scoping

#### 1 Details of the Proposal

<b>Title of Proposal:</b>	Legal Services
<b>What is it?</b>	A new Policy/Strategy/Practice <input type="checkbox"/> A revised Policy/Strategy/Practice X
<b>Description of the proposal:</b>  (Set out a clear understanding of the purpose of the proposal being developed or reviewed (what are the aims, objectives and intended outcomes, including the context within which it will operate).)	Vacancies and staffing levels will continue to be managed to deliver efficiencies and savings. Other opportunities to reduce the spend on books and subscriptions will be considered. The savings will not result in the loss of any full time post, but may result in a loss of hours.
<b>Service Area:</b>  <b>Department:</b>	Legal Services
<b>Lead Officer:</b>  (Name and job title)	Nuala McKinlay, Chief Legal Officer (Monitoring Officer)
<b>Other Officers/Partners involved:</b>  (List names, job titles and organisations)	Iain Davidson, Employee Relations Manager

<b>Date(s) IIA completed:</b>	09/02/2023

**2 Will there be any cumulative impacts as a result of the relationship between this proposal and other policies?**

**No** *(please delete as applicable)*

**If yes, - please state here:**

**3 Legislative Requirements**

**3.1 Relevance to the Equality Duty:**

**Do you believe your proposal has any relevance under the Equality Act 2010? No**

*(If you believe that your proposal may have some relevance – however small please indicate yes. If there is no effect, please enter “No” and go to Section 3.2.)*

**Equality Duty**

**Reasoning:**

**Elimination of discrimination (both direct & indirect), victimisation and harassment.**  
*(Will the proposal discriminate? Or help eliminate discrimination?)*

No impact– the proposals will not impact on any protected group. If there is a loss of hours in a particular post, they will be managed to ensure people planning objectives of the service are not detrimentally impacted. The service contains entry level, ordinary level and senior level posts – so there are career paths and employment opportunities across all age groups. This will be retained.

<p><b>Promotion of equality of opportunity?</b></p> <p><i>(Will your proposal help or hinder the Council with this)</i></p>	<p>No impact –as above</p>
<p><b>Foster good relations?</b></p> <p><i>(Will your proposal help or hinder the council's relationships with those who have equality characteristics?)</i></p>	<p>No impact –as above</p>

<p><b>3.2 Which groups of people do you think will be or potentially could be, impacted by the implementation of this proposal? (You should consider employees, clients, customers / service users, and any other relevant groups)</b></p>				
<p>Please tick below as appropriate, outlining any potential impacts on the undernoted equality groups this proposal may have and how you know this.</p>				
	Impact			Please explain the potential impacts and how you know this
	No Impact	Positive Impact	Negative Impact	
<p><b>Age</b> Older or younger people or a specific age grouping</p>	X			
<p><b>Disability</b> e.g. Effects on people with mental, physical, sensory impairment, learning disability, visible/invisible, progressive or recurring</p>	X			
<p><b>Gender Reassignment/ Gender Identity</b> anybody whose gender identity or gender expression is different to the sex assigned to them at birth</p>	X			

<b>Marriage or Civil Partnership</b> people who are married or in a civil partnership	X			
<b>Pregnancy and Maternity</b> (refers to the period after the birth, and is linked to <b>maternity</b> leave in the employment context. In the non-work context, <b>protection</b> against <b>maternity</b> discrimination is for 26 weeks after giving birth),	X			
<b>Race Groups:</b> including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)	X			
<b>Religion or Belief:</b> different beliefs, customs (including atheists and those with no aligned belief)	X			
<b>Sex</b> women and men (girls and boys)	X			
<b>Sexual Orientation</b> , e.g. Lesbian, Gay, Bisexual, Heterosexual	X			
<p><b>3.3 Fairer Scotland Duty</b></p> <p>This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to how we can reduce inequalities of outcome caused by socioeconomic disadvantage when making <u>strategic</u> decisions.</p>				

The duty is set at a strategic level - these are the key, high level decisions that SBC will take. This would normally include strategy documents, decisions about setting priorities, allocating resources and commissioning services.

**Is the proposal strategic?**

Yes (*please delete as applicable*)

**If No go to Section 4**

**If yes, please indicate any potential impact on the undernoted groups this proposal may have and how you know this:**

	Impact			State here how you know this
	No Impact	Positive Impact	Negative Impact	
<b>Low and/or No Wealth</b> – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future.	X			<b>No complete post will be lost.</b> If there is a loss of hours in a particular post, they will be managed to ensure people planning objectives of the service are not detrimentally impacted. The service contains entry level, ordinary level and senior level posts – so there are career paths and employment opportunities across all age groups. This will be retained.
<b>Material Deprivation –</b> being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies	X			

<b>Area Deprivation –</b> where you live (e.g. rural areas), where you work (e.g. accessibility of transport)	<b>X</b>			
<b>Socio-economic Background –</b> social class i.e. parents' education, employment and income	<b>X</b>			
<b>Looked after and accommodated children and young people</b>	<b>X</b>			
<b>Carers</b> paid and unpaid including family members	<b>X</b>			
<b>Homelessness</b>	<b>X</b>			
<b>Addictions and substance use</b>	<b>X</b>			
<b>Those involved within the criminal justice system</b>	<b>X</b>			

#### 4 Full Integrated Impact Assessment Required

Select No if you have answered “No” to all of Sections 3.1 – 3.3.

**No** (please delete as applicable)

If a full impact assessment is not required briefly explain why there are no effects and provide justification for the decision.

As above, there are no impacts. The savings come from efficiencies and potentially not filling vacant posts.

<b>Signed by Lead Officer:</b>	<b>Nuala McKinlay</b>
<b>Designation:</b>	<b>Chief Legal Officer (Monitoring Officer)</b>
<b>Date:</b>	<b>Reviewed 4<sup>th</sup> February 2022</b>
<b>Counter Signature Director</b>	<b>Nuala McKinlay</b>
<b>Date:</b>	<b>09/02/2023</b>



## Integrated Impact Assessment (IIA)

### Part 1 Scoping

#### 1 Details of the Proposal

<b>Title of Proposal:</b>	Protective Services
<b>What is it?</b>	A new Policy/Strategy/Practice <input type="checkbox"/> A revised Policy/Strategy/Practice X
<b>Description of the proposal:</b>  (Set out a clear understanding of the purpose of the proposal being developed or reviewed (what are the aims, objectives and intended outcomes, including the context within which it will operate).)	Protective Services - Transform the service using technology which will assist in streamlining processes and in turn improve efficiency.
<b>Service Area:</b>  <b>Department:</b>	Regulatory Services
<b>Lead Officer:</b>  (Name and job title)	Tricia Scott, Protective Services Manager
<b>Other Officers/Partners involved:</b>  (List names, job titles and organisations)	Nuala McKinlay, Chief Legal Officer (Monitoring Officer)
	03/03/2021

<b>Date(s) IIA completed:</b>	
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**2 Will there be any cumulative impacts as a result of the relationship between this proposal and other policies?**

<b>No</b> <i>(please delete as applicable)</i>
<b>If yes, - please state here:</b>

**3 Legislative Requirements**

<b>3.1 Relevance to the Equality Duty:</b>	
<p><b>Do you believe your proposal has any relevance under the Equality Act 2010? No</b></p> <p><i>(If you believe that your proposal may have some relevance – however small please indicate yes. If there is no effect, please enter “No” and go to Section 3.2.)</i></p>	
<b>Equality Duty</b>	<b>Reasoning:</b>
<p><b>Elimination of discrimination (both direct &amp; indirect), victimisation and harassment.</b></p> <p><i>(Will the proposal discriminate? Or help eliminate discrimination?)</i></p>	
<p><b>Promotion of equality of opportunity?</b></p> <p><i>(Will your proposal help or hinder the Council with this)</i></p>	
<b>Foster good relations?</b>	

(Will your proposal help or hinder the council's relationships with those who have equality characteristics?)

**3.2 Which groups of people do you think will be or potentially could be, impacted by the implementation of this proposal?  
(You should consider employees, clients, customers / service users, and any other relevant groups)**

Please tick below as appropriate, outlining any potential impacts on the undernoted equality groups this proposal may have and how you know this.

	Impact			Please explain the potential impacts and how you know this
	No Impact	Positive Impact	Negative Impact	
<b>Age</b> Older or younger people or a specific age grouping	X			
<b>Disability</b> e.g. Effects on people with mental, physical, sensory impairment, learning disability, visible/invisible, progressive or recurring	X			
<b>Gender Reassignment/ Gender Identity</b> anybody whose gender identity or gender expression is different to the sex assigned to them at birth	X			
<b>Marriage or Civil Partnership</b> people who are married or in a civil partnership	X			

<b>Pregnancy and Maternity</b> (refers to the period after the birth, and is linked to <b>maternity</b> leave in the employment context. In the non-work context, <b>protection</b> against <b>maternity</b> discrimination is for 26 weeks after giving birth),	X			
<b>Race Groups:</b> including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)	X			
<b>Religion or Belief:</b> different beliefs, customs (including atheists and those with no aligned belief)	X			
<b>Sex</b> women and men (girls and boys)	X			
<b>Sexual Orientation</b> , e.g. Lesbian, Gay, Bisexual, Heterosexual	X			

### 3.3 Fairer Scotland Duty

This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to how we can reduce inequalities of outcome caused by socioeconomic disadvantage when making strategic decisions.

The duty is set at a strategic level - these are the key, high level decisions that SBC will take. This would normally include strategy documents, decisions about setting priorities, allocating resources and commissioning services.

**Is the proposal strategic?**

Yes *(please delete as applicable)*

**If No go to Section 4**

**If yes, please indicate any potential impact on the undernoted groups this proposal may have and how you know this:**

	Impact			State here how you know this
	No Impact	Positive Impact	Negative Impact	
<b>Low and/or No Wealth</b> – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future.	X			
<b>Material Deprivation –</b> being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies	X			
<b>Area Deprivation –</b> where you live (e.g. rural areas), where you work (e.g. accessibility of transport)	X			
<b>Socio-economic Background –</b> social class i.e. parents'	X			

education, employment and income				
<b>Looked after and accommodated children and young people</b>	<b>X</b>			
<b>Carers</b> paid and unpaid including family members	<b>X</b>			
<b>Homelessness</b>	<b>X</b>			
<b>Addictions and substance use</b>	<b>X</b>			
<b>Those involved within the criminal justice system</b>	<b>X</b>			

#### 4 Full Integrated Impact Assessment Required

Select No if you have answered “No” to all of Sections 3.1 – 3.3.

**No** (please delete as applicable)

If a full impact assessment is not required briefly explain why there are no effects and provide justification for the decision.

There are no impacts. The savings come from efficiencies and potentially not filling vacant posts. The use of technology should in fact enhance the service we provide.

<b>Signed by Lead Officer:</b>	<b>Tricia Scott</b>
<b>Designation:</b>	<b>Protective Services Manager</b>
<b>Date:</b>	<b>Reviewed 3<sup>rd</sup> February 2022</b>
<b>Counter Signature Director</b>	<b>Nuala McKinlay</b>
<b>Date:</b>	<b>09/02/2023</b>

## Integrated Impact Assessment (IIA)

### Part 1 Scoping

#### 1 Details of the Proposal

<p><b>Title of Proposal:</b></p>	<p>Change in Provision of Resources to deliver Counter Fraud Strategy 2021-2024</p>
<p><b>What is it?</b></p>	<p>A new Policy/Strategy/Practice <input type="checkbox"/></p> <p>A revised Policy/Strategy/Practice <input checked="" type="checkbox"/></p>
<p><b>Description of the proposal:</b></p> <p>(Set out a clear understanding of the purpose of the proposal being developed or reviewed (what are the aims, objectives and intended outcomes, including the context within which it will operate).</p>	<p>The 3-year Counter Fraud Strategy 2021-2024, approved by Council on 16 December 2021, was predicated on the promotion of a counter fraud culture across the Council to improve its resilience to fraud. A shift from the provision of a specialist corporate role to Management nominating counter fraud champions and embedding fraud prevention and detection practices across Council services, supported by Integrity Group.</p> <p>The Audit &amp; Risk cumulative Fit for 2024 savings (£22k 2021/22 and £19k 2023/24) equate to 1 FTE Corporate Fraud &amp; Compliance Officer post, which has been vacant since December 2020 on</p>



	retirement of previous post-holder. The total number of employees in Audit & Risk is 7 FTE (5.5 FTE Internal Audit; 1.5 FTE Risk Management) which includes the leadership role for Counter Fraud through the Chief Officer.
<b>Service Area:</b>	Audit & Risk
<b>Department:</b>	Finance & Corporate Governance
<b>Lead Officer:</b> (Name and job title)	Jill Stacey Chief Officer Audit & Risk
<b>Other Officers/Partners involved:</b> (List names, job titles and organisations)	
<b>Date(s) IIA completed:</b>	28 October 2021 (Revised 05 January 2023 as part of budget proposals 2023/24)

**2 Will there be any cumulative impacts as a result of the relationship between this proposal and other policies?**

No; though this policy permeates across Council service provision so indirectly associated with other relevant Council policies.

If yes, - please state here:

**3 Legislative Requirements**

**3.1 Relevance to the Equality Duty:**

<p><b>Do you believe your proposal has any relevance under the Equality Act 2010? No.</b> - Equality, diversity and socio-economic factors are accommodated by way of all alleged frauds being investigated and pursued in accordance with the appropriate legislation.</p>	
<p><b>Equality Duty</b></p>	<p><b>Reasoning:</b></p>
<p><b>Elimination of discrimination (both direct &amp; indirect), victimisation and harassment.</b> <i>(Will the proposal discriminate? Or help eliminate discrimination?)</i></p>	
<p><b>Promotion of equality of opportunity?</b> <i>(Will your proposal help or hinder the Council with this)</i></p>	
<p><b>Foster good relations?</b> <i>(Will your proposal help or hinder the council's relationships with those who have equality characteristics?)</i></p>	

<p><b>3.2 Which groups of people do you think will be or potentially could be, impacted by the implementation of this proposal?</b> <b>(You should consider employees, clients, customers / service users, and any other relevant groups)</b></p>				
<p>Please tick below as appropriate, outlining any potential impacts on the undernoted equality groups this proposal may have and how you know this.</p>				
	<b>Impact</b>			<b>Please explain the potential impacts and how you know this</b>
	<b>No Impact</b>	<b>Positive Impact</b>	<b>Negative Impact</b>	
<p><b>Age</b> Older or younger people or a specific age grouping</p>	X			

<p><b>Disability</b> e.g. Effects on people with mental, physical, sensory impairment, learning disability, visible/invisible, progressive or recurring</p>	<p>X</p>			
<p><b>Gender Reassignment/ Gender Identity</b> anybody whose gender identity or gender expression is different to the sex assigned to them at birth</p>	<p>X</p>			
<p><b>Marriage or Civil Partnership</b> people who are married or in a civil partnership</p>	<p>X</p>			
<p><b>Pregnancy and Maternity</b> (refers to the period after the birth, and is linked to <b>maternity</b> leave in the employment context. In the non-work context, <b>protection</b> against <b>maternity</b> discrimination is for 26 weeks after giving birth),</p>	<p>X</p>			
<p><b>Race Groups:</b> including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)</p>	<p>X</p>			
<p><b>Religion or Belief:</b> different beliefs, customs (including atheists and those with no aligned belief)</p>	<p>X</p>			

<b>Sex</b> women and men (girls and boys)	X			
<b>Sexual Orientation</b> , e.g. Lesbian, Gay, Bisexual, Heterosexual	X			
<p><b>3.3 Fairer Scotland Duty</b></p> <p>This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to how we can reduce inequalities of outcome caused by socioeconomic disadvantage when making <u>strategic</u> decisions.</p> <p>The duty is set at a strategic level - these are the key, high level decisions that SBC will take. This would normally include strategy documents, decisions about setting priorities, allocating resources and commissioning services.</p>				
<p><b>Is the proposal strategic?</b></p> <p>Yes</p> <p><b>If No go to Section 4</b></p>				
<p><b>If yes, please indicate any potential impact on the undernoted groups this proposal may have and how you know this:</b></p>				
	<b>Impact</b>			<b>State here how you know this</b>
	<b>No Impact</b>	<b>Positive Impact</b>	<b>Negative Impact</b>	
<b>Low and/or No Wealth</b> – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future.	X			

<b>Material Deprivation –</b> being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies	X			
<b>Area Deprivation –</b> where you live (e.g. rural areas), where you work (e.g. accessibility of transport)	X			
<b>Socio-economic Background –</b> social class i.e. parents' education, employment and income	X			
<b>Looked after and accommodated children and young people</b>	X			
<b>Carers</b> paid and unpaid including family members	X			
<b>Homelessness</b>	X			
<b>Addictions and substance use</b>	X			
<b>Those involved within the criminal justice system</b>	X			

#### **4 Full Integrated Impact Assessment Required**

*Select No if you have answered “No” to all of Sections 3.1 – 3.3.*

**No** (please delete as applicable)

**If a full impact assessment is not required briefly explain why there are no effects and provide justification for the decision.**

There is no relevance to the Equality Duty or the Fairer Scotland Duty for this proposal. The revised Counter Fraud Policy statement and 3-year Counter Fraud Strategy 2021-2024, approved by Council on 16 December 2021, are designed to enable the Council to continue to refine its approach to tackling fraud, taking account of reducing resources, with a focus on prevention and detection and promotion of a counter fraud culture across the Council to improve its resilience to fraud.

The Fit for 2024 cumulative savings £41k for Audit & Risk come from not filling the vacant post of Corporate Fraud & Compliance Officer (1 FTE). The shift from the provision of a specialist corporate role (removal of the Corporate Fraud & Compliance Officer 1 FTE post) to Management nominating counter fraud champions and embedding fraud prevention and detection practices across Council services, supported by the Integrity Group, reflects the change in provision of resources to deliver the counter fraud policy and strategy.

Equality, diversity and socio-economic factors are accommodated by way of all alleged frauds being investigated and pursued in accordance with the appropriate legislation.

<b>Signed by Lead Officer:</b>	<b>Jill Stacey</b>
<b>Designation:</b>	<b>Chief Officer Audit &amp; Risk</b>
<b>Date:</b>	<b>05 January 2023</b>
<b>Counter Signature Director</b>	<b>Nuala McKinlay</b>
<b>Date:</b>	<b>10/02/2023</b>



## Integrated Impact Assessment (IIA)

### Part 1 Scoping

#### 1 Details of the Proposal

<b>Title of Proposal:</b>	People, Performance & Change
<b>What is it?</b>	A revised Policy/Strategy/Practice <input type="checkbox"/>
<b>Description of the proposal:</b>  (Set out a clear understanding of the purpose of the proposal being developed or reviewed (what are the aims, objectives and intended outcomes, including the context within which it will operate).)	Service reviews over the next year including structural changes as a result of process reviews.
<b>Service Area:</b>  <b>Department:</b>	People, Performance & Change  People, Performance & Change
<b>Lead Officer:</b>  (Name and job title)	Clair Hepburn  Director, People, Performance & Change
<b>Other Officers/Partners involved:</b>  (List names, job titles and organisations)	Iain Davidson  Employee Relations Manager



<b>Date(s) IIA completed:</b>	09/02/2023

**2 Will there be any cumulative impacts as a result of the relationship between this proposal and other policies?**

<b>Yes</b>
<b>If yes, - please state here:</b> Departmental practices and procedures.

