

# Public Document Pack



## SCOTTISH BORDERS COUNCIL THURSDAY, 23 NOVEMBER, 2023

A MEETING of the SCOTTISH BORDERS COUNCIL will be held in the COUNCIL CHAMBER, COUNCIL HEADQUARTERS, NEWTOWN ST. BOSWELLS AND VIA MICROSOFT TEAMS on THURSDAY, 23 NOVEMBER, 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.**

N. MCKINLAY,  
Director Corporate Governance,  
14 November 2023

<b>BUSINESS</b>		
1.	<b>Convener's Remarks.</b>	
2.	<b>Apologies for Absence.</b>	
3.	<b>Order of Business.</b>	
4.	<b>Declarations of Interest.</b>	
5.	<b>Minute (Pages 5 - 14)</b>  Consider Minute of Scottish Borders Council held on 26 October 2023 for approval and signing by the Convener. (Copy attached.)	2 mins
6.	<b>Committee Minutes</b>  Consider Minutes of the following Committees:-  (a) Hawick Common Good Fund 16 August 2023 (b) Tweeddale Area Partnership 22 August 2023 (c) External Services – Providers Monitoring 28 August 2023 (d) External Services – Providers Monitoring 29 August 2023 (e) External Services – Providers Monitoring 5 September 2023 (f) Kelso Common Good Fund 12 September 2023 (g) Selkirk Common Good Fund 13 September 2023 (h) Cheviot Area Committee 20 September 2023 (i) Audit 25 September 2023	5 mins

	<p>(j) Chambers Institution Trust 27 September 2023  (k) Planning and Building Standards 3 October 2023  (l) Teviot &amp; Liddesdale Area Partnership 4 October 2023  (m) Peebles Common Good Fund 11 October 2023  (n) Civic Government Licensing 20 October 2023</p> <p>(Please see separate Supplement containing the public Committee Minutes.)</p>	
7.	<p><b>Regional Land use Framework</b> (Pages 15 - 90)</p> <p>Consider report by Director Infrastructure and Environment. (Copy attached.)</p>	15 mins
8.	<p><b>Climate Change: Council Emissions and Public Reporting</b> (Pages 91 - 126)</p> <p>Consider report by Director Infrastructure and Environment. (Copy attached.)</p>	15 mins
9.	<p><b>Live Borders - Joint Strategic Review of Sport, Leisure and Cultural Services and Facilities Report</b> (Pages 127 - 484)</p> <p>Consider report by Director Resilient Communities. (Copy attached.)</p>	15 mins
10.	<p><b>Treasury Management Mid-Year Report 2023/24</b> (Pages 485 - 504)</p> <p>Consider report by Director Finance and Procurement. (Copy attached.)</p>	10 mins
11.	<p><b>Update on the Council Plan and Performance Management Framework</b> (Pages 505 - 512)</p> <p>Consider report by Chief Executive. (Copy attached.)</p>	10 mins
12.	<p><b>Arrangements for By-Election for Jedburgh &amp; District Ward</b> (Pages 513 - 524)</p> <p>Consider report by Chief Executive. (Copy attached.)</p>	15 mins
13.	<p><b>Flag Flying Protocol</b></p> <p>Consider report by Chief Executive. (To follow.)</p>	15 mins
14.	<p><b>Motion by Councillor Anderson</b></p> <p>Consider Motion by Councillor Anderson in the following terms:-</p> <p>“Scottish Borders Council welcomes the Free Bus Travel Concession Schemes provided by the Scottish Government – but it is clear that the level of reimbursement provided to Bus operators is insufficient to support many rural routes. The legislation is clear:</p> <p>“12.(1) It is to be an objective (but not a duty) of the Scottish Ministers to provide that operators are financially no better and no worse off as a result of their participation in the Scheme, taking account of the costs (including a reasonable profit) of a well-run undertaking that is adequately equipped with the means to provide the eligible service.”</p> <p>This Council agree that the Leader write to the relevant Minister for the Scottish Government requesting that a review be carried out with regard to reimbursement and the disproportionately adverse effect this is having on rural local authorities.”</p>	5 mins
15.	<p><b>Motion by Councillor Sinclair</b></p>	5 mins

	<p>Consider Motion by Councillor Sinclair in following terms:-</p> <p>“In 2021, the UK Government removed VAT from products such as tampons and pads following a campaign to end the so-called “Tampon Tax”.</p> <p>However, 20% VAT still applies to period pants – a reusable period product – because the Government classifies them as a garment. This creates an unfair playing field for those who want to use these sustainable period products.</p> <p>Scottish Borders Council agrees to back the “Say Pants to the Tax” campaign calling for VAT on period underwear to be scrapped and asks the Chief Executive to write to the Chancellor of the Exchequer asking him to include period underwear in the VAT exemption for sanitary products.”</p>																						
16.	<b>Open Questions from Councillors</b>	15 mins																					
17.	<b>Any Other Items Previously Circulated</b>																						
18.	<b>Any Other Items Which the Convener Decides Are Urgent</b>																						
19.	<p><b>Private Business</b></p> <p>Before proceeding with the private business, the following motion should be approved:-</p> <p>“That under Section 50A(4) of the Local Government (Scotland) Act 1973 the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in the relevant paragraphs of Part 1 of Schedule 7A to the aforementioned Act.”</p>																						
20.	<p><b>Minute</b> (Pages 525 - 526)</p> <p>Consider private Section of Minute of Scottish Borders Council held on 26 October 2023. (Copy attached.)</p>	1 mins																					
21.	<p><b>Committee Minutes</b></p> <p>Consider private Sections of the Minutes of the following Committees:-</p> <table border="0"> <tr> <td>(a)</td> <td>Hawick Common Good Fund</td> <td>16 August 2023</td> </tr> <tr> <td>(b)</td> <td>External Services – Providers Monitoring</td> <td>28 August 2023</td> </tr> <tr> <td>(c)</td> <td>External Services – Providers Monitoring</td> <td>29 August 2023</td> </tr> <tr> <td>(d)</td> <td>Selkirk Common Good Fund</td> <td>13 September 2023</td> </tr> <tr> <td>(e)</td> <td>Chambers Institution Trust</td> <td>27 September 2023</td> </tr> <tr> <td>(f)</td> <td>Peebles Common Good Fund</td> <td>11 October 2023</td> </tr> <tr> <td>(g)</td> <td>Civic Government Licensing</td> <td>20 October 2023</td> </tr> </table> <p>(Please see separate Supplement containing private Committee Minutes.)</p>	(a)	Hawick Common Good Fund	16 August 2023	(b)	External Services – Providers Monitoring	28 August 2023	(c)	External Services – Providers Monitoring	29 August 2023	(d)	Selkirk Common Good Fund	13 September 2023	(e)	Chambers Institution Trust	27 September 2023	(f)	Peebles Common Good Fund	11 October 2023	(g)	Civic Government Licensing	20 October 2023	2 mins
(a)	Hawick Common Good Fund	16 August 2023																					
(b)	External Services – Providers Monitoring	28 August 2023																					
(c)	External Services – Providers Monitoring	29 August 2023																					
(d)	Selkirk Common Good Fund	13 September 2023																					
(e)	Chambers Institution Trust	27 September 2023																					
(f)	Peebles Common Good Fund	11 October 2023																					
(g)	Civic Government Licensing	20 October 2023																					
22.	<p><b>West Linton Toilet Provision</b></p> <p>Consider report by Director infrastructure and Environment. (To follow.)</p>	15 mins																					
23.	<b>Union Chain Bridge/Hawick Flood Protection Scheme - Project Update</b>	15 mins																					

Consider report by Director infrastructure and Environment. (To follow.)
--

## **NOTES**

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

---

Please direct any enquiries to Declan Hall Tel 01835 826556  
email [declan.hall@scotborders.gov.uk](mailto:declan.hall@scotborders.gov.uk)

---

**SCOTTISH BORDERS COUNCIL**

MINUTE of MEETING of the SCOTTISH BORDERS COUNCIL held in Council Headquarters, Newtown St. Boswells and via Microsoft Teams on 26 October 2023 at 10.00 a.m.

-----

Present:- Councillors W. McAteer (Convener), J. Anderson, D. Begg, C. Cochrane, J. Cox, L. Douglas, M. Douglas, J. Greenwell, C. Hamilton, S. Hamilton, E. Jardine, J. Linehan, N. MacKinnon, S. Marshall, D. Moffat, S. Mountford, A. Orr, D. Parker, J. PatonDay, J. Pirone, C. Ramage, N. Richards, E. Robson, M. Rowley, F. Sinclair, E. Small, A. Smart, H. Steel, R. Tatler, V. Thomson, T. Weatherston

Apologies:- Councillors P. Brown, S. Scott, E. Thornton-Nicol.

In Attendance:- Chief Executive, Director Corporate Governance, Director Education and Lifelong Learning, Director Finance and Procurement, Director Infrastructure and Environment, Director Resilient Communities, Director Strategic Commissioning and Partnerships, Chief Officer Health and Social Care, Clerk to the Council.

-----

**1. CONVENER'S REMARKS**

- 1.1 The Convener asked those present to observe a minutes silence for those currently involved in conflicts across the world and recorded the sympathy of the Council for all innocent victims.
- 1.2 The Convener paid tribute to the following:-
- (a) the Domestic Abuse Advisory Service who had received accreditation from the SafeLives Charity, making them only the second group in Scotland to receive such accreditation;
  - (b) Councillor Greenwell for hosting a lunch for the Coldstream Town Twinning Association and Councillor Moffat for his work with this group; and
  - (c) Chief Inspector Vinnie Fisher who was moving to a new post with Police Scotland, thanked him for his work in the Borders and welcomed his replacement, Stuart Fletcher.
- 1.3 The Convener thanked Jenny Wilkinson and Louise McGeoch for their service to the Council over many years and presented them both with Border Reivers.

**DECISION**

**AGREED that congratulations be passed to those listed in paragraphs 1.2 and 1.3 above.**

**2. MINUTE**

The Minute of the Meeting held on 28 September 2023 was considered.

**DECISION**

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

**3. COMMITTEE MINUTES**

The Minutes of the following Committees had been circulated:-

Pension Fund  
Local Review Body

8 August 2023  
14 August 2023

Peebles Common Good Fund	23 August 2023
Eildon Area Partnership	7 September 2023
Peebles Common Good Fund	11 September 2023
Jedburgh Common Good Fund	11 September 2023
Executive	12 September 2023
Teviot & Liddesdale Area Partnership	12 September 2023
Galashiels Common Good Fund	21 September 2023
Civic Government Licensing	22 September 2023
Pension Fund	22 September 2023
Pension Board	22 September 2023
Executive	3 October 2023

## **DECISION**

**APPROVED the Minutes listed above.**

### **4. BORDERS RAILWAY – ESTABLISHMENT OF CROSS-PARTY WORKING GROUP**

There had been circulated copies of a report by the Director Resilient Communities summarising progress with the development of the business case for the reinstatement of the Borders Railway between Tweedbank and Carlisle and proposing the establishment of a Cross-party Working Group to oversee this work in line with the £10m funding commitment detailed in the Borderlands Inclusive Growth Deal. The report explained that agreement had been reached with both Governments, DfT and TS that the next step was to progress the Strategic Business Case for the project, and that the £10m Deal commitment could be used to fully fund this work. Agreement had also been reached that the £10m could be used to fund a Senior Project Manager, appointed by Scottish Borders Council on behalf of the Borderlands Partnership as Lead Partner for the project, to oversee the development of the business case and coordinate the team of internal and external professionals who would deliver this work. This would include initially preparing a full project plan for completing the Full Business Case for the project, including associated feasibility studies, drawing on the £10m Growth Deal investment. To support this work moving forward, and based on the previous governance model which oversaw the first phase of the Borders Railway feasibility work and business case development to successful completion, it was proposed to set up an internal Cross-party Working Group to oversee this work. It was suggested that the membership of this working group includes representatives of each of the political groups of the Council, to ensure there is full visibility and oversight of this complex and high-profile project. Members supported the proposal. In response to a question on the frequency of meetings, Mrs Craig advised that this would be agreed by the Group once established but would be varied depending on need at any given time. Councillor Scott Hamilton proposed that the number of members be increased to 9 to allow full cross-party involvement and this was agreed. It was further agreed that names would be submitted after the meeting.

## **DECISION**

**AGREED to:-**

- (a) note the progress made by the Borderlands Partnership to agree the process for developing the business case for the Borders Railway extension project;**
- (b) note the agreement made with UK and Scottish Governments to draw down the £10m commitment at key stages to fund this business case development work via the Borderlands deal;**
- (c) approve the membership and remit of a Cross-party Working Group comprising 9 members to oversee this work, based on the previous governance model which successfully oversaw the Borders Railway Edinburgh to Tweedbank business case development, as outlined in the report; and**
- (c) that the names of the Councillors to serve on the Working Group be submitted to the Director.**

## 5. **MEMBERS TRAINING AND DEVELOPMENT POLICY**

There had been circulated copies of a report by the Director of Corporate Governance seeking approval for a Training and Development Policy for Elected Members, to support them in acquiring the skills and knowledge necessary to perform their wide-ranging roles and responsibilities as Elected Members. The report explained that learning and development had a key role to play in ensuring all Elected Members had the necessary knowledge and skills to be highly effective and serve the Council and the Borders' communities to the best of their ability. Following on from the Induction Programme (May to November 2022), and in order to ensure support for all Elected Members to acquire or hone the skills and knowledge necessary to be highly effective and serve the Council and the Borders' communities to the best of their abilities, a Training and Development Policy had now been developed and this was contained in Appendix 1 to the report. The CPD Framework for Elected Members in Scottish Local Government had been developed by the Improvement Service and it was intended that this Framework, which covered 7 roles of Elected Members, would be used as the basis for developing a Personal Development Plan for each Elected Member. The key stages in developing the CPD Framework for Elected Members were:

- (a) completion of an online survey which involved self-assessment against a range of suggested skills/behaviours;
- (b) to hold an individual meeting with Officers to develop a Personal Development Plan;
- (c) access to the Improvement Service CPD Framework Development Programme containing a range of development resources and other internal and external training and development opportunities; and
- (d) an individual annual CPD Framework review meeting to discuss progress.

Members supported the proposals and agreed it was important to keep developing their skills although capacity to undertake training was often an issue. It was noted that Members had individual needs and that the plan would be tailored to fit these.

### **DECISION**

#### **AGREED:-**

- (a) **to approve the Elected Members' Training and Development Policy detailed in Appendix 1 to the report; and**
- (b) **that the outcomes from the Members' skills survey be used as a starting point to inform their future Personal Development Plans and training and development needs.**

## 6. **REVIEW OF POLLING DISTRICTS, POLLING PLACES AND POLLING STATIONS**

There had been circulated copies of a report by the Director Corporate Governance seeking approval for a review of the current Polling Districts and Polling Places within the Scottish Borders Council Area to ensure that all electors in a constituency in the local authority area had such reasonable facilities for voting as practical in the circumstances and so far as was reasonable and practicable, every polling place for which the Council was responsible was accessible to electors who are disabled. The report explained that the Electoral Registration and Administration Act 2013 set out the timing of reviews of UK Parliamentary polling districts and polling places. The next compulsory review must be completed by 31 January 2025. Although there were no scheduled elections it was important to note that the next general election must take place by January 2025. It is also important to keep polling districts and polling places up-to-date in preparation for any unexpected electoral events. The timescale was set to allow any changes to be made in advance of the next General Election and the report set out how the review will be undertaken and the timescales for achieving Council approval. In response to a question about the possibility of RAAC in some halls and the lack of expertise of those who managed them, the Director Infrastructure and Environment

confirmed he could provide assistance if required. The availability of the questionnaire in paper form was also raised and it was agreed that these could be provided.

#### **DECISION**

#### **AGREED:-**

- (a) **the proposals and timescales for carrying out the review of Polling Districts and Polling Places, as detailed in the report; and**
- (b) **that a report on the outcome of the review be submitted to a meeting of Council as early as possible after the conclusion of the consultation period to allow any proposed amendments to be made in advance of the next General Election.**

#### **7. MOTION BY COUNCILLOR ROBSON**

Councillor Robson, seconded by Councillor Tatler moved approval of the following Motion as detailed on the agenda:-

“That the Council commends the efforts of Rotarians world-wide to support the eradication of polio, in particular appreciates the contribution made by Rotary Borderlands (Passport Group) thereto, notes the dramatic success in cutting the numbers of those who are newly infected by 99%, but recognises the need for constant vigilance to ensure the disease does not recur and therefore welcomes the joint working locally between Rotarians and the Council’s Education Department in explaining the pain and suffering polio brings and the on-going work to end this threat to human health.”

Councillors Robson and Tatler spoke in support of the Motion which was unanimously approved.

#### **DECISION**

**AGREED to approve the Motion as detailed above.**

#### **8. MOTION BY COUNCILLOR PIRONE**

Councillor Pirone, seconded by Councillor Marshall moved approval of the following Motion as detailed on the agenda:-

“This council recognises the impact that "real term cuts" announced by Police Scotland could have on our communities across the Scottish Borders. Fifty million pounds of savings have to be found by our police force this year. We have around 147 officers across the Scottish Borders. It has become apparent that we need to accept this without additional support in the foreseeable future.

Still, we acknowledge that our hard-pressed officers do their best in challenging circumstances they are presented with now and in the future. We note, of course, that this council continues with plans to protect our communities with CCTV, which will help our officers. This council also notes that nationally, the police have had to accelerate the disposal of a further 30 police buildings, which could impact our communities.

This council directs our leader to urgently draft a letter to the Scottish Government, conveying concerns about the current police numbers and how these cuts will impact the Scottish Borders. We urge the Scottish Government to assess police resources and consider alternative community safety strategies without solely relying on the council for additional support.”

Councillors Pirone and Marshall spoke in support of the Motion which was unanimously approved.



**DECISION**

**AGREED to approve the Motion as detailed above.**

**9. MOTION BY COUNCILLOR PIRONE**

Councillor Pirone, seconded by Councillor C. Hamilton moved approval of the following Motion as detailed on the agenda:-

“Scottish Borders Council recognises the importance of addressing anti-social behaviour among our young people in our communities and that we value positive youth engagement. We acknowledge the need for a safe environment that promotes the growth of our young residents. We therefore ask the Chief Executive to bring a report to Council detailing what the Council is currently doing to address anti-social behaviour among our young people and if there is more we can do within the Scottish Borders in partnership with others.”

Councillors Pirone and Hamilton spoke in support of the Motion which was unanimously approved.

**DECISION**

**AGREED to approve the Motion as detailed above.**

**10. OPEN QUESTIONS BY COUNCILLORS**

The questions submitted by Councillors Anderson, Thomson, Sinclair and Tatler were answered.

**DECISION**

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

**11. OPEN QUESTION FROM MEMBER OF THE PUBLIC**

The following question was submitted by Mr Bell from the Tweeddale East Ward:-

“Notwithstanding an overwhelming workload on our planning staff:-

Whilst wind-farm applications decided under the Electricity Act S36 are administered by the Energy Consents Unit [ECU], the relevant Planning Authority is a significant consultee.

As normal practice, other Planning Authorities report on all known external consultee responses, including from members of the public; helping Councillors decide based on best evidence.

SBC don't put public representations to such applications on the SBC website — indeed officers on occasion asserted that “.. *third party representations are submitted direct to the ECU and it is for them to account for these matters. You will be aware that we have received a number of representations in relation to this application and I would remind members not to allow these representations to influence your decision making today.*”

By not taking into account important external consultee responses, our Councillors are potentially not appraised of the full picture of the representations; an approach that is certainly not "best practice" compared with other Planning Authorities.  
When will Scottish Borders Council adopt best practice in respect of S36 applications?”

Councillor Mountford, Executive Member for Estate Management and Planning gave the following reply:-

“This is an issue that is raised from time to time as there is considerable misunderstanding of the Council's roles in the determination of major wind farm proposals.

The first thing to emphasise is the Council is not the decision maker in these cases, nor are these proposals planning decisions in the sense that they are planning applications determined through the statutory process.

Applications are made under Section 36 of the Electricity Act which covers any proposal with an electricity generating capacity of 15 megawatts or more are made to the Scottish Government's Energy Consents Unit for determination. As a result and as part of the application process Scottish Borders Council is only a consultee. The ECU consults the Council in its capacity as planning authority. Our remit is to assess the proposal against development plan policies and make any technical assessments that it has responsibility for, such as landscape and visual impact, access, noise and the affect of these on residential amenity. Our officers are well placed to advise on these matters and the Planning and Building Standards Committee has the final say. Along with Community Councils and other interested third parties we then submit our view to the ECU, we are not, I emphasise, making a decision on the proposal. The view being sought is that of the Council, not of anyone communicating with the Council, as these people and organisations have their own direct line of communication with the ECU. It is not for the Council to duplicate that effort or responsibility. Precisely because the ECU will address any representations directly in its capacity as decision maker. We do, however, report where Community Councils have made comments and if Councillors wish to view these or any other comments they are able to do so by checking the ECU website.

The law does not require us to seek the views of third parties because if we did what Mr Bell is requesting there is a risk that we would find ourselves reflecting the views of only a proportion of those with an interest because they happen to have copied us in. To avoid any confusion, its important that people making comments do so to the decision making body, not to another consultee.

I accept the determination of the proposals under the terms of the Electricity Act is not perfect and the respective roles of the Council and ECU can seem confusing as a result.

But we simply cannot extend the role of the Council within this legislative framework, however desirable that might be.

Mr Bell refers to other local authorities that reports all known external consultee responses, but I don't know which local authorities he is referring too. Earlier this week I attended a meeting of Scottish Planning Convenors in Edinburgh and none of those that I spoke to was giving as Mr Bell suggests. Mr Bell also requests that SBC adopts what he describes as best practice and again I spoke with the new independent Scottish Planning Champion, it's a new role and he confirmed that there is no universal standard of best practice because he described that as being a purely subjective notion. Having said that I am confident that SBC's procedures are good practice. Thank you."

## **DECISION**

**NOTED the reply.**

### **12. URGENT BUSINESS**

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

### **13. COUNCIL TAX FREEZE 2024/25**

The Director Finance and Procurement advised that on 17<sup>th</sup> October 2023 the Council was notified that a freeze on Council Tax levels for 2024/25 was announced at the SNP conference. Following the First Minister's announcement the Council were now awaiting further information from the Scottish Government regarding the Council Tax freeze and implications for the financial settlement for 2024/25. While she had been told it would be fully funded, she did not have any detail on what that would mean. As Councillors were aware the Council was facing significant challenges for their budget process not least because UK inflation was today running at 6.7% per annum. Council tax was of course previously frozen

between 2007/08 and 2016/17 and then again in 2021/22. It was now commonly understood that these freezes had had an ongoing impact on the Council Tax base across Scotland. It was understood that this base was significantly smaller (around £600m across Scotland) than it could have been, had the freeze not been put in place. The gearing effect of the smaller tax base meant that each subsequent increase in Council Tax raised less income than would have been the case without the freeze – a revenue substitute into Revenue Grant at year one of a freeze still resulted in a long-term reduction. Scottish Borders Council approved an indicative 5-year revenue financial plan each year. The 2023/24 approved plan reflected an assumed increase in Council Tax of 4% for 2024/25, this equated to assumed additional income of £2.7m for the Council to support the delivery of Council services. It was helpful to understand that each 1% increase in the Council Tax provided just under £700,000 per year to fund local services and of course the final decision regarding Council Tax levels might not have rested at that 4% figure. Members thanked Mrs Douglas for the update and noted that meetings of the Budget Working Group would be starting soon and that it was likely to be their most challenging budget to date.

**DECISION**

**NOTED the update.**

**14. PRIVATE BUSINESS**

**DECISION**

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

**SUMMARY OF PRIVATE BUSINESS**

**15. Committee Minutes**

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

**16. Toilet Provision in West Linton**

Member agreed to continue the report by the Director Infrastructure and Environment to the next meeting in November to allow further information to be provided.

*The meeting concluded at 12.20 p.m.*

**SCOTTISH BORDERS COUNCIL**  
**26 OCTOBER 2023**  
**APPENDIX I**

**OPEN QUESTIONS**

**Question from Councillor Anderson**

To the Executive Member for Estate Management and Planning

Cockburnspath Community council have been trying for many years to get an agreement in place to allow them to repair the Merket Cross. After extensive attempts by Elected members to bring this issue to a satisfactory conclusion we are still no further forward. The Merket Cross stands on SBC ground but has no owner which has made the issue difficult. Can SBC give written assurance to Cockburnspath CC that, repairs paid for by Cockburnspath CC will not result in them being liable for the Merket Cross in the future?

Reply from Councillor Mountford

The Merket Cross is a grade A listed historic monument, the ownership of the Cross is not yet established. It is not recorded on the Council's asset register and legal services are trying to establish the ownership of the land on which the cross sits because under Scots Law, if the Council own the land then the ownership of the Cross on which it sits also rests with SBC.

The Community Council has also been in extensive correspondence with the Heritage Planning Team at SBC and once ownership of the cross is established the easiest way to ensure repairs to the Cross are conducted to an appropriate standard would be for the Community Council to pass funding to SBC under a legal agreement and for the Council to undertake the necessary works. Once ownership is established there will be no risk of any future liability for the works resting with the Community Council.

Supplementary

Councillor Anderson asked if there was a timescale. Councillor Mountford advised that while he could not provide a timescale, legal services would proceed as quickly as possible to resolve ownership.

**Question from Councillor Thomson**

To the Executive Member for Communities and Equalities

Following the approval of the motion put forward by Cllr Tatler at the previous full council meeting, does the Administration support the promotion of the joint Trussell Trust and Joseph Rowntree Foundation Campaign calling on the UK Government for an 'essentials guarantee' to make sure the basic rate of Universal Credit is sufficient to afford the basics each of us needs to live?

Reply from Councillor Tatler

Council agreed at it's last meeting to call on all UK political party leaders to support the introduction of an Essential Guarantee within Universal Credit to ensure that the basic rate at least covers life's essentials, such as food and bills, and can never be pulled below that level. I put forward the motion in support of the joint Trussell Trust and Joseph Rowntree Campaign and I will speak to officers about how the Council can best promote it.

Supplementary

Councillor Thomson advised that the Joseph Rowntree Foundation was calling for a £22m investment by the UK Government and can we ask for a commitment for this. Councillor Tatler advised that the Council had done as asked by their Campaign.

**Question from Councillor Sinclair**

To the Convener

How and why was the decision taken to light up Council Headquarters blue and white on October 10<sup>th</sup>?

Reply from Councillor McAteer

First of all Councillor Sinclair can I thank you for the question that is entirely relevant and appropriate.

On the 7th October 2023 many were shocked at the despicable terrorist attack on the state of Israel, by Hamas, a 'proscribed' terrorist organisation in the UK and elsewhere across the world. In its entirety, following Parliament's approval of an Order which was laid in Parliament on Friday.

That 2012 decision of the UK government makes it unlawful to support Hamas.

On the evening of Sunday 8th October as Convener of Scottish Borders Council I was contacted by elected members of this council who advised me that the UK Government were asking for public buildings to 'fly an Israeli flag' as a 'mark of respect' in condoning the terrorist action that had resulted in the loss of more than 1000 innocent men, women and children.

This was not an 'instruction' and devolved authorities, including Scotland, were able to offer their own advice or recommendations.

After being requested to consider flying the Israeli flag I referred to the council's 2015 'The Flying of Flags from Council Buildings' protocol. The current protocol only refers to flags and makes no provision for the recent trend of 'lighting' council or public building with coloured lighting generally aligned to the event being respected. In the absence of any clarity I considered the lighting of a public building could reasonably follow the flag flying policy to ensure consistency in the council's approach.

The protocol is predicated on Scottish Government procedures and while the content is heavily focussed on scheduled annual events e.g. birthday of the monarch, international day against homophobia, armistice day and Remembrance Sunday it also makes reference to actions resulting from acts of terrorism, natural disaster and 'any other appropriate action'.

The protocol is explicit in stating that the decision (to fly a flag) will be made by the Convenor in consultation with the Chief Executive.

In following the protocol I discussed the request to fly the Israeli flag with the acting Chief executive. We were very aware of the sensitivities and concerns that any action we undertook may have in our communities.

We jointly agreed that the specific targeted and heinous criminal attack on so many defenceless people, including young children, the deliberate taking of hostages and the direct impact on UK and other nationals justified our support to 'all' who unfortunately were victims of the Hamas terrorists.

This approach was I believe consistent with previous such decisions made by this council.

It was also established that Scottish Borders Council were not in possession with an Israeli flag and the alternative of lighting the Headquarters Tower in Blue and White was proposed.

This decision was communicated to the political groups of the council with a proposal to light the Headquarters Tower over three nights (until the weekend) with supporting media that explained why the council had taken this decision.

Subsequently I received confirmation that the Conservative group (while still preferring an Israeli flag) were totally supportive. I also received representation from the SNP and Green group who expressed their concern regarding the action. They were supportive of showing solidarity with those impacted by war and violence while making the point that hundreds of Israeli and Palestinian civilian lives had been lost'

I personally did not receive representations or expressed concerns from the Independent or Liberal Democrats groups.

In view of the divergent views of the two groups the acting Chief Executive and I discussed what a considered and proportionate response might be. Doing nothing given the horrendous circumstances and the public outrage was not considered a realistic option and failed the 'consistency' test. Ignoring one or other of the groups that had expressed support or concern was undemocratic and inappropriate. Moderating the proposal to limit the time the Tower would be lighted to one night and ensuring the accompanying public commentary made it clear that this council was recognising 'all' victims without prejudging one state or the other was preferred.

The acting Chief Executive and I agreed the latter approach.