**3 Legislative Requirements**

<b>3.1 Relevance to the Equality Duty:</b>	
<p><b>Do you believe your proposal has any relevance under the Equality Act 2010? No</b></p> <p><i>(If you believe that your proposal may have some relevance – however small please indicate yes. If there is no effect, please enter “No” and go to Section 3.2.)</i></p>	
<b>Equality Duty</b>	<b>Reasoning:</b>
<b>Elimination of discrimination (both direct &amp; indirect), victimisation and harassment.</b> <i>(Will the proposal discriminate? Or help eliminate discrimination?)</i>	
<b>Promotion of equality of opportunity?</b> <i>(Will your proposal help or hinder the Council with this)</i>	

<b>Foster good relations?</b> <i>(Will your proposal help or hinder the council's relationships with those who have equality characteristics?)</i>	

<b>3.2 Which groups of people do you think will be or potentially could be, impacted by the implementation of this proposal?</b> <b>(You should consider employees, clients, customers / service users, and any other relevant groups)</b>				
Please tick below as appropriate, outlining any potential impacts on the undernoted equality groups this proposal may have and how you know this.				
	Impact			Please explain the potential impacts and how you know this
	No Impact	Positive Impact	Negative Impact	
<b>Age</b> Older or younger people or a specific age grouping	X			
<b>Disability</b> e.g. Effects on people with mental, physical, sensory impairment, learning disability, visible/invisible, progressive or recurring	X			
<b>Gender Reassignment/ Gender Identity</b> anybody whose gender identity or gender expression is different to the sex assigned to them at birth	X			
<b>Marriage or Civil Partnership</b> people who	X			

are married or in a civil partnership				
<b>Pregnancy and Maternity</b> (refers to the period after the birth, and is linked to <b>maternity</b> leave in the employment context. In the non-work context, <b>protection</b> against <b>maternity</b> discrimination is for 26 weeks after giving birth),	X			
<b>Race Groups:</b> including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)	X			
<b>Religion or Belief:</b> different beliefs, customs (including atheists and those with no aligned belief)	X			
<b>Sex</b> women and men (girls and boys)	X			
<b>Sexual Orientation</b> , e.g. Lesbian, Gay, Bisexual, Heterosexual	X			

### 3.3 Fairer Scotland Duty

This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to how we can reduce inequalities of outcome caused by socioeconomic disadvantage when making strategic decisions.

The duty is set at a strategic level - these are the key, high level decisions that SBC will take. This would normally include strategy documents, decisions about setting priorities, allocating resources and commissioning services.

**Is the proposal strategic?**

Yes

**If No go to Section 4**

**If yes, please indicate any potential impact on the undernoted groups this proposal may have and how you know this:**

	Impact			State here how you know this
	No Impact	Positive Impact	Negative Impact	
<b>Low and/or No Wealth</b> – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future.	X			
<b>Material Deprivation –</b> being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies	X			
<b>Area Deprivation –</b> where you live (e.g. rural areas), where you work	X			

(e.g. accessibility of transport)				
<b>Socio-economic Background</b> – social class i.e. parents' education, employment and income	X			
<b>Looked after and accommodated children and young people</b>	X			
<b>Carers</b> paid and unpaid including family members	X			
<b>Homelessness</b>	X			
<b>Addictions and substance use</b>	X			
<b>Those involved within the criminal justice system</b>	X			

#### 4 Full Integrated Impact Assessment Required

Select No if you have answered “No” to all of Sections 3.1 – 3.3.

**No** (please delete as applicable)

If a full impact assessment is not required briefly explain why there are no effects and provide justification for the decision.

The service review will take into account leavers from the service and will not have a direct impact on employees.

The service provides internal support to the Council.

There will be an impact in loss of knowledge and experience.

<b>Signed by Lead Officer:</b>	<b>Clair Hepburn</b>
<b>Designation:</b>	<b>Director, People, Performance &amp; Change</b>
<b>Date:</b>	<b>09/02/2023</b>
<b>Counter Signature Director</b>	<b>Clair Hepburn</b>
<b>Date:</b>	<b>09/02/2023</b>

## Integrated Impact Assessment (IIA)

### Part 1 Scoping

#### 1 Details of the Proposal

<b>Title of Proposal:</b>	<b>Residential Care Retendering</b>
<b>What is it?</b>	A new Policy/Strategy/Practice <input type="checkbox"/> A revised Policy/Strategy/Practice X
<b>Description of the proposal:</b>  (Set out a clear understanding of the purpose of the proposal being developed or reviewed (what are the aims, objectives and intended outcomes, including the context within which it will operate).	Review of delivery arrangements for Residential Care to ensure the service delivery model provides best value in an environment of increasing service demand.
<b>Service Area:</b>  <b>Department:</b>	Strategic Commissioning & Partnerships  Adult Social Care
<b>Lead Officer:</b>  (Name and job title)	Julie Glen  Operations Director, Adult Social Care
<b>Other Officers/Partners involved:</b>  (List names, job titles and organisations)	Transformation programme support/HSC

<b>Date(s) IIA completed:</b>	03/02/2022 Revised 10/02/2023

**2 Will there be any cumulative impacts as a result of the relationship between this proposal and other policies?**

<b>Yes</b> <i>(please delete as applicable)</i>
<b>If yes, - please state here:</b> Departmental practices and procedures.

**3 Legislative Requirements**

<b>3.1 Relevance to the Equality Duty:</b>	
<p><b>Do you believe your proposal has any relevance under the Equality Act 2010? Yes</b></p> <p><i>(If you believe that your proposal may have some relevance – however small please indicate yes. If there is no effect, please enter “No” and go to Section 3.2.)</i></p>	
<b>Equality Duty</b>	<b>Reasoning:</b>
<b>Elimination of discrimination (both direct &amp; indirect), victimisation and harassment.</b> <i>(Will the proposal discriminate? Or help eliminate discrimination?)</i>	An improvement to the service delivery model will help eliminate discrimination.
<b>Promotion of equality of opportunity?</b>	The proposal will improve opportunities for older people and therefore enhance equality of opportunity.



(Will your proposal help or hinder the Council with this)	
<b>Foster good relations?</b>  (Will your proposal help or hinder the council's relationships with those who have equality characteristics?)	N/A

<b>3.2 Which groups of people do you think will be or potentially could be, impacted by the implementation of this proposal? (You should consider employees, clients, customers / service users, and any other relevant groups)</b>				
Please tick below as appropriate, outlining any potential impacts on the undernoted equality groups this proposal may have and how you know this.				
	Impact			Please explain the potential impacts and how you know this
	No Impact	Positive Impact	Negative Impact	
<b>Age</b> Older or younger people or a specific age grouping		X		The improvement of service delivery for residential care will have a positive impact on older people requiring such care.
<b>Disability</b> e.g. Effects on people with mental, physical, sensory impairment, learning disability, visible/invisible, progressive or recurring		X		The improvement of service delivery for residential care will have a positive impact on people with a disability requiring such care.
<b>Gender Reassignment/ Gender Identity</b> anybody whose gender identity or gender expression is different to the sex assigned to them at birth	X			

<b>Marriage or Civil Partnership</b> people who are married or in a civil partnership	X			
<b>Pregnancy and Maternity</b> (refers to the period after the birth, and is linked to <b>maternity</b> leave in the employment context. In the non-work context, <b>protection</b> against <b>maternity</b> discrimination is for 26 weeks after giving birth),	X			
<b>Race Groups:</b> including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)	X			
<b>Religion or Belief:</b> different beliefs, customs (including atheists and those with no aligned belief)	X			
<b>Sex</b> women and men (girls and boys)	X			
<b>Sexual Orientation</b> , e.g. Lesbian, Gay, Bisexual, Heterosexual	X			
<p><b>3.3 Fairer Scotland Duty</b></p> <p>This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to how we can reduce inequalities of outcome caused by socioeconomic disadvantage when making <u>strategic</u> decisions.</p>				

The duty is set at a strategic level - these are the key, high level decisions that SBC will take. This would normally include strategy documents, decisions about setting priorities, allocating resources and commissioning services.

**Is the proposal strategic?**

Yes (*please delete as applicable*)

**If No go to Section 4**

**If yes, please indicate any potential impact on the undernoted groups this proposal may have and how you know this:**

	Impact			State here how you know this
	No Impact	Positive Impact	Negative Impact	
<b>Low and/or No Wealth</b> – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future.		X		<b>An increase in FTE will mean greater employment opportunities.</b>
<b>Material Deprivation –</b> being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies		X		<b>As above</b>
<b>Area Deprivation –</b> where you live (e.g. rural areas), where you work	X			

(e.g. accessibility of transport)				
<b>Socio-economic Background</b> – social class i.e. parents' education, employment and income	X			
<b>Looked after and accommodated children and young people</b>	X			
<b>Carers</b> paid and unpaid including family members		X		<b>An improvement in residential care facilities will benefit family carers.</b>
<b>Homelessness</b>	X			
<b>Addictions and substance use</b>	X			
<b>Those involved within the criminal justice system</b>	X			

#### 4 Full Integrated Impact Assessment Required

Select No if you have answered “No” to all of Sections 3.1 – 3.3.

**No** (please delete as applicable)

If a full impact assessment is not required briefly explain why there are no effects and provide justification for the decision.

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<b>Signed by Lead Officer:</b>	<b>Julie Glen</b>
<b>Designation:</b>	<b>Operations Director, Adult Social Care</b>
<b>Date:</b>	<b>10/02/2023</b>
<b>Counter Signature Director</b>	<b>Jen Holland, Director of Strategic Commissioning and Partnerships</b>
<b>Date:</b>	<b>10/02/2023</b>

## Integrated Impact Assessment (IIA)

### Part 1 Scoping

#### 1 Details of the Proposal

<b>Title of Proposal:</b>	Strategic Commissioning Savings
<b>What is it?</b>	A new Policy/Strategy/Practice X A revised Policy/Strategy/Practice
<b>Description of the proposal:</b>  (Set out a clear understanding of the purpose of the proposal being developed or reviewed (what are the aims, objectives and intended outcomes, including the context within which it will operate).)	Comprehensive review of Strategic Commissioning within Scottish Borders Council
<b>Service Area:</b>  <b>Department:</b>	Strategic Commissioning & Partnerships
<b>Lead Officer:</b>  (Name and job title)	Jen Holland, Director of Strategic Commissioning and Partnerships
<b>Other Officers/Partners involved:</b>  (List names, job titles and organisations)	Mark Williamson, HR Business Partner
<b>Date(s) IIA completed:</b>	10/02/2023

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**2 Will there be any cumulative impacts as a result of the relationship between this proposal and other policies?**

<b>No</b> <i>(please delete as applicable)</i>
<b>If yes, - please state here:</b>

**3 Legislative Requirements**

<b>3.1 Relevance to the Equality Duty:</b>	
<p><b>Do you believe your proposal has any relevance under the Equality Act 2010? No</b></p> <p><i>(If you believe that your proposal may have some relevance – however small please indicate yes. If there is no effect, please enter “No” and go to Section 3.2.)</i></p>	
<b>Equality Duty</b>	<b>Reasoning:</b>
<p><b>Elimination of discrimination (both direct &amp; indirect), victimisation and harassment.</b></p> <p><i>(Will the proposal discriminate? Or help eliminate discrimination?)</i></p>	
<p><b>Promotion of equality of opportunity?</b></p> <p><i>(Will your proposal help or hinder the Council with this)</i></p>	
<p><b>Foster good relations?</b></p>	

(Will your proposal help or hinder the council's relationships with those who have equality characteristics?)

**3.2 Which groups of people do you think will be or potentially could be, impacted by the implementation of this proposal?  
(You should consider employees, clients, customers / service users, and any other relevant groups)**

Please tick below as appropriate, outlining any potential impacts on the undernoted equality groups this proposal may have and how you know this.

	Impact			Please explain the potential impacts and how you know this
	No Impact	Positive Impact	Negative Impact	
<b>Age</b> Older or younger people or a specific age grouping	X			
<b>Disability</b> e.g. Effects on people with mental, physical, sensory impairment, learning disability, visible/invisible, progressive or recurring	X			
<b>Gender Reassignment/ Gender Identity</b> anybody whose gender identity or gender expression is different to the sex assigned to them at birth	X			
<b>Marriage or Civil Partnership</b> people who are married or in a civil partnership	X			



<b>Pregnancy and Maternity</b> (refers to the period after the birth, and is linked to <b>maternity</b> leave in the employment context. In the non-work context, <b>protection</b> against <b>maternity</b> discrimination is for 26 weeks after giving birth),	X			
<b>Race Groups:</b> including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)	X			
<b>Religion or Belief:</b> different beliefs, customs (including atheists and those with no aligned belief)	X			
<b>Sex</b> women and men (girls and boys)	X			
<b>Sexual Orientation</b> , e.g. Lesbian, Gay, Bisexual, Heterosexual	X			

### 3.3 Fairer Scotland Duty

This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to how we can reduce inequalities of outcome caused by socioeconomic disadvantage when making strategic decisions.

The duty is set at a strategic level - these are the key, high level decisions that SBC will take. This would normally include strategy documents, decisions about setting priorities, allocating resources and commissioning services.

**Is the proposal strategic?**

**Yes (please delete as applicable)**

**If No go to Section 4**

**If yes, please indicate any potential impact on the undernoted groups this proposal may have and how you know this:**

	Impact			State here how you know this
	No Impact	Positive Impact	Negative Impact	
<b>Low and/or No Wealth</b> – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future.	X			<b>Early proposals indicate that Commissioning services are to be centralised where appropriate. This would result in a change in Directorate or Line Management for employees only.</b>
<b>Material Deprivation –</b> being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies	X			<b>Early proposals indicate that Commissioning services are to be centralised where appropriate. This would result in a change in Directorate or Line Management for employees only.</b>
<b>Area Deprivation –</b> where you live (e.g. rural areas), where you work (e.g. accessibility of transport)	X			<b>Early proposals indicate that Commissioning services are to be centralised where appropriate. This would result in a change in Directorate or Line Management for employees only.</b>
<b>Socio-economic Background – social</b>	X			<b>Early proposals indicate that Commissioning services are</b>

class i.e. parents' education, employment and income				to be centralised where appropriate. This would result in a change in Directorate or Line Management for employees only.
<b>Looked after and accommodated children and young people</b>	X			Early proposals indicate that Commissioning services are to be centralised where appropriate. This would result in a change in Directorate or Line Management for employees only.
<b>Carers</b> paid and unpaid including family members	X			Early proposals indicate that Commissioning services are to be centralised where appropriate. This would result in a change in Directorate or Line Management for employees only.
<b>Homelessness</b>	X			Early proposals indicate that Commissioning services are to be centralised where appropriate. This would result in a change in Directorate or Line Management for employees only.
<b>Addictions and substance use</b>	X			Early proposals indicate that Commissioning services are to be centralised where appropriate. This would result in a change in Directorate or Line Management for employees only.
<b>Those involved within the criminal justice system</b>	X			Early proposals indicate that Commissioning services are to be centralised where appropriate. This would result in a change in Directorate or Line

				Management for employees only.
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#### 4 Full Integrated Impact Assessment Required

Select No if you have answered “No” to all of Sections 3.1 – 3.3.

Yes (please delete as applicable)

If a full impact assessment is not required briefly explain why there are no effects and provide justification for the decision.

The newly established Commissioning service has been established within Scottish Borders Council. This is a strategic function supporting services. A commissioning Board will be established which monitors needs and performance against commissioned contracts and develop new opportunities to meet needs.

Signed by Lead Officer:	Jen Holland
Designation:	Director of Strategic Commissioning and Partnerships
Date:	10/02/2023
Counter Signature Director	Jen Holland, Director of Strategic Commissioning and Partnerships
Date:	10/02/2023

## Integrated Impact Assessment (IIA)

### Part 1 Scoping

#### 1 Details of the Proposal

<p><b>Title of Proposal:</b></p>	<p>Border Care Alarms – Increased Income – Strategic Commissioning &amp; Partnerships</p>
<p><b>What is it?</b></p>	<p>A new Policy/Strategy/Practice <input type="checkbox"/></p> <p>A revised Policy/Strategy/Practice <input checked="" type="checkbox"/></p>
<p><b>Description of the proposal:</b></p> <p>(Set out a clear understanding of the purpose of the proposal being developed or reviewed (what are the aims, objectives and intended outcomes, including the context within which it will operate).</p>	<p>The proposal is to expand the market for Bordercare Alarms. This will be done through promotion of the service and the positive benefits and impacts of the service. There is also an increase in the weekly charge of the Bordercare Alarm, in line with agreed fees and charges increase</p> <p>The personal alarm service offers peace of mind and reassurance if a client has an accident, fall or illness. Help is available at the touch of a button.</p> <p>(1) Alarms are connected to a standard telephone landline and are monitored 24 hours a day.</p>

	(2) In the event where help is required, the Council will contact family, friends or the emergency services or even just provide reassurance.
<b>Service Area:</b> <b>Department:</b>	Strategic Commissioning & Partnerships
<b>Lead Officer:</b> (Name and job title)	Jen Holland, Director of Strategic Commissioning and Partnerships
<b>Other Officers/Partners involved:</b> (List names, job titles and organisations)	Derek Boyle  Independent Living & Corporate Services Manager
<b>Date(s) IIA completed:</b>	10/02/2023

**2 Will there be any cumulative impacts as a result of the relationship between this proposal and other policies?**

<b>No</b> <i>(please delete as applicable)</i>
<b>If yes, - please state here:</b>

**3 Legislative Requirements**

<b>3.1 Relevance to the Equality Duty:</b>

<p><b>Do you believe your proposal has any relevance under the Equality Act 2010? Yes</b></p> <p><i>(If you believe that your proposal may have some relevance – however small please indicate yes. If there is no effect, please enter “No” and go to Section 3.2.)</i></p>	
<b>Equality Duty</b>	<b>Reasoning:</b>
<p><b>Elimination of discrimination (both direct &amp; indirect), victimisation and harassment.</b></p> <p><i>(Will the proposal discriminate? Or help eliminate discrimination?)</i></p>	The change in the weekly charge of the Border Care alarm system will be the same for all.
<p><b>Promotion of equality of opportunity?</b></p> <p><i>(Will your proposal help or hinder the Council with this)</i></p>	The change in the weekly charge of the Border Care alarm system will be the same for to all but will affect certain groups more..
<p><b>Foster good relations?</b></p> <p><i>(Will your proposal help or hinder the council s relationships with those who have equality characteristics?)</i></p>	N/A

<p><b>3.2 Which groups of people do you think will be or potentially could be, impacted by the implementation of this proposal?</b></p> <p><b>(You should consider employees, clients, customers / service users, and any other relevant groups)</b></p>				
<p>Please tick below as appropriate, outlining any potential impacts on the undernoted equality groups this proposal may have and how you know this.</p>				
	Impact			Please explain the potential impacts and how you know this
	No Impact	Positive Impact	Negative Impact	
<b>Age</b> Older or younger people or a specific age grouping			<b>X</b>	By changing the cost of the Border Care Alarm system, will have an impact on costs to people using the service. This will

				<p>increase the cost by £13.00 per year.</p> <p>This will have a larger effect on elderly people who are more likely to use the alarm system.</p> <p>Elderly people may also have less disposable income.</p> <p>The increase is a small one and below the rate of inflation.</p>
<p><b>Disability</b> e.g. Effects on people with mental, physical, sensory impairment, learning disability, visible/invisible, progressive or recurring</p>			<b>X</b>	<p>By changing the cost of the Border Care Alarm system, will have an impact on costs to people using the service. This will increase the cost by £13.00 per year.</p> <p>This will have a larger effect on disabled people who are more likely to use the alarm system. People may also have less disposable income given statistically unemployment rates are higher for people with a disability.</p> <p>The increase is a small one and below the rate of inflation.</p>
<p><b>Gender Reassignment/ Gender Identity</b> anybody whose gender identity or gender expression is different to the sex assigned to them at birth</p>		<b>X</b>		<p>By changing the cost of the Border Care Alarm system, will have an impact on costs to people using the service. This will increase the cost by £13.00 per year. This will have no different impact on clients who have had a gender reassignment or have a trans/transgender identity.</p>
<p><b>Marriage or Civil Partnership</b> people who</p>		<b>X</b>		<p>By changing the cost of the Border Care Alarm system, will have an impact on costs to people using the service. This will increase the cost by £13.00 per</p>



are married or in a civil partnership				year. This will have no different impact on clients who are married or who are in a civil partnership.
<b>Pregnancy and Maternity</b> (refers to the period after the birth, and is linked to <b>maternity</b> leave in the employment context. In the non-work context, <b>protection</b> against <b>maternity</b> discrimination is for 26 weeks after giving birth),	X			By changing the cost of the Border Care Alarm system, will have an impact on costs to people using the service. This will increase the cost by £13.00 per year. This will have no different impact on clients who are pregnant or on maternity leave.
<b>Race Groups:</b> including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)	X			By changing the cost of the Border Care Alarm system, will have an impact on costs to people using the service. This will increase the cost by £13.00 per year. This will have no different impact on clients within different racial groups.
<b>Religion or Belief:</b> different beliefs, customs (including atheists and those with no aligned belief)	X			By changing the cost of the Border Care Alarm system, will have an impact on costs to people using the service. This will increase the cost by £13.00 per year. This will have no different impact on clients of different religions or beliefs.
<b>Sex</b> women and men (girls and boys)	X			By changing the cost of the Border Care Alarm system, will have an impact on costs to people using the service. This will increase the cost by £13.00 per year. This will have no different impact on clients on the basis of their sex.
<b>Sexual Orientation</b> , e.g. Lesbian, Gay, Bisexual, Heterosexual	X			By changing the cost of the Border Care Alarm system, will have an impact on costs to people using the service. This will increase the cost by £13.00 per year. This will have no different impact on clients with different sexual orientation.

### 3.3 Fairer Scotland Duty

This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to how we can reduce inequalities of outcome caused by socioeconomic disadvantage when making strategic decisions.

The duty is set at a strategic level - these are the key, high level decisions that SBC will take. This would normally include strategy documents, decisions about setting priorities, allocating resources and commissioning services.

**Is the proposal strategic?**

**Yes (please delete as applicable)**

**If No go to Section 4**

**If yes, please indicate any potential impact on the undernoted groups this proposal may have and how you know this:**

	Impact			State here how you know this
	No Impact	Positive Impact	Negative Impact	
<b>Low and/or No Wealth</b> – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future.			X	<b>The increase will affect those with low/ no wealth more than others.</b>  <b>Against that the increase is a small one and below the rate of inflation.</b>
<b>Material Deprivation –</b> being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods,			X	<b>The increase will affect those who are materially deprived more than others.</b>  <b>Against that the increase is a small one and below the rate of inflation.</b>

warm home, leisure and hobbies				
<b>Area Deprivation</b> – where you live (e.g. rural areas), where you work (e.g. accessibility of transport)	X			
<b>Socio-economic Background</b> – social class i.e. parents' education, employment and income	X			
<b>Looked after and accommodated children and young people</b>	X			
<b>Carers</b> paid and unpaid including family members	X			
<b>Homelessness</b>	X			
<b>Addictions and substance use</b>	X			
<b>Those involved within the criminal justice system</b>	X			

#### 4 Full Integrated Impact Assessment Required

Select No if you have answered “No” to all of Sections 3.1 – 3.3.

**No** (please delete as applicable)

If a full impact assessment is not required briefly explain why there are no effects and provide justification for the decision.

--

<b>Signed by Lead Officer:</b>	<b>Jen Holland</b>
<b>Designation:</b>	<b>Director of Strategic Commissioning and Partnerships</b>
<b>Date:</b>	<b>10/02/2023</b>
<b>Counter Signature Director</b>	<b>Jen Holland, Director of Strategic Commissioning and Partnerships</b>
<b>Date:</b>	<b>10/02/2023</b>



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Motion by Councillor Jardine

**Members this is a budget for the Borders which maintains services and delivers our commitments on major capital projects, despite rising costs.**

In spite of significantly increased costs, particularly due to average inflation of 10 per cent, budget plans being presented today include a commitment to deliver all capital projects previously announced and protect frontline Scottish Borders Council services.

The draft revenue and capital budget proposals have been developed following collaborative work over a number of months by a cross-party group of Councillors. The 866 responses received through the annual budget survey and feedback from Community Conversations this summer have also shaped the plans.

Councillors across the Chamber have put aside political differences and have successfully come together to develop this single financial plan for 2023/24.

The impact of the rapid rise in inflation and associated costs cannot be overstated, and these hit the Council budget from all angles: catering in schools, energy prices and construction of our capital projects.

Despite the financial challenges we will still deliver what was an already ambitious capital investment plan, including new secondary schools in Peebles, Galashiels and Hawick and primary schools in Earlston and Eyemouth. We will deliver care facilities in Tweedbank and Hawick as previously set out, and we will still be able to invest in the regeneration of our town centres and support our communities and the most vulnerable.

We are also maintaining our roads maintenance funding and protecting frontline services, where savings would have been felt by all. Given the current financial climate that really is incredibly positive news.

The key aspects of our budget for the Borders are

- Following feedback from residents the budget proposals protect frontline services, including education, and social work and roads,
- Invest £21.9m over the next three years in the roads network
- Teacher numbers have been protected.
- Early Learning and Childcare partners have been supported with additional funding to pay staff the Real Living Wage
- Three new secondary schools (Peebles, Galashiels and Hawick), two new primary schools (Earlston and Eyemouth) and two care villages (Tweedbank and Hawick) – a total of just over £205m for these projects alone
- Ongoing investment in existing schools, further flood protection works and flood studies, and targeted town centre regeneration works
- Continued investment into the environment and to programmes aimed at helping the Council achieve its Net Zero target

- Protection of funding for third sector and voluntary partners across the region
- Funding for an extension of the Demand Responsive Travel pilot scheme while a regional transport review is carried out (£304k), and funding to sustain the 101/102 bus service in Tweeddale
- Commitment to a feasibility study into fixed CCTV provision in our main town centres (£80k)
- One-off increase of £178k in the Community Enhancement (Small Schemes) Fund to support priority local issues not funded through other budgets. This brings the total budget for this Fund to £378k for 2023/24
- Financial assistance for Live Borders, including postponing previously planned savings, in recognition of current financial challenges such as increased energy costs
- Continued investment into improved outdoor community spaces and play parks (£2.2m over the next three years)
- Additional one-off funding of £100k to enhance existing respite care
- One-off funding of £20k to enhance neurodiversity education and awareness in schools
- Commitment to working with key partners on refreshed sport, library and culture strategies for the region
- Investment into making back office processes more efficient
- Commitment to paying all staff the Real Living Wage, including Modern Apprentices
- Council Tax levels remaining one of the lowest in mainland Scotland

Council is asked to approve the revenue and capital plan budget for 2023/24 shown at item 11 on today's agenda and agree a Council Tax increase of 5% with the following rates applicable per band from 1st April 2023.

**Council Tax Band Rates 2023/2024 (at 5% Council Tax Increase with effect from 1 April 2023)**

<b>Council Tax Band</b>	<b>Applicable Annual Charge per property £</b>
<b>A</b>	<b>904.07</b>
<b>B</b>	<b>1,054.75</b>
<b>C</b>	<b>1,205.43</b>
<b>D</b>	<b>1,356.11</b>
<b>E</b>	<b>1,781.78</b>
<b>F</b>	<b>2,203.68</b>
<b>G</b>	<b>2,655.72</b>
<b>H</b>	<b>3,322.47</b>





# Scottish Borders Council

## Draft Financial Plan 2023/24

**Draft Revenue & Capital Investment Plan  
Revenue 2023/24 - 2027/28, Capital 2023/24 - 2032/33**

Scottish Borders Council  
 Draft Financial Plan 2023/24 to 2027/28  
 Revenue Resources

	2023/24 £'000	2024/25 (Provisional) £'000	2025/26 (Provisional) £'000	2026/27 (Provisional) £'000	2027/28 (Provisional) £'000	Total £'000
<b>Aggregate External Finance</b>						
General Revenue Support	205,841	208,435	208,435	210,585	210,585	1,043,881
Ring fenced grants	14,106	13,330	13,330	13,330	13,330	67,426
Health & Social Care Partnership	8,047	8,127	8,207	8,289	8,289	40,959
Non-domestic Rates	37,818	37,818	37,818	37,818	37,818	189,090
	<b>265,812</b>	<b>267,710</b>	<b>267,790</b>	<b>270,022</b>	<b>270,022</b>	<b>1,341,356</b>
Funding for new schools through Learning Estate Investment Programme	0	1,346	3,187	2,892	2,492	9,917
Earmarked Balance (including £2.6m from SG for 2022/23 Pay Award)	3,503	0	0	0	0	3,503
Reserves	726	0	0	0	0	726
Service Concessions	682	3,991	3,660	760	0	9,093
Council Tax (Band D £1,356.11 in 2023/24 - 5% increase)	71,809	75,269	78,892	82,682	86,651	395,303
Second Homes Council Tax	1,229	1,278	1,329	1,382	1,437	6,655
<b>Total</b>	<b>343,761</b>	<b>349,594</b>	<b>354,858</b>	<b>357,738</b>	<b>360,602</b>	<b>1,766,553</b>

**Scottish Borders Council**  
**Draft Financial Plan 2023/24 to 2032/33**  
**Capital Resources**

	<b>3 year Operational £'000</b>	<b>7 year Strategic £'000</b>	<b>Total £'000</b>	<b>Est. External Funding £'000</b>	<b>Est. SBC Contribution £'000</b>
Specific Grants from Scottish Government	18,177	1,729	19,906	19,906	0
Other External Grants & Contributions	51,951	23,647	75,598	75,598	0
Development Contributions	5,501	600	6,101	6,101	0
Capital Receipts	2,135	600	2,735	0	2,735
General Capital Grant	34,190	77,763	111,953	0	111,953
Plant & Vehicle (P&V) Replacement - P&V Fund	6,000	14,000	20,000	20,000	0
Synthetic Pitch Replacement Fund	1,881	2,838	4,719	4,719	0
Funded From Revenue	3,852	0	3,852	3,852	0
Borrowing	174,543	54,950	229,493	0	229,493
<b>Total</b>	<b>298,230</b>	<b>176,127</b>	<b>474,357</b>	<b>130,176</b>	<b>344,181</b>

Detailed Capital funding can be found at the back of this budget pack

**Scottish Borders Council**  
**Draft Financial Plan 2023/24 to 2027/28**  
**Service Level Summary**

	<b>2023/24</b> <b>£'000</b>	<b>2024/25</b> <b>(Provisional)</b> <b>£'000</b>	<b>2025/26</b> <b>(Provisional)</b> <b>£'000</b>	<b>2026/27</b> <b>(Provisional)</b> <b>£'000</b>	<b>2027/28</b> <b>(Provisional)</b> <b>£'000</b>	<b>Total</b> <b>£'000</b>	<b>Capital</b> <b>Investment</b> <b>(10 years)</b> <b>£'000</b>
<b>Corporate</b>	(1,994)	(3,793)	(5,483)	(9,435)	(12,393)	(33,098)	0
<b>Infrastructure &amp; Environment</b>	54,408	57,648	59,781	61,492	63,012	296,341	160,652
<b>Social Work &amp; Practice</b>	82,010	82,229	82,759	83,549	83,944	414,491	0
<b>Education &amp; Lifelong Learning</b>	122,103	123,694	126,062	128,484	130,963	631,306	198,090
<b>Resilient Communities</b>	25,274	25,391	25,478	25,816	26,159	128,118	82,710
<b>Finance &amp; Corporate Governance</b>	26,983	28,702	29,891	30,803	31,216	147,595	(9,375)
<b>People, Performance &amp; Change</b>	7,484	7,573	7,664	7,757	7,852	38,330	0
<b>Strategic Commissioning &amp; Partnerships</b>	27,493	28,150	28,706	29,272	29,849	143,470	42,280
<b>Total</b>	<b>343,761</b>	<b>349,594</b>	<b>354,858</b>	<b>357,738</b>	<b>360,602</b>	<b>1,766,553</b>	<b>474,357</b>

**Scottish Borders Council**  
**Draft Financial Plan 2023/24 to 2027/28**  
**Summary of Revenue Budget Movement**

	2023/24 £'000	2024/25 (Provisional) £'000	2025/26 (Provisional) £'000	2026/27 (Provisional) £'000	2027/28 (Provisional) £'000	Total £'000
<b>Base Budget (approved 22nd February 2022)</b>	<b>324,871</b>	<b>343,761</b>	<b>349,594</b>	<b>354,858</b>	<b>357,738</b>	<b>1,730,822</b>
<b><u>Budget Pressures</u></b>						
Workforce budget adjustments	10,769	3,720	3,794	3,871	3,949	26,103
Non-pay and department specific inflation	8,215	4,407	2,397	1,833	1,379	18,231
Demographic pressures	1,029	1,029	1,029	1,029	1,029	5,145
Service specific priorities & national policy changes	7,289	(420)	414	254	(380)	7,157
<b>Total Pressures</b>	<b>27,302</b>	<b>8,736</b>	<b>7,634</b>	<b>6,987</b>	<b>5,977</b>	<b>56,636</b>
<b><u>Savings Proposals</u></b>						
Corporate	(1,994)	(1,799)	(1,690)	(3,952)	(2,958)	(12,393)
Infrastructure & Environment	(890)	(545)	(140)	(110)	(110)	(1,795)
Social Work & Practice	(289)	(205)	(256)	(5)	(5)	(760)
Education & Lifelong Learning	(155)	(13)	(8)	(9)	(9)	(194)
Resilient Communities	(380)	(254)	(250)	(4)	(4)	(892)
Finance & Corporate Governance	(4,039)	(78)	(16)	(16)	(16)	(4,165)
People, Performance & Change	(83)	0	0	0	0	(83)
Strategic Commissioning & Partnership	(582)	(9)	(10)	(11)	(11)	(623)
<b>Total Savings</b>	<b>(8,412)</b>	<b>(2,903)</b>	<b>(2,370)</b>	<b>(4,107)</b>	<b>(3,113)</b>	<b>(20,905)</b>
	<b>343,761</b>	<b>349,594</b>	<b>354,858</b>	<b>357,738</b>	<b>360,602</b>	<b>1,766,553</b>
<b>Funding</b>	<b>343,761</b>	<b>349,594</b>	<b>354,858</b>	<b>357,738</b>	<b>360,602</b>	<b>1,766,553</b>

**Scottish Borders Council**  
**Draft Financial Plan 2023/24 to 2032/33**  
**Summary of Capital Budget Movement**

	<b>3 year Operational £'000</b>	<b>7 year Strategic £'000</b>	<b>Total £'000</b>	<b>Est. External Funding £'000</b>	<b>Est. SBC Contribution £'000</b>
<b>Base Budget (approved 22nd February 2022)</b>	<b>327,929</b>	<b>218,672</b>	<b>546,601</b>	<b>(193,870)</b>	<b>352,731</b>
Specific Grants from Scottish Government	(14,556)	(1,177)	(15,733)	15,733	0
Other External Grants & Contributions	(28,765)	(21,091)	(49,856)	49,856	0
Development Contributions	5,039	(111)	4,928	(4,928)	0
Capital Receipts	1,735	600	2,335	0	2,335
General Capital Grant	8,353	497	8,850	0	8,850
Plant & Vehicle (P&V) Replacement - P&V Fund	0	0	0	0	0
Synthetic Pitch Replacement Fund	774	(659)	115	(115)	0
Funds from Revenue	(3,148)	0	(3,148)	3,148	0
Borrowing	869	(20,604)	(19,735)	0	(19,735)
<b>Total Funding Adjustments</b>	<b>(29,699)</b>	<b>(42,545)</b>	<b>(72,244)</b>	<b>63,694</b>	<b>(8,550)</b>
<b>Funding</b>	<b>298,230</b>	<b>176,127</b>	<b>474,357</b>	<b>(130,176)</b>	<b>344,181</b>
<b>Investment Proposals</b>					
Corporate	0	0	0	0	0
Infrastructure & Environment	70,191	90,461	160,652	(44,117)	116,535
Social Work & Practice	0	0	0	0	0
Education & Lifelong Learning	138,751	59,339	198,090	(9,866)	188,224
Resilient Communities	53,495	29,215	82,710	(74,381)	8,329
Finance & Corporate Governance	(5,040)	(4,335)	(9,375)	0	(9,375)
People, Performance & Change	0	0	0	0	0
Strategic Commissioning & Partnerships	40,833	1,447	42,280	(1,812)	40,468
<b>Total Investment</b>	<b>298,230</b>	<b>176,127</b>	<b>474,357</b>	<b>(130,176)</b>	<b>344,181</b>

## Corporate

Overarching proposals covering the whole Council

Capital Investment	3 year Operational £'000	7 year Strategic £'000	TOTAL £'000	Est. External Funding £'000	Est. SBC Contribution £'000	Detail
N/A	0	0	0	0	0	
<b>Total Investment</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

Revenue Opening Position	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000
Base Budget (approved 22nd February 2022)	0	(1,994)	(3,793)	(5,483)	(9,435)
Permanent Virements	0	0	0	0	0
<b>Revised Base Budget</b>	<b>0</b>	<b>(1,994)</b>	<b>(3,793)</b>	<b>(5,483)</b>	<b>(9,435)</b>

Budget Pressures	Base Budget £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	Detail
<b>Total Pressures</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

Savings Proposals	Base Budget £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	Detail
New commissioning strategy	0	(250)	(250)	(250)	(250)	0	Undertake an efficiency review to consider all Council commissioning with the aim of delivering financial savings
Digital Transformation	0	(1,744)	(1,549)	(1,440)	(2,224)	0	Work is progressing in partnership with CGI to deliver transformational change focused on 3 key workstreams to enable the frontline through the roll out of hand held technology, automate business processes and enable data driven decision making
Corporate Transformation	0	0	0	0	(1,478)	(2,958)	Further transformation in service delivery models, management structures, business processes and the use of new technology will be planned for delivery in future years of the financial plan
<b>Total Savings</b>		<b>(1,994)</b>	<b>(1,799)</b>	<b>(1,690)</b>	<b>(3,952)</b>	<b>(2,958)</b>	

Revenue Closing Position	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000
<b>Base Budget 2023/24</b>	<b>(1,994)</b>	<b>(3,793)</b>	<b>(5,483)</b>	<b>(9,435)</b>	<b>(12,393)</b>

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## Infrastructure & Environment

Property, Facilities, Roads & Infrastructure, Parks & Environment, Waste Management, Passenger Transport, Planning, Housing Strategy

Capital Investment	3 year Operational £'000	7 year Strategic £'000	TOTAL £'000	Est. External Funding £'000	Est. SBC Contribution £'000	Detail
Land & Property Infrastructure	13,552	16,432	29,984	(2,232)	27,752	Capital works on the Council estate including parks and play facilities, structural, energy efficiency, health & safety works, improvements and upgrades. Investment to support capital costs incurred in delivering the expansion of free school meals to P4-P7 children
Roads & Transport Infrastructure	22,340	50,820	73,160	(300)	72,860	Investment in Roads, Bridges and Lighting
Cycling, Walking & Safer Streets	1,221	1,729	2,950	(2,950)	0	Specific Scottish Government (SG) funding to encourage walking, wheeling and cycling, especially to schools and to connect communities
Peebles Bridge	0	420	420	0	420	Preparatory work to consider the future requirement for a new bridge in Peebles to support future development per the Local Development Plan
Flood & Coastal Protection Works & Scheme Preparation	1,116	2,604	3,720	0	3,720	Small scale capital flood works projects and flood studies for future major schemes. Flood studies and scheme preparation fully funded by SG
Hawick Flood Protection	21,724	0	21,724	(18,005)	3,719	Infrastructure project to protect residential and commercial properties from flood risk within the River Teviot's flood plain in Hawick. Funding from SG (80%) and external partners
Waste Management	558	956	1,514	(140)	1,374	Investment in leachate management, health and safety works at closed landfill sites and waste containers
Reston Railway Station Contribution	1,740	0	1,740	(100)	1,640	Contribution to the delivery of the new rail station on the East Coast Main Line at Reston
Roundabout at Easter Langlee	390	0	390	(390)	0	Contribution towards construction of a new roundabout at Easter Langlee, Galashiels
Plant & Vehicle Fund	6,000	14,000	20,000	(20,000)	0	A rolling programme of fleet replacement and rationalisation to support Council service delivery. The Council are moving to a blend of purchase and lease arrangements for vehicles. Electric and alternative fuel vehicles will be included as associated infrastructure becomes available. Funding is provided to purchase new vehicles through the Plant & Vehicle Fund. This is repaid by revenue budgets over the lifecycle of the vehicles
Private Sector Housing Grant	1,550	3,500	5,050	0	5,050	Grant funding to assist the provision of major adaptations to private sector homes enabling residents to remain safe in their homes following a needs and priority assessment by Social Work
<b>Total Investment</b>	<b>70,191</b>	<b>90,461</b>	<b>160,652</b>	<b>(44,117)</b>	<b>116,535</b>	