In making this decision I was acutely aware of perfectly legitimate sensitivities and historical context between Israel and Palestine and the Middle East in general.

I was at pains to emphasise that I had no wish to become involved in the politics of this difficult and challenging relationship.

Condoning the illegal, heinous, and utterly deprived actions of a proscribed terrorist organisation in line with the UK and Scottish Governments and internationally was a reason why our Headquarters Tower was lighted for one night in blue and white. Recognising and supporting 'all' victims of such violence more than complimented that decision.

I'm sure you all join me in hoping that lasting peace returns to Israel, Palestine and the Middle East very soon.

#### Supplementary

Councillor Sinclair agreed that the actions of Hamas could not be condoned but that the situation had escalated since then resulting in a humanitarian crisis with the UN calling for a ceasefire. On that basis she asked if the Convener would agree to light the tower in white to recognise all casualties. Councillor McAteer advised that there were learning in all that we did and advised that having reviewed the Council's Policy there was a need to involve others in the decision making. He confirmed that it was likely that white would be the colour used in future for any similar such events.

#### Question from Councillor Tatler

##### To the Executive Member for Service Delivery and Transformation

At the Council's Executive on 18<sup>th</sup> April it was agreed that a Lessons Learned Report in relation to the Peebles Swimming Pool debacle would be brought back to Executive for their consideration. It is now 6 months since that meeting, when will the Report come to Executive?

##### Reply from Councillor Rowley

An initial lessons learned discussion has taken place and a formal workshop is currently being arranged with the Council's insurers Zurich. This is expected to take place once the final insurance settlement has been agreed, this Autumn. A report will be prepared for consideration by Executive Committee following the formal lessons learned workshop. At present, the expected timescale for a report is December 2023.



## **Regional Land Use Framework**

**Report by Director of Infrastructure & Environment**

---

**SCOTTISH BORDERS COUNCIL**

**23 NOVEMBER 2023**

---

### **1 PURPOSE AND SUMMARY**

- 1.1 This report seeks approval of the draft Regional Land Use Framework (RLUF) for the South of Scotland set out in Appendix A for public consultation for a 12 week period and agreement for the final version to be submitted to Scottish Ministers by March 2024.
- 1.2 The South of Scotland Regional Land Use Framework is one of 5 pilots being developed as part of Scottish Government's pilot programme. The pilot is a tripartite approach between Scottish Borders Council, Dumfries & Galloway Council and SOSE and is supported and governed through the Regional Economic Partnership.
- 1.3 The pilot aims to test governance structures that deliver collaborative decision making for land use and using a natural capital approach to identify priorities for land use change that support government climate change and biodiversity targets.

### **2 RECOMMENDATIONS**

#### **2.1 Scottish Borders Council is recommended to:**

- (a) **Approve the Draft Regional Land Use Framework as set out in Appendix A as the basis for a 12 week consultation, and**
- (b) **Delegate authority to the Director of Infrastructure & Environment to submit the finalised version of the Framework to Scottish Ministers by March 2024, unless there are substantive changes to the document as a result of the consultation, in which case the matter will be referred back to Council for agreement.**

### **3 BACKGROUND**

- 3.1 The proposal for Regional Land Use Partnerships was first set out in Scotland's Land Use Strategy (2016) and the Climate Change Act in 2019 brought renewed ambition to the proposal. Land use and land use change, is recognised as key to delivering Scotland and the UK's climate change targets and RLUP's have the potential to play a pivotal role in delivering on this, making a just transition to a net zero economy.
- 3.2 In the 2019 Programme for Government the Scottish Government committed to establishing Regional Land Use Partnerships (RLUP's) in 2021, with an expectation that the Partnerships would prepare Regional Land Use Frameworks (RLUF's) by 2023. The 2020 Programme for Government recommitted to making use of Partnerships in 2021.
- 3.3 The five pilot areas were announced in February 2021 and were chosen to test approaches to governance and implementation before any wider roll-out across Scotland. The volunteer pilot regions were: South of Scotland, North-West Sutherland, Aberdeenshire and the two national parks.
- 3.4 Following creation of the South of Scotland Partnership, work commenced on the development of the Regional Land Use Framework, which is an informal policy document that aims to draw together the priorities for land use change across the entire region, with its focus being at a regional strategic level. The work of the Partnership in developing the Framework has been supported by consultancy provided by Southern Upland Partnership and Land Use Consultants.

### **4 REGIONAL LAND USE FRAMEWORK**

#### What is a RLUF?

- 4.1 The RLUF sets out a concise vision and objectives for land use across the region, providing information on existing land uses (and the benefits they provide) and drivers for land use change. It recognises the urgency of joined up action to address the climate and biodiversity crises and identifies some of the priority changes in land use that are going to be needed. For example, significantly more native woodland creation and peatland restoration, renewable energy generation and more efficient and environmentally friendly food production that helps restore nature. It also starts to explore where these priority land use changes might be best delivered, drawing on the best available data.
- 4.2 The RLUF also recognises, as part of a Just Transition, the need for inclusive engagement between those making decisions about land and the wide range of people and interests affected by and benefitting from such decisions. It identifies principles to support decision making and existing funding opportunities to enable land use change. Support from Scottish Government for a Just Transition in land use across the region will be critical, including access to better data to support land use planning and funding for landowners to incentivise and enable investment in the right land use change in the right places. It also includes a list of short and medium term actions to support delivery of the RLUF's vision and objectives, linked to the Regional Economic Strategy.

#### The South of Scotland Pilot



4.3 The pilot is being co-ordinated by SOSE in partnership with Dumfries & Galloway Council and Scottish Borders Council. Following stakeholder engagement, the governance arrangements were established to align with the Regional Economic Partnership who provide oversight of the process. Final approval lies with the two local authorities, in a process which mirrors that established for the Regional Economic Strategy. The RLUF has been co-designed through extensive stakeholder engagement between November 2021 and March 2023, using a place-based approach to capture feedback from across the region and to reflect the distinctiveness of localities within the region.

#### Natural Capital Approach

4.4 The methodology was based on a natural capital approach, which considers land as an asset from which flow a range of benefits to society. A 6-step approach was adopted: building the baseline of land use and benefits it provides; understanding the drivers of land use change; exploring with stakeholders the opportunities for land use change to boost multiple nationally and locally needed benefits; investigating tensions and trade-offs between managing land for different benefits; and identifying land use change opportunities.

#### Development of the Regional Land Use Framework

4.5 The social research findings of the stakeholder engagement were reviewed to understand their fit with national and regional policy. This evidence base was then developed into the RLUF in consultation with the officer working group, RLUP Advisory Group and the REP.

4.6 A Vision for land use and a set of objectives has been developed:

*A South of Scotland region where we fully recognise, understand and value the importance of our natural capital. Our plans and decisions about land use – including more native woodland, more peatland restoration and more sustainable and regenerative farming - deliver improved and enduring benefits for all, delivering a Wellbeing Economy through a Just Transition to Net Zero and nature-positive outcomes.*

4.7 A number of objectives have been identified and these are to:

- Support and promote more informed, collaborative and integrated decisions about how we use land in the South of Scotland in a sustainable manner, addressing the climate and biodiversity crises whilst supporting a wellbeing economy.
- Identify and understand competing pressures on land and identify opportunities for land use to deliver multiple benefits of value to society.
- Inform the targeting of public and private investment in support of transparent, fair, sustainable investments in land use.
- Encourage land-based businesses to work with nature and communities, helping to contribute more to South of Scotland's prosperity, including jobs, skills development and a just transition.
- Enable urban and rural communities to be better connected to the land, with more people enjoying the land and positively influencing land use.

- 4.8 The RLUF includes a set of recommendations to Scottish Government around governance, improvements in developing future RLUFs, how RLUFs could inform the new Agricultural scheme and Just Transition Plans and the need for better and publicly available data. It lays out over 30 actions that inform the development of the region as a Natural Capital Innovation Zone (as recently endorsed at the Convention of the South of Scotland) and as a delivery plan under the Regional Economic Strategy. From a local authority perspective this includes actions relating to nature networks, strategic approaches to woodland creation, development Frameworks for renewable energy, development of the Regional Spatial Strategy and sub-catchment Place plans that link to local place Plans.
- 4.9 The RLUF is an informal Framework which sits outside the Development Plan but can help link to and inform the LDP, Regional Spatial Strategy and Local Place plans. The RLUF also informs delivery of the Regional Economic Strategy which helps realise Scottish Government's ambitions under the National Strategy for Economic Transformation (NSET).

### Next Steps

- 4.10 Following consideration and approval of the RLUF by both Councils, it will be subject to a 12 week public consultation, which will inform the final version of the document. If there are substantive changes to the document required as a result of the consultation exercise, the Framework will be brought back to Council for agreement, otherwise, if there are only minor or non-material changes, it will be submitted to Scottish Ministers by the end of March 2024.

## **5 IMPLICATIONS**

### **5.1 Financial**

There are no costs attached to any of the recommendations contained in this report. The pilot programme has been supported by core funding of £189k from Scottish Government. This has funded consultancy support from Southern Upland Partnership and Land Use Consultants.

All other costs relate to officer time from all three organisations dedicated to supporting the programme.

### **5.2 Risk and Mitigations**

Once approved the South of Scotland Regional Land Use Framework will become a non-statutory regional policy and strategy, articulating a high-level statement of regional approach to land use change using a natural capital approach to land use change that support government climate change and biodiversity targets and the Council's aspirations in its Climate Change Route Map.

Partnership working is critical to the success of the South of Scotland approach. There would be a reputational risk to the Council in not agreeing the Framework, which has been developed through wide collaboration and consultation across the South of Scotland and which has the potential to guide land use activity and investment, contributing to the Region's economic priorities and ambitions as well as its environmental imperatives.

### 5.3 **Integrated Impact Assessment**

An integrated impact assessment has been completed. As noted, subject to formal approval, the final RLUF will be non-statutory; its purpose will be to inform and support the development and delivery of a natural capital approach to meeting climate change and biodiversity loss, influence other national, regional and local plans and strategies and help the drive towards a Just Transition to climate change.

### 5.4 **Sustainable Development Goals**

The pilot derives from the provisions of Scotland's Land Use Strategy (2016) and the Climate Change Act in 2019 and its outcomes seek to make a positive contribution to addressing the twin crises of climate change and biodiversity through management of land use changes. Its provisions are consistent with and support the delivery of Scotland's national outcomes and UN Sustainable Development Goals 1, 6, 7, 8, 9, 10, 12, 13, 15, 16 and 17.

### 5.5 **Climate Change**

As stated in 5.4 above, the pilot derives from the provisions of Scotland's Land Use Strategy (2016) and the Climate Change Act in 2019 and its outcomes will make a positive contribution to addressing the twin crises of climate change and biodiversity through the management of land use change.

The pilot seeks out a series of recommendations for practical action to development of the region as a Natural Capital Innovation Zone (as recently endorsed at the Convention of the South of Scotland) and as a delivery plan under the Regional Economic Strategy.

### 5.6 **Rural Proofing**

Whilst the RLUF is an informal policy document it focusses on improving the competitiveness and sustainability of its constituent rural economies and has been developed to take account of the rural community and sectorial interests, highlighting opportunities and challenges.

### 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 proposed to either the Scheme of Administration or the Scheme of Delegation as a result of the proposals in your report.

## 6 **CONSULTATION**

6.1 Consultation has been undertaken with the Director (Finance & Procurement), the Director (Corporate Governance), the Chief Officer Audit and Risk, the Director (People Performance & Change), the Clerk to the Council and Corporate Communications and any comments received have been incorporated into the final report.

**Approved by**

**Name****Titled****John Curry  
Author(s)****Director of Infrastructure & Environment**

Name	Designation and Contact Number
Ian L Aikman	Chief Planning & Housing Officer EXT 6510

**Background Papers: nil****Previous Minute Reference: n/a**

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

Contact us at [insert name, address, telephone number, e-mail]

**South of Scotland Regional Land Use Framework**

**Final draft for consultation**

**October 2023**

DRAFT

## CONTENTS

1. Introduction
2. Vision and objectives
3. Principles
4. Existing land uses, benefits and trajectory of change
5. Priority land use changes
6. Making use of the framework
7. Next steps / plan of action
8. Monitoring and assessment
9. Appendices
  - A1 Glossary
  - A2 Scottish Land Use Strategy Principles
  - A3 Summary of JHI work on land use change for net zero
  - A4 Policy context
  - A5 Summary land cover statistics for South of Scotland,
  - A6 Agricultural statistics and land capability for agriculture
  - A7 Case studies
  - A8 Funding sources

DRAFT

## EXECUTIVE SUMMARY

The South of Scotland is a large rural region with an extensive land-based economy including agriculture, forestry and tourism. However, as biodiversity loss and climate change impacts increase, so does the pressure on our natural capital assets – including our soils, water, habitats and wildlife. We will need to take new approaches to the ways in which we use and manage our land to help that finite resource deliver multiple benefits for our businesses, communities and visitors alike - including sustainable food and timber production, renewable energy generation but also wider public benefits such as spaces for recreation and tourism, for wildlife, carbon storage and clean water.

As the very first step on a longer journey towards more sustainable use of land across the South of Scotland, this document establishes the first Regional Land Use Framework (RLUF). This RLUF, developed as part of a pilot project and shaped by extensive stakeholder engagement including an interim Regional Land Use Partnership, seeks to raise awareness of the many issues impacting on land use across the region and to start to help people make better, more informed long-term decisions about land use to meet national, regional and local needs.

This RLUF sets out a concise vision and objectives for land use across the region before providing information on existing land use (and the benefits it provides) and drivers for land use change. It recognises and highlights the urgency of joined up action to begin to address the climate and biodiversity crises and identifies some of the priority changes in land use that are going to be needed. For example, significantly more native woodland creation and peatland restoration, renewable energy generation and more efficient and environmentally friendly food production that helps restore nature. It also starts to explore where these priority land use changes might be best delivered, drawing on the best available data.

The RLUF also recognises the need for inclusive engagement between those making decisions about land and the wide range of people and interests affected by such decisions. Transparency and debate about the evidence (e.g., on what uses are best suited to specific areas of land) and justifications for seeking specific land use changes in different locations will be critical, taking into consideration the full range of benefits provided by the land as part of a just transition.

The RLUF identifies principles to support decision making and existing funding opportunities to enable land use change. It also includes a list of short- and medium- term actions to support delivery of the RLUF's vision and objectives, linked to the Regional Economic Strategy (RES). Support from Scottish Government for a just transition in land use across the region will be critical, including access to better data to support land use planning and funding for landowners to incentivise and enable investment in the right land use change in the right places.

## 1. INTRODUCTION

The South of Scotland is a rural region spanning the two local authority areas of Dumfries & Galloway (D&G) and the Scottish Borders (SB). It covers more than 170 miles from east to west, with an area of more than 11,000 square kilometres and is home to over 260,000 people. As a rural area many of our communities live in small market towns and villages scattered across uplands, lowlands and coastal environments, surrounded by beautiful countryside. However, as biodiversity loss and climate change impacts increase, so does the pressure on our natural capital assets (including our soils, water, habitats and wildlife). We will need to take new approaches to the ways in which we manage our land, helping that finite resource deliver multiple benefits for our businesses, communities and visitors alike.

The South of Scotland has an innovative, but fragile, extensive agricultural and forestry base and, whilst delivering sustainable food and timber production is important, we need to consider how to manage land so that it also delivers wider public benefits, such as spaces for recreation and tourism, for wildlife, carbon storage and clean water. As the Just Transition for land use and agriculture report (Scottish Government, 2023) states: *“to achieve a nature-positive, net zero Scotland, our land and sea will need to balance competing demands and will require negotiation and compromise from all.”*

As the very first step on a longer journey towards more sustainable use of land across the South of Scotland this document establishes the first Regional Land Use Framework (RLUF). This RLUF seeks to raise awareness of the many issues impacting on land use across the region and to start to help people make better, more informed long-term decisions about land use to meet national, regional and local needs. It recognises and highlights the urgency of joined up action to begin to address the climate and biodiversity crises.

### Policy context

The **National Strategy for Economic Transformation** sets out Scotland’s ambition for a Wellbeing economy, that thrives economically, socially and environmentally, is fairer, inclusive, wealthier and greener and delivers a just transition to a net zero, nature-positive economy, and rebuilds natural capital. Rebuilding Scotland’s natural capital is key to the long-term productivity of the many sectors of the economy which rely on the resources and services nature provides. The transition to a nature-positive economy, designed to help reverse biodiversity loss by 2030, will support our international responsibilities, while also offering enormous opportunities for Scotland’s prosperity and well-being. Increasing public and responsible private investment in Scotland’s natural capital, is both an important economic opportunity and essential to meet the pace and scale of our climate change targets, biodiversity goals and wider land use policy objectives. The Scottish Government is also committed to ensuring that local communities are empowered and gain Community Wealth Benefits from investment in natural capital.

**Scotland’s third national Land Use Strategy** sets out Scottish Government’s long-term vision for sustainable land use, their objectives and key policies for delivery. It acknowledges that we ask a lot of our land and that the demands are growing, recognising that the climate and nature emergencies are the most urgent challenges of our generation. These cannot be addressed without changes to the way we use, manage and live on the land. How we manage our land and terrestrial water bodies affects the marine environment. The strategy recognises that effective management of our natural capital needs to be integrated across land and seas and makes links to the Scottish National Marine Plan.

To achieve a **Just Transition to Net Zero** by 2045 it is essential that we understand where the costs and benefits from the way we use the land lie, recognising the economic prosperity that sustainable land management can provide to existing communities and future generations. The Land Use Strategy for Scotland recognises that our landscapes may look very different as a result, with significantly more, (and better) afforestation (albeit we note that parts of the South of Scotland are already heavily forested) and peatland restoration, and efficient and environmentally friendly food production that helps restore nature. It promotes a holistic systems approach to land use and management, rather than a sectoral approach, to help balance the competing demands placed on the



land in a way that protects and enhances our land, encouraging a wider range of interests to engage to enable meaningful debate about our priorities for land use.

This needs to be based on a “**natural capital approach**”, i.e. one that recognises land as a natural asset that provides a range of benefits to society through the provision of ecosystem services which underpin our economy and way of life. These include food and timber, freshwater, woodlands and peatlands, healthy soils, carbon sequestration, natural flood management, biodiversity and landscapes for access and tourism.

In a rapidly evolving policy landscape, the RLUF will align with Scottish Government’s emerging **Land Use and Agriculture Just Transition Plan**, providing a key delivery mechanism for a fair and inclusive approach to deliver a fairer, greener Scotland.

The Land Use Strategy identifies **Regional Land Use Partnerships** (RLUPs) and the National Planning Framework as key platforms for change to help achieve Scotland’s ambitions for sustainable land use. Scottish Government established five RLUP pilots, that are aligned with groupings of planning authorities developing Regional Spatial Strategies. The South of Scotland was one of the areas selected. The RLUPs are intended to help stakeholders work together to find ways to optimise land use in a fair and inclusive way. The South of Scotland pilot is being delivered through a partnership of South of Scotland Enterprise, Dumfries and Galloway Council and Scottish Borders Council.

The Convention of South of Scotland has agreed to position the region as the Natural Capital Innovation Zone to encourage and accelerate responsible investment across the region. This recognises how the region can positively address climate and nature impacts by strengthening business and community resilience, whilst growing the economy for future generations. The region will pioneer innovative methods of land and marine management built on partnerships and develop a pipeline of Natural Capital investment opportunities that identify nature-based solutions including regenerative agricultural projects, to deliver the Wellbeing Economy. Activity will also help halt loss of biodiversity by 2030 and reverse it with landscape scale restoration by 2045, including projects such as the Wild Heart Expansion Project in Southern Scotland.

### **Aims of the RLUP pilots**

The aim of the pilots is to test options for establishing RLUPs, looking at governance and partnership working on a regional scale to understand how to:

- establish a **partnership structure** able to deliver a collaborative approach to land use change decision-making involving national and local government, landowners and managers, communities and stakeholders.
- outline in a Framework (RLUF) how to use a **natural capital approach** to identify and agree upon current and potential land use changes across the region that support the delivery of Scottish Government’s climate change targets and other environmental objectives, including improving biodiversity.
- signpost public and private **funding opportunities** for landowners and managers, or community groups to assist with land use changes based on RLUF priorities.

## Why do we need a Regional Land Use Framework?

**Climate change** is going to have profound impacts on land use and livelihoods across the South of Scotland over the coming decades. Summers will become warmer and drier, winters will be wetter and milder and intense rainfall events will increase in both winter and summer<sup>1</sup>. Food and energy supply security, water quality and availability, flood and fire risk, cultural heritage, recreation and human health are all likely to be impacted<sup>2</sup>. Ultimately the amount of change that occurs will depend on how successful we are in reducing greenhouse gas emissions globally, but much change is already 'locked in' so adaptation is critical. We need to act now to adapt food and timber production and wider land use practices to a rapidly changing climate and to build resilience in our economy, environment and communities.

The **biodiversity crisis** is also of urgent concern both globally and within Scotland, where species and habitats are in long term decline. Currently nearly 50% of species within Scotland are in decline with others at historically low levels<sup>3</sup>. The latest State of Nature Report<sup>4</sup> reveals 1 in 9 species is threatened with national extinction; a 15% decline in average species abundance across closely monitored wildlife since 1994; and bigger declines in some much-loved bird species. For example, since 1994, Swifts, Curlews and Lapwings have all declined in abundance by more than 60%, while Kestrels have declined by more than 70%.

Whilst climate change is the single greatest threat to Scotland's habitats, healthy ecosystems are vital to being able to combat the climate crisis with, globally, 50% of human-made carbon dioxide emissions each year being removed by ocean and land ecosystems. Not every solution to reduce climate change impacts is necessarily good for biodiversity and we must also be careful to ensure interventions do not have unforeseen negative consequences.

To achieve a '**just transition**' to a sustainable future that addresses the climate and biodiversity crises, significant land use change will be required. It is, therefore, essential that we understand the full range of benefits and adverse impacts from the different ways we use our land in different places. Weighing up the multiple and sometimes competing demands on our land, understanding the tensions and trade-offs and ultimately identifying the right land use changes in the right places to meet society's needs in a sustainable, equitable and efficient way will not be straight forward.

Seeking out opportunities to **deliver nature-based solutions** at landscape and site scales will be important. This process also requires **inclusive engagement** between those making decisions about land and the wide range of people and interests affected by such decisions. It needs transparency and debate about the evidence (e.g. on what uses specific areas of land are best suited to) and justifications for seeking specific land use changes in different locations. It will involve negotiation and compromise between people with different interests and objectives, and a shift in the way we think about land, taking a more holistic approach that considers the full range of benefits it provides and that recognises that all aspects of the environment are interrelated.

Key questions that the RLUF seeks to address are:

1. What does existing land use in South of Scotland look like and how is this changing?
2. What are the priority land use changes that need to be made in South of Scotland to deliver the benefits we need for the future, considering the climate change and biodiversity crises?
3. Where are these land use changes best targeted strategically, considering factors such as the suitability of the land and the opportunities for these land use changes to deliver multiple benefits (at landscape or site scale)?
4. What principles can be used to guide decision making about sustainable land use?
5. What funding opportunities are available now, or emerging, to support more sustainable land use in South of Scotland whilst sustaining viable land-based businesses?

---

<sup>1</sup> <https://www.adaptationscotland.org.uk/why-adapt/climate-trends-and-projections>

<sup>2</sup> <https://www.nature.scot/climate-change/climate-change-impacts-scotland>

<sup>3</sup> <https://www.nature.scot/doc/framework-nature-networks-scotland-draft>

<sup>4</sup> <https://www.nature.scot/state-nature-report-shows-scotlands-wildlife-continues-decline#:~:text=Centuries%20of%20habitat%20loss%2C%20over,terms%20of%20the%20biodiversity%20it>

This first Regional Land Use Framework (RLUF) for the South of Scotland aims to draw together the priorities for land use change across the entire region, with its focus being at a regional strategic level. The RLUF thus provides a foundation to enable future programmes to focus on more local scales within the region (e.g. catchment or local landscape scales) and help guide decisions at a local level.

### **Who is the RLUF for?**

The RLUF is available for anyone with an interest in how land is currently used in the South of Scotland and how this must change in the future. In this first version we seek to raise awareness and understanding of a natural capital approach, the benefits that land provides us, and the priorities for sustainable land use change to address the twin crises of climate change and biodiversity loss.

### *Governance*

Following earlier recommendations there was merit in aligning the Governance of the pilot with the Regional Economic Partnership (REP). The REP brings together wide and relevant representation aligning well with the requirements of the RLUF and is supported by a technical Advisory Group of community, land use and public body interests. The REP provides oversight to endorse the recommendations of the RLUF, with final approval by the two Local Authorities and SOSE mirroring a process established for the Regional Economic Strategy.

### *Development of the Regional Land Use Framework*

The programme was structured around a 6-step process:

- building the baseline;
- understanding drivers of change in land use;
- exploring the opportunities for land use change to boost multiple nationally and locally needed benefits;
- investigating tensions and trade-offs between managing land for different benefits
- and then identifying land use change opportunities so that
- recommendations could be made for regional land use priorities/objectives for the RLUF.

The full findings of the report can be found at: <https://www.southofscotlandenterprise.com/RLUF> ,

The draft RLUF has built upon the social research findings of the stakeholder engagement which have been analysed against the existing national and regional policy framework. This also provides an opportunity to highlight regional and local preferences and any requirement to develop solutions that meet local needs.

## 2. VISION AND OBJECTIVES

### Vision for South of Scotland RLUF

A South of Scotland region where we fully recognise, understand and value the importance of our natural capital. Our plans and decisions about land use – including more native woodland, more peatland restoration and more sustainable and regenerative farming - deliver improved and enduring benefits for all, delivering a Wellbeing Economy through a just transition to Net Zero and nature-positive outcomes.

### Objectives of the RLUF

- To support and promote better, more informed, collaborative and integrated decisions about how we use land in the South of Scotland in a sustainable manner, addressing the climate and biodiversity crises whilst supporting a wellbeing economy.
- To identify and understand competing pressures on land and identify opportunities for land use to deliver multiple benefits of value to society.
- To inform the targeting of public and private investment in support of transparent, fair, sustainable investments in land use.
- To encourage land-based businesses to work with nature and communities, helping to contribute more to South of Scotland's prosperity, including jobs, skills development and a just transition.
- To enable urban and rural communities to be better connected to the land, with more people enjoying the land and positively influencing land use.

The vision and objectives for the South of Scotland RLUF are informed by a range of stakeholder consultation (including via the Regional Economic Partnership and RLUF Advisory Group) and literature sources, including the objectives in the 1<sup>st</sup> (and 3<sup>rd</sup>) Land Use Strategy for Scotland and the Scottish Borders Regional Land Use Framework pilot. Definitions of key terms can be seen in the Glossary at Appendix A1.

### Targets for the RLUF

Specific targets for land use change have not been set in this first version of the RLUF as further research and stakeholder engagement, including with Scottish Government, is considered necessary to inform robust target setting. However, the scale of the challenge can be judged from key quantitative targets set by the Scottish Government for Scotland as a whole:

- protect at least 30% of our land and sea for nature by 2030 (30x30 Target; *the current area of land protected for nature across South of Scotland is estimated to be 8%*)
- plant 18,000 hectares of new woodland each year by 2024; and increase woodland cover to 21% by 2032 (Climate Change Plan; *woodland cover is already estimated to represent 22% of total land cover across the South of Scotland, see Appendix A5 for further details*)
- create 3000–5000 ha of new native woodland per year (Scottish Forestry Strategy)
- restore at least 250,000 hectares of peatland by 2030 (Climate Change Plan)
- achieve net-zero emissions of all greenhouse gases by 2045 (Climate Change Plan)
- double onshore wind power generation by 2030 (Draft Energy Strategy and Just Transition Plan)

At this stage the national targets have not been disaggregated to regional targets, but these could be used to inform the setting of regional targets in the next version of this RLUF. For example, national targets could be translated into targets for the South of Scotland region based on a simple pro rata basis (assuming the South of Scotland region represents 14.5% of the total land area of Scotland).

In practice, setting regional targets would also need to consider other factors such as existing woodland cover and renewable power generation as well as land use change opportunities and constraints. There are some sub-regional targets that can also help inform this e.g. the Climate Change Route map for Scottish Borders has milestones of 22% woodland cover by 2030 and 25% by 2045 from a 2021 baseline of 20%<sup>5</sup>.

DRAFT

---

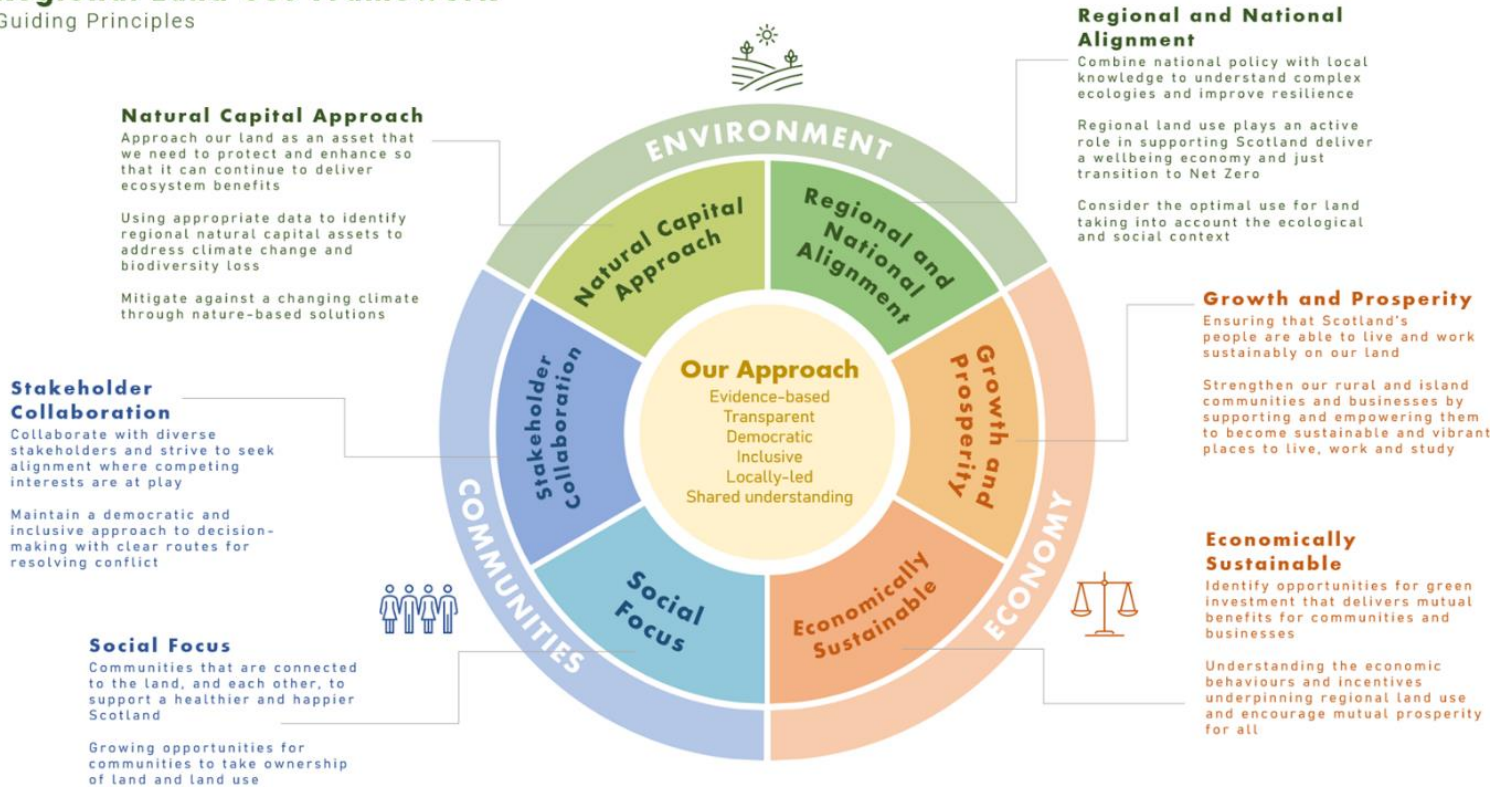
<sup>5</sup> [https://www.scotborders.gov.uk/info/20013/environment/1274/net\\_zero\\_and\\_climate\\_change](https://www.scotborders.gov.uk/info/20013/environment/1274/net_zero_and_climate_change)

### 3. PRINCIPLES GUIDING THE RLUF

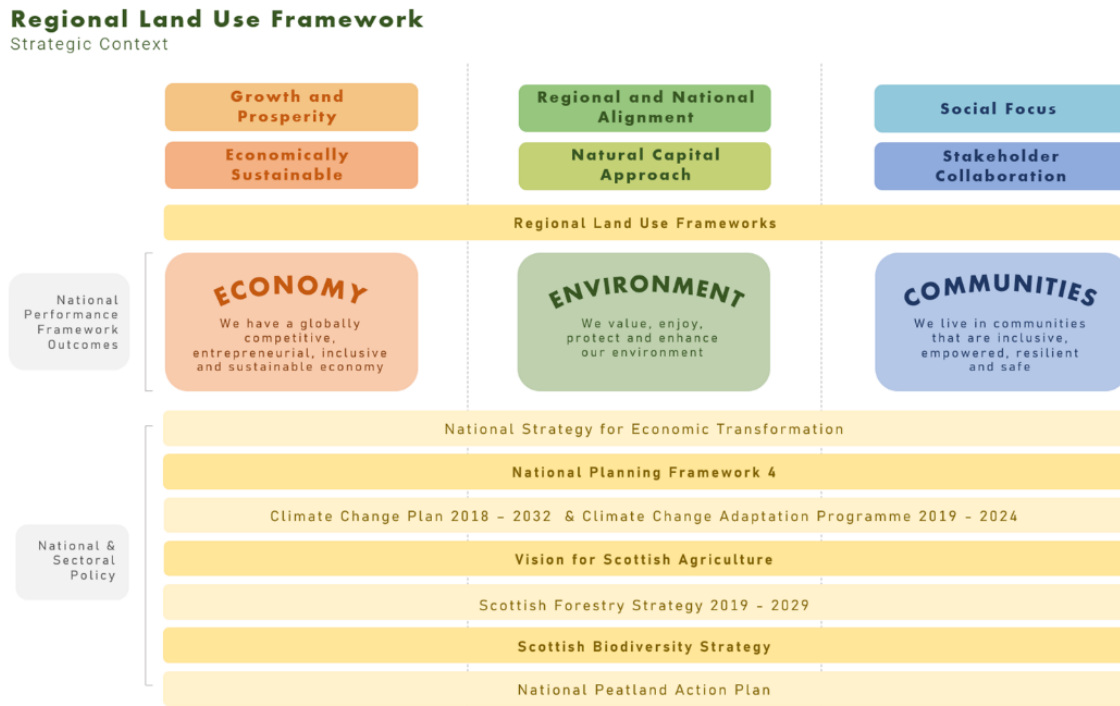
To assist RLUF development, Scottish Government has produced a set of draft RLUF Guiding Principles. These draw upon the approach, ambitions and principles of the Scottish Government in areas such as the Bute House Agreement, Just Transition – a Fairer, Greener Scotland, the Scottish Land Use Strategy as well as Forestry and Biodiversity Strategies, the Vision for Scottish Agriculture, National Strategy for Economic Transformation and framed by National Performance Framework Outcomes. The principles are summarised in the diagram below.

Figure 1: Guiding Principles

#### Regional Land Use Framework Guiding Principles



**Figure 2: Strategic context**



The guiding principles are based around the National Performance Outcomes for Economy (Growth and Prosperity), Environment (Natural Capital approach and Policy alignment) and Communities (Stakeholder collaboration and Social focus). The principles can be used to test whether the Framework is aligned with national outcomes. The plan of action can be matched against these principles to ensure that regional actions help deliver national outcomes.

At this stage, although setting out the priorities for land use change in the region, we are not proposing to develop a bespoke set of principles to guide land use decision making. However, we feel there is merit in making use of the existing Scotland Land Use Strategy principles to help inform decision making for land use and these are included in Appendix A2.

#### 4. EXISTING LAND USES, BENEFITS AND TRAJECTORY OF CHANGE

This chapter provides an overview of existing land uses across the South of Scotland region and the benefits these provide to society. It then explores key drivers of change in land use including the biodiversity and climate crises.

##### Existing land cover and land uses

The South of Scotland region covers an area of more than 11,000 square kilometres. The area ranges from the Rhins of Galloway in the West to the Berwickshire coast in the East, and from south of the central belt of Scotland to the border with England. Within this, there is everything from high hills to coastal mudflats and from prime agricultural land to recognised “wildland”. Land cover is the vegetation type, which may be influenced by management decisions alongside key factors including soil, drainage, altitude and climate. How the land is used affects the current and future land cover. The Scotland Habitat and Land Cover Map 2020,<sup>6</sup> created using AI to classify satellite data (developed by Space Intelligence in partnership with NatureScot), provides detailed mapping of existing habitats and land cover. The mapping is too large to include in this report but an interactive copy of the mapping for the South of Scotland region can be accessed on the Consultation Hub at: <https://tinyurl.com/t8ym84wp>

##### The land – one of our natural capital assets

The land and its distinct characteristics are the natural capital asset which supports a range of land uses. **Farming and forestry are the dominant land uses** in the South of Scotland. Whilst these land uses have a long history, the mid-20th century saw a rate of change for both land uses not experienced before, largely driven by policy supporting a desire to yield more food and timber. The resulting intensification of production was (and is) often at the expense of natural ecosystems, with more widespread uptake of more intensive, but very productive agricultural activities and more afforestation e.g. Dumfries and Galloway becoming the most heavily forested region in the UK<sup>7</sup>.

Dominant types of land cover across the South of Scotland now include grassland, woodland (particularly coniferous forestry) and arable and market gardens, as indicated by the land cover statistics in Table 1 below. The very limited area of wetland is also notable. A more detailed breakdown of land cover data is provided in Appendix A5.

**Table 1: Summary land cover statistics for South of Scotland, 2022**

Land cover type	Ha	%
Grassland	596,312	52.24
Woodland	254,096	22.26
Arable and market gardens	92,887	8.14
Heathland & scrub	79,705	6.98
Wetland	59,892	5.25
Built up & bare	47,756	4.18
Rock & scree	930	0.08
Coastal	9,949	0.87
<b>TOTAL</b>	<b>1,141,527</b>	<b>100</b>

Source: Analysis of Scotland Habit and Land cover map 2022 (Space Intelligence and NatureScot).

<sup>6</sup> [SpatialData.gov.scot](https://spatialdata.gov.scot)

<sup>7</sup> Dumfries and Galloway Local Biodiversity Action Plan (2009)



## Provisioning services – the products we derive from the land.

**Key types of farming across the region** include dairy production primarily in Dumfries and Galloway, arable production in eastern Borders, beef and hill sheep in the Southern Uplands, Cheviots and Galloway hills. According to Government statistics<sup>8</sup>, in 2019 South Scotland had just under half of Scotland's dairy herd; a third of all cattle; about a third of the sheep; but only 10% of beehives (see table in Appendix 6).

In 2022, South Scotland produced 19% of all the cereals grown in Scotland and about a quarter of the winter barley, wheat and oats (see table in Appendix 6).

These activities support food and drink and materials production, known as 'provisioning ecosystem services'. The surrounding marine environment also supports fish production (as well as carbon sequestration).

The south of Scotland includes **many known salmon rivers**. Salmon are a key component of the rural economy, both through fisheries and wider nature tourism. Salmon also play a role in the ecology of aquatic ecosystems and are an indicator of high environmental quality<sup>9</sup>. Climate change is having a significant impact on river fishing, as highlighted in the River Tweed Commission report on the 2022 Atlantic salmon catch. This identified that the summer heatwave and reduced rainfall had significant impacts on the fish stocks in the river and resulted in advice to stop fishing on some of the hottest days. Despite these challenges, catch levels for 2022 were only slightly below the five-year average. One of the priorities for land use set out within the Wild Salmon Strategy is to improve the condition of rivers and give salmon free access to cold, clean water. River Basin Management Planning will be a key tool to achieve this, providing a statutory programme of measures for improvements to the water environment.

Land management practices can contribute positively to 'regulating ecosystem services' including natural flood management, carbon capture, soil management and biodiversity. The importance of pollination is increasingly understood. However, some farming activities may also have negative impacts on soil and water quality, biodiversity (e.g. due to clearance of scrub and draining of wetlands), or water abstraction for irrigating crops and greenhouse gas emissions.

A map of land capability for agriculture is included at Appendix A6. This highlights that currently large parts of the region are more suitable for supporting improved grassland rather than arable agriculture.

### Land use and greenhouse gas emissions

[Scottish Greenhouse Gas Emissions 2021](#)<sup>10</sup> show that agriculture is the second largest source of greenhouse gas emissions in Scotland, after transport, emitting 7.8 MtCO<sub>2</sub>e of net emissions. However, all sectors have shown a general downward trend between 1990 and 2021. Land Use, Land Use Change and Forestry (LULUCF) is a net source of GHG emissions in Scotland in 2021, emitting 0.4 MtCO<sub>2</sub>e of net emissions. Within this some sectors are emissions sources, and some are sinks, which remove carbon dioxide from the air. Forestry and harvested wood products are net sinks. Croplands, grassland, settlements and wetland are net emitters.

**Extensive woodlands across the region support timber production.** The National Forest Inventory dataset (2020) provides more detailed area data on woodlands broken down into numerous sub-categories such as felled, ground preparation and windblown. If all of these categories are included along with core woodland categories (e.g. broadleaved woodland) then it indicates the total woodland area across the region is approximately 273,000 ha<sup>11</sup>, albeit this is a snapshot in time and the area is constantly changing.

<sup>8</sup> <https://www.gov.scot/publications/economic-report-on-scottish-agriculture-tables-2020-edition>

<sup>9</sup> Scottish Wild Salmon strategy (2022) <https://www.gov.scot/publications/scottish-wild-salmon-strategy/pages/4/#:~:text=Salmon%20play%20a%20vital%20role,of%20its%20complex%20life%20cycle.>

<sup>10</sup> <https://www.gov.scot/publications/scottish-greenhouse-gas-statistics-2021/pages/3/>

<sup>11</sup> This figure is slightly higher than the figure of 254,096 hectares based on the land cover data quoted on p.10.

**Renewable and non-renewable energy** is also a provisioning service. Such activities influence the landscape character and the cultural value associated with landscape features. Wind, water, waste, sunlight and biomass support **energy generation** across the region. The latest statistics from BEIS (2021)<sup>12</sup> indicate that the largest number of renewable energy installations (sites) are photovoltaic panels (3702 installed in D&G and 4474 in SB). In contrast the next largest figures for numbers of installations (sites) are onshore wind (300 and 126 respectively), hydro (84 and 11 respectively) and anaerobic digestion (20 and 5 respectively).

In terms of energy generation, the onshore wind farms generate most of the energy (799MW capacity in D&G and 641MW capacity in SB). D&G also has two offshore wind farms generating a further 174MW.

### Land use, the economy and employment

The land cover statistics outlined above are broadly reflected in employment data on primary industries in the South of Scotland. Approximately 12,000 people are employed in crop and animal production and approximately 1,200 employed in forestry (see Table 2 below).

**Table 2: Employment in primary industries in South of Scotland**

	D&G	Scottish Borders
<b>Crop &amp; animal production</b>	8000	4000
<b>Forestry &amp; logging</b>	600	600
<b>Fishing &amp; aquaculture</b>	175	75
<b>Mining &amp; quarrying</b>	75	30

Source: South of Scotland Regional Economic Strategy. Technical Paper: Rural Development Best Practice Review (July 2021).

In 2019, the last year before the pandemic, there were 5.14 million visitors to the region and 12,761 FTEs total employment supported by tourism<sup>13</sup>. Farm and land-based business diversification is an increasingly important component of the visitor economy.

Output, in the form of Gross Value Added (GVA), is the most frequently used measure of productivity and economic scale and contribution. In 2021 (the most recent year for which data is available), total GVA in the region was £19.9 billion, 13% of Scotland's total<sup>14</sup>. GVA highlights the significance of the regional economy and provides a measure of how jobs and sectors translate economic output into individual wealth. However, it does not take account of the degree to which economic value generated in the region is reinvested within the region rather than elsewhere.

The distribution of GVA and what facets of the economy contribute to regional output is best set out in terms of the sector breakdown. The South of Scotland Regional Economic Strategy (2021) highlights how the agriculture, forestry, fisheries and mining and quarrying sector was the fifth most significant sector for GVA in the South of Scotland region in 2018 (see table overleaf). The forestry sector alone is estimated to contribute approximately £1/3 billion GVA per year in the region.

<sup>12</sup> <https://www.gov.uk/government/statistics/regional-renewable-statistics>

<sup>13</sup> STEAM reports 2009-2020

<sup>14</sup> <https://tinyurl.com/yjkcb3n6>

**Table 3: Top 5 sectors by GVA in South of Scotland (2018)**

Economic sector	GVA (2018)
Real estate activities	17.2%
Manufacturing	15.4%
Human health and social work activities	11.7%
Wholesale and retail trade; repair of motor vehicles	10.1%
Agriculture, forestry and fishing; mining and quarrying	8.9%

**Wider benefits**

Beside the 'provisioning services' highlighted above (e.g. food and timber production), the region's natural capital assets also provide a range of additional benefits including 'regulating services' such as flood management, 'supporting services' such as nutrient cycling and 'cultural services' such as spaces for recreation<sup>15</sup>. Sometimes the term 'nature-based solutions' is used to refer to actions to protect, sustainably manage, and restore ecosystems to address societal challenges such as increased flood risk and water scarcity resulting from climate change.

*Water filtration, water scarcity and flood risk:*

Water condition is variable across the region, for example, many rivers are rated as good or moderate status but there are more rated as poor or bad (see Figure 3 below), approximately 48% are of good or better status compared to a Scotland average of around 65%. Water pollution is an issue in some waterbodies, including freshwater, coastal and marine, mainly through diffuse agricultural pollution from rural sources like agriculture and forestry. Other pressures include obstacles to fish passage and morphological degradation of rural rivers and burns (i.e. straightening of waterways to drain water away from agricultural land) and forestry impacts. Diffuse pollution priority catchments have been identified by SEPA as catchments failing to meet environmental standards. In the South this includes the Upper and Lower Tweed, Eye Water, Whiteadder Water, Dee, Urr Water, Lochar Water and Annan Water, Galloway coastal, Stewartry coastal and Dumfries coastal areas.

Figure 3 below also shows Nitrate Vulnerable Zones (areas where the concentrations of nitrate in water exceed, or are likely to exceed, the levels set in the European Commission's Nitrates Directive. These are linked to Drinking Water protection and farmers have to take action to ensure they comply with relevant regulations e.g., regarding application of slurry and fertiliser use) and SEPA data on water condition for rivers and coastal waters. Livestock impacts, plus public and private sewage inputs can affect water quality at designated bathing waters<sup>16</sup> with implications for public health and tourism.

Land uses such as native woodlands and ecosystems and habitat features such as wetlands and buffer strips can help to filter out pollutants and reduce flood risk by slowing the speed and volume of flows and store water so it is accessible at times of water scarcity. They can also help to encourage runoff to infiltrate into the ground and recharge groundwater. Flood risk mapping from SEPA can be used to help target such nature-based solutions where they will have most impact on reducing flood risk. Such measures can be a useful complement to 'hard' engineering solutions.

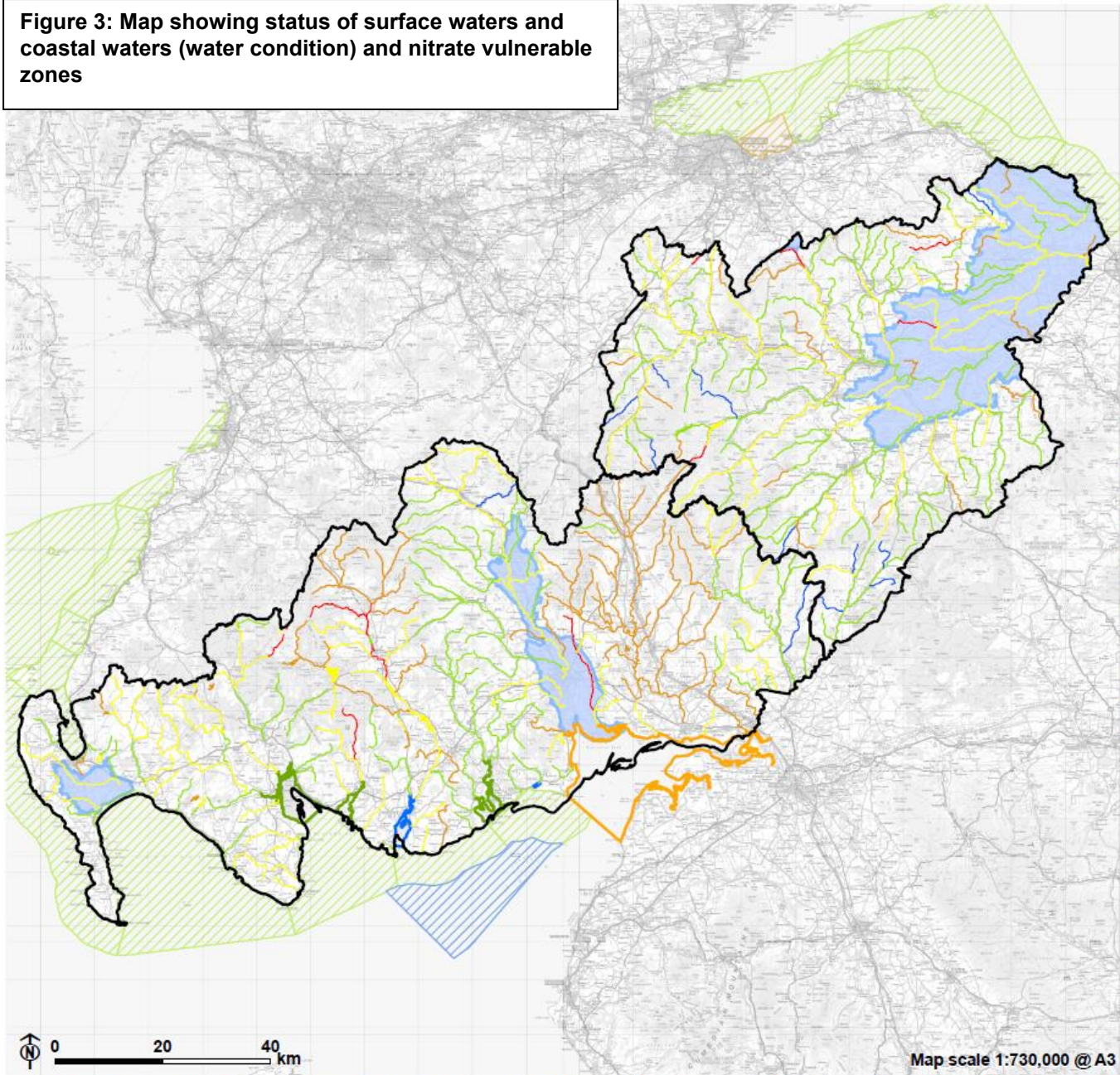
Riparian woodland can also bring significant benefits for biodiversity, providing additional shading to support the survival of key species such as salmon, which are vulnerable to higher water temperatures. This has been mapped as part of the Scotland River Temperature Monitoring Network (SRTMN)<sup>17</sup>. Riparian woodland can also intercept surface water runoff, helping to slow and clean flows.

<sup>15</sup> For further details on these different types of services see <https://tinyurl.com/mr2fnf38>

<sup>16</sup> The South of Scotland has a number of designated bathing waters where SEPA monitor water quality from 15 May to 15 September and publish the results online: <https://www2.sepa.org.uk/bathingwaters/Locations.aspx>. The general water quality condition for each location is described as excellent, good, sufficient or poor, based on four years of monitoring data.

<sup>17</sup> <https://www.gov.scot/publications/scotland-river-temperature-monitoring-network-srtmn/>

**Figure 3: Map showing status of surface waters and coastal waters (water condition) and nitrate vulnerable zones**



South of Scotland RLUP  
South of Scotland Enterprise Agency



**Figure : Water Condition**

- Study boundary
- Nitrate Vulnerable Zone 2016
- SEPA Water Classification**
- River classification
  - High status
  - Good status / ecological potential
  - Moderate status / ecological potential
  - Poor status / ecological potential
  - Bad status / ecological potential
- Loch water classification
  - Good ecological potential
  - Moderate status / ecological potential
  - Poor status / ecological potential
- Estuary water classification
  - High
  - Good
  - Poor
- Coastal water classification
  - High
  - Good
  - Poor ecological potential

0 20 40 km

Map scale 1:730,000 @ A3

### *Carbon sequestration and storage:*

The region has natural stores of carbon in peatlands, forestry and woodlands and saltmarsh. Extensive areas of deep peat are found in the uplands. These store significant amounts of carbon, as do the more fragmented areas of class 4, 5 and 6 soils. Figure 4 below illustrates the location of peaty soils. However, degraded peat acts as a source of carbon, oxidising to carbon dioxide.

Recently released data from the Peatland Action programme<sup>18</sup> provides an indication of peat condition, with some areas of peatland being taken forward for restoration as part of the programme. Data for the South of Scotland shows many of the Peatland Action restoration areas are in a degraded condition, impacted by drainage, erosion or forestry and releasing carbon rather than locking it up. Peatland restoration presents a major opportunity to slow and reverse this loss. Re-wetting peat bogs can also improve water storage and this provides flood mitigation benefits.

#### **Carbon dioxide emissions from degraded peat**

*“Emissions from degraded areas of peatlands are estimate at 24.5 million tonnes of CO2 equivalent per year, representing 4.5% of total UK GHG emissions” – Climate Change Committee*

Carbon is also stored in vegetation, particularly trees, which are more widely distributed across the region. Woodland cover in the region is mainly conifer plantation and, whilst productive in terms of timber output, this land is often low in biodiversity and its potential to store carbon may be more short-term depending on end use of forest products. Nevertheless, it can be designed to deliver significant recreational value, for example Galloway Forest Park and Glentress.

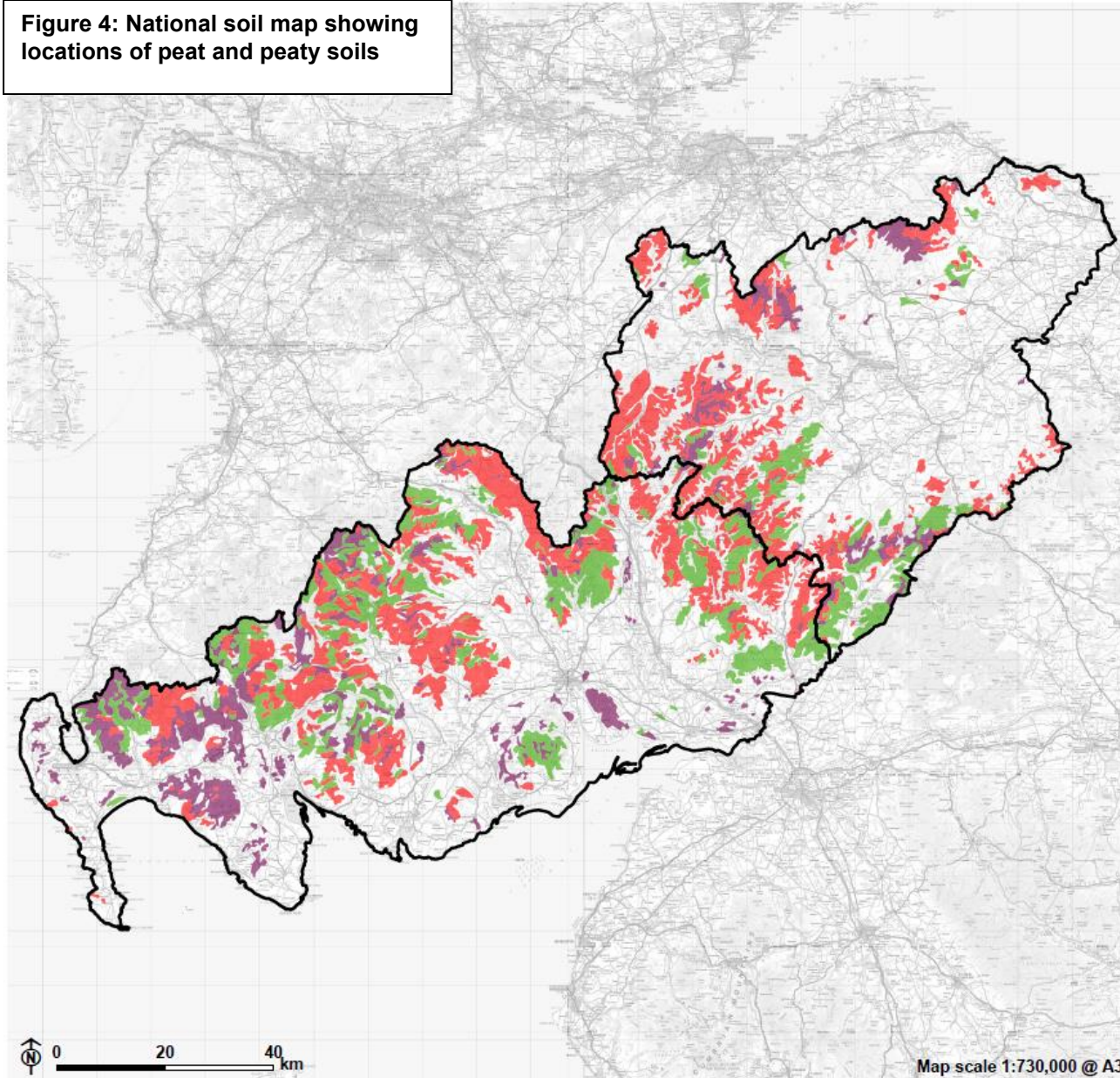
The stakeholder engagement for this RLUF identified widespread support for native woodland creation and the range of benefits it can provide including improvements to water quality, flood protection through natural flood management, enhancement of biodiversity and integration with farming providing shelter and buffer areas. There was much less support for further coniferous forest, which many stakeholders perceived as having a negative impact on biodiversity, landscape, tourism and water management, carbon-rich soils and farm viability.

Saltmarsh habitat, especially along the coast of Dumfries and Galloway, stores plant debris from freshwater, forestry and woodland and marine sources and may act as an important carbon store.