Revenue Opening Position	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000
Base Budget (approved 22nd February 2022)	47,116	54,408	57,648	59,781	61,492
Permanent Virements	112	0	0	0	0
<b>Revised Base Budget</b>	<b>47,228</b>	<b>54,408</b>	<b>57,648</b>	<b>59,781</b>	<b>61,492</b>

## Infrastructure & Environment

Property, Facilities, Roads & Infrastructure, Parks & Environment, Waste Management, Passenger Transport, Planning, Housing Strategy

Budget Pressures	Base Budget £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	Detail
Workforce budget adjustments	28,121	2,291	632	644	657	671	To provide for pay award at 2% each year pending national pay negotiations. Permanent impact of 2022/23 pay award and SJC pension increase of 0.5% from 2023/24 have been provided for
Non-pay inflation	17,631	4,228	2,589	676	581	561	To allow for anticipated inflationary price increases of utilities, waste contracts and road fuel
Rates revaluation	6,011	268	554	311	167	0	Impact of rates revaluation with transitional relief
Play Areas and Outdoor Community Spaces	279	0	0	114	57	10	Replacement fund for Play Areas and Outdoor Community Spaces
Additional new schools Non-Domestic Rates (NDR), utilities and cleaning pressure	1,259	0	65	150	150	150	Additional budget required to fund costs in new schools
Galashiels Academy Hard Facilities Management (FM) and Lifecycle Maintenance	0	0	169	268	24	0	Estimated Hard FM and Lifecycle maintenance costs for Galashiels Academy
Peebles High School Hard FM and Lifecycle Maintenance	0	0	279	278	30	0	Estimated Hard FM and Lifecycle maintenance costs for Peebles High School
Property Maintenance Fund inflation	2,345	347	80	49	50	50	To allow for anticipated inflationary increases of materials and works associated with maintaining the Council estate
Roads	10,765	(1,435)	(300)	(300)	0	0	Temporary funding provided for roads investment in previous years reducing over the period 2023/24 to 2025/26
Catering (food) inflation	1,676	341	38	14	14	15	Estimated inflationary price increase of food costs
Winter maintenance (salt) inflation	779	85	16	6	6	6	Estimated inflationary price increase of salt costs
Aggregates and bitumen inflation	720	98	16	6	6	6	Estimated inflationary price increase of aggregates and bitumen
Vehicle spare parts inflation	728	99	16	6	6	6	Estimated inflationary price increase of spare parts
Parks management fee adjustment	(89)	25	11	0	20	0	Adjustment to fees in line with capital investment
Waste vehicle depreciation	538	53	53	0	0	0	Fund new vehicles from Plant & Vehicle Fund, depreciation budget required for future years replacements
Sustainability and carbon reduction	323	(323)	0	0	0	0	Remove one-off additional funding in 2022/23
Demand Responsive Transport (DRT) pilot in Berwickshire	320	(320)	0	0	0	0	Remove one-off additional funding in 2022/23
Extension of Demand Responsive Transport (DRT) pilot in Berwickshire 2023/24	0	304	(304)	0	0	0	One off additional funding to continue demand responsive transport pilot to 31 March 2024. This will allow work with partners to further enhance the service, whilst considering how it can be run more efficiently, creating more journey opportunities which can be fed into the wider Local Transport Network Review
Members Small Schemes budget 2022/23	200	(200)	0	0	0	0	Remove one-off additional funding in 2022/23
Community Enhancement (Small Schemes Fund)	200	178	(178)	0	0	0	One off additional funding in 2023/24 for Community Enhancement (Small Schemes) Fund allowing Members to respond to priorities within their local community
Investment from Second Homes Council Tax	1,118	111	49	51	53	55	Adjustment to investment from Second Homes Council Tax as a result of anticipated income. Second Homes Council Tax is used to support expenditure related to a range of affordable housing activities
Free School Meals expansion for Primaries 4-7 and special schools	0	1,612	0	0	0	0	Expansion of universal free school lunch provision to all children in primaries 4 - 7 and special schools. Free school meal holiday support is also provided for
Asset valuation resource	0	35	0	0	0	0	Additional external resource to carry out asset valuations as part of year end process
Local Development Plan	0	0	0	0	0	100	Budget required every 5 years for development of Local Development Plan
Local Heat and Energy Efficiency Strategies (LHEES)	0	75	0	0	0	0	Funding to develop LHEES and delivery plans. The local strategies will set out the long-term plan for decarbonising heat in buildings and improving their energy efficiency across an entire local authority area
Bus contract inflation	1,778	198	0	0	0	0	Estimated inflationary price increase for bus contracts
<b>Total Pressures</b>		<b>8,070</b>	<b>3,785</b>	<b>2,273</b>	<b>1,821</b>	<b>1,630</b>	

## Infrastructure & Environment

Property, Facilities, Roads & Infrastructure, Parks & Environment, Waste Management, Passenger Transport, Planning, Housing Strategy

Savings Proposals	Base Budget £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	Detail
Additional fees & charges income	(6,674)	(171)	(100)	(100)	(100)	(100)	Income from fees & charges
Commercial rent income	(1,274)	(10)	(10)	(10)	(10)	(10)	Inflationary increases to the commercial property charges
Energy Efficiency Project	3,410	(50)	(95)	0	0	0	Spend to save investments in a range of energy efficiency measures designed to reduce energy consumption, our carbon footprint and energy costs
More efficient property and asset portfolio	10,321	(126)	(120)	0	0	0	Savings resulting from property rationalisation and disposals. Savings will be made from NDR, utilities, property maintenance including cleaning services. With the significant escalation in energy costs and the pressures this creates upon the Council, rationalisation of our estate and the closure of under utilised assets will need to be agreed in forthcoming years. Any FTE impact is likely to be from facilities posts in affected buildings. Estimated impact 1 FTE
Facilities Management	4,232	(183)	0	0	0	0	Savings from further optimisation of the Facilities Management Service
Parks & Environment	4,530	(100)	0	0	0	0	The continuation of service reviews focused on communities, reflecting the Climate Emergency and Biodiversity Duty. Working to enable communities to respond to their own priorities and initiatives e.g. Food Growing Strategy. A service wide range of operational initiatives to make more efficient use of the resources and assets, including appropriate people planning, fleet replacement and review assets to better support effective and efficient working. Review services and create flexibility across the workforce and wider I&E department will also be a significant strand of focus. Estimated impact 3 FTE. Total establishment 130.03 FTE
Roads & Infrastructure	10,765	(167)	0	0	0	0	Review the roads operation to improve the quality of the roads network and build commercial opportunities. The Council will use new technology to deliver more permanent fixes and use digital opportunities to improve the efficiency of the service
Waste Management	9,763	(50)	(220)	(30)	0	0	Savings linked to the implementation of national legislation relating to the Deposit Return Scheme. Future year savings to be made from further optimisation of the waste service including the review of working patterns and introduction of the Extended Producer Responsibility obligations
Passenger Transport	2,038	(24)	0	0	0	0	The transport review will look at our approach to tender renewal and alternative modes of transport such as Demand Responsive Transport (DRT). This innovative way of delivering public transport differs from the current fixed route services and is defined by customers booking the service through an easy to use app or calling the operator directly to book
Planning Services	2,988	(9)	0	0	0	0	Review of internal processes and technology opportunities to drive efficiencies
<b>Total Savings</b>		<b>(890)</b>	<b>(545)</b>	<b>(140)</b>	<b>(110)</b>	<b>(110)</b>	

Revenue Closing Position	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000
Base Budget 2023/24	54,408	57,648	59,781	61,492	63,012

## Social Work & Practice

Child & Adult Protection, Emergency Duty, Quality Improvement, Criminal Justice, Safer Communities, Older People, Learning Disability, Mental Health, Physical Disability, Generic Services, Public Health, Children & Families Social Work

Capital Investment	3 year Operational £'000	7 year Strategic £'000	TOTAL £'000	Est. External Funding £'000	Est. SBC Contribution £'000	Detail
N/A	0	0	0	0	0	
<b>Total Investment</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

Revenue Opening Position	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000
Base Budget (approved 22nd February 2022)	76,119	82,010	82,229	82,759	83,549
Permanent Virements	(536)	0	0	0	0
<b>Revised Base Budget</b>	<b>75,583</b>	<b>82,010</b>	<b>82,229</b>	<b>82,759</b>	<b>83,549</b>

Budget Pressures	Base Budget £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	Detail
Workforce budget adjustments	23,949	837	318	323	331	337	To provide for pay award at 2% each year pending national pay negotiations. Permanent impact of 2022/23 pay award and SJC pension increase of 0.5% from 2023/24 have been provided for
Non-pay inflation	145	7	4	3	3	3	To allow for anticipated inflationary increases
Border Care & Repair Contract	482	1	2	0	0	0	To allow for small inflationary increases to external contracts
Community Access Policing Team Contract Inflation	581	8	0	0	0	0	Inflation increase for Community Access Policing Team. A review of the current service provision will be undertaken during 2023/24 ahead of the SLA expiring on 31st March 24
Personal & Nursing Care	0	526	0	0	0	0	Additional Scottish Government funding to support Social Care in 2023-24
Social Work Capacity	0	525	0	0	0	0	Additional Scottish Government funding to support Social Care in 2023-24
Carers Service and H&SC Uplift	0	4,696	0	0	0	0	Additional Scottish Government funding to support Social Care in 2023-24
Reflect pressures funded by H&SC funding	0	(3,686)	(1,824)	(2,446)	(1,816)	(2,471)	Reflect items to be permanently funded by additional Social Care funding
Older people, young adults with learning / physical disabilities / mental health demographic increases	56,506	1,029	1,029	1,029	1,029	1,029	Forecast additional Social Work and Social Care costs in relation to young adults with care needs and an aging population
Extra Care Housing Developments (Kelso) - Running costs	1,774	302	0	0	0	0	Net running costs associated with new ECH developments at Kelso, in line with capital plan and current care provision assumptions (planned completion 2022/23)
Extra Care Housing Developments (Eyemouth) - Running costs	1,774	0	0	630	0	0	Net running costs associated with new ECH developments at Eyemouth, in line with capital plan and current care provision assumptions (planned completion 2025/26)
Extra Care Housing Developments (Hawick) - Running costs	1,774	0	0	0	0	655	Net running costs associated with new ECH developments at Hawick, in line with capital plan and current care provision assumptions (planned completion 2025/26)
Additional dementia care (Queens House)	10,394	8	8	0	0	0	Inflationary increase on previously commissioned additional dementia beds in Queens House
Real Living Wage in Scotland	46,872	1,492	787	787	787	787	Funding to provide for Real Living Wage in Scotland paid by care providers to their staff

## Social Work & Practice

Child & Adult Protection, Emergency Duty, Quality Improvement, Criminal Justice, Safer Communities, Older People, Learning Disability, Mental Health, Physical Disability, Generic Services, Public Health, Children & Families Social Work

Budget Pressures	Base Budget £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	Detail
COSLA Residential Care Home Contract (Older People)	10,394	375	388	402	402	0	Increase COSLA Care Home Contract by 3.5% p.a.
Rapid Rehousing funded by Scottish Government (SG)	166	0	(165)	0	0	0	Provided as part of SG Settlement
Mobile CCTV units	50	(50)	0	0	0	0	Removal of 2022/23 One off funding
Feasibility Study for WiFi enabled CCTV	0	80	(80)	0	0	0	Funding to investigate options and costs for WiFi enabled town centre CCTV
Criminal Justice Social Work	1,229	1	0	0	0	0	Additional funding from Scottish Government
Children & Families respite pilot	30	(30)	0	0	0	0	Removal of 2022/23 One off funding
Children & Families - External Placements	5,662	700	0	0	0	0	Permanent effect of base increase in 2022/23
Foster, Kinship and Through Care Fees and Allowances Uplift	2,616	259	57	58	59	60	Fees and Allowances uplift of 10% in 2023/24 and 2% per annum thereafter
Interim Care	12,262	(473)	0	0	0	0	Removal of 2022/23 Scottish Government One off funding
Respite Care - Adults	0	50	(50)	0	0	0	Additional funding to resource care workers to support in Social Hubs to assist people to use Hubs for respite
Respite Care - Children & Families	0	50	(50)	0	0	0	Additional funding for short breaks for carers in 2023/24
Foster & Kinship carer increase to mileage rates	15	9	0	0	0	0	Changed from 35.1p to 45p (first 10,000 miles) & 22p (>10,000 miles)
<b>Total Pressures</b>		<b>6,716</b>	<b>424</b>	<b>786</b>	<b>795</b>	<b>400</b>	

Savings Proposals	Base Budget £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	Detail
Review of Day Care Services (Learning Disability)	1,715	(75)	0	0	0	0	Review and re-provide for client needs, as appropriate. The review will engage stakeholders and benchmark service provision with other Local Authorities in Scotland and propose alternative service provision. This will include the new digital strategy to support providing services in different ways to reduce isolation and increase social interaction
Complex Care (Learning Disability)	14,153	0	0	(252)	0	0	Service redesign by creating the Supported Living Service Project which will enable the repatriation of clients currently being supported in other regions
Shared Lives	14,153	(200)	(200)	0	0	0	Commissioning of Shared Lives Service to assist people to remain in a family setting, reducing reliance on out of Council placements and allowing clients to remain as independent as possible
Safer Communities - Homeless Service	797	(14)	0	0	0	0	Service review to identify FF24 transformational savings
Additional fees & charges income	106	0	(5)	(4)	(5)	(5)	Income from fees & charges
<b>Total Savings</b>		<b>(289)</b>	<b>(205)</b>	<b>(256)</b>	<b>(5)</b>	<b>(5)</b>	

Revenue Closing Position	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000
Base Budget 2023/24	82,010	82,229	82,759	83,549	83,944

## Education and Lifelong Learning

Early Years, Primary Schools, Secondary Schools, Additional Support Needs, Educational Psychology, Central Schools, School Meals, School Transport, Community Learning & Development (CLD)

Capital Investment	3 year Operational £'000	7 year Strategic £'000	TOTAL £'000	Est. External Funding £'000	Est. SBC Contribution £'000	Detail
Early Years Expansion	1,783	0	1,783	(1,783)	0	Delivery of Early Years provision
Eyemouth Primary School	14,762	0	14,762	0	14,762	Delivery of new primary school at Eyemouth
Earlston Primary School	11,015	0	11,015	(1,763)	9,252	Delivery of new primary school at Earlston
Earlston GP Surgery	563	0	563	0	563	Delivery of GP surgery at new primary school at Earlston. Will be funded by NHS Borders
Galashiels Academy	52,750	805	53,555	(5,420)	48,135	Delivery of new secondary school in Galashiels
Hawick High School	9,614	46,004	55,618	0	55,618	Delivery of new secondary school in Hawick
Peebles High School	42,384	0	42,384	0	42,384	Delivery of new secondary school in Peebles
School Estate Block	5,880	12,530	18,410	(900)	17,510	Programme of works across the school estate to enhance learning environments, ensure compliance with a range of legislation in relation to health and safety, care inspectorate, environmental health and insurers and to enable improvement of safety in schools
<b>Total Investment</b>	<b>138,751</b>	<b>59,339</b>	<b>198,090</b>	<b>(9,866)</b>	<b>188,224</b>	

Revenue Opening Position	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000
Base Budget (approved 22nd February 2022)	115,987	122,103	123,694	126,062	128,484
Permanent Virements	(333)	0	0	0	0
<b>Revised Base Budget</b>	<b>115,654</b>	<b>122,103</b>	<b>123,694</b>	<b>126,062</b>	<b>128,484</b>

Budget Pressures	Base Budget £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	Detail
Workforce budget adjustments	84,190	4,552	1,905	1,943	1,982	2,022	To provide for pay award at 2% each year pending national pay negotiations. Permanent impact of 2022/23 pay award and SJC pension increase of 0.5% from 2023/24 have been provided for
Non-pay inflation	81	3	2	1	1	1	To allow for anticipated inflationary increases
Unitary charge Public-Private Partnership (PPP) schools	14,691	1,801	493	432	448	465	Contractual inflationary increase required for the 5 high schools built with PPP funding. RPI rate of 12.3% in 2023/24, 6.5% in 2024/25 and 3.4% thereafter
Pupil Equity Fund (PEF)	1,763	156	0	0	0	0	As per Scottish Government (SG) settlement
Reduce 1+2 languages	24	(24)	0	0	0	0	Removal of funding from SG as programme is now mainstreamed
School clothing grant	372	23	0	0	0	0	Increased funding from SG to assist with grants to parents of £120 for primary pupil and £150 per secondary pupil

## Education and Lifelong Learning

Early Years, Primary Schools, Secondary Schools, Additional Support Needs, Educational Psychology, Central Schools, School Meals, School Transport, Community Learning & Development (CLD)

Budget Pressures	Base Budget £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	Detail
Early Learning & Childcare (ELC) expansion	18,362	(1,670)	(776)	0	0	0	Reduction in both core and specific grant funding as per SG settlement. Earmarked balances carried forward into 2023/24 are sufficient to fund the gap whilst a comprehensive review of the service is undertaken. Any potential staffing impacts identified as part of the review, will form part of the 2024/25 budget process. Statutory adult: child ratios will be maintained.
Curriculum charges funding	0	162	0	0	0	0	Permanent SG funding to remove curriculum charges in schools
Music tuition funding	0	228	0	0	0	0	Permanent SG funding to remove music tuition fees in schools
Educational psychologists	577	3	0	0	0	0	Additional funding from SG for educational psychologists
School transport	3,594	615	0	0	0	0	Increase to cover higher than anticipated contract costs plus additional routes
Counselling in schools	340	(6)	0	0	0	0	Reduction in funding from SG for counselling in schools
Neurodiversity Education	0	20	(20)	0	0	0	Funding to commission the development and delivery of Online Neurodiversity Educational Video Suite and Neurodiversity School Charter/Awards Scheme
Whole Family Wellbeing Fund	0	669	0	0	0	0	Funding for Whole Family Wellbeing Fund from Scottish Government
C&YP Leadership Group commissioning	722	72	0	0	0	0	Inflation increase for commissioning
<b>Total Pressures</b>		<b>6,604</b>	<b>1,604</b>	<b>2,376</b>	<b>2,431</b>	<b>2,488</b>	

Savings Proposals	Base Budget £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	Detail
Increased fees & charges for lets	(110)	(9)	(6)	(6)	(6)	(6)	Income from fees & charges
Increases to fees for non-funded childcare	(28)	(21)	(7)	(2)	(3)	(3)	Charges for Scottish Borders Council provided out of school club and non-funded childcare increased by £1.50 per hour to £5.50 from April 2023. Current rate of £4.00 per hour significantly undercuts private providers who charge in excess of £6.00 per hour
Central schools	1,562	(125)	0	0	0	0	Review of departmental management, quality assurance and non-DSM structure and resources will continue in 2023/24. Intention is to create a focused and fit-for-purpose structure providing strategic leadership for the core objectives as set out in the Children & Young People Improvement Plan, identifying service delivery models that support outcomes for Children & Young People at a locality model. This may result in a change in duties and grade for a number of staff and a reduction of up to 2 FTE. The total number of employees in this area is 30.4 FTE
<b>Total Savings</b>		<b>(155)</b>	<b>(13)</b>	<b>(8)</b>	<b>(9)</b>	<b>(9)</b>	

Revenue Closing Position	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000
Base Budget 2023/24	122,103	123,694	126,062	128,484	130,963

## Resilient Communities

Business Support, Community Planning & Engagement, Neighbourhood Support Fund, Customer Advice & Support, Economic Development, Employment Support Service, Discretionary Housing Payments, Housing Benefits, Non Domestic Rates Relief, Scottish Welfare Fund, Culture & Sport