---

<sup>18</sup> <https://www.nature.scot/climate-change/nature-based-solutions/peatland-action-project/peatland-action-data-research-and-monitoring>

**Figure 4: National soil map showing locations of peat and peaty soils**



South of Scotland RLUP  
South of Scotland Enterprise Agency



**Figure: Soil Types**

- Study boundary
- Peat Soils - National Soil Map of Scotland
  - Peat
  - Peaty gleys
  - Peaty podzols

Contains Ordnance Survey data © Crown copyright and database right 2023, Copyright and database right The James Hutton Institute. Used with the permission of The JHI. All rights reserved. 12475\_001\_Aug2023\_ReportMaps/003\_r2\_SoiTypes\_A3L 01/08/2023EB:bournazel\_j

### *Recreation, tourism and landscape/heritage:*

The region currently has a range of recreational assets including Galloway Forest Park, Glentress, the internationally recognised Galloway and Southern Ayrshire UNESCO Biosphere, Galloway Kite Trail, a number of long-distance walking routes (Southern Uplands Way, St Cuthberts Way and Borders Abbey Way) and an extensive network of core paths. There are currently no National Parks, but there are local campaigns in both Galloway and Scottish Borders. Scottish Government is undertaking a process to establish a new national park in Scotland by 2026, future updates of the RLUF would need to take account of any new national park in the South. The region also benefits from multiple national and regional scenic areas (see Figure 5 below), including beautiful stretches of coastline and upland areas, and charismatic wildlife species such as red deer, red kites, golden eagles and red squirrels.

The region also has a vibrant culture and heritage, including numerous scheduled monuments and listed buildings (the latter too numerous to map in this report) and multiple festivals, such as the D&G Arts Festival, the Borders Book Festival, the Wigtown Book Festival and summer festivals surrounding the common ridings when towns throughout the region celebrate the riding of their boundaries and commemorate local history.

The 'South of Scotland: Scotland Starts Here' online map and associated internet pages provide detailed information on a wide range of tourism facilities, routes and attractions including key cycling routes such as the 7Stanes mountain bike routes and Kirkpatrick C2C route. This can be accessed at: <https://scotlandstartshere.com/map/>

Management of moorland for grouse is another recreational land use. Moorlands are actively managed at different intensities by gamekeepers to provide these wild birds with favourable breeding and rearing habitats. Research as part of the SEFARI research programme<sup>19</sup> has identified areas of strip burning of heather to support grouse moor management. The most intense area of burning in the South of Scotland is the Lammermuirs. Scottish Government established the Grouse Moor Management Group to research environmental impacts of its management including illegal killing of birds of prey. Its recommendations included increased legal regulation of muirburn<sup>20</sup>. Following these recommendations a bill was introduced to Scottish Parliament in 2023<sup>21</sup>.

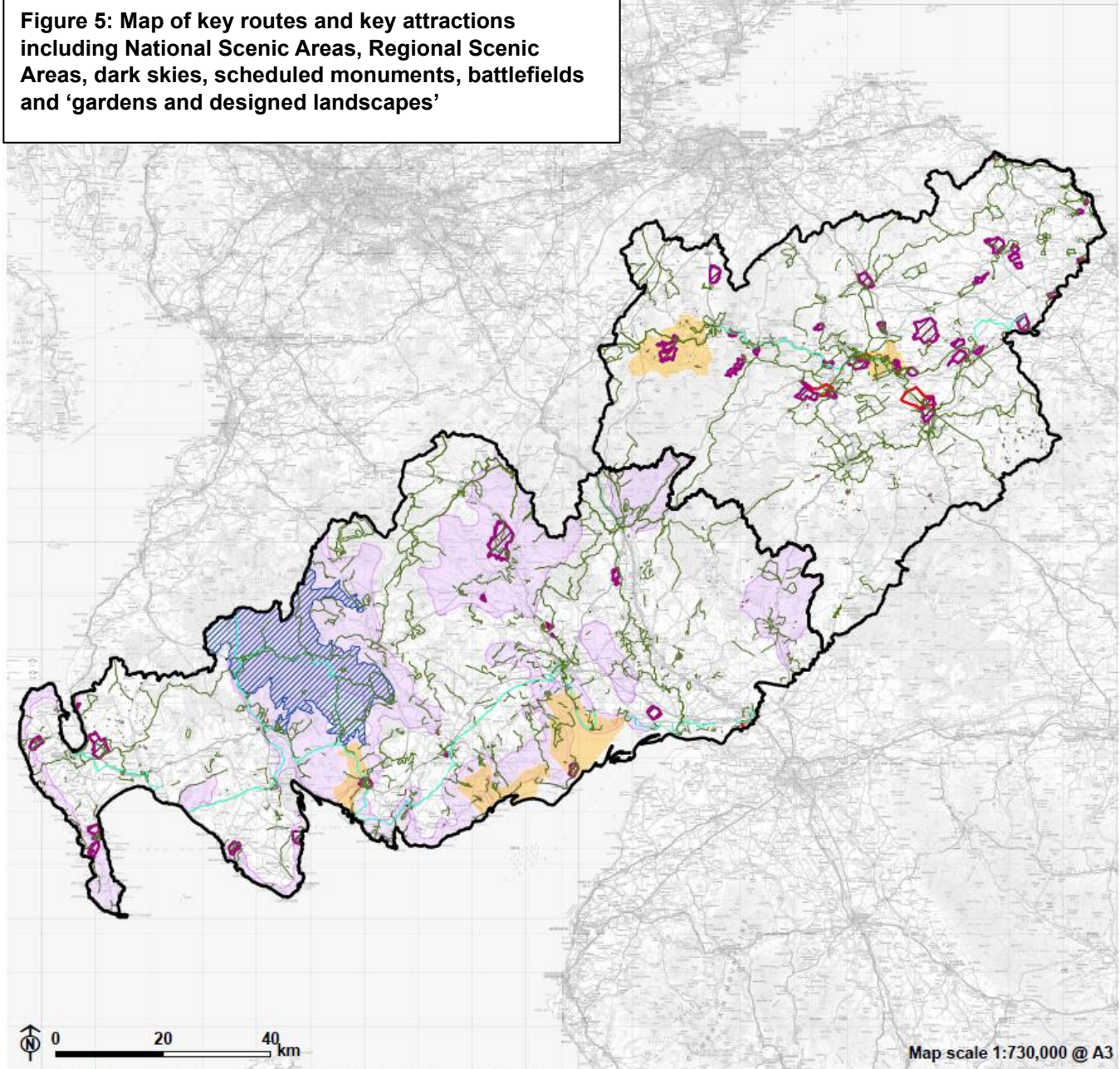
---

<sup>19</sup> <https://sefari.scot/sites/default/files/documents/Part%203%20-%20GIS%20Mapping%20of%20Grousemoor.pdf>

<sup>20</sup> <https://www.gov.scot/publications/grouse-moor-management-group-report-scottish-government/>

<sup>21</sup> <https://www.parliament.scot/bills-and-laws/bills/wildlife-management-and-muirburn-scotland-bill#:~:text=The%20Bill%20aims%20to%20change,plants%20for%20land%20management%20purposes>

**Figure 5: Map of key routes and key attractions including National Scenic Areas, Regional Scenic Areas, dark skies, scheduled monuments, battlefields and ‘gardens and designed landscapes’**



South of Scotland RLUP  
South of Scotland Enterprise Agency



**Figure: Tourism and Recreation**

- Study boundary
- Public national cycle network
- Core path
- National Scenic Area
- Regional Scenic Area
- Dark skies park
- Gardens and Designed Landscapes
- Battlefield
- Scheduled monument



### *Biodiversity:*

As highlighted in Chapter 1 there is a **biodiversity crisis** with currently nearly 50% of species within Scotland being in decline with others at historically low levels<sup>22</sup>. Centuries of habitat loss, over-exploitation, the intensification of farming, development, invasive species and persecution (killing of wildlife) means Scotland is now one of the most nature-depleted countries in the world, ranking 28th from bottom out of more than 240 countries/territories in terms of the biodiversity it has remaining<sup>23</sup>

Other drivers of change include climate change, hydrological change, woodland management, pollution, marine climate change and fisheries.

Biodiversity - the variety of living organisms - is integral to the functioning of ecosystems and supports the range of benefits provided by the land; for example, pollinators like bees are critical for producing many types of crops. The region contains a wide variety of natural and semi-natural habitats from remote moorlands, internationally and nationally important peatland and wetland habitats, species - rich grasslands through farmland to a diverse coastline and extensive intertidal estuaries.

According to the Ancient Woodland Inventory there are approximately 25,000 ha of ancient woodland in scattered fragments across the region, largely (over 80%) in Dumfries and Galloway. New mapping of surviving fragments of temperate rainforest across Britain included notable areas within Dumfries and Galloway.

A range of national and international conservation designations protect key sites and the region also benefits from the Galloway and Southern Ayrshire UNESCO Biosphere, as shown on Figure 6.

However, many designated sites are not in good condition. For example, the latest data from NatureScot (2023) indicates that in Dumfries and Galloway 75.3% of notified features of Sites of Special Scientific Interest (SSSIs) were in favourable condition; this compares to 71.5% of features in favourable condition in the Scottish Borders. If the figures are adjusted to exclude designated sites where there is no on-site remedy to the unfavourable condition, the totals change to 80.7% and 78% respectively.

As noted above, an intensification and expansion of farming and expansion of forestry from the mid-20<sup>th</sup> Century negatively impacted biodiversity. More recent policies seek to influence farming and forestry practices for the benefit of biodiversity. Key current pressures on biodiversity include habitat loss and fragmentation, farming, development, invasive non-native species, water pollution, persecution (killing of wildlife) and increasingly climate change.

Recent research on bird populations across Europe and the UK found that pesticide and herbicide use in farming was the main cause of bird population loss. Bird population numbers overall dropped by 25% since 1980, farmland birds declining by 57%, urban bird population dropped by 28% and woodland populations by 18%. There are encouraging signs of positive outcomes of agri-environment schemes in Scotland, with declines in some farmland birds being addressed, notably seed-eating birds and opportunities to enhance biodiversity in High Nature Value farmland in areas with semi-natural vegetation and low-intensity agriculture (approximately 40% of Scotland's agricultural area).

The extent of declines and loss of biodiversity is less clear within South of Scotland, limited by data availability over long time series. There is evidence of declines in iconic species such as black grouse (with a decline of 49% in south west Scotland and 69% in south east Scotland between 1995/6 and 2005), loss of rare and scarce plants within regions (e.g. Berwickshire<sup>24</sup>) and changes in breeding bird populations and range in south east Scotland between 1988-94 and 2008-13; 52% of species showed range contraction (compared with 32% nationally) with a dramatic decline in distribution and numbers of breeding waders particularly in upland and hill fringe areas.<sup>25</sup> Partnership initiatives are underway in the region such as Peatland Action projects led by Tweed Forum, Working for Waders involving farmers, conservationists and gamekeepers, Black Grouse recovery programmes led by Southern Uplands Partnership, and exciting priority species recovery projects such as the South Scotland Golden Eagle project and a set of emerging projects under the Borderlands Natural Capital programme.

---

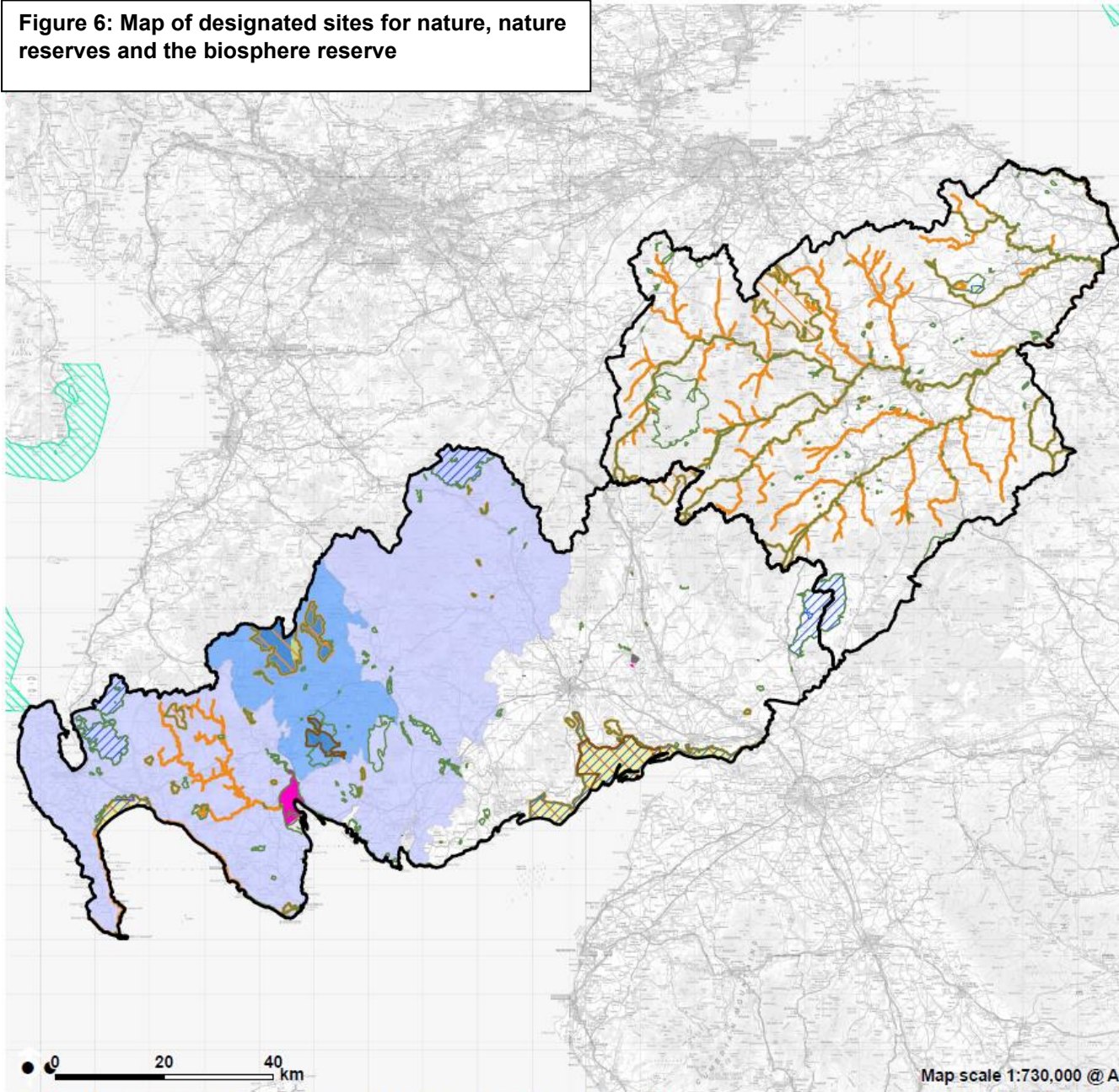
<sup>22</sup> <https://tinyurl.com/5n8f28ku>

<sup>23</sup> <https://tinyurl.com/ywuctsu3>

<sup>24</sup> <http://archive.bsbi.org.uk/Wats28p129.pdf>

<sup>25</sup> <https://www.the-soc.org.uk/birds-in-south-east-scotland-2007-13>

**Figure 6: Map of designated sites for nature, nature reserves and the biosphere reserve**



South of Scotland RLUP  
South of Scotland Enterprise Agency



**Figure: Nature**

- Study boundary
- Local Nature Reserve
- National Nature Reserve
- Site of Special Scientific Interest
- Special Area of Conservation
- Special Protection Area
- Ramsar site
- Marine Protected Area
- Biosphere Reserve**
- Core
- Buffer
- Transition

Note that in the Scottish Borders many of the SAC and SSSI overlap.

*Urban land and development sites:*

The South of Scotland includes settlements ranging in size from large towns such as Dumfries to a mixture of smaller scale market towns and many villages and hamlets. The National Planning Framework (NPF4) includes priorities to increase the population by improving local liveability, creating a low carbon network of towns and supporting sustainable rural development. Development needs, not least for new housing and new businesses, will require additional land to be released. However, the relatively low population density across the region limits the aggregate scale of impact from such development. The planning system plays an important role in ensuring that the right development comes forward in the right places. The Local Development Plans for Dumfries and Galloway and Scottish Borders set out the planning policy framework<sup>26</sup>. D&G's plan identifies a target of 5,282 new homes to be delivered between 2017 and 2029; and the target for SB is 4800 homes between 2023/24 and 2032/33.

*Deprivation:*

When thinking about benefits from land and how to make best use of different areas of land it is important to consider local needs and vulnerability. This could include issues such as flood risk, access to greenspace and health and wellbeing. The Scottish Index of Multiple Deprivation (SIMD) is a relative measure of deprivation across data zones in Scotland. The SIMD looks at the extent to which an area is deprived across income, employment, education, health, access to services, crime and housing. Figure 7 below shows the index of multiple deprivation, with the darker red indicating the more deprived areas. The RLUF could use such data to help ensure that future land uses do not further disadvantage deprived communities and, where possible, create new opportunities for jobs, skills and training (e.g. as part of tree planting or habitat restoration projects), as well as enhancing quality of life (for example, by increasing access to natural greenspace) and minimising exposure to climate risks (e.g., by targeting woodland creation where it helps to reduce flood risk).

---

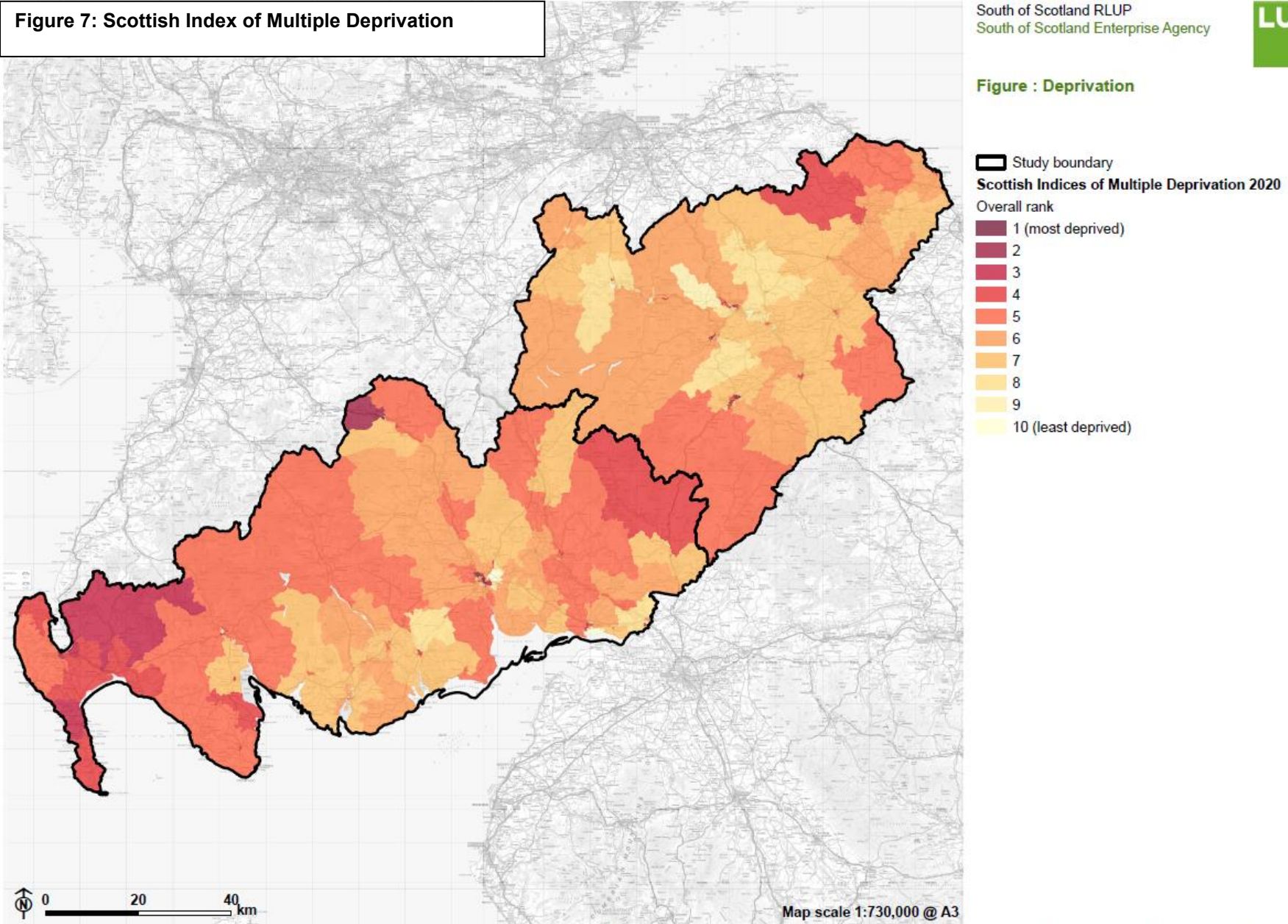
<sup>26</sup> See <https://www.dumgal.gov.uk/ldp2> and [https://www.scotborders.gov.uk/info/20051/plans\\_and\\_guidance/121/local\\_development\\_plan/2](https://www.scotborders.gov.uk/info/20051/plans_and_guidance/121/local_development_plan/2)

Figure 7: Scottish Index of Multiple Deprivation

South of Scotland RLUP  
South of Scotland Enterprise Agency



Figure : Deprivation



## Key drivers of change in land use

The internationally agreed targets to reduce carbon emissions and support nature recovery means there is an urgent need to ensure that future land use decisions take greater account of their impacts on climate and biodiversity whilst maintaining production. For example, by seeking to reduce carbon emissions from farming activities (e.g., by optimising fertiliser applications to cut the amount needed without reducing yields), increasing carbon sequestration and storage (e.g., through well located tree planting and peatland restoration), increasing renewable energy generation and enhancing and creating new wildlife habitats and adopting nature-based solutions.

Beyond the Scotland Land Use Strategy (a key touchstone referred to previously), there are a range of other plans and strategies that are relevant to land use in South of Scotland. These include national strategies such as the National Strategy for Economic Transformation (NSET) with a focus on natural capital as a key pillar of a Wellbeing economy, the updated Climate Change Plan and National Planning Framework 4; as well as sectoral plans/strategies such as Scottish Government's Vision for Agriculture, Scottish Biodiversity Strategy and Scottish Forestry Strategy. There is also a regional scale tier of plans and strategies, including the Regional Economic Strategy and Local Development Plans which have a key role in maximising socio-economic benefits alongside environmental benefits. These are all summarised in Appendix A4.

Key policy objectives and policy documents relating to land use change in South of Scotland include:

- Mitigate climate change through protecting soils with high carbon content, creating new woodlands and delivering more renewable energy generation (Scottish Forestry Strategy, Update to the Climate Change Plan, Energy Strategy and Just Transition Plan, Onshore Wind Policy Statement)
- Halt the decline in biodiversity and drive nature recovery, including improving the management of high value sites including nature networks and the commitment to protect at least 30% of our land and sea for nature by 2023 (30x30 target; Scottish Biodiversity Strategy)
- Restore at least 250,000 hectares of peatland by 2030 (Climate Change Plan)
- Achieve good ecological status for water bodies (Scotland and Solway Tweed River Basin Management Plans 2021-27).
- Maintain sustainable food production and food security (Vision for Agriculture)
- Reduce the risk of flooding (Scottish Climate Change Adaptation Strategy and Flood Risk Management Plans)
- Management of water resources during periods of prolonged water scarcity (Scotland's National Water Scarcity Plan 2020)
- Increase woodland cover to 21% of Scotland by 2032 and ensure sustainable timber supply (Scottish Forestry and Woodland Strategies; Climate Change Plan)
- Increase renewable energy capacity, reflecting Scotland's ambition for 20GW of onshore wind by 2030, solar, hydro and hydrogen developments (Energy Strategy and Just Transition Plan)
- Protect and enhance cultural heritage (Historic Environment Policy for Scotland)
- Improve the efficiency of use of natural resources and move towards a circular economy (Making Things Last: a circular economy strategy for Scotland)
- Achieve net-zero emissions of all greenhouse gases by 2045 (Climate Change Plan)

Beyond implementation of legislation (including changes to support payments and funding, technical assistance, taxation, licencing and the planning system (NPF4)) and enforcement of regulation, other key drivers of land use change include market forces such as trade and food prices; changing technologies and consumer preferences; and access to relevant skills and expertise. Ongoing climate change is also a critical consideration.

## Climate change and impacts on land use

The impacts of climate change on land use, and how to mitigate and adapt to climate change, are critical drivers for this RLUF. Recent research from James Hutton Institute<sup>27</sup> highlights some of the latest climate projections and implications for natural capital. This is summarised in the table below along with some key insights from additional identified sources. A key overarching message is that there is likely to be increasing variability in the climate, with some future years being potentially very good for primary production and nature, whilst others will be challenging, for a range of reasons including drought risk and also heavy rain - the impact varying depending on when these occur.

**Table 4: Climate change projections and implications for natural capital**

Climate variable	Climate projection	Implications for natural capital
Precipitation (winter)	Projections for the period 2020 to 2049 indicate Scotland's climate to be wetter in December to April (with February potentially seeing the greatest change of <b>45 – 55% wetter</b> ). The frequency and intensity of precipitation events is also likely to increase in the winter.	Increased <b>flood risk</b> and waterlogging in winter months, impacting on land use activities including loss or damage to soils (including peatland), changes in the range of crops and varieties of tree that can be grown and the ability to use heavy farm and other machinery.
Precipitation and water balance (summer)	For the 2020 to 2049 period, the months from <b>August to October are projected to become drier with an increase in the number of 'consecutive dry days'</b> when water may become limited and drought conditions occur. These patterns continue in the 2050 – 2079 period.  Projections for mean monthly climatic water balance (precipitation minus evapotranspiration) over the period 2020-2049 illustrate significant areas of <b>water deficit</b> across southern Scotland between August and October. The projection for 2050-2079 illustrates an overall increase in water deficit across all of southern Scotland between May and August.	Reduced precipitation and <b>water availability</b> will impact agriculture and forestry (e.g. influencing what types of tree species and crops can be grown in which locations), drier soils may reduce growth of crops pasture and trees, hydro energy generation, and private water supplies for people and water supplies businesses.  Reduced <b>water quality</b> during periods of low flow will impact biodiversity. Increased <b>wildfire risk</b> during drought conditions with particular impacts on woodland and peatland. Dry periods can reduce <b>carbon</b> sequestration by woodland, may cause young tree death and result in an increased probability of peat becoming a source of carbon due to drying, rather than a sink (if remaining wet).
Temperature	The <b>observed warming trends</b> in maximum and minimum temperature are projected to continue through the 2020 – 2049 and 2050 – 2079 periods. There is high agreement between all projections on continued warming, with all exceeding 2°C by the 2070s. There is a greater amount of warming between May and November (up to 4°C per month between 2020 – 2049), but also with substantial warming in the winter (approximately 2-3°C). Note	<b>Crops</b> grown in the region may change as a result of change to temperature (and rainfall) e.g. more sugar beet, oats and hops, apples and an increase in honey production. Research suggests production in cool, wet upland areas may benefit from warmer and drier conditions <sup>28</sup> . <b>Livestock</b> may be more adaptable but management will need to adapt e.g. through providing shade and shelter, access to sustainable supply of water.

<sup>27</sup> See

[https://www.hutton.ac.uk/sites/default/files/files/D2\\_1a%20Climate%20trends%20summary%20report%20FINAL%206-12-22.pdf](https://www.hutton.ac.uk/sites/default/files/files/D2_1a%20Climate%20trends%20summary%20report%20FINAL%206-12-22.pdf) and

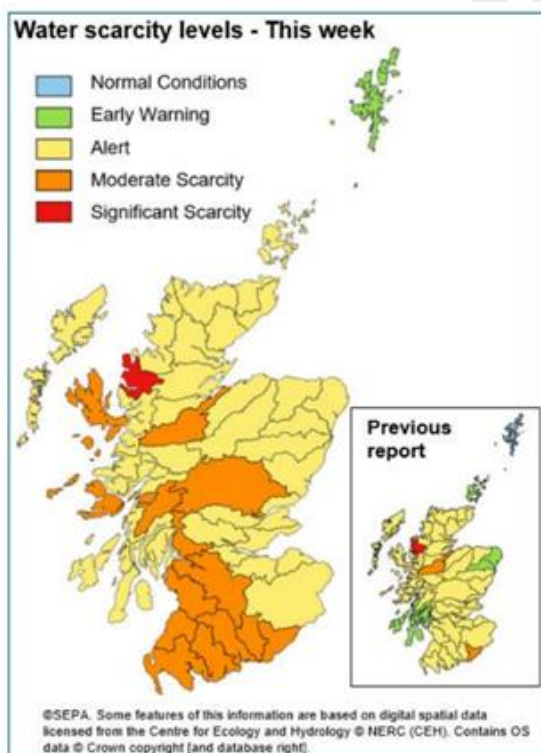
[https://www.hutton.ac.uk/sites/default/files/files/D2\\_1b%20Climate%20extremes%20report%205-3-23%20FINAL%20submitted.pdf](https://www.hutton.ac.uk/sites/default/files/files/D2_1b%20Climate%20extremes%20report%205-3-23%20FINAL%20submitted.pdf)

<sup>28</sup> [131221-NERC-LWEC-AgricultureForestryClimateChangeImpacts-ReportCard2016-English.pdf \(ukri.org\)](https://www.ukri.org/publications/131221-NERC-LWEC-AgricultureForestryClimateChangeImpacts-ReportCard2016-English.pdf)

	there will also be increased annual variability in temperatures.	Heat stress may reduce productivity in dairy cows. <sup>29, 19</sup> Forestry productivity may increase slightly if water availability and other factors are not limiting. There are uncertainties as to how crop and forest pests and diseases may respond to future climatic conditions. Higher stream temperatures will impact aquatic <b>biodiversity</b> <sup>30</sup> and reduced winter snow will impact high elevation biodiversity.
Sea level rise	Future <b>coastal flood risk</b> along the Dumfries & Galloway coastline is projected to increase to 914 homes, 413 Businesses, 49 Utilities, 66.4km of Road and 3305ha of Agricultural Land at a Medium Likelihood Coastal Flood Risk by 2100 <sup>31</sup> .	<b>Loss of land</b> , including agricultural land and designated wildlife sites, or degradation of benefits provided by that land, due to flooding and coastal erosion. Roads and other infrastructure may need to be relocated.

Figure 8 below from SEPA (15<sup>th</sup> June 2023) shows significant parts of Southern Scotland already experiencing moderate water scarcity in early summer, albeit this was a single snapshot in time.

**Figure 8: Water scarcity levels for Scotland (SEPA, June 2023)**



The impacts of these projected changes to the climate in our region could be significant. Forestry has expanded markedly in the last century and over recent years across the South of Scotland and any increase in drought, disease and wildfire risk is concerning. **Changes in tree species and locations may be needed** to adapt to the changing climate.

**Impacts of forestry on water availability** may also come under closer scrutiny. The amount of water that a forest uses remains an important subject of debate, but Forest Research indicates that conifer forests can have the most significant impacts on water availability. On a catchment basis in the wetter uplands, the additional water use by a complete cover of mature conifer forest can result in a 15 to 20% reduction in the annual volume of streamflow; and the impact on water supplies can be even greater in the lowlands, where a conifer forest can reduce the annual volume of water recharging a groundwater aquifer by 70% or more compared to grass<sup>32</sup>.

Likewise, the **impact of prolonged periods of water stress on peatland** could undermine current efforts to restore fully functioning wetlands and maintain water flows in our rivers, as well as potentially turning peatlands into sources of carbon emissions rather than sinks. Sites currently in

<sup>29</sup> <https://www.climatechange.org.uk/research/projects/adapting-scottish-agriculture-to-a-changing-climate/>

<sup>30</sup> <https://www.sciencedirect.com/science/article/pii/S0048969723028152?via%3Dihub>

<sup>31</sup> Dumfries and Galloway Shoreline Management Plan, <https://www.dumgal.gov.uk/SMP>

<sup>32</sup> [www.forestresearch.gov.uk/research/forestry-and-water-resources/](http://www.forestresearch.gov.uk/research/forestry-and-water-resources/)

good ecological condition may also be vulnerable to water stress and may require additional resilience measures to maintain their condition for the long term.

Many of our watercourses are already affected by excessive **siltation** and major rain events are likely to make this worse. More frequent and/or intense droughts could also negatively **impact aquatic ecology and important fisheries** as water levels drop and pollution is no longer diluted. Climate change is also likely to have **direct impacts on food production** (e.g. due to changes in precipitation patterns, increasing summer temperatures and a likely increase in the prevalence of pests and diseases) and flood risk (due to increases in winter rainfall). This may affect food production globally, placing increased importance on sustainable production in those areas that retain good food production capabilities.

### **Implications for land use change**

Given the multiple drivers of change highlighted above, not least our changing climate, declining biodiversity, and the challenge of meeting the policy targets set out in Chapter 2, a business-as-usual approach to land use is not fit for purpose. As the 'Farming for 1.5' report<sup>33</sup> states,

*“Doing the same thing next year as we did last year is no longer an option for farmers in Scotland.”*

Changes are needed in the way land is used and managed and the report sets out a range of measures to help cut greenhouse gas emissions in line with the trajectory to net zero, whilst maintaining food production per capita. It also highlights the need for land use change to support nature recovery and the need to tackle these together through a structured process of land use change: *“Land use change should be planned rather than left to the market; and should be an inclusive transparent process guided by best available science.”*

In relation to forestry, the implications of climate change are more profound, given the timescales from planting to harvest, giving added urgency for the need to act sooner but also being aware of the implications on other land uses e.g. availability of water.

To give an indication of the scale of land use change that might be required to address the climate and biodiversity crises, for illustration only, we have included some example land use change maps in Appendix A3 from ongoing research by James Hutton Institute (JHI). This research is looking at what land use change might be required across Scotland to move towards net zero by 2050 and to meet biodiversity objectives. The example modelled dramatically illustrates the large-scale land use changes – including woodland creation, a shift to silvo-pastoralism and grazing deintensification - that may be required across the region as a minimum to achieve policy objectives. It also starts to highlight broad areas where this land use change might be best targeted, focusing specifically on woodland creation, silvo-pastoral and grazing de-intensification.

The outputs from the model included here are based on predetermined land uses (woodland, woodland & pasture and reduce livestock grazing) and do not model and compare different land uses. Changes to the objectives and assumptions used in the modelling will of course change the modelled outputs. Key trade-offs with other land uses and benefits would need to be carefully considered e.g. the impacts of a shift to a silvo-pastoral system on dairy production and farm viability and considerations about what support would be needed from Scottish Government and/or emerging natural capital markets to facilitate such a transition. It would be vital to involve producers and processors to ensure the continued viability of milk production in the region.

The climate projections indicate that we need to act now to adapt food and timber production to a rapidly changing climate and to build resilience in our environment. A strategic approach is needed to deliver a range of ecosystems services, providing multiple benefits to society including through nature-based solutions and, in doing so, ensuring that biodiversity, which supports such services, is enhanced.

This first version of the South of Scotland RLUF seeks to highlight the need for this strategic approach to managing land use for multiple benefits. The next chapter highlights the priority land use changes that have been identified through extensive stakeholder engagement across the region and reference to wider research and the national and regional policy context. It starts to identify how these land use

---

<sup>33</sup> [Home | Farming for 1.5 degrees \(farming1point5.org\)](https://www.farming1point5.org/)



changes could be targeted at broad areas across the region where the multiple benefits to society are optimised and enduring and negative impacts are avoided or minimised.

DRAFT

## 5. PRIORITY LAND USE CHANGES

Consultation across the South of Scotland (see Phase 2 engagement report for further details <https://www.southofscotlandenterprise.com/RLUP>) - identified a number of land-use changes that offered opportunities to sustain the local economy, address climate change and help nature recovery and future proof these land use changes.

These included:

- Native woodland (including riparian)
- Improved planning and design of commercial forestry expansion
- Agricultural viability and sustainability
- Access and tourism
- Renewable energy development

There is a finite amount of land, and increasing one land use reduces another. Different land uses also have effects on other services such as flood risk, water quality, landscape, nature and carbon. The RLUF needs to consider where change is likely to generate the multiple benefits society needs and seek the support of Scottish Government to encourage such changes.

Despite many uncertainties, it is possible to consider what needs to happen in the coming years to start imagining what sustainable land use in Scotland could look like in future (as described further in the following chapter). For example, tree planting rates (right tree in right place) and peatland restoration rates need to increase dramatically; and emissions from land uses such as livestock grazing and arable farming must fall significantly through careful management of soils, reduced inputs and regenerative approaches, whilst supporting our farmers on their journey to a just transition as they continue to produce high quality food, profitably.

In order to achieve our objectives, land use change must be supported and sustained by viable land-based businesses. The complex interrelationship between policy direction, public subsidy and market forces will require careful consideration involving collaboration and partnership between key stakeholders to ensure that the just transition sustains land-based businesses and their supply chains and helps engage communities and generate community wealth building.

Analysis shows that the priority land uses identified by stakeholders map onto key national policy objectives and targets (as highlighted in Table 4 and see Appendix A4). The scale of change (and challenge) implied by some of the quantitative targets should not be underestimated, for example, the target to protect at least 30% of our land and sea for nature by 2030.

**Table 5: Priority land uses and national policy**

Regional Land Use change identified in local research	National Policy Context	Fit between priority land use and policy objectives
Land-use generally	National Planning Framework 4 (NPF4) South Scotland <a href="https://www.gov.scot/publications/national-planning-framework-4/pages/6/">https://www.gov.scot/publications/national-planning-framework-4/pages/6/</a>	To deliver sustainable places, Regional Spatial Strategies and Local Development Plans in this area should protect environmental assets and stimulate investment in natural and engineered solutions to climate change and nature restoration, whilst decarbonising transport and building resilient physical and digital connections.
Native Woodland Expansion	Scottish Forestry Strategy 2019-2029 <a href="https://forestry.gov.scot/forestry-strategy">https://forestry.gov.scot/forestry-strategy</a>	Target of 3,000–5,000 ha of new native woodland per year. Increase the amount of native woodland in good condition. Restore approximately 10,000 ha of new native woodland into satisfactory condition in partnership with private woodland owners through Deer Management Plans

Commercial Forestry	Ditto	Objectives include: Creating 18 000 ha per year from 2024/25 (area planted in 2021/22 was 10,500 ha) Increase forest and woodland cover to 21% of the total area of Scotland by 2032 (currently South of Scotland region is 22%, see Table 1) Enhancing the environmental benefits provided by forests and woodlands. Engaging more people, communities and businesses in the creation, management and use of forests and woodlands
Agricultural viability and sustainability	Agriculture Reform Route Map 2023 <a href="https://www.ruralpayments.org/topics/agricultural-reform-programme/arp-route-map/">https://www.ruralpayments.org/topics/agricultural-reform-programme/arp-route-map/</a> Agriculture Bill Scotland	“We will establish a robust and coherent framework to underpin Scotland's future agriculture support regime from 2025 onwards, that delivers high quality food production, climate mitigation and adaptation, and nature restoration. High quality, nutritious food locally and sustainably produced is key to our wellbeing – in economic, environmental, social and health terms. We will support and work with farmers and crofters to meet more of our own food needs sustainably and to farm and croft with nature.”
Access and Tourism	Scotland Outlook 2030 <a href="https://scottishtourismalliance.co.uk/wp-content/uploads/2020/03/Scotland-Outlook-2030.pdf">https://scottishtourismalliance.co.uk/wp-content/uploads/2020/03/Scotland-Outlook-2030.pdf</a>	Scotland is transitioning to a net-zero emissions country for the benefit of our environment, our people, and our prosperity and we have gained respect for our ambition and leadership on climate change. Our world-leading climate change legislation sets a target date for net-zero emissions of all greenhouse gases by 2045. Scotland's contribution to climate change will end, definitively, within one generation. Our natural assets – our landscape, scenery, natural and built heritage will be cared for, protected and invested in for our current and future generations to experience and enjoy.
	NPF4 (South Scotland) <a href="https://www.gov.scot/publications/national-planning-framework-4/pages/6/">https://www.gov.scot/publications/national-planning-framework-4/pages/6/</a>	The area has aspirations to become a prime outdoor recreation and green tourism destination. Key projects include the South West Coastal Path, and projects supported by the Borderlands Inclusive Growth Deal; the Mountain Biking Innovation Centre at Innerleithen, updating the cycling experience and facilities at some of the 7stanes sites, and Destination Tweed which will deliver a multi-user path and cycle route from Moffat to Berwick upon Tweed. More could be made of the area's border location and attractions to ensure visitors make better use of local services and support the economy and communities.
Renewable Energy	Draft Energy Strategy and Just Transition Plan <a href="https://www.gov.scot/publications/draft-energy-strategy-transition-plan/pages/2/">https://www.gov.scot/publications/draft-energy-strategy-transition-plan/pages/2/</a>	“In the Onshore Wind Policy Statement, published in December 2022, we set an ambition for a further 12 GW of onshore wind by 2030, increasing from 8.78 GW as of June 2022 to 20 GW by 2030, more than double our existing capacity.” “We have set an ambition for 2 GW of community owned energy by 2030. We will encourage developers to offer community benefit and shared ownership opportunities as standard on all new renewable energy projects – including repowering and extensions to existing projects.”

	NPF4 (South Scotland) <a href="https://www.gov.scot/publications/national-planning-framework-4/pages/6/">https://www.gov.scot/publications/national-planning-framework-4/pages/6/</a>	Proposals for consolidating and extending existing wind farms and associated grid improvements and supply chain opportunities will require a carefully planned approach.
--	--	--

There is a good level of congruence between local people's perceptions of the key land use changes required and the national policy objectives. However, there are also clear differences. There was a strong preference from stakeholders for a higher proportion of native woodland and for the extent and design of commercial forestry to be more sensitive to local concerns. Both renewable energy and afforestation had potential to generate more local benefits which were currently being missed. The need to better integrate farming and forestry was voiced by many, as was the need to seek increased gains for nature and carbon adaptation and sequestration from future developments.

**Where might these different land use changes be prioritised?**

At present land-use change is largely in the hands of land managers who, understandably, largely base their decisions on best business practice in economic terms but also consider wider factors such as historic practices, identity and legacy. Decision making can be influenced, and it is possible, to encourage change through incentives, collaboration, partnership development and applying tools to understand the potential benefits that certain decisions could generate for land managers, the environment, wider community and the economy. We need to provide incentives to broaden the range of viable choices for land managers and stronger regulations might also be necessary.

One way of increasing understanding of the potential benefits is to provide better quality data often in the form of maps allowing these benefits to be more easily identified. For example, there are areas of valuable biodiversity across south of Scotland, some designated (and therefore mapped) but many are not and therefore, widely unknown. Knowledge of these is often held locally and care is needed to identify them before land use changes occur. Examples of this sort of map are given in this report. Several "decision support tools" are being developed that will help decision making at a local scale.

There are also existing plans and strategies that need to be considered. For example, there are woodland strategies for both Scottish Borders and Dumfries & Galloway and there are published strategies for some species such as black grouse. Other habitats have not been considered in this way and need an "open-ground" strategy to guide activities to ensure a balance of land uses is maintained. It is possible that the RLUP process will, in due course, be allocated resources that will enable it to incentivise appropriate decision making, but for now the RLUF can signpost a range of funds available for delivering beneficial projects (see Appendix A6) and seek to enable discussions within and across relevant sectors to promote solutions leading to effect necessary land use change.

**Native woodland**

Native woodland can be created in a wide range of locations, from hilltops to river valleys but it is likely to be most beneficial in a narrower range of locations. These would be in places where for example, it can create links between existing woodland habitats, where it can help with flood mitigation, where there are water quality issues and where landscape is especially important. There are a number of relevant case studies in Appendix 7 such as the Eddleston Water project led by Tweed Forum. Native woods can also screen more intensive forestry and play an important role providing shelter for livestock. There are clear guidelines to help ensure woodlands are not created on valuable existing habitats, historic sites or peat-rich soils, although this may not always occur in practice.

The Forestry Grant Scheme (FGS) has developed mapping for native woodland habitat, identifying core native woodlands but also, particularly relevant here, primary zones (within 500m of core native woodlands) and secondary zones (within 2000m) where native woodland creation should be prioritised; see Figure 9 below. This mapping can be used alongside maps of key constraints such as designated nature sites and high-quality agricultural land to help identify preferred locations for native woodland creation at a strategic scale (although note they should not be used to inform site level

planning). Investment in carbon through the woodland carbon code is increasingly important in native woodland creation.

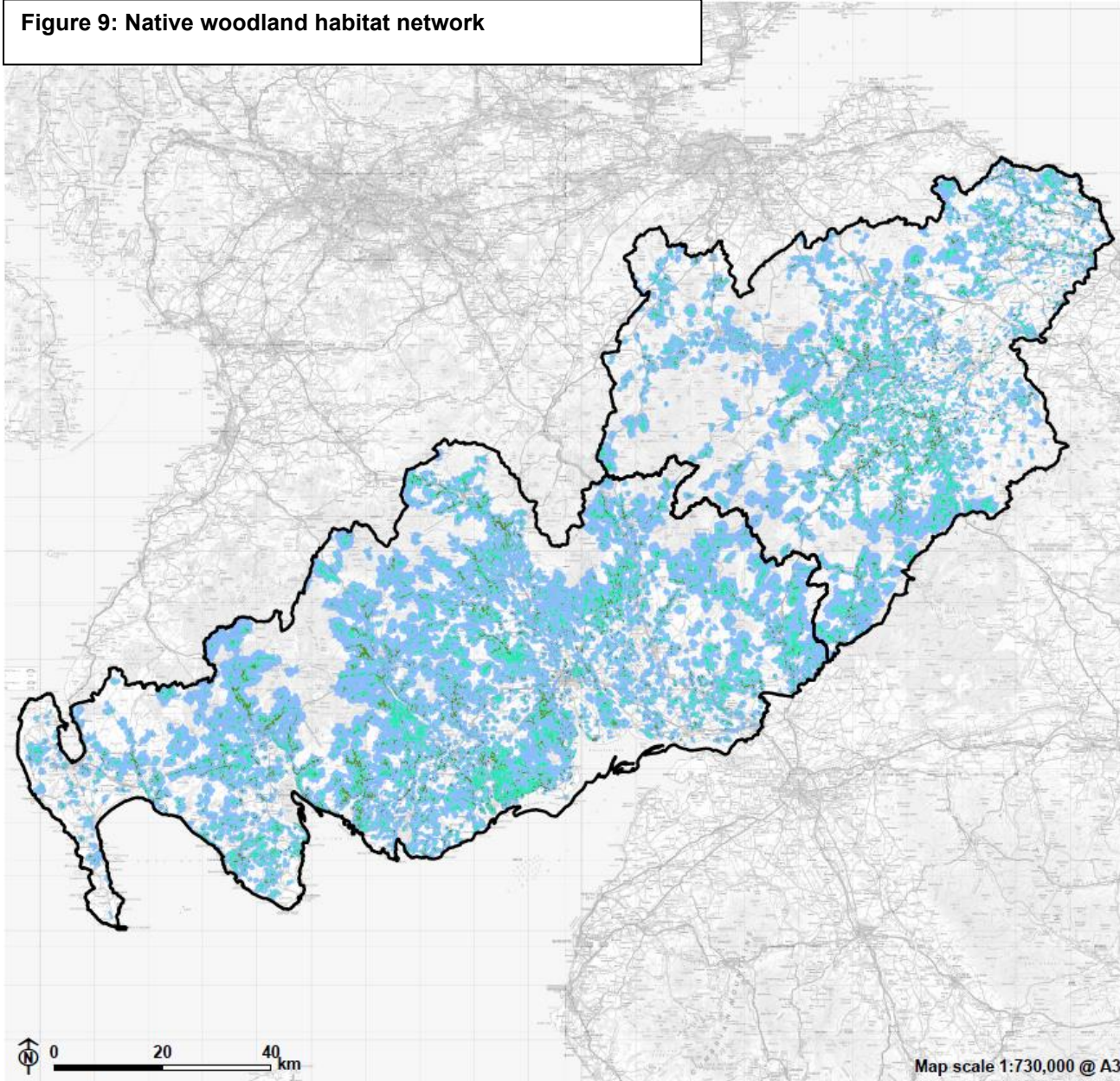
The value of riparian woodlands is increasingly understood. Trees provide shade and food for fish, stabilise riverbanks and can help filter run-off from agriculture, reducing pollution and siltation. The Scottish Government has recently announced a new scheme to encourage riparian planting<sup>34</sup>

DRAFT

---

<sup>34</sup> <https://forestry.gov.scot/news-releases/boosting-tree-planting-around-rivers-and-streams>

**Figure 9: Native woodland habitat network**



South of Scotland RLUP  
South of Scotland Enterprise Agency



**Figure: Native Woodland Habitat Network**

- Study boundary
- FGS Eligibility native woodland habitat network
  - Core native woodland
  - Primary zone
  - Secondary zone

## Commercial forestry

Commercial forestry tends to be a popular option on lower quality agricultural land (e.g. more remote and marginal areas, where agriculture is less profitable and other options restricted), although high timber prices are driving afforestation of higher value land in some locations. Changes to the Woodland Carbon Code in 2022 have meant that commercial conifer schemes are unlikely to be eligible for carbon funding. Changes in climate are likely to seriously impact large monocultural blocks which are vulnerable to drought, diseases and pests, and to fire (as seen recently across Europe and beyond) and windthrow due to the increased risk of intense storms.

Based on the stakeholder engagement, there was strong support for greater community involvement in forestry planning, where regulation and consideration of cumulative impacts were considered essential (see reference to Glenkens group in Appendix 7). There are opportunities to design commercial forestry so that it delivers other benefits (e.g. flood risk reduction, biodiversity, public access and recreation) and minimises negative impacts (e.g. on landscapes and acidification), and these need to be maximised. Planting commercial forestry on peaty soils (see Figure 4) should be avoided as this can lead to an increase in greenhouse gas emissions. The cumulative impact of afforestation on landscape can be a major issue as can the impact of forestry (and the predators it harbours) on ground-nesting birds, many of which need significant areas of open ground. A more diverse range of woodland types and design is likely to be better for biodiversity and communities and may also reduce the risk of disease and wildfire spreading,

The Woodland Expansion Advisory Group<sup>35</sup> developed land suitability mapping for all woodland expansion, updated by Forest Research, which could be used to help inform site selection. The green areas on Figure 10 below highlight the land most likely to have potential for woodland expansion. The analysis took into account data on existing woodland areas (note that many of the areas identified on Figure 10 as being “not available for woodland expansion” are existing plantations or woodland), peat depth maps, areas with conservation designations and catchments at risk of acidification. However, it did not exclude prime agricultural land, although the more productive agricultural areas may currently be less likely to be brought forward for significant amounts of tree planting. This helps illustrate the complexities involved in decisions for and use change.

This mapping can, for example, be combined with other datasets to identify woodland creation opportunities where wider benefits could be maximised. For example, the Potentially Vulnerable Areas (PVAs) are geographical areas that are prioritised for flood management under the Flood Risk Management Act (Scotland) 2009. They show parts of catchments and coastal areas where nationally significant flood risk exists now or is likely to occur in the future. PVAs help SEPA and responsible authorities in Scotland understand and prioritise where work in relevant catchments could benefit the most. By overlaying such mapping with woodland expansion suitability, mapping opportunities to help mitigate flood risk could start to be identified (alongside investment in ‘hard’ infrastructure for flood risk management).

---

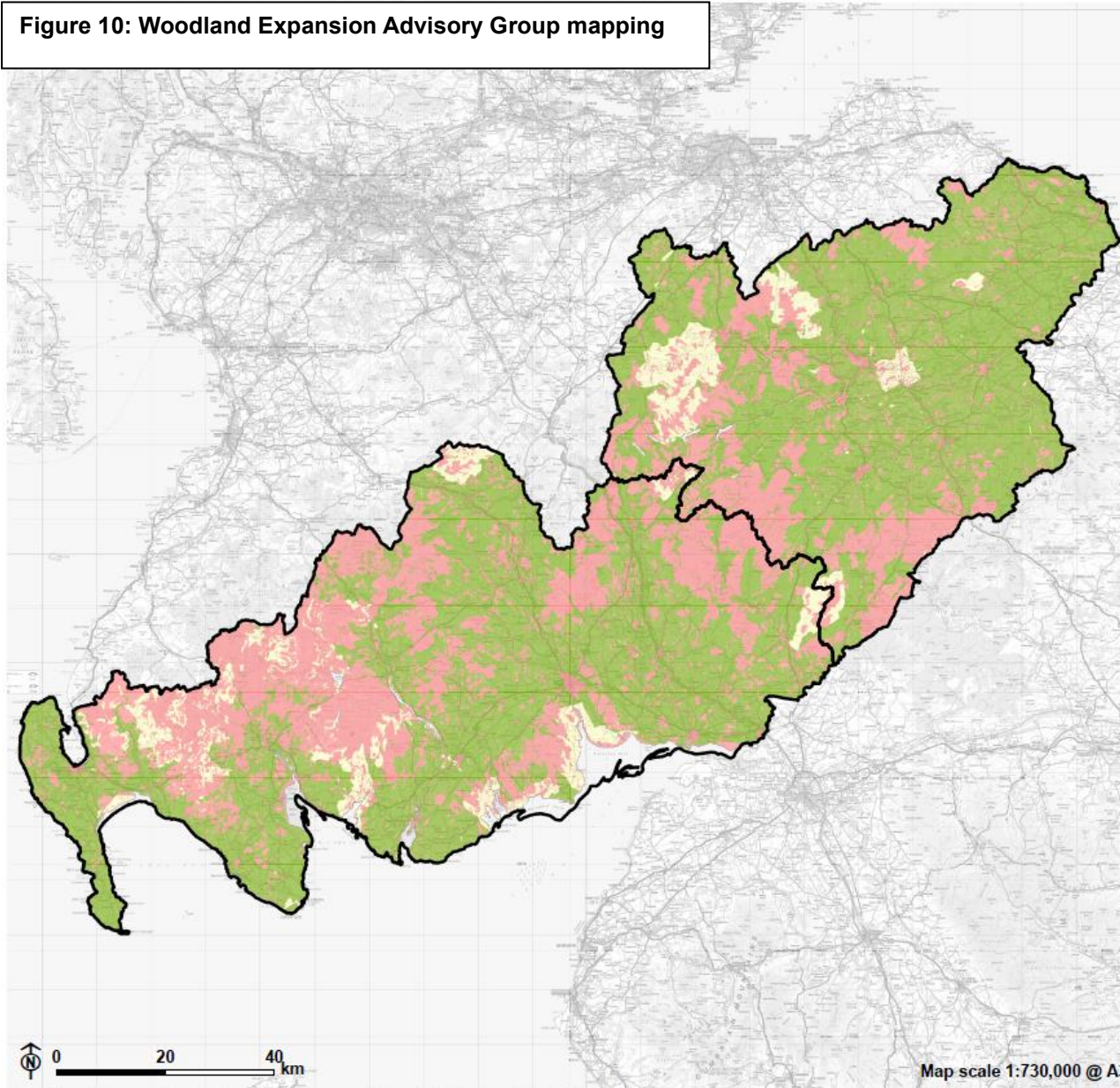
<sup>35</sup> <https://www.climatechange.org.uk/media/4201/analysis-of-land-suitability-for-woodland-expansion-in-scotland-july-2020.pdf>

Figure 10: Woodland Expansion Advisory Group mapping

South of Scotland RLUP  
South of Scotland Enterprise Agency



Figure: Woodland Expansion



- Study boundary
- Woodland Expansion Advisory Group**
- Phase 1: Land predominantly not available for woodland expansion
- Phase 2: Land affected by national designations and policies - constraint on woodland expansion
- Phase 3: Land mostly likely to have potential for woodland expansion



## Sustainable agriculture

Sustainable or regenerative agriculture is likely to be viable anywhere that farming is already practiced with a range of regenerative practices that could be adopted. Healthy soil is increasingly seen as vital for sustainability along with reduced stocking density, less soil-compaction and increasing soil carbon. Providing habitat and food plants for pollinators and beneficial organisms increases biodiversity and can reduce the need for chemical pesticides.

Making space for trees is also likely to be important, whether as shelterbelts, hedgerow trees or as wood-pasture. The James Hutton Institute modelling including a significant emphasis on a shift to silvo-pastoral systems (i.e. grazing systems that include trees for shade, shelter or soil protection) across the region (see Appendix A3). Trees can also play an important role in screening agricultural buildings.

Targeted government support will be required to promote transition to more sustainable farming practices recognising the importance of maintaining viable businesses and the needs of processors and buyers. There are a range of factors that could be used to help to spatially target such support. For example, the spatial data on nitrate vulnerable zones and poor surface water condition (refer back to Figure 3, page 15) could be used to target support for measures that will reduce pollution from agriculture and support biodiversity e.g. through reduced inputs and use of buffer strips. Similarly, SEPA holds data on bathing water quality and the catchments for different bathing waters so government support could be targeted in catchments where bathing water quality is poor. Priority catchments in our region include in Dumfries & Galloway, those associated with bathing waters at Mossyard, Carrick, Brighthouse bay, Dhoon bay, Sandyhills, Kippford, Rockliffe and Southernness and in Scottish Borders, Eyemouth and the lower Tweed at Spittal (in Northumberland).

There is a need to develop a local food economy that provides high quality, nutritious food that is accessible to all communities enhancing our wellbeing. This may include local food growing initiatives in our settlements including allotments, community market gardens and creative use of vacant and derelict land, but also seeking to generate local markets for locally grown food produced by farms in our region.

Efforts to restore peatlands degraded by agricultural and other practices should also be considered in this category, given the need to reduce greenhouse gas where degraded peatlands emit CO<sub>2</sub> and sequester carbon, slowly and over a long time period, when in good condition and providing wider benefits (see Chapter 4). There is a need to retain the existing stored carbon in peat and peaty soils. There is expertise on this in South Scotland (see Appendix 7). Again, existing spatial datasets are available that could be used to help target interventions. The Carbon and Peatland 2016 map<sup>36</sup> (Figure 11 below) highlights in pink and yellow respectively “Class 1 Nationally important carbon-rich soils, deep peat and priority peatland habitat - Areas likely to be of high conservation value” and “Class 2 Nationally important carbon-rich soils, deep peat and priority peatland habitat - Areas of potentially high conservation value and restoration potential”. More sophisticated technologies are also emerging, such as satellite-based measurement of peat depth/condition.