Capital Investment	3 year Operational £'000	7 year Strategic £'000	TOTAL £'000	Est. External Funding £'000	Est. SBC Contribution £'000	Detail
Town Centre Regeneration	837	700	1,537	0	1,537	To support town centre regeneration enabling works and masterplanning
Borders Innovation Park	14,341	219	14,560	(12,608)	1,952	To support the development of necessary infrastructure to maximise inward investment and the future growth of the Scottish Borders economy
Hawick Regeneration	864	0	864	(754)	110	To support the construction of Hawick Business Centre on Almstrongs redevelopment site and remaining landscape works on Galalaw Access Road
Newtown St. Boswells Regeneration	400	0	400	0	400	Development phase for the village centre regeneration
Borderlands Inclusive Growth Deal	33,504	23,428	56,932	(56,300)	632	The Borderlands Inclusive Growth Deal is focused on achieving transformational change to increase productivity, grow the working age population, and contribute to inclusive and sustainable growth including projects such as Destination Tweed
Sports Infrastructure	3,268	4,868	8,136	(4,719)	3,417	Capital allocation to Sports Trusts to improve and refurbish Scottish Borders Council owned sport and leisure facilities and a Synthetic Pitch Replacement Fund to manage the replacement of synthetic pitches across the Scottish Borders
Culture & Heritage	281	0	281	0	281	Block allocation to upgrade public halls
<b>Total Investment</b>	<b>53,495</b>	<b>29,215</b>	<b>82,710</b>	<b>(74,381)</b>	<b>8,329</b>	

Revenue Opening Position	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000
Base Budget (approved 22nd February 2022)	24,432	25,274	25,391	25,478	25,816
Permanent Virements	(135)	0	0	0	0
<b>Revised Base Budget</b>	<b>24,297</b>	<b>25,274</b>	<b>25,391</b>	<b>25,478</b>	<b>25,816</b>

Budget Pressures	Base Budget £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	Detail
Workforce budget adjustments	10,941	964	256	262	267	272	To provide for pay award at 2% each year pending national pay negotiations. Permanent impact of 2022/23 pay award and SJC pension increase of 0.5% from 2023/24 have been provided for
Non-pay inflation	46	2	1	0	0	0	To allow for anticipated inflationary increases
Disability Payment Support funded by Scottish Government (SG)	55	24	0	0	0	0	Additional funding to support information gathering on behalf of clients applying for disability payment provided as part of SG settlement
Borders Events Strategy	500	(500)	0	0	0	0	Remove one-off additional funding in 2022/23
International Cycling event	250	(250)	0	0	0	0	Remove one-off additional funding in 2022/23
Neighbourhood Support Fund	200	(200)	0	0	0	0	Remove one-off additional funding in 2022/23
Council Tax Reduction Scheme (CTRS)	5,407	328	73	70	70	70	Increase in CTRS linked to demand
COVID-19 Support to Culture & Sports Trusts	5,487	(500)	0	0	0	0	Remove one-off additional funding in 2022/23



## Resilient Communities

Business Support, Community Planning & Engagement, Neighbourhood Support Fund, Customer Advice & Support, Economic Development, Employment Support Service, Discretionary Housing Payments, Housing Benefits, Non Domestic Rates Relief, Scottish Welfare Fund, Culture & Sport

Budget Pressures	Base Budget £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	Detail
Non-Domestic Rates Relief	275	108	0	0	0	0	Impact of valuation role additions
Borderlands Project Management Office (PMO)	0	117	39	3	3	3	Contribution towards Borderlands PMO
City Deal PMO	0	86	2	2	2	2	Contribution towards City Deal PMO
Empty Property Relief - Devolution	0	1,178	0	0	0	0	Devolved responsibility for Empty Property Relief, provided for through SG settlement
<b>Total Pressures</b>		<b>1,357</b>	<b>371</b>	<b>337</b>	<b>342</b>	<b>347</b>	

Savings Proposals	Base Budget £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	Detail
Additional fees & charges income	(265)	(18)	(4)	(4)	(4)	(4)	Income from fees & charges
Scottish Water Commission	(350)	(11)	0	0	0	0	Inflationary increase to agency fee from Scottish Water for administering collection on its behalf
A re-designed operating model for Business Support functions through the rollout of digital services across the Council	5,149	(248)	0	0	0	0	Carry out a service review to look at opportunities to combine/consolidate resources involving standardised and streamlined processes across the organisation. Estimated reductions 9.5 FTE from an establishment of 221.26 FTE
Roll out of Digital Customer Access within Customer Advice and Support Services	2,939	(98)	0	0	0	0	Move to digital self-service resulting in reduced processing, printing and postage. Estimated reductions 2.0 FTE from an establishment of 133.93 FTE
Management fee reduction to Live Borders	5,265	0	(250)	(246)	0	0	Continued joint working on delivering a number of key strategic projects including property rationalisation, allowing delivery of services to achieve joint strategic outcomes
Employment Support Service	328	(5)	0	0	0	0	Reduction of 0.2 FTE. Total number of service FTE 10.2
<b>Total Savings</b>		<b>(380)</b>	<b>(254)</b>	<b>(250)</b>	<b>(4)</b>	<b>(4)</b>	

Revenue Closing Position	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000
Base Budget 2023/24	25,274	25,391	25,478	25,816	26,159

## Finance & Corporate Governance

Chief Executive, Finance, Loan Charges, Legal & Protective Services, Emergency Planning, Audit & Risk, Democratic Services, Assessors, Communications & Marketing

Capital Investment	3 year Operational £'000	7 year Strategic £'000	TOTAL £'000	Est. External Funding £'000	Est. SBC Contribution £'000	Detail
Emergency & Unplanned	525	1,225	1,750	0	1,750	Budget to deliver emergency works in year
Planned Programming Adjustments to support future years borrowing	(5,565)	(5,560)	(11,125)	0	(11,125)	Planning assumption that underspends in current budgeted projects will reduce the requirement to borrow to support existing projects in future years
<b>Total Investment</b>	<b>(5,040)</b>	<b>(4,335)</b>	<b>(9,375)</b>	<b>0</b>	<b>(9,375)</b>	

Revenue Opening Position	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000
Base Budget (approved 22nd February 2022)	28,607	26,983	28,702	29,891	30,803
Permanent Virements	(214)	0	0	0	0
<b>Revised Base Budget</b>	<b>28,393</b>	<b>26,983</b>	<b>28,702</b>	<b>29,891</b>	<b>30,803</b>

Page 222	Budget Pressures	Base Budget £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	Detail
	Workforce budget adjustments	11,488	608	204	209	213	217	To provide for pay award at 2% each year pending national pay negotiations. Permanent impact of 2022/23 pay award and SJC pension increase of 0.5% from 2023/24 have been provided for
Non-pay inflation	1,531	181	34	12	13	13	To allow for anticipated inflationary increases	
Loans Charges to support the capital plan	19,303	1,804	1,559	984	702	99	Revenue cost of capital borrowing	
Local Government election	90	(90)	0	0	0	100	Budget required to run local government elections every 5 years	
Assessors postage costs	21	30	0	0	0	0	Pressure related to posting of statutory documents	
Short term lets	0	39	0	0	0	0	To resource the implementation of short term lets licensing policy	
Self-catering properties	0	29	0	0	0	0	To resource statutory requirement to provide evidence for self-catering properties	
Remove shared service for Protective Services	(28)	28	0	0	0	0	Removal of income assumption from Midlothian Council following cessation of shared service	
<b>Total Pressures</b>		<b>2,629</b>	<b>1,797</b>	<b>1,205</b>	<b>928</b>	<b>429</b>		

## Finance & Corporate Governance

Chief Executive, Finance, Loan Charges, Legal & Protective Services, Emergency Planning, Audit & Risk, Democratic Services, Assessors, Communications & Marketing

Savings Proposals	Base Budget £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	Detail
Additional fees & charges income	(673)	(137)	(16)	(16)	(16)	(16)	Income from fees & charges
Service Concessions	4,565	(3,562)	0	0	0	0	As presented to Council on 16th February. Re-profiling of PPP debt
Finance	2,477	(125)	0	0	0	0	These savings build on a previous significant restructure by managing vacancies to achieve medium and long term savings. Team structures within Finance will be reviewed in light of confirmed staffing changes and automation of processes. The savings equate to approximately 3 FTE. The total number of employees in this area is 59.15 FTE
Loans Charges	19,303	(25)	0	0	0	0	Efficiency saving from loans charges
Assessors & Electoral Registration Services	824	0	(62)	0	0	0	Review of the service - Valuation Roll (non-domestic rates), Council Tax Valuations and Electoral Registration
Legal Services	1,046	(9)	0	0	0	0	Vacancies and staffing levels will continue to be managed to deliver efficiencies and savings
Protective Services	1,828	(86)	0	0	0	0	Improved efficiency allowing Officers to spend more time on inspection regimes with further chargeable activity being undertaken
Communications & Marketing	525	(7)	0	0	0	0	Efficiency savings from printing and stationery
Audit & Risk	358	(19)	0	0	0	0	Change in provision of resources to deliver Counter Fraud Strategy. Estimated FTE impact 0.5 FTE. The total number of employees in this area is 7.5 FTE
Remove COVID-19 base budget	69	(69)	0	0	0	0	Remove COVID-19 budget as no longer required
<b>Total Savings</b>		<b>(4,039)</b>	<b>(78)</b>	<b>(16)</b>	<b>(16)</b>	<b>(16)</b>	

Revenue Closing Position	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000
Base Budget 2023/24	26,983	28,702	29,891	30,803	31,216

## People, Performance & Change

Human Resources, Early Retirement/Voluntary Severance, Corporate Transformation, Business Planning Performance & Policy Development, Business Change & Programme Management

Capital Investment	3 year Operational £'000	7 year Strategic £'000	TOTAL £'000	Est. External Funding £'000	Est. SBC Contribution £'000	Detail
N/A	0	0	0	0	0	
<b>Total Investment</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

Revenue Opening Position	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000
Base Budget (approved 22nd February 2022)	7,206	7,484	7,573	7,664	7,757
Permanent Virements	7	0	0	0	0
<b>Revised Base Budget</b>	<b>7,213</b>	<b>7,484</b>	<b>7,573</b>	<b>7,664</b>	<b>7,757</b>

Budget Pressures	Base Budget £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	Detail
Workforce budget adjustments	3,853	237	89	91	93	95	To provide for pay award at 2% each year pending national pay negotiations. Permanent impact of 2022/23 pay award and SJC pension increase of 0.5% from 2023/24 have been provided for
Pensions increase	1,380	63	0	0	0	0	Pensions increase in line with CPI
Apprenticeship Levy	660	54	0	0	0	0	Increase in apprenticeship levy in line with current workforce budget
<b>Total Pressures</b>		<b>354</b>	<b>89</b>	<b>91</b>	<b>93</b>	<b>95</b>	

Savings Proposals	Base Budget £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	Detail
People, Performance & Change	2,132	(83)	0	0	0	0	Service reviews over the next year including structural changes as a result of process reviews. Estimated impact 3 FTE. Total number of service FTE 94.41
<b>Total Savings</b>		<b>(83)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

Revenue Closing Position	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000
Base Budget 2023/24	7,484	7,573	7,664	7,757	7,852

## Strategic Commissioning & Partnerships

Information Technology, SB Cares

Capital Investment	3 year Operational £'000	7 year Strategic £'000	TOTAL £'000	Est. External Funding £'000	Est. SBC Contribution £'000	Detail
Residential Care Accommodation Replacement	28,252	0	28,252	0	28,252	Two new proposed multipurpose Residential Care Villages in Tweedbank and Hawick
Care Inspectorate Requirements	125	301	426	0	426	Residential Care Home works in order to deliver specific recommendations identified within the Care Inspectorate inspections
Technology Enabled Care	41	0	41	0	41	Purchase of technology to provide care by alternative means
Residential Care Upgrades	972	0	972	0	972	Upgrades to Residential Care Homes other than Care Inspectorate requirements
ICT - Out with existing contract scope	136	560	696	0	696	IT works outwith the scope of the CGI contract
IT & ICT Transformation	11,307	586	11,893	(1,812)	10,081	IT replacements, upgrades and investment to support Digital Transformation across the Council
<b>Total Investment</b>	<b>40,833</b>	<b>1,447</b>	<b>42,280</b>	<b>(1,812)</b>	<b>40,468</b>	

Revenue Opening Position	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000
Base Budget (approved 22nd February 2022)	25,404	27,493	28,150	28,706	29,272
Permanent Virements	1,099	0	0	0	0
<b>Revised Base Budget</b>	<b>26,503</b>	<b>27,493</b>	<b>28,150</b>	<b>28,706</b>	<b>29,272</b>

Budget Pressures	Base Budget £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	Detail
Workforce budget adjustments	14,674	1,280	316	322	328	335	To provide for pay award at 2% each year pending national pay negotiations. Permanent impact of 2022/23 pay award and SJC pension increase of 0.5% from 2023/24 have been provided for
Non-pay inflation	3,053	165	62	23	24	24	To allow for anticipated inflationary increases
Reflect pressures funded by H&SC funding	0	0	0	(936)	0	0	Reflect anticipated Care Village costs to be permanently funded by additional Social Care funding
Care costs associated with 2 new Care Villages	0	0	0	936	0	0	Anticipated care costs in relation to the two new Care Villages at Tweedbank and Hawick
IT costs per agreed contract	9,149	127	288	221	225	229	The agreed IT Financial Model plus reprofiling of Inspire learning costs and leasing, an increase in SEEMiS costs and the move of Business World to the Cloud
<b>Total Pressures</b>		<b>1,572</b>	<b>666</b>	<b>566</b>	<b>577</b>	<b>588</b>	

## Strategic Commissioning & Partnerships

Information Technology, SB Cares

Savings Proposals	Base Budget £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	Detail
Better use of Fleet Vehicles	108	(45)	0	0	0	0	Replacement of existing fleet vehicles approaching the end of their useful life to build a more permanent, efficient and reliable Adult Social Care Fleet
Residential Care Re-tendering	6,386	(100)	0	0	0	0	Review of delivery arrangements for Residential Care to ensure the service delivery model provides best value in an environment of increasing service demand. The proposal is remodelling of Gardenview and Waverley, with Upper Deanfield to follow. There is an estimated increase required of 4 FTE which will be confirmed as work progresses. The additional staff costs will be offset by a reduction in private care providers costs to generate the required savings
IT savings	11,730	(100)	0	0	0	0	Reviews to be carried out by the service including elements of the CGI contract to ensure contract remains fit for purpose and operates as efficiently as possible
Strategic Commissioning Savings	39,812	(337)	0	0	0	0	Comprehensive Review of Strategic Commissioning for Health & Social Care
Additional fees & charges income	405	0	(9)	(10)	(11)	(11)	Income from fees & charges
<b>Total Savings</b>		<b>(582)</b>	<b>(9)</b>	<b>(10)</b>	<b>(11)</b>	<b>(11)</b>	

Revenue Closing Position	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000
Base Budget 2023/24	27,493	28,150	28,706	29,272	29,849

**Scottish Borders Council**  
**Capital Investment Plan 2023/24 to 2032/33**  
**Capital Investment Proposals**

CAPITAL INVESTMENT PROPOSALS	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total Operational Plan £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000	2031/32 £'000	2032/33 £'000	Total Strategic Plan £'000	Total £'000	Specific Project Funding £'000	Net cost to SBC Capital £'000
<b>Plant &amp; Vehicle Fund</b>															
Plant & Vehicle (P&V) Replacement - P&V Fund	2,000	2,000	2,000	6,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	14,000	20,000	(20,000)	0
<b>Flood &amp; Coastal Protection</b>															
Flood Prevention Works & Scheme Preparation	372	372	372	1,116	372	372	372	372	372	372	372	2,604	3,720	0	3,720
Hawick Flood Protection	20,389	456	879	21,724	0	0	0	0	0	0	0	0	21,724	(18,005)	3,719
<b>Land and Property Infrastructure</b>															
Asset Rationalisation & Demolition	767	0	0	767	0	0	0	0	0	0	0	0	767	0	767
Cemetery Land Acquisition & Development	0	105	0	105	334	649	0	0	0	0	0	983	1,088	0	1,088
Jedburgh High Street Building	929	1,000	0	1,929	0	0	0	0	0	0	0	0	1,929	(1,929)	0
Building Upgrades	437	437	437	1,311	624	624	624	624	624	624	624	4,368	5,679	0	5,679
Energy Efficiency Works	1,806	720	795	3,321	795	1,045	1,045	1,045	1,045	1,045	1,045	7,065	10,386	0	10,386
Health and Safety Works	400	400	400	1,200	500	500	500	500	500	500	500	3,500	4,700	0	4,700
Free School Meals	2,589	0	0	2,589	0	0	0	0	0	0	0	0	2,589	0	2,589
Play Areas and Outdoor Community Spaces	1,086	518	615	2,219	130	86	300	0	0	0	0	516	2,735	(192)	2,543
Land at Easter Langlee, Galashiels (inc. Roundabout)	111	0	0	111	0	0	0	0	0	0	0	0	111	(111)	0
<b>Road &amp; Transport Infrastructure</b>															
Cycling, Walking & Safer Streets	407	407	407	1,221	247	247	247	247	247	247	247	1,729	2,950	(2,950)	0
Lighting Asset Management Plan	160	160	160	480	160	160	160	160	160	160	160	1,120	1,600	0	1,600
Peebles Bridge	0	0	0	0	0	0	0	0	0	0	420	420	420	0	420
Reston Station Contribution	0	1,740	0	1,740	0	0	0	0	0	0	0	0	1,740	(100)	1,640
Roads & Bridges -inc. RAMP, Winter Damage & Slopes	7,660	7,100	7,100	21,860	7,100	7,100	7,100	7,100	7,100	7,100	7,100	49,700	71,560	(300)	71,260
Roundabout at Easter Langlee, Galashiels	390	0	0	390	0	0	0	0	0	0	0	0	390	(390)	0
<b>Waste Management</b>															
Easter Langlee Leachate Management Facility	140	0	0	140	0	0	0	0	0	0	0	0	140	(140)	0
Closed Landfill Site - Health & Safety Works	57	0	0	57	0	0	0	0	0	0	0	0	57	0	57
Wheeled Bins (100 in total) - Street Cleansing	42	0	0	42	0	0	0	0	0	0	0	0	42	0	42
Waste Containers	101	106	112	319	117	123	129	136	143	150	158	956	1,275	0	1,275
<b>Corporate</b>															
ICT - Outwith CGI Scope	24	56	56	136	80	80	80	80	80	80	80	560	696	0	696
Digital Transformation	10,324	0	0	10,324	242	25	24	22	0	0	0	313	10,637	(1,812)	8,825
Inspire Learning	790	128	65	983	143	65	65	0	0	0	0	273	1,256	0	1,256
<b>Learning Estate</b>															
Early Years Expansion	736	614	433	1,783	0	0	0	0	0	0	0	0	1,783	(1,783)	0
Eyemouth Primary School	3,360	7,402	4,000	14,762	0	0	0	0	0	0	0	0	14,762	0	14,762
Earlston Primary School	2,955	7,887	173	11,015	0	0	0	0	0	0	0	0	11,015	(1,763)	9,252
Earlston GP Surgery	563	0	0	563	0	0	0	0	0	0	0	0	563	0	563
Galashiels Academy	11,985	28,585	12,180	52,750	805	0	0	0	0	0	0	805	53,555	(5,420)	48,135
Hawick High School	1,705	886	7,023	9,614	25,150	20,118	736	0	0	0	0	46,004	55,618	0	55,618
Peebles High School	16,396	22,723	3,265	42,384	0	0	0	0	0	0	0	0	42,384	0	42,384
Learning Estate Block	2,300	1,790	1,790	5,880	1,790	1,790	1,790	1,790	1,790	1,790	1,790	12,530	18,410	(900)	17,510