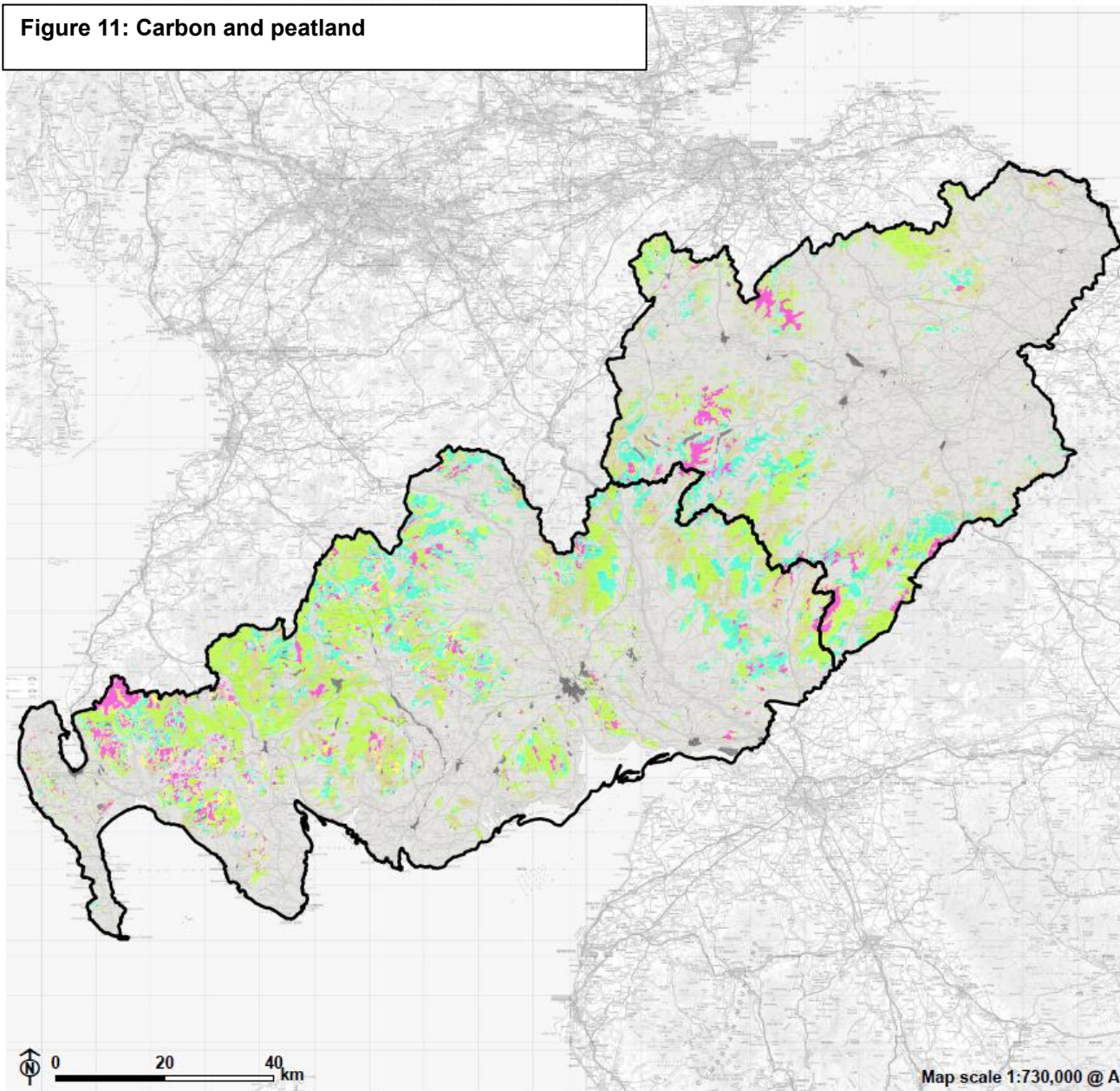
---

<sup>36</sup> <https://soils.environment.gov.scot/maps/thematic-maps/carbon-and-peatland-2016-map/>

Figure 11: Carbon and peatland

South of Scotland RLUP  
South of Scotland Enterprise Agency

Figure: Carbon and Peatland



- Study boundary
- Carbon and peatland 2016**
  - Class 1 Nationally important carbon-rich soils, deep peat and priority peatland habitat - Areas likely to be of high conservation value
  - Class 2 Nationally important carbon-rich soils, deep peat and priority peatland habitat - Areas of potentially high conservation value and restoration potential
  - Class 3 Dominant vegetation cover is not priority peatland habitat but is associated with wet and acidic type. Occasional peatland habitats can be found. Most soils are carbon-rich soils, with some areas of deep peat
  - Class 4 Area unlikely to be associated with peatland habitats or wet and acidic type - Area unlikely to include carbon-rich soils
  - Class 5 Soil information takes precedence over vegetation data - No peatland habitat recorded. May also show bare soil. All soils are carbon-rich soil and deep peat.
- Mineral soils - Peatland habitats are not typically found on such soils.
- Unknown soil type
- Non-soil

## **Recreation and tourism**

Much of our region's recreational and tourism industry rests on our natural capital assets, providing opportunities for developing local community-led tourism whilst enhancing biodiversity and increasing economic development. Changing the way land is managed, to become more resilient to climate change impacts, may require access to be adjusted and the sector has a key role to play in educating visitors and locals about the changes underway and the reasons for them. We may also see more visitors to regions that avoid the higher levels of heat stress.

Each land type offers unique types of access issues and much work has been done to promote this, for example, many of our forests already offer well developed trails and mountain biking opportunities. However, these come at a cost that are becoming increasingly expensive to maintain. Providing new, well-designed and better maintained access is beneficial to all and helps to overcome potential conflict which may arise with the requirements of a living, working countryside. It will also help people understand how access may have to be changed due to land management practices to address climate change impacts and biodiversity loss. Adding to existing local access networks makes good sense as longer "trails" are popular attractions, with the added benefit of retaining visitors in the local area for longer, with all the cultural and economic benefits that brings.

There are also significant opportunities to develop attractions based on local natural and cultural heritage, with farm diversification being an excellent example of that approach. Effort is needed to extend the current tourism season, offering opportunities for entrepreneurial business development and the outdoor offer in the South of Scotland is a considerable strength (see Appendix 7 for examples such a Talla Hartfell WLA).

Whether forests, open farmland or coasts people have a right to roam that needs to be facilitated in a way that benefits all. There is significant evidence that access to natural spaces improves people's mental and physical health and should be done in a way that also generates their engagement in the natural world to foster pride and responsibility. This is the focus of the South of Scotland Destination Alliance which is currently developing a Responsible Tourism Strategy, building on the work of the Galloway and Southern Ayrshire UNESCO Biosphere's sustainable tourism activity and Visitor Charter.

## **Renewable energy**

Renewable energy is vital if we are to meet our net zero target by 2045. Such developments need to be carefully planned so that all opportunities to enhance our natural capital assets are considered (at the same time as negative impacts are reduced). Access tracks can provide new routes through the landscape and link-up existing ones, if they are well planned, potentially creating off-road timber extraction routes.

There are emerging opportunities to integrate solar meadows alongside wind farms or to create them on land that can still be grazed, although there are landscape impacts from this, and grid connectivity is often a barrier.

Community involvement in new schemes is being encouraged whether through shared ownership or local benefit funds. This can be an important source of local investment and Community Wealth Building if it is well managed. An example of a community renewable energy project is given in Appendix 7).

## **Moorland Management and Sporting Interests**

Large areas of South of Scotland are managed primarily for sporting activity, whether rough shooting driven shoots or fishing. Such land can be valuable for conservation (e.g. upland waders) but some practices such as poorly managed muirburn can have negative impacts and results in carbon emissions. There may also be an increased fire risk, which well managed moors can mitigate, but which require skilled labour to maintain and control.

There are opportunities to continue to improve sustainable management (e.g. through Wildlife Estates Scotland initiative), to reduce carbon emissions and to contribute to the regeneration of biodiversity,

protecting peatland and priority species to enhance natural capital (See Tarras Valley example in Appendix 7). Sustainable gamebird management in the lowlands could minimise impacts on biodiversity (e.g. reducing harm of introduced gamebirds on woodland habitats) and provide new habitats beneficial to wildlife (e.g. hedgerows and game crops).

Fisheries management will continue to provide habitat restoration benefiting Atlantic salmon and freshwater habitats and, in combination with catchment initiatives, can provide multiple benefits from adaptive measures such as riparian woodland to shade waters to reduce river temperatures, and habitat to protect from nutrient flushes and pollution e.g., resulting from intense rainfall after prolonged dry periods. Peatland restoration can also help maintain water flows and regenerative agriculture can improve water quality.

### **The RLUF vision realised**

Combining information on the South of Scotland's existing natural capital, the changes that are necessary to respond to national policy, the priorities expressed by stakeholders, and wider drivers such as the climate and biodiversity crises allows us to anticipate how our vision could be realised. This helps provide a regional expression of the illustrative landscapes of Scotland's Land Use Strategy and Scottish Biodiversity Strategy to 2045. This will be built upon healthy, diverse, resilient ecosystems supported by resilient nature networks and regenerative agriculture providing benefits through nature-based solutions. Much will depend both on the evolution of public and private funding (e.g. proposals for making half of all farming funding conditional on the delivery of targeted outcomes for biodiversity and low emissions production<sup>37</sup>) and on the actions and involvement of land managers, communities, agencies and other stakeholders.

In the **uplands**, which comprise a significant proportion of the South of Scotland, our peatlands are restored and managed to absorb and store carbon, reduce flood risk and support key habitats and species. Changes in the management of heather moorland, including for upland agriculture and grouse have created a diverse range of upland habitats and landscapes, with areas of regenerating native vegetation and a wider range of upland bird species. The hills and moors have seen a significant expansion of native woodland, with natural tree lines, woodland corridors along burns, and more wooded lower hillslopes, connecting with woodlands in the valleys and lowlands beyond. Deer are sustainably managed (in uplands and lowlands) so new woodland flourishes. Commercial forests remain an important land use in the uplands, though restructuring and integration with native planting has created woodlands that are more diverse, ecologically richer and that sit more easily in the landscape. Forest species and design are adapting to the changing climate. New and restructured woodlands and forests are designed to reduce downstream flooding, with targeted action in catchments with the highest risk. The uplands continue to accommodate larger scale renewables contributing to decarbonisation of the energy network, ensuring key environmental assets including designated landscapes and habitats and dark skies are protected from development. They also provide opportunities for a wide range of recreation activities, from active sports such as mountain biking, using the network of upland tracks, to more peaceful pursuits such as wildlife watching.

The **river valleys** have also seen an expansion of native woodland, creating networks linking fragments of longer established woodland, and connecting with woodlands on higher ground. There is also a focus on planting along rivers and burns, helping to improve water condition and maintain temperatures needed to sustain key habitats and species such as Atlantic salmon. Naturally meandering river courses have been restored where straightening and deepening took place in the past with greater connectivity to floodplains. There has been a shift to regenerative agriculture, with an emphasis on conserving soils, reduced inputs and restoring and integrating woodland and other habitats within the farming landscape. The valleys include a range of small-scale renewables, designed to serve local needs and build a more resilient energy system. In river valleys, lowlands and along the coast, local path networks and longer distance routes provide recreation opportunities and connections for local communities.

---

<sup>37</sup> Consultation on Scotland's Strategic Framework for Biodiversity - <https://tinyurl.com/yu8ctmnb>

The **lowlands** have also seen a marked expansion of native woodland, with a focus on integrating trees within the farmed landscape and agro-forestry being widespread. Woodland creation has been designed to link remnant woodlands, provide more wooded corridors along rivers and burns, and targeted to improve water condition (e.g., through riparian buffer zone planting) and help slow runoff particularly within catchments where flooding is an existing or future risk. Coastal habitats of saltmarsh, scrub, grassland and wetlands support low intensity grazing and biodiversity, storing carbon and providing natural coastal defences to flooding and sea-level rise. The lowlands have seen a shift to regenerative agriculture, with a focus on the management of soils, reductions in stocking density and greater diversity of farmland habitats. There is now a greater emphasis on producing high quality food to meet regional and local demands and a further focus on quality and animal welfare. Farm income has continued to diversify, with a wide range of tourism and recreation activities taking place across the region. The lowlands accommodate a variety of renewable energy sources, including medium sized solar farms, farm-scale hydrogen generation, small scale hydro and wind turbines. The area meets local energy needs as well as contributing to national supply.

**Communities** are central to this vision and are now more fully engaged in land use issues across the South of Scotland. The idea of Community Wealth Building is well established with a thriving rural economy directing benefits back into the local community. People are also more engaged in decisions about land use change more broadly, whether that relates to forest and woodland management or improvements in managed access. Alignment with local place plans and the Regional Spatial Strategy has supported place making across the South of Scotland. People are better connected with the countryside close to where they live, with improved and connected path networks, signposting and information. There has been an increase in community ownership of land right across the area, in many cases providing a catalyst for changes in land management and a focus on delivering a much wider range of economic, environmental and social benefits. Physical activity levels have increased, and mental health is improving. There are also growing opportunities for people to find employment, training and volunteering opportunities resulting from changes in the way land is managed. Action has been targeted on communities with the highest levels of multiple deprivation, helping to tackle inequality and contribute to the just transition.

Many of these changes have been facilitated by a stronger, positive and pragmatic partnership of land managers, communities, Non-Governmental Organisations (NGOs), agencies and the private sector. There have been new opportunities to share experiences and learn from a growing body of good practice. Partnership working has benefits from better data about the region's natural capital and the benefits we derive from it, allowing a more informed approach to decision making and practice on the ground. Monitoring has allowed progress to be tracked and approaches adapted as needed.

Our thriving regional economy is fair and inclusive, providing employment, skills and training opportunities, contributing to Scotland's zero carbon and nature positive economy. It is supported by a high-quality environment of healthy ecosystems and resilient nature networks. Our rich, cultural landscapes are maintained by regenerative agriculture and sustainable forestry, vibrant sustainable tourism. There is growing renewable energy production for local supply and export. Nature-based solutions are favoured and high quality, nutritious local food is provided to the communities of the region. Creative use of innovative digital technology helps guide our land use decisions. Our natural capital continues to be enhanced through a balance of public support and responsible investment and a just transition to Net Zero.

## 6. MAKING USE OF THE FRAMEWORK

This document represents the first version of the South of Scotland RLUF developed under the Scottish Government pilot. By its nature it will not be the definitive article, but the start of a direction of travel to help guide and inform land use decisions to enable the region to move towards a just transition to Net Zero 2045 and achieve climate change and biodiversity objectives.

This Framework is a non-statutory document but one that aims to support the work of a wide range of organisations and individuals across the region. It seeks to stimulate the conversation about sustainable land use and open it up to a wider audience by bringing together the latest and best available data on land use, the drivers of land use change and the multiple benefits land provides so that issues can be considered holistically.

The maps included in this Framework seek to develop an improved understanding of both existing land uses and habitats and the drivers of change, notably climate change, that mean the status quo of current land use and management is not an option. The opportunity maps also start to give a sense of how future Government support for certain types of land use could be spatially targeted to deliver the right land use change in the right places. The RLUP will seek to engage with Scottish Government on how this could be taken forward (see further details below).

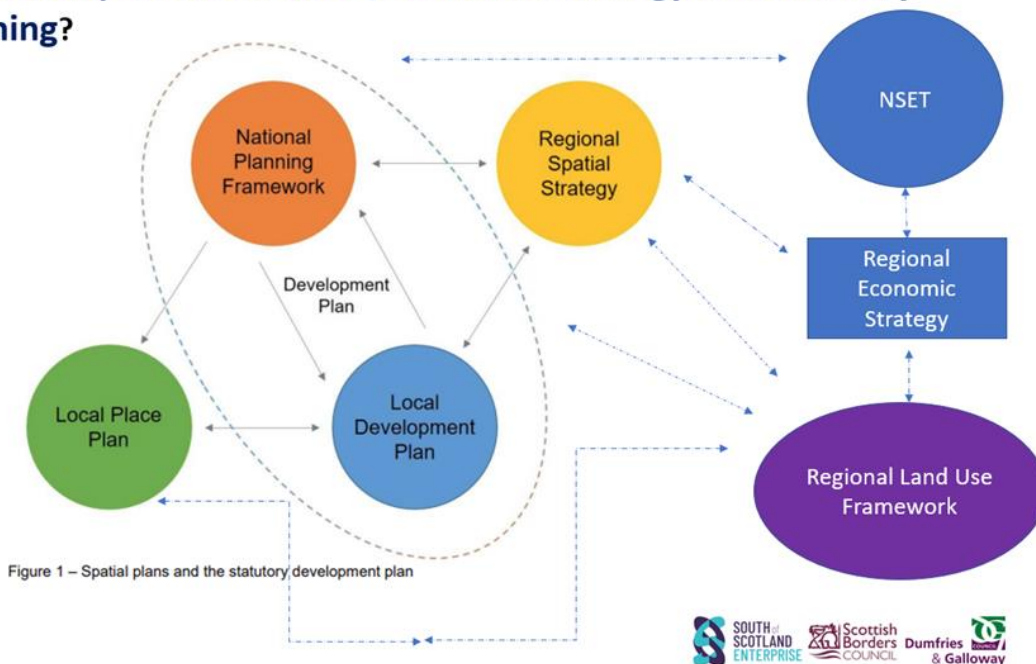
The RLUF could also help set expectations and inform market conditions within which the rapidly developing green finance sector operates; and provide support to justify targeted investment. Associated monitoring and evaluation could help to give early warning of potential issues.

We trust that in the near future, through related programmes, higher resolution mapping and decision support tools will become available that can be used by land managers to inform decision making at the farm and field scale.

In the meantime, the information presented in this RLUF can be used to inform the Regional Economic Strategy, Regional Spatial Strategy, Local Development Plans and, Local Place Plans as shown in the diagram below.

**Figure 12: Relationship between RLUF and other strategies and plans**

### Relationship between RLUF , Economic Strategy and statutory Planning?



The principles for sustainable land use change, case studies and information on funding sources should also be useful resources for landowners and managers considering making changes to the use of their land.

## 7. NEXT STEPS / RECOMMENDATIONS

This Framework has two main functions.

Firstly,

- as an output of the pilot to test the practicalities of different ways to establish RLUPs and
- outlining in a Framework (RLUF) how to use a natural capital approach to identify and agree upon current and potential land use changes across the region.

Secondly,

- as a regional Framework that helps inform the South of Scotland Regional Economic Strategy, overseen by the Regional Economic Partnership, and
- to help inform the Local Development Plans, Regional Spatial Strategy and Local Place Plans linked to statutory planning.

The focus of the first function is to support the delivery of Scottish Government's climate change targets and other environmental objectives, including improving biodiversity and signposting public and private funding opportunities for landowners, land managers, and community groups to assist with delivery of the prioritised land use changes. In relation to this, the process of establishing the RLUP and the development of the RLUF suggests that this can provide a practical means to deliver national and regional objectives to address the climate change and biodiversity crises. At this initial stage, it cannot address all the issues, but can begin to give the strategic direction required to help co-ordinate land use change in the region. Whilst identifying how national objectives can be met, it also provides a powerful voice from the South of Scotland based upon a considerable amount of stakeholder input, gathered through our place-based engagement.

Below, we offer a set of recommendations for Scottish Government to consider which we believe helps inform the development of further RLUP pilots. We also set out a provisional set of actions following the guiding principles of the RLUF and provide the basis of a programme of action for implementing Phase 3 of the South of Scotland pilot. The action programme is closely linked to the Regional Economic Strategy and built around the key land use change priorities identified.

### Recommendations:

A Governance structure has been established as an **interim Regional Land Use Partnership**. This Governance has helped embed the RLUP process into the Regional Economic Partnership (REP) with the REP providing oversight of the development of the Regional Land Use Framework. The REP is supported by an Advisory Group to provide technical support from a cross sectoral basis including statutory agencies, the land use sector and communities. The final approval stage of the RLUF lies with the two local authorities, Dumfries & Galloway Council and Scottish Borders Council. The process of approval mirrors that undertaken for the Regional Economic Strategy already established between the constituent authorities and SOSE.

Under the Bute House agreement<sup>38</sup> Scottish Government is committed to **planning for a second wave of RLUPs from 2023** and ensure that RLUPs take into consideration the delivery of statutory climate and nature targets on a regional basis including considering how RLUPs can influence public funding streams, if the pilots can demonstrate that they meet expectations relating to national outcomes on the environment and climate change, and show that they have taken a democratic, local approach. The first set of pilots has been to test practicalities and approaches. To this extent the establishment of the South of Scotland RLUP is still a work in progress from which we can learn, but it demonstrates the potential of RLUPs, involves tripartite representation (public bodies, land use sector and communities), is backed by a democratic approach and has enabled extensive stakeholder participation through the programme of 30 events with contributions and input from over 500 stakeholders in the region.

---

<sup>38</sup> <https://www.gov.scot/publications/scottish-government-scottish-green-party-shared-policy-programme/>

The RLUP will **continue to consider how the process and participation can be improved**. This has laid the groundwork for a phase of implementation. The next steps are subject to the Scottish Minister's decision, but we would hope for a continuation of this work in the region. Any move towards a more formal establishment of the RLUP would necessarily require adequate resources and a review of membership to reflect the functions and operations of a formal partnership. There are challenges to ensuring representation of views when covering such a large geographic area, but there are solid foundations to build upon and alignment with the REP has provided a strong basis from which to develop further.

Where possible Scottish Government should **use the findings of this pilot to inform developing policy on agricultural and forestry support and the emerging Just Transition Plans including the plan for land use and agriculture**. Priorities included in the RLUF, guided by stakeholders in our region, could help target support under the new agricultural scheme and improved data and mapping (building on the sources shared in this Framework) could support spatial targeting of that support.

Continued RLUP work could be supported by Scottish Government to **develop local catchment plans** that link to and inform the Place Planning agenda including the Local Development Plan, Local Place Plans and Community Planning Process. This would provide a robust platform to help guide land use change to build resilience to climate change and lead to nature recovery e.g. through nature networks, help facilitate better dialogue between stakeholders and, help inform communities of natural assets in their locality and involve them in discussions around land use.

Critical to the successful implementation of the RLUF is the **availability of up to date, publicly accessible data** to inform decision making at the regional, sub-regional (sub-catchment or local landscape) and local scale. Stakeholder input is essential through the careful interpretation of these data, with an understanding of the drivers of change and barriers to change. The national roll out of NatureScot's landscape-scale natural capital assessment tool<sup>39</sup> and the development of regional datasets and a decision support tool under the Borderlands Natural Capital programme will help address this gap, but resources will be required for maintaining and updating datasets. At a national level, there is a need for further investment in research to guide the just transition and to help support decision making and land-use planning, The use of innovative technology will be increasingly important including remote sensing and the use of in-field technology. Steps should be taken to support the development of a network of natural capital and carbon sensors to provide real-time data to land managers, land users and communities.

The second function, as outlined above, to guide the Regional Economic Strategy, focusses on regional actions that can guide the step-change in land use that we consider will be required to address the twin climate and biodiversity crises whilst facilitating sustainable, and productive land uses. This sets out our ambitions for delivery in an initial phase of implementation. However, to achieve our ambitions for net zero and nature recovery will require a step-change in delivery leading to a wide-spread uptake of good practice, through an evolving and growing programme. It will be necessary to review the RLUF and programme at a minimum of 5 year intervals.

#### **Actions:**

The delivery of the RLUF within the region is linked to the **Regional Economic Strategy (RES)** which targets a significant shift in the region's economic performance and the way by which wealth is created by and shared amongst people. With a renewed focus on the region's exceptional quality of life and natural capital, we can attract a new generation of people and investors to the South of Scotland. The RLUF nests within Theme 5 of the RES *A Green and Sustainable economy* with its priorities for

- Harnessing & Enhancing our Natural Capital
- Seizing the Economic opportunity of a Just Transition to Net Zero
- Supporting Community Wealth Building

---

<sup>39</sup> <https://www.nature.scot/professional-advice/social-and-economic-benefits-nature/natural-capital/farming-nature/developing-landscape-scale-natural-capital-tool-scotland>



- Growing Regional Supply Chains.

The RES Delivery Plan includes a set of key actions to make the South fairer, greener and flourishing. The RLUF links to the current Action 5 (c) of the RES Delivery Plan: *Develop proposals to increase opportunities and benefits arising from the region's natural capital assets including support for sustainable agriculture, woodlands and forests, restoring peatlands, water management and increasing biodiversity.*

The RLUF includes a **provisional set of Actions that could be undertaken under the RES Delivery Plan and its updated versions**. Further actions can be added through review. It is not intended to be an exhaustive list but to provide a realistic set of priority actions based on the needs of the South of Scotland. They are built around the land use change priorities identified by the pilot process through stakeholder input and fit with national and regional policy. These can effect real change in the region, building resilience to climate change in our environment through harnessing and enhancing our natural capital, on the journey to both the national 2030 milestones and 2045 targets for climate change and biodiversity.

They have been prioritised as short term (next three years) and medium term (ten years) to ensure maximum impact which will take the Framework to 2033/4 beyond the 2030 Climate Change and Biodiversity milestones. The actions are also linked to key regional programmes including local authority and statutory regional plans including Forestry & Woodland Strategies and Local Biodiversity Action Plans (LBAPs) and key regional land use plans such as the Tweed Catchment Management Plan and Galloway and Southern Ayrshire Biosphere Plans. This is in recognition that delivery will link strongly to existing and emerging programmes and that the RLUF does not seek to replace or supersede important regional strategies, plans and initiatives but aims to bring together how we meet national objectives in a way that meets the needs of the South,

**Table 6: Actions for implementation of the RLUF**

Priority Short-term (three years), Medium term (ten years)

Priority	Action	Detail (and Link to partnership and other Plans)	Short/Med Term priority
Biodiversity protection and enhancement	<ul style="list-style-type: none"> <li>Explore how the RLUP can support or fulfil a Regional Network Group to co-ordinate regional and local approaches to delivery of a nature network for South of Scotland.</li> <li>Support the two local authorities in defining and developing the nature network for their regions in accordance with guidance and develop a strategic network for the South of Scotland.</li> <li>Explore opportunities to develop and integrate approaches for climate change resilience and biodiversity enhancement, building on <a href="#">River Basin Management Plans (RBMP)</a>.</li> <li>Produce a State of Nature Report for South of Scotland</li> </ul>	<p><a href="#">Nature Networks</a> led by local authorities under their Local Development Plans in alignment with NPF4 requirements. Link to emerging Nature Network Frameworks, Local Development plans including LBAPs. RBMPs are a comprehensive, long-established set of catchment plans focussed on water management issues, linked to wider land use, that could be further utilised to guide land use change in catchments.</p> <p>Quantify the status, trends, threats and opportunities for biodiversity in the region, following the model of the State of Nature in Scotland Report, making full use of regional and local data including LERC records. Report could be in two components: Dumfries &amp; Galloway and Scottish Borders region to support biodiversity duty needs.</p>	<p>S</p> <p>M</p> <p>S</p> <p>S</p>
Climate change adaptation and mitigation	<ul style="list-style-type: none"> <li>Develop sub-catchment plans for land use that link to local place-plans, to inform opportunities for land use change and emerging Just Transition Plans for land.</li> </ul>	To identify the opportunities for land use change in local areas, develop a set of pilot plans at localities with willing stakeholders in the first instance	S

	<ul style="list-style-type: none"> <li>Support the development of flood protection schemes under <a href="#">Flood Risk Management Plans</a> based on Natural Flood Management (NFM) where appropriate.</li> <li>Develop water scarcity plans in priority areas within the region.</li> <li>Develop a Peatland Action Plan to guide the peatland restoration in the region.</li> <li>Develop programmes to raise awareness of climate change mitigation</li> </ul>	<p>NFM studies may be developed in support of statutory flood protection schemes, but further work is required in catchments unlikely to be subject to a statutory flood protection scheme on a cost-benefit basis, where NFM is one of the viable measures. These proposals can also inform river restoration.</p> <p>Work with SEPA, Scottish Water, Scottish Government to develop action plans that guide activity at a local level. Vegetable production in the south may require large volumes of water for abstraction. Management of headwaters can benefit water users downstream.</p> <p>Build upon the <a href="#">Peatland Action Programme</a> and Nature Recovery Fund (NRF) initiatives in the region including work led by Tweed Forum, Crichton Centre and other partners.</p> <p>Improve risk perceptions and build understanding of scale of land use change and urgency for action required.</p>	M
Native woodland	<ul style="list-style-type: none"> <li>Encourage native woodland creation through strategic and catchment-based initiatives as a priority land use change delivering multiple benefits.</li> <li>See also regional strategic approach below and Nature networks</li> <li>Support Lowland Deer Management Groups in the region to promote sustainable approaches to deer management.</li> </ul>	<p>Develop a programme for the Riverwoods initiative and maximise opportunities for emerging catchment-based approaches including through <a href="#">Tweed Catchment Management Plan</a>, <a href="#">GSABiosphere plans</a>, Borderlands, and Destination Tweed and targeting areas at temperature risk.</p>	S
		<p>Explore ways to increase collaboration and participation in sustainable management of deer in the region.</p>	M
Commercial forestry	<ul style="list-style-type: none"> <li>Develop a regional strategic approach to forest and woodland creation building upon the approaches developed in the earlier Regional Strategic Woodland Creation pilot in Scottish Borders.</li> <li>Develop a programme to test approaches with willing stakeholders for collaborative planning of forestry schemes to help facilitate community benefits.</li> </ul>	<p>To help facilitate woodland creation to achieve ambitious targets by streamlining the process, addressing cumulative impacts, enabling multiple benefits to be delivered and engaging with communities.</p>	S
		<p>To help realise the benefits that this important land use change may bring to the local economy and local communities.</p>	S

Agricultural viability and sustainability	<ul style="list-style-type: none"> <li>• Develop regional and local land use plans that can help contribute to reducing greenhouse gas emissions, build resilience to climate change and enhance biodiversity.</li> <li>• Develop a combination of farm scale demonstration projects and collaborative initiatives to inform the types of actions required at the farm-scale to be delivered at a landscape scale.</li> <li>• Develop opportunities and markets for local sustainable food production based on a local food strategy.</li> <li>• Develop a set of priority measures that could help inform Tier 2, 3 and 4 of new Agricultural scheme.</li> <li>• Increase uptake of the Wildlife Estates Scotland (WES) initiative.</li> </ul>	<p>Building upon the Net Zero Route Map for South of Scotland, Local Authority Climate Change Route Maps and opportunity layers from the Borderlands data pilot. To facilitate the development of short and circular supply chains.</p> <p>Explore opportunities to develop local markets for locally grown food e.g. through public procurement policy, and within settlements increasing provision of allotments, community market gardens and other schemes</p> <p>To address the twin emergencies and enable sustainable food production, land management prescriptions should be drawn up applicable to the land use priorities of South of Scotland.</p> <p>To promote best habitat and wildlife management practices for sustainable game management evolving to adapt to climate change and biodiversity priorities as appropriate.</p>	<p>M</p> <p>S</p> <p>M</p> <p>S</p> <p>M</p>
Access, Recreation and Tourism	<ul style="list-style-type: none"> <li>• Develop proposals for responsible tourism aligned with the emerging SSDA responsible tourism economy strategy.</li> <li>• Develop opportunities from nature-based solutions for access and tourism.</li> <li>• Explore ways to support fisheries managers to future proof catchments for climate change.</li> </ul>	<p>Includes opportunities identified by sub-catchment plans, local place plans, renewable energy frameworks and woodland creation frameworks.</p> <p>Ensure landscape scale/ sub-catchment initiatives target measures for increased riparian woodland to mitigate temperatures and river restoration and peatland and wetland restoration to maintain flows.</p>	<p>M</p> <p>S</p> <p>M</p>

Renewable energy development	<ul style="list-style-type: none"> <li>Explore opportunities to produce development Frameworks for renewable energy clusters in the region.</li> </ul>	<p>There is potential to identify opportunities to enhance and invest in the local environment, communities and place e.g. as guided by the Hagshaw Energy cluster development framework. <a href="https://www.thehagshawenergycluster.co.uk/">https://www.thehagshawenergycluster.co.uk/</a></p>	S
	<ul style="list-style-type: none"> <li>Guide hydrogen and other renewable developments in the region with sub-catchment plans to inform site location.</li> </ul>	<p>Availability of a sustainable water supply will be critical for local siting of these developments. Sub-catchment plans may help guide locations and opportunities to ensure sustainable supply of water.</p>	M
Development Planning	<ul style="list-style-type: none"> <li>Explore how the RLUF links to and informs the Regional Spatial Strategy</li> </ul>	<p>Work with the two local authorities to ensure that the RLUF helps inform the development of the Regional Spatial Strategy to protect environmental assets and target development of nature-based solutions making sustainable use of the region's natural capital assets.</p>	S
	<ul style="list-style-type: none"> <li>Develop sub-catchment plans linked to Local Place Plans</li> </ul>	<p>See above</p>	S
	<ul style="list-style-type: none"> <li>Develop strategic programmes for delivery of positive effects for biodiversity</li> </ul>	<p>Develop in support of Local Authorities LDP policies under NPF4</p>	M
Natural Capital Investment	<ul style="list-style-type: none"> <li>Develop the Borderlands Natural Capital Innovation Zone to facilitate responsible private investment in natural capital that is evidence –based and continue to develop the region as a living laboratory building on robust partnerships including with SRUC, GSA Biosphere, Tweed Forum, SUP and other organisations</li> </ul>	<p>Built initially around the programme of six pilot projects including:</p> <ul style="list-style-type: none"> <li>Natural Capital investment plan</li> <li>Data pilot for a decision support tool</li> <li>Whole farm plans for natural capital</li> <li>Sustainable livestock and species rich grass</li> <li>Integrated land use and woodland creation</li> <li>Solway coastal and marine project</li> </ul> <p>To be developed further with innovation, pilot and demonstration initiatives.</p>	S
	<ul style="list-style-type: none"> <li>Develop innovative approaches for responsible natural capital investment in the region from private financial investment, infrastructure and development. including landscape scale restoration projects.</li> </ul>	<p>Develop programmes including the Wild Heart Expansion Project and other natural capital initiatives, guided by the South of Scotland Net Zero Investment Guide.</p>	M

Communities	<ul style="list-style-type: none"> <li>Local Place planning</li> <li>Encourage the development of community led local land use plans</li> <li>Develop improved mechanisms for community involvement in decisions making</li> </ul>	<p>See sub-catchment plans and linkage to local place plans</p> <p>Enable local communities to develop local land use visions (e.g. Glenkens community) that can inform local place plans and sub-catchment plans</p> <p>Explore this to inform decision making at a landscape scale and resource capacity building within local communities to help facilitate their input.</p>	S S S
Sustaining RLUP/RLUF	<ul style="list-style-type: none"> <li>Consider how support can be continued for the REP and RLUP Advisory Group to oversee implementation of the RLUF and strategic approaches to land use in the region.</li> <li>Ensure RLUP helps facilitate opportunities to discuss good practice through demonstration sites, events and promotes dialogue between interested stakeholders.</li> </ul>	<p>Explore with Scottish Government and regional partners how RLUP can be resourced to continue into an implementation phase.</p> <p>Hold events focussed on land use good practice sites and develop a set of further demonstration projects to show case priority land use change in accordance with RLUP principles.</p>	S S
Data & Research	<ul style="list-style-type: none"> <li>Establish and maintain natural capital baseline data and develop natural capital assessment and valuation tools and decision support tools.</li> <li>Develop research to investigate the economic valuation and carbon assessment of different priority land uses in the region.</li> </ul>	<p>Make full use of the NatureScot Landscape scale natural capital assessment tool and data and support tool developed under the Borderlands data pilot. Develop a remote sensing network to provide real time natural capital data for monitoring and evaluation.</p> <p>Explore the economic return and carbon reduction of different land uses to inform decision making to maximise carbon reduction and minimise costs. Work with key stakeholders to develop research projects e.g. through SEFARI and Scottish Government Strategic Research Portfolio projects (Natural Resources)</p>	S M
Skills, employment and training	<ul style="list-style-type: none"> <li>Continue to develop opportunities for green skills, training and employment that a just transition to Net Zero brings (aligned to RES Action 1(b) <i>Undertake a 'mapping and gapping' exercise to ensure the region has the skills to fully embrace significant future opportunities that growth of the digital and green economies will give rise to.</i></li> </ul>		M

DRAFT

## 8. MONITORING AND ASSESSMENT

Monitoring and evaluation are important tools for understanding whether a project is on track and achieving its objectives.

A clear and proportionate monitoring framework, drawing on readily available datasets, will be developed for monitoring the impacts of the South of Scotland RLUF pilot. This will be based on best-practice principles of monitoring and assessment. It will also be designed to provide accountability for those involved with implementation of the RLUF.

Indicators will be chosen to provide insight into the achievement of the RLUF objectives. To do so, monitoring indicators should be aligned with an understanding of the relationships between inputs, activities, outputs and outcomes. The guiding principles for RLUFs (Chapter 3) are likely to be a useful reference point. These are based around Scottish Government's National Performance Outcomes for Economy (Growth and Prosperity), Environment (Natural Capital approach and Policy alignment) and Communities (Stakeholder collaboration and Social focus) and can be used to test that RLUF activities are aligned with national outcomes. The land use change priorities identified in the RLUF and relevant national targets for land use change (e.g. in relation to peatland restoration and woodland creation) will also be important considerations.

Periodic reviews using the monitoring framework will test the delivery of and the contribution towards identified short- and long-term objectives/outcomes. It is suggested the RLUF should be reviewed at least every five years.

The approach will be informed by the monitoring and evaluation of the RLUP/RLUF pilots currently being developed by Scottish Government and monitoring and reporting arrangements for the South of Scotland Regional Economic Strategy.

The implementation of these monitoring arrangements will help to develop lessons from the RLUP/RLUF process to inform future iterations of the South of Scotland RLUF, as well as for other RLUFs across Scotland.



## APPENDICES

### Appendix A1: Glossary

**Just transition** - means greening the economy in a way that is as fair and inclusive as possible to everyone concerned, creating decent work opportunities and leaving no one behind.

**Land use change** - the conversion of a piece of land's use, by humans, from one purpose to another.

**Natural capital** - the renewable and non-renewable stocks of natural assets, including geology, soil, air, water and plants and animals that combine to yield a flow of benefits to people.

**Nature based solutions** - Actions to protect, sustainably manage, and restore natural or modified ecosystems, that address societal challenges effectively and adaptively, simultaneously providing human wellbeing and biodiversity benefits. (International Union for Conservation of Nature (IUCN))

**Natural capital approach** – considers land as an asset that needs to be managed to deliver a range of benefits to society.

**Nature-positive outcomes** - means reversing the current declines in biodiversity, so that species and ecosystems begin to recover.

**Net zero** - means the amount of greenhouse gas emissions we put into the atmosphere and the amount we're able to take out will add up to zero.

**Protected area** - A clearly defined geographical space, recognised, dedicated and managed, through legal or other effective means, to achieve the long-term conservation of nature with associated ecosystem services and cultural values. (IUCN)

**Regenerative agriculture** - a system of farming that aims to conserve and enhance the soil health, organic matter and biodiversity (Scotland's Farm Advisory Service).

**Wellbeing economy** - means building an economy that operates within safe environmental limits, and which serves the collective wellbeing of current and future generations first and foremost.

## **Appendix A2: Scottish Land Use Strategy Principles**

*The following text is from Scottish Government's Land Use Strategy:*

Ten principles for sustainable land use which reflect Government policies on the priorities which should inform land use choices across Scotland:

- a) Opportunities for land use to deliver multiple benefits should be encouraged.
- b) Regulation should continue to protect essential public interests whilst placing as light a burden on businesses as is consistent with achieving its purpose. Incentives should be efficient and cost-effective.
- c) Where land is highly suitable for a primary use (for example, food production, flood management, water catchment management and carbon storage) this value should be recognised in decision-making.
- d) Land use decisions should be informed by an understanding of the functioning of the ecosystems which they affect in order to maintain the benefits of the ecosystem services which they provide.
- e) Landscape change should be managed positively and sympathetically, considering the implications of change at a scale appropriate to the landscape in question, given that all Scotland's landscapes are important to our sense of identity and to our individual and social wellbeing.
- f) Land-use decisions should be informed by an understanding of the opportunities and threats brought about by the changing climate. Greenhouse gas emissions associated with land use should be reduced and land should continue to contribute to delivering climate change adaptation and mitigation objectives.
- g) Where land has ceased to fulfil a useful function because it is derelict or vacant, this represents a significant loss of economic potential and amenity for the community concerned. It should be a priority to examine options for restoring all such land to economically, socially or environmentally productive uses.
- h) Outdoor recreation opportunities and public access to land should be encouraged, along with the provision of accessible green space close to where people live, given their importance for health and well-being.
- i) People should have opportunities to contribute to debates and decisions about land use and management decisions which affect their lives and their future.
- j) Opportunities to broaden our understanding of the links between land use and daily living should be encouraged.

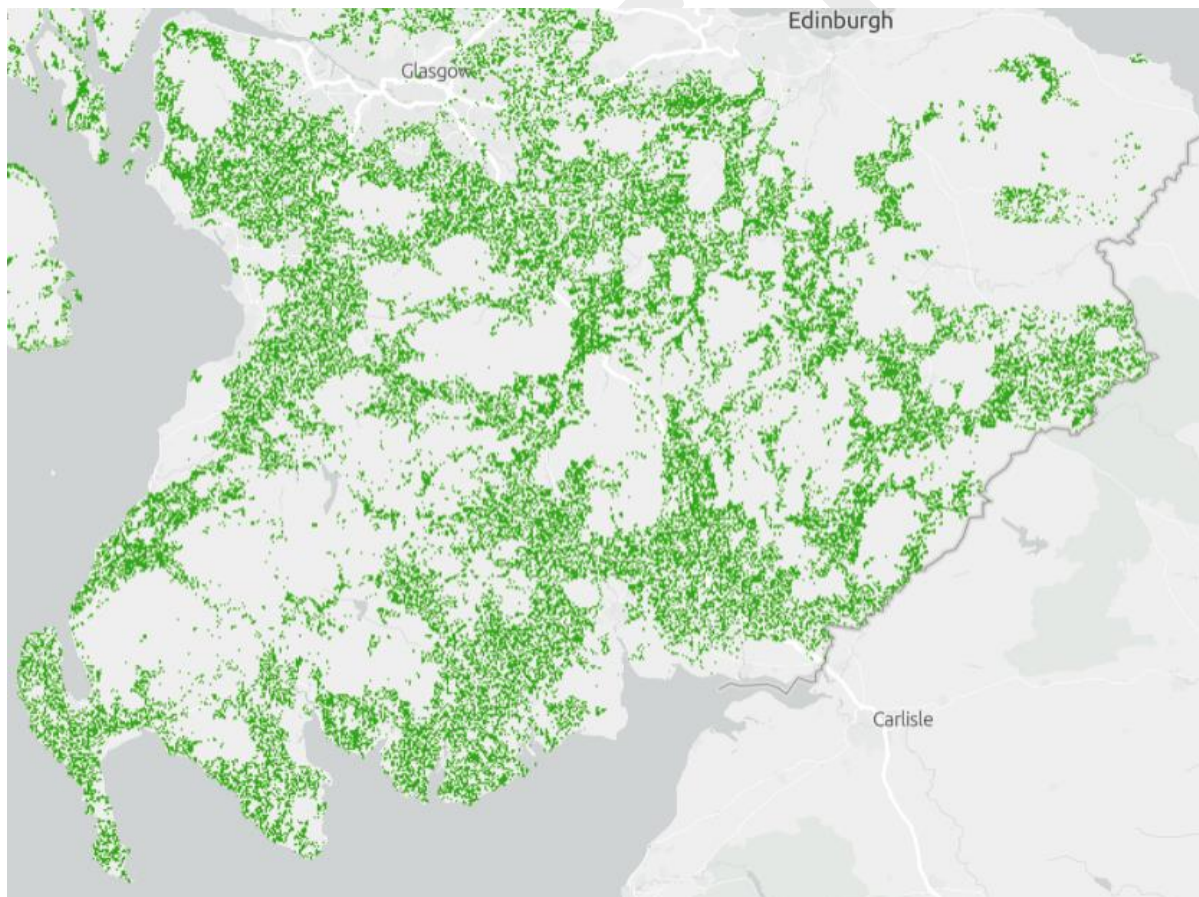
### Appendix A3: Summary of James Hutton Institute (JHI) work on land use change for net zero

James Hutton Institute (JHI) has developed a land use transformation analysis that utilised a low emission scenario<sup>40</sup> which focuses on land use change to deliver the following multiple benefits:

- Carbon storage through tree planting,
- Emission reduction through deintensification of grazing,
- Biodiversity enhancement through tree planting, and
- Pollination to support food production.

JHI focused on woodland expansion (including silvo-arable and silvo-pastoral) and decreased grazing intensity and constrained land use change options based on various bio-physical, policy and conservation restrictions. The model outputs estimate the minimum required to achieve net zero.

Figure A3.1 below shows the **modelled need for woodland creation** across South of Scotland. It indicates a widespread need for woodland creation across the region to achieve the low emission scenario. This is in line with Scottish Government's target to boost woodland expansion by 500,000 ha across Scotland (updated Climate Change Plan 2018-2032).



**Figure A3.1: Modelled need for woodland creation across South of Scotland** (Source: James Hutton Institute: <https://storymaps.arcgis.com/stories/c3d3feff85f14460b6c973127089d6f9>)

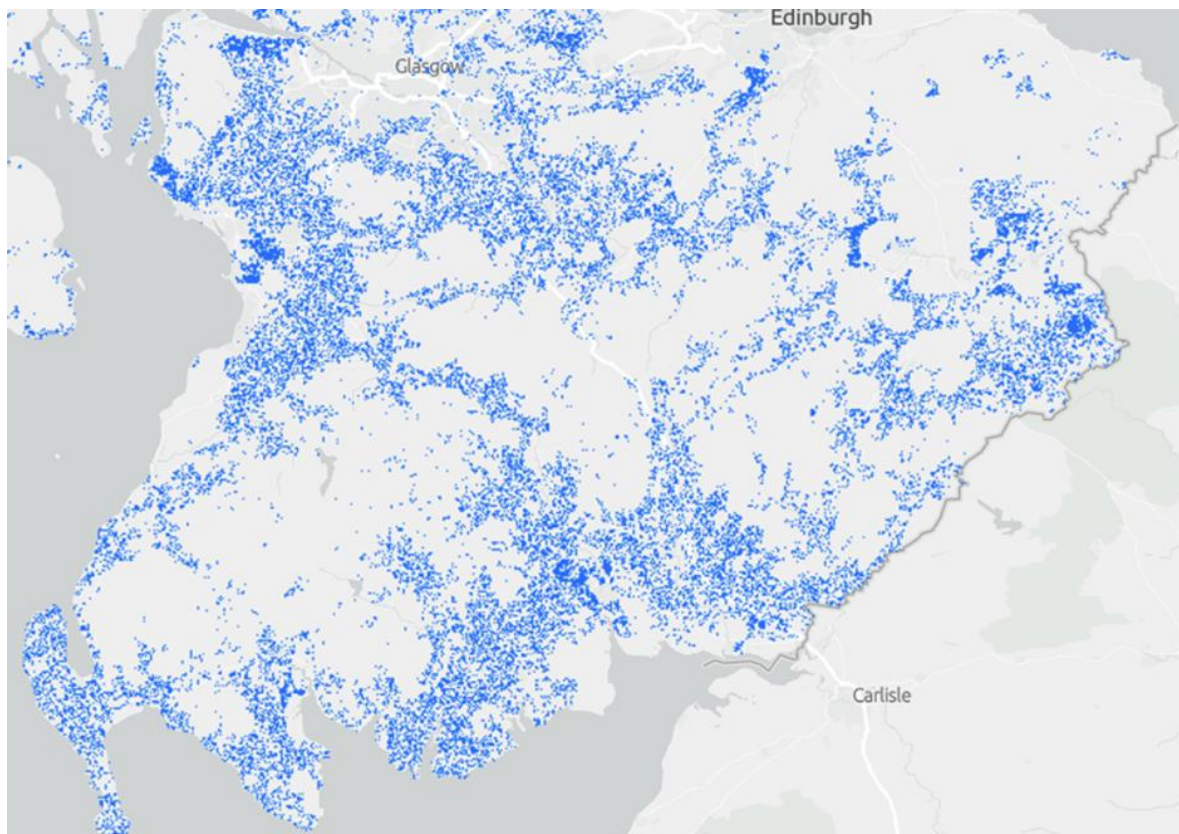
It should be noted that the tonnes of carbon sequestered per hectare is important, so the effectiveness of trees to capture carbon rather than overall area planted is a key consideration. The model considered woodland expansion on grasslands and heathers and excluded conservation areas, waders outside

<sup>40</sup> <https://storymaps.arcgis.com/stories/c3d3feff85f14460b6c973127089d6f9>

conservation areas and areas of high moorland connectivity; it also factored in soil type, peatland and protected areas.

JHI assumed all this to be broadleaved to support biodiversity and multi-functionality but in future work they plan to look at opportunities for some to be native pinewoods.

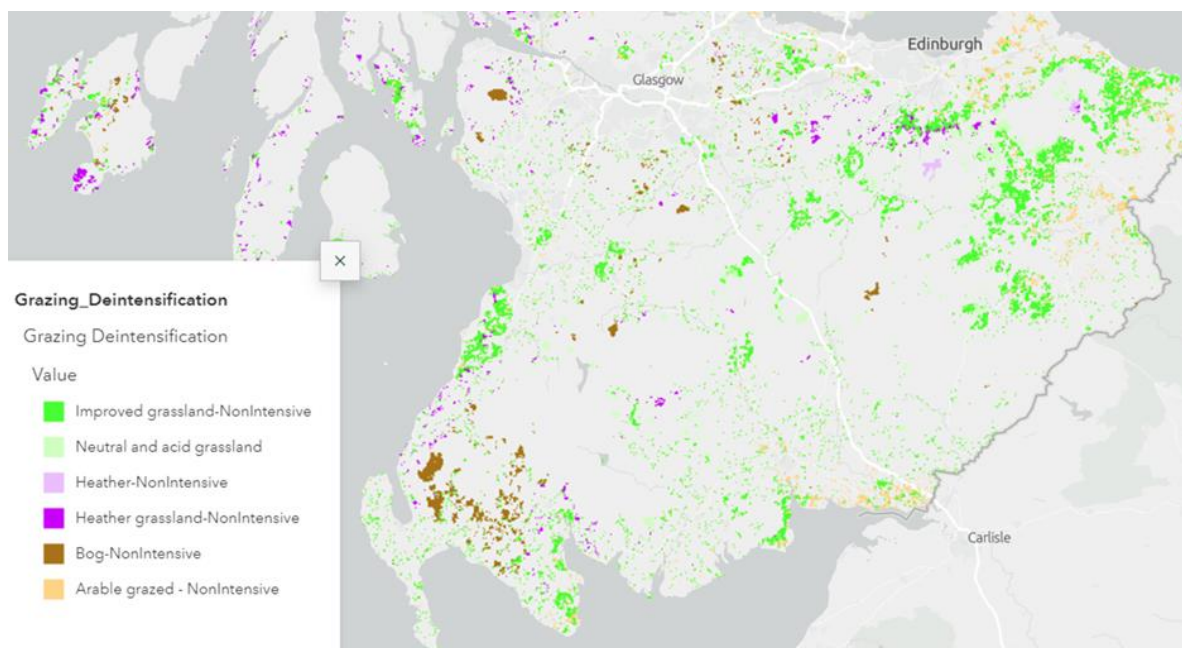
Figure A3.2 below shows a **substantial modelled need for a shift from grassland to silvo-pastoral systems** across the region. Silvo-pastoral systems are those in which trees are planted at wide spacing into grazed, permanent pastures. Silvo-pastoral agroforestry is also known as wood pasture, one of the Priority Habitats in the UK Biodiversity Action Plan and in the Dumfries & Galloway Local Biodiversity Action Plan.



**Figure A3.2: Modelled need for shift from grassland to silvo-pastoral across South of Scotland**  
(Source: James Hutton Institute: <https://storymaps.arcgis.com/stories/c3d3feff85f14460b6c973127089d6f9>)

This shift was limited to all grasslands, excluding conservation areas. The context for this focus is the recommendation from the Committee on Climate Change (2020) that 10% of farm grasslands (improved and semi-natural) across Scotland should switch to silvo-pastoral. The new trees could be spread across the field or condensed at the edge of the field as windbreaks or as riparian woodland. Their exact configuration has not been considered at this stage, nor has the impact on sustainable stocking rate.

Figure A3.3 below shows the **modelled need for grazing de-intensification**. This map indicates a significant modelled need for a reduction in grazing pressure across the South of Scotland.



**Figure A3.3: Modelled need for grazing de-intensification across South of Scotland** (Source: James Hutton Institute: <https://storymaps.arcgis.com/stories/c3d3feff85f14460b6c973127089d6f9>)

This is based on baseline mapping indicating significant areas of grassland across the region grazed above their estimated conservation threshold i.e., 'intensive' grazing. Decreasing stocking rates to below the conservation threshold will reduce the herd size – and associated carbon emissions – while preserving enough local grazing pressure to be beneficial for many semi-natural grassland species. Impacts on dairy production and farm viability have not been considered at this stage.

## Appendix A4: Policy context

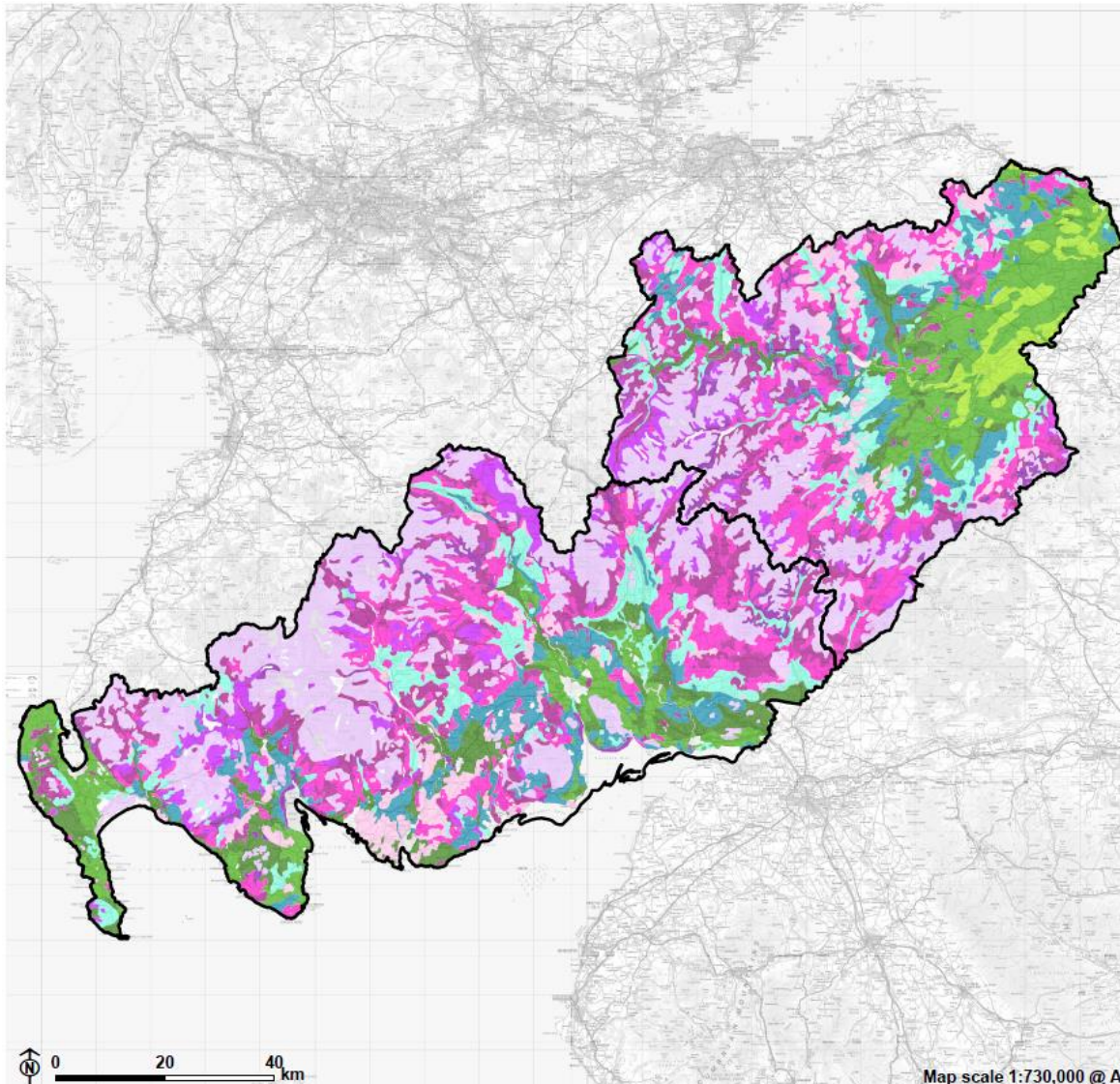
SG purpose	To focus government and public services on creating a more successful country, with opportunities for all to flourish, through increasing sustainable economic growth														
SG National Outcomes	<p>The Land Use Strategy contributes primarily to the following National Performance Framework outcomes that people:</p> <ul style="list-style-type: none"> <li>live in communities that are inclusive, empowered, resilient and safe</li> <li>have a globally competitive, entrepreneurial, inclusive and sustainable economy</li> <li>are well educated, skilled and able to contribute to society</li> <li>value, enjoy, protect and enhance their environment</li> <li>have thriving and innovative businesses, with quality jobs and fair work for everyone</li> <li>are healthy and active</li> <li>tackle poverty by sharing opportunities, wealth and power more equally</li> </ul>														
SG Plans, Policies and Strategies [square brackets denote current consultation stage or future publication]	Scotland's National Strategy for Economic Transformation 2022														
	Update to the climate change plan 2018-2032 [Draft of the next full climate change Plan by 2023, publication Spring 2025]	Scottish Climate Change Adaptation Programme 2019-2024 [Draft of next Scottish Climate Change Adaptation Programme by end 2023, publication 2024]	Low Carbon Scotland - meeting our emissions reduction targets 2013-2027: second report	Land Use – getting the best from our land; Strategy 2021-2026	National Planning Framework 4, 2023; and wider work on planning reform and implementation of the Planning (Scotland) Act 2019, including Local Place Plans	Achieving a sustainable future Regeneration Strategy, 2011	Scotland's National Marine Plan, 2015	The Environment Strategy for Scotland	Just Transition: A Fairer, Greener Scotland – Scottish Government's response to the report of the Just Transition Commission [Just transition plan for Land Use and Agriculture in preparation 2023/24]	Land Rights and Responsibilities Statement 2022 [Land reform in a net zero nation, consultation 2022]					
Sectoral Plans, Policies and Strategies	Scottish Government's Vision for Agriculture (March 2022) and Delivering Our vision for Scottish Agriculture – proposals for a new agriculture bill (August 2022) [Agriculture Bill]	Scotland Rural Development Programme and Community Led Local Development Projects	The River Basin Management Plan for Scotland 2021-2027	Biodiversity Strategy to 2045: tackling the nature emergency and species strategies e.g. Scottish Wild Salmon Strategy 2022; Scotland's Beaver Strategy 2022-2045 [Biodiversity Strategy and delivery Plan, consultation 2023]	[Natural Environment Bill being introduced to Parliament in 2024]	National Food and drink policy Becoming a Good Food Nation, 2014, Good Food Nation (Scotland) Act 2022	Flood Risk Management (Scotland) Act 2009  Flood risk management plans	The Historic Environment Policy for Scotland, 2019	Scottish Energy Strategy 2017 [Energy Strategy and Just Transition Plan (Consultation ended spring 2023)]	Onshore Wind Policy Statement 2022	Scottish Soil Framework, 2009	Scotland's National Peatland Plan, 2015	Scotland's Forestry Strategy 2019-2029	Pollinator Strategy for Scotland 2017-2027	
Regional Strategies	South of Scotland Regional Economic Strategy		Dumfries and Galloway Local Development Plan		Scottish Borders Local Development Plan			Dumfries and Galloway Forestry and Woodland Strategy		Scottish Borders Woodland Strategy					
LUS Vision	2050 Vision: A Scotland where we fully recognise, understand and value the importance of our land resources, and where our plans and decisions about land use will deliver improved and enduring benefits, enhancing the wellbeing of our nation.														
LUS Objectives	<ul style="list-style-type: none"> <li>Land based businesses working with nature to contribute more to Scotland's prosperity</li> <li>Responsible stewardship of Scotland's natural resources delivering more benefits to Scotland's people</li> <li>Urban and rural communities better connected to the land, with more people enjoying the land and positively influencing land use</li> </ul>														