**Scottish Borders Council**  
**Capital Investment Plan 2023/24 to 2032/33**  
**Capital Investment Proposals**

	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total Operational Plan £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000	2031/32 £'000	2032/33 £'000	Total Strategic Plan £'000	Total £'000	Specific Project Funding £'000	Net cost to SBC Capital £'000
<b>CAPITAL INVESTMENT PROPOSALS</b>															
<b>Sports Infrastructure</b>															
Culture & Sports Trusts - Plant & Services	212	215	215	642	290	290	290	290	290	290	290	2,030	2,672	0	2,672
Netherdale Pitch Replacement	15	0	0	15	0	0	0	0	0	0	0	0	15	0	15
Synthetic Pitch Replacement Fund	369	380	1,792	2,541	473	473	473	473	473	473	0	2,838	5,379	(4,719)	660
Netherdale Stand	70	0	0	70	0	0	0	0	0	0	0	0	70	0	70
<b>Culture &amp; Heritage</b>															
Public Halls Upgrades	281	0	0	281	0	0	0	0	0	0	0	0	281	0	281
<b>Economic Regeneration</b>															
Borders Town Centre Regeneration Block	300	70	70	440	100	100	100	100	100	100	100	700	1,140	0	1,140
Borders Innovation Park	4,972	6,183	3,186	14,341	219	0	0	0	0	0	0	219	14,560	(12,608)	1,952
Newtown St. Boswells Regeneration	344	56	0	400	0	0	0	0	0	0	0	0	400	0	400
Hawick Regeneration	864	0	0	864	0	0	0	0	0	0	0	0	864	(754)	110
Galashiels Town Centre Regeneration	392	0	0	392	0	0	0	0	0	0	0	0	392	0	392
Borderlands	11,899	10,666	10,939	33,504	14,588	6,513	1,595	520	212	0	0	23,428	56,932	(56,300)	632
Earlston Business Relocation	5	0	0	5	0	0	0	0	0	0	0	0	5	0	5
<b>Housing Strategy &amp; Services</b>															
Private Sector Housing Grant - Adaptations	550	500	500	1,550	500	500	500	500	500	500	500	3,500	5,050	0	5,050
<b>Social Care Infrastructure</b>															
Care Inspectorate Requirements & Upgrades	41	41	43	125	43	43	43	43	43	43	43	301	426	0	426
Care Village Tweedbank	6,954	7,308	210	14,472	0	0	0	0	0	0	0	0	14,472	0	14,472
Care Village Hawick	6,123	7,444	213	13,780	0	0	0	0	0	0	0	0	13,780	0	13,780
Technology Enabled Care	41	0	0	41	0	0	0	0	0	0	0	0	41	0	41
Residential Care Accommodation - Upgrades	972	0	0	972	0	0	0	0	0	0	0	0	972	0	972
<b>Other</b>															
Emergency & Unplanned	175	175	175	525	175	175	175	175	175	175	175	1,225	1,750	0	1,750
Inflation Contingency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Planned Programming Adjustments to support future years borrowing	(1,855)	(1,855)	(1,855)	(5,565)	(1,855)	(1,855)	(1,850)	0	0	0	0	(5,560)	(11,125)	0	(11,125)
<b>Total</b>	<b>123,705</b>	<b>116,775</b>	<b>57,750</b>	<b>298,230</b>	<b>55,122</b>	<b>41,223</b>	<b>16,498</b>	<b>16,177</b>	<b>15,854</b>	<b>15,649</b>	<b>15,604</b>	<b>176,127</b>	<b>474,357</b>	<b>(130,176)</b>	<b>344,181</b>



**Scottish Borders Council**  
**Capital Investment Plan 2023/24 to 2032/33**  
**Capital Funding Proposals**

	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total Operational Plan £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000	2031/32 £'000	2032/33 £'000	Total Strategic Plan £'000	Total £000
<b>CAPITAL FUNDING</b>													
<b>Specific Grants from Scottish Government (SG)</b>													
Hawick Flood Protection	(13,805)	(148)	(920)	(14,873)	0	0	0	0	0	0	0	0	(14,873)
Cycling Walking & Safer Streets (CWSS)	(407)	(407)	(407)	(1,221)	(247)	(247)	(247)	(247)	(247)	(247)	(247)	(1,729)	(2,950)
Roads & Bridges - inc. RAMP, Winter Damage & Slopes (CWSS)	(100)	(100)	(100)	(300)	0	0	0	0	0	0	0	0	(300)
Early Years Expansion	(736)	(614)	(433)	(1,783)	0	0	0	0	0	0	0	0	(1,783)
<b>Other External Grants &amp; Contributions</b>													
Hawick Flood Protection	(3,132)	0	0	(3,132)	0	0	0	0	0	0	0	0	(3,132)
Borders Innovation Park	(3,020)	(6,183)	(3,186)	(12,389)	(219)	0	0	0	0	0	0	(219)	(12,608)
Play Areas and Outdoor Community Spaces	(133)	0	0	(133)	0	0	0	0	0	0	0	0	(133)
Hawick Regeneration	(754)	0	0	(754)	0	0	0	0	0	0	0	0	(754)
Landfill Provision	(140)	0	0	(140)	0	0	0	0	0	0	0	0	(140)
Borderlands (SG & Partners)	(11,899)	(10,034)	(10,939)	(32,872)	(14,588)	(6,513)	(1,595)	(520)	(212)	0	0	(23,428)	(56,300)
Earlston Primary School	(1,763)	0	0	(1,763)	0	0	0	0	0	0	0	0	(1,763)
Replace previous borrowing with Capital Grant	0	(768)	0	(768)	0	0	0	0	0	0	0	0	(768)
<b>Development Contributions</b>													
Reston Station Contribution	0	(100)	0	(100)	0	0	0	0	0	0	0	0	(100)
School Estate Block	(100)	(100)	(100)	(300)	(100)	(100)	(100)	(100)	(100)	(100)	0	(600)	(900)
Play Areas and Outdoor Community Spaces	(48)	0	(11)	(59)	0	0	0	0	0	0	0	0	(59)
Roundabout at Easter Langlee, Galashiels	(390)	0	0	(390)	0	0	0	0	0	0	0	0	(390)
Replace previous borrowing with Development Contributions	0	(4,652)	0	(4,652)	0	0	0	0	0	0	0	0	(4,652)
<b>Capital Receipts</b>	0	(2,000)	(135)	(2,135)	0	(600)	0	0	0	0	0	(600)	(2,735)
<b>General Capital Grant</b>													
General	(10,738)	(10,737)	(10,737)	(32,212)	(10,737)	(10,737)	(10,737)	(10,737)	(10,737)	(10,737)	(10,737)	(75,159)	(107,371)
Adjust. due to timing movement of Hawick Flood Protection	3,658	0	0	3,658	0	0	0	0	0	0	0	0	3,658
Adjust. due to local government pay deal	(2,571)	0	0	(2,571)	0	0	0	0	0	0	0	0	(2,571)
Free School Meals	(1,949)	0	0	(1,949)	0	0	0	0	0	0	0	0	(1,949)
Flood Prevention Works & Scheme Preparation	(372)	(372)	(372)	(1,116)	(372)	(372)	(372)	(372)	(372)	(372)	(372)	(2,604)	(3,720)
<b>Plant &amp; Vehicle (P&amp;V) Replacement - P&amp;V Fund</b>	(2,000)	(2,000)	(2,000)	(6,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(14,000)	(20,000)
<b>Synthetic Pitch Replacement Fund</b>	(369)	(380)	(1,132)	(1,881)	(473)	(473)	(473)	(473)	(473)	(473)	0	(2,838)	(4,719)
<b>Funded From Revenue</b>	(2,852)	(1,000)	0	(3,852)	0	0	0	0	0	0	0	0	(3,852)
<b>Borrowing</b>													
General	(70,085)	(77,180)	(27,278)	(174,543)	(26,386)	(20,181)	(974)	(1,728)	(1,713)	(1,720)	(2,248)	(54,950)	(229,493)
<b>Total</b>	<b>(123,705)</b>	<b>(116,775)</b>	<b>(57,750)</b>	<b>(298,230)</b>	<b>(55,122)</b>	<b>(41,223)</b>	<b>(16,498)</b>	<b>(16,177)</b>	<b>(15,854)</b>	<b>(15,649)</b>	<b>(15,604)</b>	<b>(176,127)</b>	<b>(474,357)</b>

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# **Fees and Charges**

2023/24

All fees & charges are quoted exclusive of VAT. Specific services are subject to VAT as required by HM Revenue and Customs. Therefore, where applicable, VAT will be charged in addition to the quoted fee or charge.

SCOTTISH BORDERS COUNCIL FEES & CHARGES	2021/22 Charge (excl. vat)	2022/23 Charge (excl. vat)	2023/24 Charge (excl. vat)	Increase %	Estimated Usage	Estimated Impact of Inflation Increase
<b>Infrastructure &amp; Environment Parks &amp; Environment</b>						
<b>Burial Grounds</b>						
<b>Purchase of Ground</b>						
Lairs for one or two interments	£872.00	£899.00	£944.00	5.01%	221	£ 9,945
Woodland burial - land (includes tree)	£872.00	£899.00	£944.00	5.01%		
Lairs for cremation caskets (up to 4)	£872.00	£899.00	£944.00	5.01%		
<b>Interments</b>						
Adults (first, or re-open)	£750.00	£773.00	£812.00	5.05%	581	£ 22,659
Woodland burial - interment	£750.00	£773.00	£812.00	5.05%		
Cremation caskets	£250.00	£258.00	£271.00	5.04%		
<b>Interments on a Saturday (last interment 10:30am)</b>						
Adult	£964.00	£993.00	£1,043.00	5.04%		
Cremation caskets	£393.00	£405.00	£425.00	4.94%		
<b>Interments on a Sunday, holiday or out with seasonal working hours</b>						
Adult	£1,270.00	£1,309.00	£1,374.00	4.97%		
Cremation caskets	£509.00	£525.00	£551.00	4.95%		
<b>Other Charges</b>						
Re-issue of lair certificate	£31.00	£32.00	£34.00	6.25%	5	£ 10
Burial search fee - first hour	£48.50	£50.00	£53.00	6.00%	100	£ 300
Burial search fee - second hour	£48.50	£50.00	£53.00	6.00%		
Burial search fee - each additional hour	£12.20	£12.60	£13.00	3.17%		
Marking out, excavate only	£163.00	£168.00	£176.00	4.76%	0	£ -
<b>Headstone foundations</b>						
Marking out, excavate, lay foundation	£193.00	£199.00	£209.00	5.03%	304	£ 3,040
Marking out, excavate only	£163.00	£168.00	£176.00	4.76%	9	£ 72
<b>Administration Charges</b>						
Non resident lair sale/interment premium 50% of fee	£437.00	£451.00	£474.00	5.10%	13	£ 299
Admin fee per burial	£60.00	£62.00	£65.00	4.84%	577	£ 1,731
Issuing Title deed	£30.00	£31.00	£33.00	6.45%	220	£ 440
Fee selling lair back to SBC - 10% of price paid	£0.00	£0.00			10	£ -
Fee to test dig a lair	£750.00	£773.00	£812.00	5.05%	0	£ -
Marking a grave for placement of small memorial	£100.00	£103.00	£108.00	4.85%	12	£ 60
Scattering ashes	£60.00	£62.00	£65.00	4.84%	0	£ -
Installation of memorial bench (per bench)			£100.00		20	£ 2,000
Memorial Tree	£35.00	£36.00	£38.00	5.56%	3	£ 6
<b>Public Conveniences</b>						
RADAR Keys for disabled facilities	£5.00	£5.00	£5.00	0.00%	107	£ -
<b>Parks &amp; Open Spaces</b>						
<b>Allotments</b>						
Admin Fee	£43.50	£45.00	£47.00	4.44%	82	£ 164
No fee per m2 of plot has been charged						
A 50% concession is offered to new or existing tenants based on eligibility criteria, namely those in receipt of Universal Credit; Working Tax Credit; Income-based Employment and Support Allowance; Income-based Jobseeker's Allowance; Income Support; Housing Benefit; Pension Credit.						
<b>Changing Pavilion - Hawick</b>						
Dressing room and showers - per 2 teams						
- Adults, Monday to Saturday	£35.00	£36.00	£38.00	5.56%	19	£ 38
- Adults, Sunday	£42.00	£43.00	£45.00	4.65%	0	£ -
- Juveniles, Monday to Saturday	£14.50	£15.00	£16.00	6.67%	1	£ 1
- Juveniles, Sunday	£16.50	£17.00	£18.00	5.88%	5	£ 5
Individual showers inc. of dressing room						
- Adults	£2.00	£2.00	£2.00	0.00%	0	£ -
- Juveniles	£1.00	£1.00	£1.00	0.00%	0	£ -
Dressing room only - per 2 teams						
- Adults, Monday to Saturday	£15.50	£16.00	£17.00	6.25%	35	£ 35
- Adults, Sunday	£17.50	£18.00	£19.00	5.56%	0	£ -
- Juveniles, Monday to Saturday	£5.60	£5.80	£6.00	3.45%	0	£ -
- Juveniles, Sunday	£6.60	£6.80	£7.00	2.94%	7	£ 1
<b>Other Facilities (Parks &amp; Open Spaces)</b>						
Small facilities (1-6 shows/stands)	£124.00	£128.00	£134.00	4.69%	10	£ 60
Medium Facilities - (7-12 shows/stands)	£246.00	£254.00	£267.00	5.12%	1	£ 13
Large Facilities - (13 and over shows/stands)	£371.00	£383.00	£402.00	4.96%	1	£ 19
<b>TOTAL</b>						<b>£40,898</b>

All fees & charges are quoted exclusive of VAT. Specific services are subject to VAT as required by HM Revenue and Customs. Therefore, where applicable, VAT will be charged in addition to the quoted fee or charge.

SCOTTISH BORDERS COUNCIL FEES & CHARGES	2021/22 Charge (excl. vat)	2022/23 Charge (excl. vat)	2023/24 Charge (excl. vat)	Increase %	Estimated Usage	Estimated Impact of Inflation Increase
<b>Infrastructure &amp; Environment</b>						
<b>Waste Management Services</b>						
<b>Waste Services</b>						
<b>Disposal Charges - per tonne, pro-rata</b>						
<b>Waste Transfer Stations</b>						
Bulky Waste	£147.00	£151.00	£158.50	4.97%	500	£ 3,750
Commercial & Demolition	£134.00	£138.00	£144.75	4.89%	600	£ 4,050
Mixed Municipal Waste	£145.00	£149.00	£156.25	4.87%	500	£ 3,625
Dry Mixed Recyclate - Please contact 0300 100 1800 for current price and further information					0	£ -
Wood - Please contact 0300 100 1800 for current price and further information					0	£ -
Administration Charge - charged per invoice. Invoices are collated on a monthly basis	£27.50	£28.25	£30.00	6.19%	328	£ 574
<b>Trade General Waste Contract (Bin) <sup>2,3</sup></b>						
1100 ltr	£1,109.16	£1,142.96	£1,200.16	5.00%	367	£ 20,992
660 ltr	£700.44	£721.76	£758.16	5.04%	267	£ 9,719
360 ltr	£370.76	£382.20	£401.44	5.03%	383	£ 7,369
240 ltr	£271.44	£279.76	£294.32	5.20%	443	£ 6,450
<b>Trade General Waste Sacks <sup>4</sup></b>						
Per 52 sacks	£142.48	£146.64	£153.92	4.96%	713	£ 5,191
Per 13 sacks (minimum purchase)	£35.62	£36.66	£38.48	4.96%	0	£ -
<b>Trade Recycling Contracts (Bin) <sup>4</sup></b>						
1100 ltr	£957.32	£986.44	£1,035.84	5.01%	257	£ 12,696
660 ltr	£672.88	£693.68	£728.52	5.02%	160	£ 5,574
360 ltr	£311.48	£321.36	£337.48	5.02%	201	£ 3,240
240 ltr	£203.84	£210.08	£220.48	4.95%	585	£ 6,084
<b>Trade Recycling Contracts (Sacks) <sup>4</sup></b>						
Minimum (1 sack/week)	£103.48	£106.60	£111.80	4.88%	204	£ 1,061
Small (3 sacks/week)	£191.36	£197.08	£206.96	5.01%	273	£ 2,697
Medium (7 sacks/week)	£441.48	£454.48	£477.36	5.03%	135	£ 3,089
Large (13 sacks/week)	£716.56	£738.40	£775.32	5.00%	41	£ 1,514
Large quantities from commercial producers will be priced on an individual basis, based on quantity & method of collection						
<b>Trade Recycling Sacks (Additional to contract only)</b>						
Per 26 sacks	£51.74	£53.30	£55.90	4.88%	522	£ 1,357
<b>Food Waste Contracts <sup>3</sup></b>						
140 ltr bin	£336.44	£346.32	£363.48	4.95%	92	£ 1,579
23 ltr bin	£77.48	£80.08	£84.10	5.02%	34	£ 137
1 roll of 35 ltr compostable liners (25 liners/roll)	£3.75	£4.00	£4.00	0.00%	622	£ -
Replacement key for 140 ltr bin	£5.80	£6.00	£6.00	0.00%	6	£ -
<b>Special Collections - Business</b>						
Per hour - pro-rata <sup>1</sup>	£126.00	£130.00	£137.00	5.38%	35	£ 245
Minimum charge (20 minutes) <sup>1</sup>	£44.50	£46.00	£48.30	5.00%	35	£ 81
<b>Special Collections - Domestic</b>						
Up to 5 articles (including fridges and freezers)	£41.50	£42.75	£45.00	5.26%	2,150	£ 4,838
<b>Community Recycling Centre Trade Access Permit - tickets are sold in books of 5 or 10 (Prices shown are per book of 5 tickets)</b>						
<b>Recycling Permit</b>						
Small - (approx. small car or 1-4 bags)	£32.50	£34.25	£36.00	5.11%	5	£ 9
Medium - (approx. estate/car-derived van/4x4 or 5-9 bags)	£49.50	£52.00	£54.60	5.00%	5	£ 13
Large - (approx. large & small panel vans/micro & mini vans & transit vans not exceeding 3.5t gross vehicle weight (gvw) or 10-15 bags)	£62.00	£65.25	£68.50	4.98%	8	£ 26
<b>Recycling &amp; General Waste Permit</b>						
Small - (approx. small car or 1-4 bags)	£61.00	£64.00	£67.20	5.00%	2	£ 6
Medium - (approx. estate/car-derived van/4x4 or 5-9 bags)	£107.00	£112.50	£118.10	4.98%	0	£ -
Large - (approx. large & small panel vans/micro & mini vans & transit vans not exceeding 3.5t gvw or 10-15 bags)	£148.00	£155.50	£163.25	4.98%	62	£ 481
<b>Electrical Household Clearance Items Permit</b>						
Small load	£11.00	£11.50	£12.00	4.35%	60	£ 30
<b>Charity Disposing of Donated Household Goods</b>						
Small - (approx. small car or 1-4 bags)	£11.00	£11.00	£11.50	4.55%	0	£ -
Medium - (approx. estate/car-derived van/4x4 or 5-9 bags)	£22.00	£22.00	£23.00	4.55%	2	£ 2
Large - (approx. large & small panel vans/micro & mini vans & transit vans not exceeding 3.5t gvw or 10-15 bags)	£32.00	£33.00	£34.50	4.55%	0	£ -
<b>TOTAL</b>						<b>£106,477</b>

<sup>1</sup> Additional labour, plant and machinery charged at dayworks rates

<sup>2</sup> Annual charge based on one collection per week

<sup>3</sup> Includes Bin rental, disposal and service

<sup>4</sup> Includes disposal and service

All fees & charges are quoted exclusive of VAT. Specific services are subject to VAT as required by HM Revenue and Customs. Therefore, where applicable, VAT will be charged in addition to the quoted fee or charge.

SCOTTISH BORDERS COUNCIL FEES & CHARGES	2021/22 Charge (excl. vat)	2022/23 Charge (excl. vat)	2023/24 Charge (excl. vat)	Increase %	Estimated Usage	Estimated Impact of Inflation Increase
<b>Infrastructure &amp; Environment Roads &amp; Infrastructure</b>						

#### Road Closure

Per Notice	£165.00	£170.00	£179.00	5.29%	3	£ 27
Per Order	£340.00	£350.00	£368.00	5.14%	169	£ 3,042

Charges for Road Closures are currently being reviewed. It is proposed to introduce a sliding scale depending on the complexity of the closure, however no figures have been agreed as yet

#### Scaffolding Permits

Up to 3 months and every subsequent 3 months to a maximum of 4 payments (Min to Max)	£150.00	£155.00	£163.00	5.16%	64	£ 512
	£579.00	£600.00	£630.00	5.00%	0	£ -
	£675.00	£695.00	£730.00	5.04%	0	£ -
	£775.00	£799.00	£839.00	5.01%	0	£ -
	£876.00	£905.00	£950.00	4.97%	0	£ -

#### Temporary Traffic Light Permits

For sites with junctions or more than two approaches	£72.50	£75.00	£79.00	5.33%	286	£ 1,144
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#### De-icing Salt

Supplied to the public <sup>1</sup> - 1 tonne or more (pro-rata)	£91.50	£96.50	£101.00	4.66%	350	£ 1,576
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#### Langlee Recycling Centre

Cover/Washed/Sharp Sand	£24.00	£25.00	£27.00	8.00%	1800	£ 3,600
Building Sand	£24.00	£27.00	£29.00	7.41%	175	£ 350
6mm to 10mm Pipe Bedding	£16.00	£16.50	£17.00	3.03%	180	£ 90
12mm to 25mm Pipe Bedding	£14.00	£14.50	£15.00	3.45%	2200	£ 1,100
25mm to 75mm Type B Filler	£11.25	£11.00	£11.50	4.55%	860	£ 430
Type 1 Sub-Base	£7.50	£7.50	£8.00	6.67%	3200	£ 1,600
Concrete Mix	£15.50	£16.00	£17.00	6.25%	652	£ 652
Crusher Run 4"	£8.00	£8.00	£8.00	0.00%	600	£ -
4 by 2 Clean Stone	£10.00	£10.25	£11.00	7.32%	549	£ 412
Topsoil (as dug)	£6.75	£7.00	£7.00	0.00%	0	£ -
Screened Top Soil	£30.00	£31.00	£33.00	6.45%	50	£ 100
Verge Soil	£4.75	£5.00	£5.25	5.00%	144	£ 36
Plainings	£9.00	£9.25	£9.25	0.00%	135	£ -
Reinstatement Soil	£14.75	£15.25	£16.00	4.92%	25	£ 19
Rubble	£7.50	£8.00	£8.50	6.25%	6205	£ 3,103
Soil and Stone	£7.50	£8.00	£8.50	6.25%	4118	£ 2,059
Slate	£7.50	£8.00	£8.50	6.25%	40	£ 20
Tar Cuttings	£7.50	£8.00	£8.50	6.25%	209	£ 105
Reinforced Concrete	£22.00	£25.00	£26.00	4.00%	0	£ -

#### Road Occupation

Road Opening Permits	£108.00	£108.00	£108.00	0.00%	87	£ -
Road Occupation Permits	£36.00	£36.00	£36.00	0.00%	50	£ -

**TOTAL** **£19,976**

<sup>1</sup>excluding delivery - call 01835 825571 for quotation

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SCOTTISH BORDERS COUNCIL FEES & CHARGES	2021/22 Charge (excl. vat)	2022/23 Charge (excl. vat)	2023/24 Charge (excl. vat)	Increase %	Estimated Usage	Estimated Impact of Inflation Increase
Infrastructure & Environment Planning						

**Heritage & Conservation  
Archaeology**

Professional time (per hour)	£71.00	£73.00	£77.00	5.48%	10	£ 40
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**Access & Countryside**

**Books/Leaflets**

Borders Heritage Book	£5.00	£5.00	£5.00	0.00%	0	£ -
Tweed Rivers Book	£9.99	£9.99	£9.99	0.00%	0	£ -
Town Trail Leaflets	£1.00	£1.00	£1.00	0.00%	0	£ -
Paths Around (old stock)	£1.00	£1.00	£1.00	0.00%	0	£ -
Paths Around (new stock)	£2.00	£2.00	£2.00	0.00%	0	£ -
Short Walks on the Eastern Southern Upland Way	£2.50	£2.50	£2.50	0.00%	0	£ -
St Cuthbert's Way Short Walks	£9.99	£9.99	£9.99	0.00%	0	£ -

Access Exemption Notices		£100.00	£105.00	5.00%	20	£ 100
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Filming on Council Land (per half day)		£350.00	£368.00	5.14%	1	£ 18
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**Housing**

Landlord Registration - Principal Fee <sup>1</sup>	£67.00	£68.00	£68.00	0.00%	1,667	£ -
Landlord Registration - Property Fee <sup>1</sup>	£15.00	£16.00	£16.00	0.00%	833	£ -
Landlord Registration - Late Application Fee <sup>1</sup>	£133.00	£137.00	£137.00	0.00%	0	£ -
Private Sector Housing Grant - Recording Fee <sup>1</sup>	£70.00	£80.00	£80.00	0.00%	0	£ -
Private Sector Housing Grant - Admin Fee	£117.00	£121.00	£121.00	0.00%	60	£ -

**Development Management**

**Pre-Planning Application Advice Service**

**Written Response**

**Type of Development**

Local Development (other than housing)	£143.00	£150.00	£160.00	6.67%	45	£ 450
Proposals for 1-2 house/s or flats	£143.00	£150.00	£160.00	6.67%	45	£ 450
Housing developments (3-49 houses)	£338.00	£350.00	£365.00	4.29%	13	£ 195
Housing developments (more than 49 houses or sites over 2 hectares)	£598.00	£600.00	£630.00	5.00%	0	£ -
Renewable Energy Projects over 2 hectares	£988.00	£1,500.00	£1,575.00	5.00%	0	£ -
All other major developments	£598.00	£1,000.00	£1,050.00	5.00%	2	£ 100

**Meeting (per meeting)**

**Type of Development**

Local Development (other than housing)	£338.00	£400.00	£420.00	5.00%	13	£ 260
Proposals for 1-2 house/s or flats	£338.00	£400.00	£420.00	5.00%	13	£ 260
Housing developments (3-49 houses)	£533.00	£640.00	£670.00	4.69%	0	£ -
Housing developments (more than 49 houses or sites over 2 hectares)	£923.00	£1,250.00	£1,315.00	5.20%	0	£ -
Renewable Energy Projects over 2 hectares	£1,313.00	£2,500.00	£2,625.00	5.00%	0	£ -
All other major developments	£923.00	£1,500.00	£1,575.00	5.00%	0	£ -

Non-material variations <sup>5</sup>			£200.00		83	£ -
Compliance with Condition (per request) <sup>6</sup>			£100.00		0	£ -
Discharge of Condition (per request) <sup>6</sup>			£100.00		0	£ -

SCOTTISH BORDERS COUNCIL FEES & CHARGES	2021/22 Charge (excl. vat)	2022/23 Charge (excl. vat)	2023/24 Charge (excl. vat)	Increase %	Estimated Usage	Estimated Impact of Inflation Increase
Infrastructure & Environment Planning						

#### Building Standards Service

##### Preliminary Enquiries

##### Written Response

For Parts 1 to 7 inclusive: 50% of Building Warrant fee based on value of work <sup>2</sup> (minimum fee)	£150.00	£200.00	£210.00	5.00%	0	£ -
For Part 1 only: 5% of half warrant fee <sup>3</sup>	Minimum fee for single Part is £100.00. If more than one single Part is requested, minimum fee is £150.00.	Minimum fee for single Part is £130.00. If more than one single Part is requested, minimum fee is £200.00.	Minimum fee for single Part is £136.00. If more than one single Part is requested, minimum fee is £210.00.		0	
For Part 2 only: 35% of half warrant fee <sup>3</sup>					0	£ -
For Part 3 only: 10% of half warrant fee <sup>3</sup>					0	£ -
For Part 4 only: 10% of half warrant fee <sup>3</sup>					0	£ -
For Part 5 only: 5% of half warrant fee <sup>3</sup>					0	£ -
For Part 6 only: 30% of half warrant fee <sup>3</sup>					0	£ -
For Part 7 only: 5% of half warrant fee <sup>3</sup>					0	£ -

##### Meeting (per meeting)

Domestic Applications for single property	£60.00	£80.00	£84.00	5.00%	3	£ 12
Domestic Developments up to 3 units	£180.00	£225.00	£236.00	4.89%	3	£ 33
Domestic Developments 4-49 units	£360.00	£450.00	£473.00	5.11%	0	£ -
Domestic Developments over 49 units	£720.00	£950.00	£998.00	5.05%	0	£ -
Minor Non-Domestic applications for property in single use	£180.00	£225.00	£236.00	4.89%	1	£ 11
Major or complex Non-Domestic applications for property in single use	£360.00	£400.00	£420.00	5.00%	1	£ 20
Major or complex Non-Domestic applications for property in multiple use	£720.00	£950.00	£998.00	5.05%	1	£ 48
Amendments to warrant for drainage works		£100.00	£100.00	0.00%	100	£ -

##### Property Inspections

Letter confirming work carried out on site is exempt from Regulations 8 to 12 as defined in Schedule 1 to Mandatory Regulation 3. Fee includes a single visit to site.	£220.00	£280.00	£294.00	5.00%	1	£ 14
Letter confirming work carried out on site did not require Building Warrant approval as defined in Schedule 3 to Mandatory Regulation 5. Fee includes a single visit to site.	£220.00	£280.00	£294.00	5.00%	1	£ 14
Additional inspection to site in relation to the above to check any remedial work required, etc.	£110.00	£150.00	£158.00	5.33%	1	£ 8

##### Letters of Confirmation

E-mail/letter clarifying that a proposal is exempt from the Standards or exempt from requiring Building Warrant approval as per Mandatory Regulations 3 and 5 respectively. (Specific answer based on drawings and specifications submitted. Answer will highlight areas where modification is required in order for proposal to be exempt or to comply with the Mandatory Standards.) <sup>2</sup>	£220.00	£280.00	£294.00	5.00%	6	£ 84
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##### Permit to Use a Temporary Raised Structure

Administration fee for assessment of temporary raised structures – Raised seating structure.	£330.00	£430.00	£452.00	5.12%	1	£ 22
Administration fee for assessment of temporary raised structures – Raised platform or stage greater than 30 m2.	£330.00	£430.00	£452.00	5.12%	1	£ 22
Administration fee for assessment of temporary raised structures - Raised platform or stage less than 30 m2 with an overhead gantry.	£220.00	£300.00	£315.00	5.00%	1	£ 15
Administration fee for assessment of temporary raised structures - Raised platform or stage less than 30 m2 without an overhead gantry.	£165.00	£200.00	£210.00	5.00%	1	£ 10
Additional fee if Scottish Borders Council require to appoint an independent structural engineer in respect of an application to erect a temporary raised structure.	Engineer's fee				0	£ -



SCOTTISH BORDERS COUNCIL FEES & CHARGES	2021/22 Charge (excl. vat)	2022/23 Charge (excl. vat)	2023/24 Charge (excl. vat)	Increase %	Estimated Usage	Estimated Impact of Inflation Increase
<b>Infrastructure &amp; Environment Planning</b>						

#### Safety at Sports Grounds

Administration fee for assessment in respect of a general safety certificate <sup>4</sup>	£440.00	£550.00	£578.00	5.09%	1	£ 28
Administration fee for an amendment to a general safety certificate <sup>4</sup>	£440.00	£550.00	£578.00	5.09%	1	£ 28
Administration fee for ground capacity assessment (3 yearly)	£440.00	£550.00	£578.00	5.09%	1	£ 28
Letter of confirmation (years 2 & 3) <sup>5</sup>			£288.00		1	£ 288
Administration fee for assessment of a sports ground with a view to providing details on ground capacity. This includes assessments for clubs where capacity is to be verified for the Scottish Football Association.	£440.00	£550.00	£578.00	5.09%	2	£ 56

#### Percolation Tests

Witness of the third test percolation test and water table test hole and provision of design data in relation to provision of a closed soakaway infiltration trench. Maximum of 4 hours. (Tests one and two to be recorded by the applicant and water provided on site ready for the third test to be carried out.)	£330.00	£375.00	£394.00	5.07%	1	£ 19
Additional charge per hour in relation to the above.	£110.00	£125.00	£131.00	4.80%	0	£ -

#### Administration Fee for Compliance, Dangerous or Defective Building Notice work undertaken

Fee for Scottish Borders Council administrating works following issue of a notice for compliance, defect or danger.	20% of the cost of work plus VAT				0	£ -
Fee for Scottish Borders Council administrating works in relation to immediate dangers.	20% of the cost of work plus VAT				0	£ -

#### Roads Planning

Vehicular Access Consent where Planning Permission is not required. Fees are linked to Planning Application fees.	£202.00	£300.00	£300.00	0.00%	20	£ -
Road adoption searches	£30.00	£30.00	£42.00	40.00%	12	£ 144
Road adoption searches (extended boundaries). Larger or more complex requests may incur additional charges.		£80.00	£84.00	5.00%	76	£ 304
<b>Road Construction Consent Site Inspections/Adoptions :</b>						
Roads Planning Officer (per hour)		£44.41	£45.30	2.00%	415	£ 369
Structural Engineer (per hour)		£61.71	£62.94	2.00%	20	£ 25
Street Lighting Technician (per hour)		£41.45	£42.28	2.00%	100	£ 83
Mileage Rate (per mile)		£0.45	£0.45	0.00%	5750	£ -
Road material testing (per sample)		£50.00	£50.00	0.00%	40	£ -

<b>TOTAL</b>	<b>£ 3,557</b>
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<sup>1</sup> Fees set by national agency.

<sup>2</sup> Minimum fee is £210.00

<sup>3</sup> Minimum fee for single Part is £136.00. If more than one single Parts are requested, minimum fee is £210.00

<sup>4</sup> Plus advert costs

<sup>5</sup> New fee

<sup>6</sup> Options to waive fee in full (where request relates to development that benefits from fee exemption) or reduce the fee by half (where the development benefits from a fee reduction)

All fees & charges are quoted exclusive of VAT. Specific services are subject to VAT as required by HM Revenue and Customs. Therefore, where applicable, VAT will be charged in addition to the quoted fee or charge.

<b>SCOTTISH BORDERS COUNCIL FEES &amp; CHARGES</b>	<b>2021/22 Charge (excl. vat)</b>	<b>2022/23 Charge (excl. vat)</b>	<b>2023/24 Charge (excl. vat)</b>	<b>Increase %</b>	<b>Estimated Usage</b>	<b>Estimated Impact of Inflation Increase</b>
<b>Social Work &amp; Practice</b>						
Meals at home (per meal)	£3.40	£3.50	£3.68	5.00%	40,000	£ 7,000
Freezer Hire	£0.50	£1.33	£1.40	5.00%	752	£ -
Microwave Hire	£0.60	£1.07	£1.12	5.00%	561	£ -
Bordercare Alarms	£4.80	£4.94	£5.19	5.00%	1,200	£ 15,413

#### **Residential<sup>1</sup>**

Residential Homes in house (per week)	£744.69	£767.03	£805.38	5.00%	0	£ -
External Residential - Single Min (per week)	£614.07	£719.50	£719.50	0.00%	0	£ -
External Residential - Shared (per week)	£589.07	£694.50	£694.50	0.00%	0	£ -
External Nursing - Single Min (per week)	£714.90	£832.10	£832.10	0.00%	0	£ -
External Nursing - Shared (per week)	£689.90	£807.10	£807.10	0.00%	0	£ -
Residential Respite - Max (per week)	£512.00	£554.18	£554.18	0.00%	0	£ -
Intermediate Care - Max (free for first 42 days)	£744.69	£767.03	£767.03	0.00%	0	£ -
Enhanced Residential	£760.77	£775.80	£775.80	0.00%	0	£ -
					<b>TOTAL</b>	<b>£22,413</b>

<sup>1</sup>The above charges are those set by the Council, where specific contribution is required by service users. Clients financially assessed under Self-Directed Support will pay a contribution to all services received, based on their ability to pay.

All fees & charges are quoted exclusive of VAT. Specific services are subject to VAT as required by HM Revenue and Customs. Therefore, where applicable, VAT will be charged in addition to the quoted fee or charge.

<b>SCOTTISH BORDERS COUNCIL FEES &amp; CHARGES</b>	<b>2021/22 Charge (excl. vat)</b>	<b>2022/23 Charge (excl. vat)</b>	<b>2023/24 Charge (excl. vat)</b>	<b>Increase %</b>	<b>Estimated Usage</b>	<b>Estimated Impact of Inflation Increase</b>
<b>Education &amp; Lifelong Learning</b>						

#### School lets - Standard Rate

Assembly Hall - Per Band B Hall per hour <sup>1</sup>	£19.10	£19.70	£20.70	5.08%	100	£ 100
Dining Hall per hour <sup>1</sup>	£11.15	£11.50	£12.10	5.22%	100	£ 60
Library per hour <sup>1</sup>	£11.15	£11.50	£12.10	5.22%	30	£ 18
Classroom per hour <sup>1</sup>	£5.90	£6.10	£6.45	5.74%	50	£ 18
Craft Studio per hour <sup>1</sup>	£11.15	£11.50	£12.10	5.22%	50	£ 30
Community Room per hour <sup>1</sup>	£5.90	£6.10	£6.45	5.74%	200	£ 70
1 Court per hour <sup>1</sup>	£5.90	£6.10	£6.45	5.74%	1,500	£ 525
2 Courts per hour <sup>1</sup>	£11.80	£12.20	£12.85	5.33%	2,000	£ 1,300
3 Courts per hour <sup>1</sup>	£17.70	£18.30	£19.25	5.19%	3,000	£ 2,850
4 Courts per hour <sup>1</sup>	£23.60	£24.40	£25.70	5.33%	250	£ 325
Grass Pitch - all (per game up to 2 hours) <sup>1</sup>	£29.40	£30.30	£31.85	5.12%	1,000	£ 1,550
Synthetic Pitch (2G)	£25.80	£26.60	£27.95	5.08%	500	£ 675
Synthetic Pitch (2G) - Half Pitch	£12.90	£13.30	£14.00	5.26%	3,000	£ 2,100

#### Discounts

Junior Use entitled to 33% discount

#### Commercial Rate

Twice Standard rate

#### Early Learning Childcare

Non funded childcare fee per hour <sup>1</sup>	£3.20	£4.00	£5.50	37.50%	2,500	£ 3,750
Non funded childcare fee per day (8-10 hours) <sup>1</sup>	£22.00	£32.00	£44.00	37.50%	1,400	£ 16,800

#### School Meals

Primary Schools - Pupil Meal	£2.40	£2.40	£2.40	0.00%	250,000	£ -
Primary Schools - Adult Meal	£2.90	£3.00	£3.00	0.00%	3,000	£ -
					<b>TOTAL</b>	<b>£30,171</b>

<sup>1</sup> Increase from 17th April 2023

All fees & charges are quoted exclusive of VAT. Specific services are subject to VAT as required by HM Revenue and Customs. Therefore, where applicable, VAT will be charged in addition to the quoted fee or charge.

SCOTTISH BORDERS COUNCIL FEES & CHARGES	2021/22 Charge (excl. vat)	2022/23 Charge (excl. vat)	2023/24 Charge (excl. vat)	Increase %	Estimated Usage	Estimated Impact of Inflation Increase		
<b>Resilient Communities</b>								
<b>Customer Services - Registrars</b>								
Notice of Marriage & Civil Partnerships each <sup>1 &amp; 2</sup>	£30.00	£30.00	£45.00	50.00%	335	£ 5,025		
Extract <sup>1</sup>	£10.00	£10.00	£10.00	0.00%	3,264	£ -		
Certificate of No Impediment	£30.00	£30.00	£45.00	50.00%	0	£ -		
Religious Marriage <sup>1 &amp; 2</sup>	£70.00	£70.00	£100.00	42.86%	265	£ 7,950		
Conducting Civil Marriage & Civil Partnership Registration in Office in Office Hours - max. 8 people <sup>1 &amp; 2</sup>	£125.00	£125.00	£155.00	24.00%	406	£ 5,278		
Conducting Civil Marriage & Civil Partnership Ceremony in Office out with office hours - 1 hour or more after closing, Monday - Friday <sup>4</sup>	£305.00	£315.00	£325.00	3.17%				
Conducting Civil Marriage & Civil Partnership Ceremony in Office on Saturday (before 5 p.m.) <sup>4</sup>	£350.00	£360.00	£370.00	2.78%				
Conducting Civil Marriage & Civil Partnership Ceremony in Office on Saturday (after 5 p.m.) <sup>4</sup>	£420.00	£430.00	£445.00	3.49%				
Conducting Civil Marriage & Civil Partnership Ceremony in Office with 9 or more guests - during office hours <sup>4</sup>	£300.00	£310.00	£320.00	3.23%				
Civil Partnership converting to same sex marriage <sup>1</sup>	£30.00	£30.00	£30.00	0.00%				
Conducting Civil Marriage & Civil Partnership on a Sunday/Public Holidays & New Year at any venue <sup>4</sup>	£420.00	£440.00	£455.00	3.41%				
Conducting Civil Marriage & Civil Partnership after 5pm in Office <sup>4</sup>	£380.00	£390.00	£400.00	2.56%				
Conducting Civil Marriage & Civil Partnership in other venue (Monday to Saturday before 5pm) <sup>4</sup>	£400.00	£410.00	£425.00	3.66%				
Conducting Civil Marriage & Civil Partnership in other venue (Monday to Saturday after 5pm) <sup>4</sup>	£420.00	£430.00	£445.00	3.49%				
Commitment Ceremony - anywhere, Mon-Sat, before 5pm <sup>3 &amp; 4</sup>			£250.00					
Commitment Ceremony anywhere, Sunday/Festive Period/Public Holidays/after 5pm <sup>3 &amp; 4</sup>			£350.00					
Naming & Vow renewing ceremony (during Office Hours) <sup>4</sup>	£155.00	£200.00	£200.00	0.00%			8	£ 150
Naming & Vow renewing ceremony (Saturday) <sup>4</sup>	£155.00	£200.00	£200.00	0.00%				
Naming & Vow renewing ceremony (after 5pm) <sup>4</sup>	£155.00	£200.00	£250.00	25.00%				
Naming & Vow renewing ceremony Sunday/Public Holidays, Christmas & New Year <sup>4</sup>	£180.00	£225.00	£250.00	11.11%				
Genealogy - per hour <sup>1</sup>	£15.00	£15.00	£15.00	0.00%	0	£ -		
Digros Print	£2.00	£3.00	£3.00	0.00%	12	£ -		
Extracts search fee <sup>1 &amp; 2</sup>	£5.00	£5.00	£5.00	0.00%	63	£ -		
Postage and packing - within UK			£1.00		0	£ -		
Postage and packing - outwith UK			£3.00		0	£ -		
Private Citizenship	£70.00	£75.00	£80.00	6.67%	5	£ 25		
Blue Badges <sup>1</sup>	£20.00	£20.00	£20.00	0.00%	2,160	£ -		
<b>TOTAL</b>						<b>£18,428</b>		

<sup>1</sup> Fees set by national agency.

<sup>2</sup> Fees set by national agency, in some instances these were previously incorrectly published for 2018/19 and 2019/20. All fees were charged at the correct level which were less than the previously published Fees and Charges.

<sup>3</sup> New fee

<sup>4</sup> Fee includes a non-refundable deposit of £50.

All fees & charges are quoted exclusive of VAT. Specific services are subject to VAT as required by HM Revenue and Customs. Therefore, where applicable, VAT will be charged in addition to the quoted fee or charge.

SCOTTISH BORDERS COUNCIL FEES & CHARGES	2021/22 Charge (excl. vat)	2022/23 Charge (excl. vat)	2023/24 Charge (excl. vat)	Increase %	Estimated Usage	Estimated Impact of Inflation Increase
Finance & Corporate Governance Environmental Health						
<b>Pest Control</b>						
Eradication (domestic premises) of wasps	£49.50	£51.00	£54.00	5.88%	455	£ 1,365
Eradication (domestic premises) of ants	£59.00	£61.00	£64.00	4.92%	50	£ 150
Eradication (domestic premises) of insects	£57.25	£59.00	£62.00	5.08%	20	£ 60
Eradication (domestic premises) of rats/mice including re-visit	£73.33	£76.00	£80.00	5.26%	150	£ 600
Eradication (domestic premises) of moles	Individually priced and a quotation provided				0	£ -
Eradication (domestic premises) of fleas <sup>1</sup> in up to 2 bedroom property. Additional bedroom fee £25.00 - quotation required for over 6 bedrooms and full house treatment	£67.00	£69.00	£72.00	4.35%	20	£ 60
Eradication (domestic premises) of bed bugs <sup>1</sup> in up to 2 bedroom property. Additional bedroom fee £40.00 - quotation required for over 6 bedrooms and full house treatments	£105.00	£108.00	£113.00	4.63%	5	£ 25
Eradication (commercial premises non-farm) of wasps	£51.00	£53.00	£56.00	5.66%	15	£ 45
Eradication (commercial premises non-farm) of ants	£68.50	£71.00	£75.00	5.63%	15	£ 60
Eradication (commercial premises non-farm) of insects	£66.50	£68.00	£71.00	4.41%	15	£ 45
Eradication (commercial premises non-farm) of rats/mice <sup>1</sup> including re-visit	£83.33	£86.00	£90.00	4.65%	9	£ 36
Eradication (commercial premises non-farm) of moles	Individually priced and a quotation provided				0	£ -
Eradication (commercial premises non-farm) of flees	Individually priced and a quotation provided				0	£ -
Eradication (commercial premises non-farm) of bed bugs	Individually priced and a quotation provided				0	£ -
<b>Annual contracts for pest control for agricultural &amp; commercial premises are costed individually</b>						
<b>Stray Dog Re-Claiming Fee</b>	£100.00	£120.00	£120.00	0.00%	65	£ -
<b>Animal Licensing</b>						
Selling Animals as Pets	£374.00	£374.00	£393.00	5.08%	3	£ 57
Selling Animals as Pets - 3 year licence for renewals from 23/24 <sup>3</sup>			£810.00			
Breeding of Animals- Dogs, Cats & Rabbits (1-3 years dependent on risk assessment)	£360.00	£360.00	£378.00	5.00%	6	£ 108
Breeding of Animals- Dogs, Cats & Rabbits - 3 years dependent on risk assessment for renewals <sup>3</sup>			£780.00			
Venison Dealers (3 years)	£142.80	£147.00	£154.00	4.76%	1	£ 7
Riding Establishments (1 year) <sup>2</sup>	£111.60	£120.00	£126.00	5.00%	21	£ 126
Dangerous Wild Animals (1 year) <sup>2</sup>	£112.80	£116.00	£122.00	5.17%	0	£ -
Animal Boarding Establishments (1 year)	£189.60	£195.00	£205.00	5.13%	41	£ 410
Zoo (4 years)	£464.00	£478.00	£502.00	5.02%	1	£ 24
Animal Welfare Establishment	£280.00	£280.00	£294.00	5.00%	0	£ -
Animal Welfare Establishment 3 year licence for renewals based on risk assessment <sup>3</sup>			£610.00			
Rehoming Animals (outwith an animal welfare establishment (25% discount applied for charities)	£337.00	£337.00	£354.00	5.04%	0	£ -
Rehoming Animals (outwith an animal welfare establishment (25% discount applied for charities)) - 3 year licence for renewals based on risk assessment criteria <sup>3</sup>			£730.00			
<b>Fish Levy (charge is per hour - minimum charge 1 hour)</b>	£71.00	£73.00	£77.00	5.48%	0	£ -
<b>Health Certificates</b> (charge is per hour - minimum charge 1 hour)						
Export Health Certificates (Food)	£71.00	£73.00	£77.00	5.48%	800	£ 3,200
Export Health Certificates (Food) - outwith office hours	£106.00	£109.00	£114.00	4.59%	0	£ -
Additional Charges:						
Attestation	£71.00	£73.00	£77.00	5.48%	4	£ 16
Correction / Re-issue of a Certificate	£24.00	£25.00	£26.00	4.00%	2	£ 2
Copies of a Certificate	£24.00	£25.00	£26.00	4.00%	0	£ -
Charge for a Certificate issued at point of entry rather than the originating authority.	£85.00	£88.00	£92.00	4.55%	0	£ -
Request for Country / Region / Product specific Certificate where there is an absence of a DEFRA agreed format.	£93.00	£96.00	£101.00	5.21%	0	£ -
<b>Public Health Funerals</b>						
Recovery of funeral costs under section 50 of the National Assistance Act 1948	£217.00	£224.00	£235.00	4.91%	2	£ 22
<b>Amenity and Pollution</b>						
A 20% charge for the administration of carrying out works in default for notices served under the Environmental Protection Act 1990						
<b>Abandoned Vehicles<sup>4</sup></b>						
Abandoned vehicle - uplift	£150.00	£150.00	£150.00	0.00%	10	£ -
Abandoned vehicle - storage - fee per 24 hour storage	£20.00	£20.00	£20.00	0.00%	10	£ -
Abandoned vehicle - disposal	£150.00	£150.00	£150.00	0.00%	10	£ -
<b>Immigration Visa Property Inspections</b>						
Visit / Inspection Fee	£ 77.50	£80.00	£84.00	5.00%	1	£ 4
Revisit Fee	£ 38.75	£40.00	£42.00	5.00%	1	£ 2
Issue of letter /report	£ 33.00	£34.00	£36.00	5.88%	1	£ 2
<b>Private Water Supply</b>						
Information enquiries - per hour per officer	£ 55.50	£57.00	£60.00	5.26%	20	£ 60
No access visit fee - per hour per officer	£ 55.50	£57.00	£60.00	5.26%	4	£ 12
Cancelled sample visit administrative fee - 50% of sample visit fee appropriate to supply classification (max. £42.00) <sup>3</sup>			£42.00		4	£ -

SCOTTISH BORDERS COUNCIL FEES & CHARGES	2021/22 Charge (excl. vat)	2022/23 Charge (excl. vat)	2023/24 Charge (excl. vat)	Increase %	Estimated Usage	Estimated Impact of Inflation Increase
Finance & Corporate Governance Environmental Health						

**The Water intended for Human Consumption (Private Supplies) (Scotland) Regulations 2017**

**Regulated (Large/Commercial/Public Activity) Supplies**

Initial supply sample visit fee <sup>5</sup> - per officer for single property (£60.00 per officer per property for multiple properties)	£77.50	£80.00	£84.00	5.00%	350	£ 1,400
Subsequent supply sample visit fee <sup>5</sup> - per hour per officer	£55.50	£57.00	£60.00	5.26%	800	£ 2,400
Supply sample failure notification and investigation fee <sup>5</sup> - per hour per officer	£55.50	£57.00	£60.00	5.26%	800	£ 2,400
Analysis of monitoring parameters <sup>5</sup>	As per laboratory costs				0	£ -
Additional monitoring	As per laboratory costs				0	£ -
Laboratory sample transfer - per property sampled	£5.00	£5.00	£8.00	60.00%	1,000	£ 3,000
Risk assessment preparatory work <sup>5</sup> - per hour per officer	£55.50	£57.00	£60.00	5.26%	500	£ 1,500
Risk assessment site visit <sup>5</sup> - per hour per officer	£55.50	£57.00	£60.00	5.26%	300	£ 900
Risk assessment write up & issue of information <sup>5</sup> - per hour per officer	£55.50	£57.00	£60.00	5.26%	500	£ 1,500
Risk assessment review preparatory work - per hour per officer	£55.50	£57.00	£60.00	5.26%	200	£ 600
Risk assessment review failure investigation - per hour per officer	£55.50	£57.00	£60.00	5.26%	120	£ 360
Risk assessment review 5 yearly update or inadequacy - per hour per officer	£55.50	£57.00	£60.00	5.26%	120	£ 360

**The Private Water Supplies (Scotland) Regulations 2006**

**Type B Supplies (2017 Regulations - Exempt Supplies)**

Sample visit fee <sup>5</sup> - per single property (£50 per property for multiple properties)	£70.00	£70.00	£70.00	0.00%	60	£ -
Analysis of monitoring parameters <sup>5</sup>	As per laboratory costs				60	£ -
Additional monitoring <sup>5</sup>	As per laboratory costs				60	£ -
Risk assessment preparatory work <sup>5</sup>	£70.00	£70.00	£70.00	0.00%	50	£ -
Risk assessment site visit & report <sup>5</sup> - per property or supply	£50.00	£50.00	£50.00	0.00%	50	£ -

**Non Statutory**

**Mains Supplies (2017 Regulations - Exempt Supplies)**

Sample visit fee - per hour per officer	£ 58.00	£60.00	£63.00	5.00%	5	£ 15
Sampling not achieved/no access visit fee <sup>3</sup> - per hour per officer			£63.00			
Analysis of monitoring parameters	As per laboratory costs				5	£ -

**Trading Standards**

**Weights and Measures Act 1985**

**Weighing instruments**

Not exceeding 15kg	£39.40	£41.00	£43.00	4.88%	2	£ 4
Exceeding 15kg to 100kg	£58.50	£60.00	£63.00	5.00%	2	£ 6
Exceeding 100kg to 250kg	£83.00	£85.00	£89.00	4.71%	1	£ 4

**Fees for the purpose of Section 74(2) and (4) of the 1985 Act**

The fee to be paid for the adjustment of any weight or measure in the course of a service provided pursuant to Section 74 of the Act, shall be the same as the amount prescribed as the fee for testing it ( plus VAT)	£106.00	£109.00	£114.00	4.59%	5	£ 25
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<b>Charge for the issue of a Calibration Certificate on the accuracy of any weight or measure</b>	£32.00	£33.00	£35.00	6.06%	6	£ 12
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<b>TOTAL</b>	<b>£20,984</b>
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<sup>1</sup> Price may vary depending on the extent of the infestation and a quotation will be provided

<sup>2</sup> Wherever a veterinary inspection is required, the applicant will be required to pay the veterinary inspection fee.

<sup>3</sup> New fee

<sup>4</sup> Already at statutory max.

<sup>5</sup> The hourly rate visit charges include travel time, time on site and all associated administrative time. Additionally, where sampling of a private water supply (PWS) is undertaken for risk assessment or grant purposes, until such time as updated guidance is provided by the Scottish Government (SG), the above charges will not be made where the provisions of SG PWS Information Letter 2/2014: Financial Implications - Reimbursement claims under Section 47 of the Local Government in Scotland Act 2003 ("PWS Information Letter 2/2014") are appropriate and can be applied.

All fees & charges are quoted exclusive of VAT. Specific services are subject to VAT as required by HM Revenue and Customs. Therefore, where applicable, VAT will be charged in addition to the quoted fee or charge.

SCOTTISH BORDERS COUNCIL FEES & CHARGES	2021/22 Charge (excl. vat)	2022/23 Charge (excl. vat)	2023/24 Charge (excl. vat)	Increase %	Estimated Usage	Estimated Impact of Inflation Increase
Finance & Corporate Governance Civic Government						

**Taxis etc.**

Taxi/Private Hire Operator <sup>1</sup>	£669.00	£690.00	£711.00	3.04%	238	£ 1,666
Taxi/Private Hire Driver (1 year)	£96.00	£99.00	£102.00	3.03%	286	£ 858
Replacement Driver's Badge	£16.00	£17.00	£18.00	5.88%	0	£ -
Substitute Vehicle	£101.00	£104.00	£107.00	2.88%	10	£ 30
Change of Use from Taxi to Private Hire & Private Hire to Taxi Licence	£74.00	£76.00	£78.00	2.63%	0	£ -
Taxi Booking Office (3 years)	£243.00	£250.00	£258.00	3.20%	1	£ 8

**Licensing of Short Term Lets**

<b>Secondary Letting (3 years)<sup>2</sup></b>						
1-3 Occupants			£300.00		500	£ 56,667
4-6 Occupants			£335.00			
7+ Occupants			£385.00			
<b>Home Sharing and Home Letting (3 years)<sup>2</sup></b>						
1-3 Occupants			£275.00		500	£ 51,667
4-6 Occupants			£305.00			
7+ Occupants			£350.00			
Issue of Duplicate Licence <sup>2</sup>			£36.00		0	£ -
Variation of Licence/Change in Circumstances <sup>2</sup>			£75.00		0	£ -

**Other Licensing:**

Second Hand Dealers (3 years)	£207.00	£213.00	£224.00	5.16%	35	£ 385
Street Traders (3 years)	£232.00	£239.00	£251.00	5.02%	23	£ 276
Street Trader employee (duration of employers licence)	£68.00	£70.00	£74.00	5.71%	6	£ 24
Market Operators (3 years)	£288.00	£297.00	£312.00	5.05%	6	£ 90
Metal Dealers (3 years)	£266.00	£274.00	£288.00	5.11%	6	£ 84
Itinerant Metal Dealer (3 years)	£266.00	£274.00	£288.00	5.11%	12	£ 168
Indoor Sports Entertainment (3 years)	£174.00	£179.00	£188.00	5.03%	3	£ 27
Late Hours Catering (3 years)	£385.00	£397.00	£417.00	5.04%	11	£ 220
Sex Shops (3 years)	£690.00	£711.00	£747.00	5.06%	0	£ -
Knife Dealer (3 years)	£266.00	£274.00	£288.00	5.11%	1	£ 14
Skin Piercing and Tattooing (1 year Grant)	£207.00	£213.00	£224.00	5.16%	3	£ 33
Skin Piercing and Tattooing (3 Years renewal)	£207.00	£213.00	£224.00	5.16%	7	£ 77
Ear Piercing Only (1 year grant)	£135.00	£139.00	£146.00	5.04%	2	£ 14
Ear Piercing Only (3 years renewal)	£135.00	£139.00	£146.00	5.04%	3	£ 21

**Public Entertainment:**

Commercial (3 years)	£602.00	£620.00	£651.00	5.00%	3	£ 93
Commercial (1 year)	£203.00	£209.00	£219.00	4.78%	2	£ 20
<b>Commercial Funfair (temporary):</b>						
1-5 stalls	£55.00	£57.00	£60.00	5.26%	25	£ 75
6-20 stalls	£174.00	£179.00	£188.00	5.03%	6	£ 54
21 or more stalls	£345.00	£355.00	£373.00	5.07%	5	£ 90
Non-commercial (3 years)	£174.00	£179.00	£188.00	5.03%	60	£ 540
Non-commercial (1 year)	£60.00	£62.00	£65.00	4.84%	4	£ 12
Non-commercial (temporary)	£44.00	£45.00	£47.00	4.44%	60	£ 120
Other temporary licences	£88.00	£91.00	£96.00	5.49%	41	£ 205

**General**

Application for Material Change	£35.00	£36.00	£38.00	5.56%	0	£ -
Issue of Duplicate Licence	£34.00	£35.00	£37.00	5.71%	0	£ -
Certified true copy of entry in register	£34.00	£35.00	£37.00	5.71%	0	£ -

**Miscellaneous Licensing:**

Cinemas – Annual	£312.00	£321.00	£337.00	4.98%	2	£ 32
Residential Caravan Sites	£637.00	£656.00	£689.00	5.03%	0	£ -
Houses in Multiple Occupation (HMO) (3 years)	£608.00	£626.00	£657.00	4.95%	18	£ 558

**Democratic Services**

Property Clearance Certificates	£85.00	£88.00	£92.00	4.55%	5	£ 20
Street Naming	£165.00	£170.00	£179.00	5.29%	21	£ 189
Property Numbering	£81.00	£83.00	£87.00	4.82%	300	£ 1,200
Property Re-naming	£81.00	£83.00	£87.00	4.82%	5	£ 20

**TOTAL** £ 115,556

<sup>1</sup> Operators may pay in three annual instalments which may then be subject to approved increases.

<sup>2</sup> New fee

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