**Appendix A5: Summary land cover statistics for South of Scotland, 2022**

Land cover	Type	Ha	%
<b>Grassland</b>	Mesic Grasslands	320,822	28.1
	Dry Grasslands	144,058	12.6
	Wet Grasslands	128,096	11.2
	Alpine Grasslands	3,335	0.29
	<b>Total Grassland</b>	<b>596,312</b>	<b>52.2</b>
<b>Woodland</b>	Coniferous woodland	112,118	9.8
	Broadleaved deciduous woodland	81,222	7.1
	Lines of trees, small anthropogenic woodlands, recently felled woodland, early-stage woodland and coppice	45,043	4.0
	Mixed deciduous and coniferous woodland	9255	0.8
	Windthrow	6457	0.6
	<b>Total Woodland</b>	<b>254,096</b>	<b>22.3</b>
<b>Arable</b>	<b>Arable land and market gardens</b>	<b>92,887</b>	<b>8.1</b>
<b>Heathland &amp; Scrub</b>	Temperate shrub heathland	50,107	4.4
	Woodland Fringes	25,243	2.2
	Temperate and Mediterranean Scrub	4,190	0.4
	Arctic/Alpine/Subalpine Scrub	78	0.01
	Riverine and Fen Scrubs	88	0.01
	<b>Total Heathland &amp; Scrub</b>	<b>79,705</b>	<b>7.0</b>
<b>Wetland</b>	Raised and Blanket Bogs	33,996	3.0
	Surface standing and running waters	22,740	2.0
	Valley Mires, poor fens and transition mires	3156	0.3
	<b>Total Wetland</b>	<b>59,892</b>	<b>5.3</b>
<b>Built-up or bare</b>	<b>Built up and bare</b>	<b>47,756</b>	<b>4.2</b>
<b>Rock &amp; scree</b>	Inland cliffs, rock pavements and outcrops	536	0.05
	Screes	394	0.03
	<b>Total bare rock &amp; scree</b>	<b>930</b>	<b>0.1</b>
<b>Coastal</b>	Littoral sediment (predominantly saltmarsh)	2738	0.2
	Coastal dunes and sandy shores	5038	0.4
	Coastal shingle	662	0.06
	Rock cliffs, ledges and shores	1512	0.1
	<b>Total coastal</b>	<b>9,949</b>	<b>0.9</b>
	<b>TOTAL</b>	<b>1,141,527</b>	<b>100</b>

Appendix A6: Agriculture statistics and land capability for agriculture

Figure A6.1: Land capability for agriculture



South of Scotland RLUP  
South of Scotland Enterprise Agency



Figure: Land Capability for Agriculture

Study boundary

Land Capability for Agriculture

Land capable of supporting arable agriculture

- 1: Land capable of producing a very wide range of crops with high yields
- 2: Land capable of producing a wide range of crops with yields less high than Class 1
- 3.1: Land capable of producing good yields from a moderate range of crops

Land capable of supporting mixed agriculture

- 3.2: Land capable of average production though high yields of bareley, oats and grass
- 4.1: Land capable of producing a narrow range of crops: grassland with short arable breaks of forage crops and cereal
- 4.2: Land capable of producing a narrow range of crops: grassland with short arable breaks of forage crops

Land capable of supporting improved grassland

- 5.1: Few problems with pasture establishment and potential yields are high
- 5.2: Few problem with pasture establishment but may be difficult to maintain
- 5.3: Pasture deteriorates quickly

Land capable of supporting only rough grazing

- 6.1: Land has high proportions of palatable plants
- 6.2: Moderate quality plants
- 6.3: Plants with low grazing values
- 7: Land of very limited agricultural value



Map scale 1:730,000 @ A3

Contains Ordnance Survey data © Crown copyright and database right 2023, National scale LCA copyright and database The James Hutton Institute. Used with the permission of The JHI. All rights reserved.

12475\_001\_Aug2023\_ReportMaps/011\_r0\_LCA\_A3L 02/08/2023EB:bournazel\_j



Table A6.1 Number of livestock by region and sub-region, June 2019

Scottish Borders	Dumfries & Galloway	South Scotland	Scotland	%	Livestock type
7,717	121,669	129,386	265,042	48.8%	Total Female Dairy Cattle
65,365	126,354	191,719	689,598	27.8%	Total Female Beef Cattle
18,937	48,936	67,873	253,406	26.8%	Total Male Cattle
44,967	127,916	172,883	519,681	33.3%	Total Calves
136,986	424,875	561,861	1,727,727	32.5%	Total Cattle
1,122,667	1,002,021	2,124,688	6,669,100	31.9%	Total sheep
43,586	13,729	57,315	319,265	18.0%	Total pigs
2,312,412	1,547,506	3,859,918	14,861,679	26.0%	Total poultry
288	762	1,050	6,150	17.1%	Goats and kids
1,153	1,307	2,460	13,218	18.6%	Deer
3,132	2,960	6,092	34,422	17.7%	Total horses
181	206	387	1,449	26.7%	Donkeys
157	265	422	2,040	20.7%	Camelids
262	201	463	4,748	9.8%	Beehives

Ref: <https://www.gov.scot/publications/economic-report-on-scottish-agriculture-tables-2020-edition/>

**Table A6.2 Cereal production in South Scotland (2022 figs)**

<b>Crop</b>	<b>Geography</b>	<b>Area (000ha)</b>	<b>% Scotland</b>	<b>Tonnes (000)</b>	<b>% Scotland</b>
<b>Total Cereals</b>	Scotland	414256		3138172	
	Southern Scotland	75681	18.27	599141	19.09
<b>Total Barley</b>	Scotland	279990		1967089	
	Southern Scotland	41360	14.77	296206	15.06
<b>Spring Barley</b>	Scotland	235816		1605235	
	Southern Scotland	29132	12.35	198214	12.35
<b>Winter Barley</b>	Scotland	44174		361853	
	Southern Scotland	12228	27.68	97992	27.08
<b>Wheat</b>	Scotland	107117		1000083	
	Southern Scotland	28181	26.31	261769	26.17
<b>Oats</b>	Scotland	27149		171000	
	Southern Scotland	6140	22.62	41166	24.07
<b>Oilseed Rape</b>	Scotland	35362		150876	
	Southern Scotland	7950	22.48	32513	21.55

Ref: <https://www.gov.scot/publications/cereal-oilseed-rape-harvest-2020-final-estimates/>

## APPENDIX A7: CASE STUDIES OF INSPIRING LAND USE CHANGE PROJECTS ALREADY UNDERWAY

It is important to note that there is already much positive activity going on. South Scotland already has a strong tradition of collaborative working and innovation. From community-owned rewilding initiatives (such as Carrifran, Talla & Gameshope and Tarras Valley) to farm-based natural flood schemes (Tweed Forum), land use change to address carbon and wildlife issues has been happening for some time. Such schemes offer the chance to experiment with new approaches and to learn from others. Collaboration between interest groups or between enterprises may offer new opportunities, shared costs or reduced risks. Below we highlight some examples of projects which might be of interest and it is suggested that the future RLUP might want to actively encourage visits to some of these as a way of sharing best practice.

We anticipate that the range and scope of such projects will increase rapidly, and we are keen to hear of other examples. These are roughly grouped by land-use.

### *General sustainable land management*

- **Galloway and Southern Ayrshire Biosphere.** Researchers from The University of Edinburgh and Forest Research facilitated a collaborative process with a diverse group of twenty-seven stakeholders in the Biosphere to understand common ground for a future land use vision and explore where change could help achieve the vision. The research identified a shared vision for sustainable regional land use in the Biosphere. The vision combines social, economic, and environmental aspirations for a varied, mixed and integrated living and working landscape that provides an excellent place to live and work with a strong identity and a respected and celebrated natural and cultural heritage. The vision narrative was used to develop spatial criteria to identify where changes in land use or land management should be considered to achieve the vision, such as diversifying agriculture and forestry, restoring peatlands and improving habitats and biodiversity. Despite broad agreement about the types of changes required, and the landscape functions and benefits land in the Biosphere should provide in the future, attempts to discuss specific land use changes at more local scales were difficult. The challenge is now to develop processes that bring together local stakeholders to understand different perspectives and find ways to identify benefits and negotiate trade-offs that are acceptable to a broad group of people.  
<https://era.ed.ac.uk/handle/1842/38096>
- **Tweed Catchment Management Plan** / Tweed Forum has been delivering this catchment-wide plan for a number of years. It works with a wide range of partners to improve the quality of the catchment, including a private finance pilot re woodland creation  
<https://www.rivertweed.org.uk/river-tweed-commission/reports-publications/tweed-catchment-management-plan/>
- **Talla Hartfell Wild Land Area (WLA)**  
The communities around this WLA are working to explore how they can use the recognition of wildness as something of value to their well-being or livelihood. A range of environmental data for the area has been collated and maps will be used to promote debate about potential land use change.  
<https://sup.org.uk/projects/talla-hartfell-wildland-project/>
- **The Glenkens communities** have published their own Vision for Land Use, setting out their aspirations for balanced land use across the area and the current challenges to achieving that. Core to their Vision is that '**everyone who takes value from our land returns value to it**'. The Vision aspires to a Glenkens that is an 'exemplar of sustainable land use practice in building resilience for climate, biodiversity & communities, where learning is valued and all voices are listened to and respected'. *It also recognises that the current rapid rate of change in land use in the Glenkens has left communities disempowered and frustrated, and suggests local, regional and national solutions to these issues.*

The Vision was produced under the Community Learning Programme project supported by Scottish Government for the RLUP pilots.

<https://glenkens.scot>

### *Nature recovery*

- **Threave nature reserve**

Kelton Mains was a typical grass park dominated farm near Castle Douglas. The biodiversity value of the area whilst still modest was much diminished, indeed the owners, National Trust for Scotland declared in 2019 that it was an ecologically exhausted landscape. The Threave Nature Reserve is an ambitious 100-year restoration project with the aim of increasing the ecological health of the land so that it can more readily adapt to an uncertain climate future. The principle has been to remove as much of the anthropological furniture as possible, such as nonnative woodland, drainage, and flood banks. This has all been done with rigorous surveys and modelling. The outcome has been a measurable increase in biodiversity and a significant increase in the use by the public.

<https://gallowayglens.org/projects/threave-nature-reserve/>

- **Black Water of Dee**

The Black water of Dee is a river that is heavily influenced by human activity. The construction of the Clatteringshaws reservoir for the Galloway hydro scheme had a direct effect on the movement of fish and sediment in the river. A completely unforeseen impact was the effect that a disruption in the sediment transport of the river would have on salmon populations; this was poorly understood in the 1930s. Over the last 90 or so years river gravels have been discharged out of the River Dee without being replaced from upstream due to the dams, this meant there was nowhere for the salmon to spawn, and they became locally extinct. The Blackwater of Dee project, delivered by Galloway Fisheries Trust was the first attempt to address this with the introduction of gravel from elsewhere in the river system. This will supply the spawning requirements for salmon and other wildlife in the area. This is a significant project for Scotland and the techniques being used are being assessed for suitability on other rivers.

<https://www.gallowayfisheriestrust.org/black-water-of-dee-restoration-project.php>

- **Tarras Valley Nature Reserve** is another community-owned and managed site which is developing a nature reserve on what had previously been sheep and grouse moor.

<https://www.tarrasvalleynaturereserve.org>

- **Black Stank “Sanctuary”** This is a community-based project aimed at restoring a local burn and improving access for local people. Information can be found on the Creating Stranraer website: Black Stank Sanctuary | [www.creatingstranraer.co.uk](http://www.creatingstranraer.co.uk)

### *Food production and regenerative agriculture*

- **Greenknowe farm** near Duns, Berwickshire is a medium-sized, 230ha arable farm in the Berwickshire merse, an important area of prime agricultural land in Scotland. In 2015 farmer Neil White investigated options to reduce tillage for crop establishment to improve soil and plant health. A strip till system has been adopted on the whole farm with high quality crops grown without use of a plough or post-harrow combination drill. This has led to a significant improvement in soil health, the soil being more workable, with increased water carrying capacity and resilience, and organic matter has risen 10-15% increasing the carbon held by the soils, currently 40 tonnes of carbon/ha. This regenerative approach has saved time in establishing crops and uses only 1/3 of the fuel previously used.

Winter cover crops fix nitrogen and improve root structure over winter and companion crops are used, reducing inputs of fertilisers, pesticides and herbicides. Mechanical means are used to control weeds and slugs. Biodiversity is being enhanced through grass margins, beetle banks, water margins, species rich grassland and a pond, created under earlier agricultural schemes. The farmhouse and offices are also heated by a biomass boiler (using crop residues) and solar panels.

- **The Food Partnership in D&G** has secured funding to deliver a “Food for the Planet” campaign, with two overarching ambitions. First, to inspire and enable farmers to adopt climate-friendly farming practices, by facilitating a space where farmers and food producers could come together regularly for farm visits, group discussions, and peer-to-peer learning. And secondly, to encourage the production, procurement and consumption of local vegetables and sustainably produced meat.  
<https://www.sustainweb.org/news/regenerative-farming-transition-dumfries-and-galloway/>
- **The Digital Dairy Chain** aims to deliver transformational research that will change the face of dairying by helping to establish new products and value chains, cut waste and reduce environmental impact.  
<https://www.digitaldairychain.co.uk/>
- **Abundant Borders.** This is a community-based project which encourages local people to grow and appreciate food grown in community managed gardens.  
<https://abundantborders.org.uk>
- **The Glenkens** group have also established an on-line food hub promoting and selling locally produced foods:  
[https://openfoodnetwork.org.uk/glenkens-food-hub/shop#/about\\_panel](https://openfoodnetwork.org.uk/glenkens-food-hub/shop#/about_panel)
- **MAC-CAN (Machars and Cree Valley Climate Action Network)** Originally a private residence turned into a community croft dedicated to knowledge sharing and food growing. Machars and Cree Valley Climate Action Network | Facebook / <https://mac-can.org>

#### Native Woodland Creation

- **Carrifran Wildwood** is a community-led habitat restoration project hosted by Borders Forest Trust. Much of it planted by volunteers, it has created a large area of native woodland on what was previously sheep-grazed hill. The project is closely-monitored and the biodiversity gains have been remarkable.  
<https://bordersforesttrust.org/wild-heart/carrifran-wildwood>
- **NatureScot** and SOSE are partnering in a private finance investment pilot that could mobilise £2 billion in landscape scale restoration of native woodland, create new jobs and support rural communities across all parts of Scotland.  
<https://www.dgwgo.com/rural-farming-news/2-billion-private-finance-pilot-potential-vital-step-restoring-scotlands-woodlands/>
- **The Riverwoods** initiative is a Scottish Wildlife Trust initiative. It has identified where riparian habitats could be enhanced resulting in multiple benefits and it has attracted funding to allow priority projects to proceed. A number of projects are being considered in south Scotland.  
<https://www.riverwoods.org.uk/>

### *Peat restoration and flood mitigation*

- **The Crichton Carbon Centre** is an independent, environmental not-for-profit organisation established in 2007. We specialise in peatland restoration, carbon management, sustainable land-use and environmental education.  
<https://www.carboncentre.org/>
- **Eddleston Water project.** Supported by the Scottish Government, this project <https://www.gov.scot/policies/water/managing-flood-risk/> is investigating the effectiveness of natural flood management (NFM) techniques and habitat restoration measures at a catchment scale. NFM is one part of the wider sustainable flood risk management approach which, alongside structural measures, flood warning and behavioural responses provides a risk-based and plan-led approach to reducing flood risk, as well as a potential climate change adaptation response. The project looks to provide the evidence base to assess the value, costs and benefits of restoring a typical Scottish river system through changes to land management practices, delivered across the whole catchment.  
<https://tweedforum.org/our-work/projects/the-eddleston-water-project/>

### *Wider community benefit*

- Keir, Penpont, and Tynron (**KPT Development Trust**) – First community owned mini hydroelectric scheme with profits going to benefit community projects. Included are interpretation boards explaining the scheme and the importance of net zero. Info to be found here ([Penpont - SP Energy Networks](#) )  
[KPT Development Trust | Thornhill | Facebook](#)

DRAFT

## APPENDIX A8: FUNDING OPPORTUNITIES TO SUPPORT SUSTAINABLE LAND USE

This is a pilot RLUF, tasked with exploring how a regional land use plan might operate. As such it has no direct influence over any funding, but nevertheless it could be used to inform future funding decisions. In the meantime, it should be noted that the aspirations behind the pilot (better outcomes for nature, climate and people) are shared by many funders and there are sources of funding that might be useful in helping to support land use change and to deliver projects. There are also emerging models of attracting private investment to support carbon sequestration and potentially enhanced biodiversity. It is also relevant that the pilot is being delivered by SOSE and guided by the Regional Economic Partnership (REP), which have some ability to help to identify local funds.

Current relevant funds including public and private sources are listed below. Please note it is not an exhaustive list and inevitably will be out of date quite quickly. We will explore the opportunity to share a periodically updated list of funding sources online.

### Public Funds:

The Scottish Government's **Nature Restoration Fund** provides grants for projects that restore wildlife and habitats on land and sea and address the twin crises of biodiversity loss and climate change: <https://www.nature.scot/funding-and-projects/scottish-government-nature-restoration-fund-nrf>

**Peatland restoration** - Peatland Action Fund – contact Nature Scot:

<https://www.nature.scot/climate-change/nature-based-solutions/peatland-action-project/peatland-action-fund-how-apply>

**Woodland creation and management** – Scottish Forestry Woodland Grant Scheme:

<https://forestry.gov.scot/support-regulations/forestry-grants>

For smaller schemes you could try the South of Scotland Tree Planting Grant:

<https://bordersforesttrust.org/woodland-advice/tree-planting-grant#>

**Support for sustainable agriculture** – see:

[www.gov.scot/binaries/content/documents/govscot/publications/advice-and-guidance/2020/12/scottish-rural-development-programme](http://www.gov.scot/binaries/content/documents/govscot/publications/advice-and-guidance/2020/12/scottish-rural-development-programme)

The Scottish Government is working to develop schemes which encourage farmers to move to address key issues including:

- Greenhouse gas emissions
- Biodiversity audits
- Soil testing
- Nutrient and forage plans, and
- Animal health and welfare plans

From 2026, the Agriculture Bill will have powers to introduce **enhanced payments under the National Test Programme**. This programme is already investing £51 million to help farmers (and crofters) undertake the essential first steps towards more sustainable farming.

<https://www.ruralpayments.org/topics/all-schemes/preparing-for-sustainable-farming--psf/>

Scottish Forestry has recently announced a change to their **grant scheme to promote agroforestry**.

See: <https://www.ruralpayments.org/topics/all-schemes/forestry-grant-scheme/agroforestry/>

**Agricultural support is at a key transition point**, with the new Agricultural Bill published. The future is sketched out in the 2023 document titled Agriculture Reform Route Map (see

<https://www.ruralpayments.org/topics/agricultural-reform-programme/arp-route-map/> )

Due to pressures on the Scottish budget, the **Food Processing Marketing and Cooperation Grant** Scheme will not be running in 2023/24, but may reopen in 2024/25.

<https://www.ruralpayments.org/publicsite/futures/topics/all-schemes/food-processing--marketing-and-co-operation/>

SEPA have a **Water Environment Fund** (<https://www.sepa.org.uk/environment/water/water-environment-fund/>) for projects that improve water quality. Priorities for the Fund:

- Improving fish migration past redundant structures
- Improving river corridors
- Invasive non-native species (INNS)

#### Private Funds:

There is also a major push to encourage **private investment** into schemes that reduce carbon emissions, promote biodiversity and/or fund other ecosystem service benefits such as improved water quality or flood risk reduction. For example, **Nature Markets Framework**<sup>41</sup> sets out the UK government's commitment to support the development and scaling up of high integrity 'nature markets' across the UK - including by defining core principles, rules and standards - to enable firms to have the clarity and confidence to mobilise this investment. These nature markets connect sellers of ecosystem services (goods and services provided by nature such as carbon sequestration and flood risk reduction) and biodiversity units/credits to public and private buyers. The Scottish Government has also published **Interim Principles for Responsible Investment in Natural Capital**<sup>42</sup> and will publish proposals for a market framework to strengthen the interim principles, to help meet climate change and biodiversity goals, support communities and align with a just transition.<sup>43</sup>

Key Codes and information sources on carbon offsetting include:

- **An interim guide to securing tradeable carbon credits for farmers** - explains the principles of carbon credit trading (under the Woodland carbon code and Peatland code) and the relevance to landlords and tenants of agricultural holdings in Scotland - : [https://www.landcommission.gov.scot/downloads/6225dd8ba66c1\\_TFC%20Interim%20Guide%20to%20Securing%20Tradeable%20Carbon%20Credits%20in%20an%20Agricultural%20Holdings%20Situation.pdf](https://www.landcommission.gov.scot/downloads/6225dd8ba66c1_TFC%20Interim%20Guide%20to%20Securing%20Tradeable%20Carbon%20Credits%20in%20an%20Agricultural%20Holdings%20Situation.pdf)
- **UK Woodland Carbon Code** - the quality assurance standard for woodland creation projects in the UK, the WCC generates high integrity, independently verified carbon units. Backed by the Government and the forest industry - <https://woodlandcarboncode.org.uk/>
- **Peatland code** - a voluntary certification standard for UK peatland projects wishing to market the climate benefits of peatland restoration and provides assurances to voluntary carbon market buyers that the climate benefits being sold are real, quantifiable, additional and permanent - <https://www.iucn-uk-peatlandprogramme.org/peatland-code/introduction-peatland-code>

NatureScot is partnering in a private finance investment pilot that could mobilise £2billion in landscape scale restoration of native woodland, reduce emissions, create new jobs and provide benefits to rural communities. The first pilot emerging under this scheme is in the South of Scotland and is supported by SOSE, and also involves the two local authorities, statutory agencies, Tweed Forum, Borders Forest Trust and Southern Uplands Partnership. This has potential for £200-£300M of private investment, to create up to 30,000ha of new native woodland sequestering around 6M tonnes of carbon.

---

<sup>41</sup> <https://www.gov.uk/government/publications/nature-markets>

<sup>42</sup> <https://www.gov.scot/publications/interim-principles-for-responsible-investment-in-natural-capital/>

<sup>43</sup> Programme for Government 2023 to 2024: <https://www.gov.scot/publications/programme-government-2023-24/pages/10/>



Information on the Scottish Government's Facility for Investment Ready Nature in Scotland (FIRNS) **grant scheme to support projects that shape and grow the use of private investment and market-based mechanisms** to finance the restoration of Scotland's nature can be found here: <https://www.nature.scot/funding-and-projects/firns-facility-investment-ready-nature-scotland>

There is not yet a clearly defined **Biodiversity Net Gain** (BNG) policy in Scotland so there is currently uncertainty about the future ability to sell biodiversity units/credits. However, this is anticipated to change in the near future.

Numerous **additional ecosystem service credit/unit types and standards** are known to be under development including:

- **further carbon offsetting standards** e.g. hedgerow carbon code (Game and Wildlife Conservation Trust), soil carbon code (Soil Association); UK salt marsh carbon code (UK Centre for Ecology & Hydrology); and the Wilder Carbon Standard (Kent Wildlife Trust).
- **marine net gain** (biodiversity)
- **water-related credit standards** e.g. Forestry Commission is working on a Woodland Water Code (a standard and new market for water-related benefits from woodland creation, including pollution mitigation, reducing flood risk and maintaining river flows);

With regard to wider institutional investment into natural capital, its noteworthy that the **UK Infrastructure Bank** is looking to deploy capital into high-integrity natural capital projects and recently loaned £12M to Highlands Rewilding to support a nature restoration project in the Scottish Highlands.

*Wider funding sources:*

**Tourism support** can be sought from SOSE see <https://www.southofscotlandenterprise.com/services>

See also the **Destination Net Zero programme** - <https://www.visitscotland.org/supporting-your-business/responsible-tourism/climate-change/net-zero>

There are a large number of **community benefit funds** associated with wind farms across the region. Many of these would consider proposals for enhanced land management projects. Information on these funds is not centrally coordinated – but Foundation Scotland manages many of them, see <https://www.foundationscotland.org.uk/apply-for-funding>

This page is intentionally left blank




---

## **CLIMATE CHANGE: COUNCIL EMISSIONS AND PUBLIC REPORTING**

**Report by Director Infrastructure & Environment**

---

### **SCOTTISH BORDERS COUNCIL**

**23 November 2023**

---

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

- 1.1. This report requests that Council approves the draft Public Bodies Climate Change Duties Compliance Report 2022/23 (Appendix 1) prior to submission to the Scottish Government in advance of the deadline of 30 November 2023.
- 1.2. By the end of November each year, the Council, in common with other public bodies, is required to report to Scottish Government on its progress in delivering climate action organisationally and within the Local Authority area for the preceding financial year.
- 1.3. The Council has been working with the Edinburgh Climate Change Institute (ECCI) to develop an approach to meeting these requirements. This approach proposes increasing the sources of emissions which the Council reports against. This is consistent with the approach of other similar organisations, and it increases the Council's understanding of its emissions impact, while enhancing its ability to manage that impact on a trajectory consistent with national targets and the Council's own targets.

#### **2 RECOMMENDATIONS**

##### **2.1 I recommend that Council:**

- a. **Approves the draft Public Bodies Climate Change Duties Report 2022/23 (Appendix 1) for submission, with authority for final sign off being delegated to the Director of Infrastructure and Environment in consultation with the Executive Member for Environment and Transport;**
- b. **Notes progress with respect to current targets set;**
- c. **Notes the ongoing corporate activity to embed climate change/net zero and sustainability into the organisation; and**
- d. **Notes that a further report will be submitted to Council outlining a strategic estates plan for the operational estate which will include a target for emissions reduction.**

### 3 BACKGROUND

- 3.1. Having declared a Climate Emergency on 29 September 2020, the Council approved the 'Scottish Borders Climate Change Route Map' (CCRM) on 17 June 2021 and a Plan of Priority Actions to animate and expedite progress on climate action in March 2022.
- 3.2. Scottish Borders Council has worked with the Edinburgh Climate Change Institute (ECCI) to support next steps in delivering the Scottish Borders Climate Change Route Map (CCRM). Delivery of the CCRM requires the Council continually to strengthen its baseline of emissions data, to help the Council plan, manage and monitor progress against key emissions sources at an organisational level.
- 3.3. Additionally, in designing and delivering its own programme for emissions reduction, we must establish the foundation to lead an area-wide strategy, which delivers a net zero region by 2045, in line with Scotland's national targets.
- 3.4. Two workshops with Council Managers and Directors took place in Autumn 2022 to support these objectives, while a third workshop with Community Planning Partners in Spring 2023 focused on the approach needed for area-wide emissions reduction.
- 3.5. Workshops with Council Managers and Directors facilitated by ECCI assisted the Council to:
  - Assess the climate impact of council operations and decisions
  - Target key areas for emissions reduction
  - Develop targeted actions across both service delivery and support functions
  - Understand where the Council has control or influence over emissions in the Scottish Borders area; and
  - Understand how the Council can support emissions reduction across the region.
- 3.6. ECCI recommended that the two key areas that the Council should focus emission reduction action on over the next 4 years are energy in buildings (particularly heat) and on transport related emissions i.e. fleet and business mileage. These 2 areas account for approximately 79% of the Council's carbon emissions (54% associated with heat and 25% with fleet) within the Council's current carbon boundary.
- 3.7. Council agreed (24 November 2022) to set a high-level organisational target of net zero by 2045 (or earlier if achievable) reflecting the national target for emissions, and to develop sectoral targets within the Council's operations, set within 5-year timescales to focus and drive forward meaningful action against the targets. The following was approved:
  - 20% reduction in fleet fossil fuel consumption (petrol, diesel) and a 20% reduction in business mileage, where employees use their own car (grey fleet), over the period 2019/20 to 2024/25.

- Five percent waste to landfill by 2025 and zero biodegradable municipal waste to landfill by 2025. (For practical purposes, these targets associated with waste have been achieved).
- It was also agreed that a target for direct emissions associated with the Council's estate would be proposed for agreement as part of this Public Bodies Climate Change Duties report in November 2023.

3.8. Progress against these targets is discussed in section 4.

#### **4 CLIMATE CHANGE REPORTING (DUTIES OF PUBLIC BODIES: REPORTING REQUIREMENTS)**

4.1. Since 2015, all public bodies in Scotland have been required to complete annual climate change reports by the end of November each year through the Public Bodies Climate Change Duties Report (PBCCDR).

4.2. The [Climate Change \(Duties of Public Bodies: Reporting Requirements\) \(Scotland\) Order 2015](#) requires [listed public bodies](#) (including the Council) to report on their compliance, including:

- Climate change governance, management and strategy
- Corporate emissions, projects and targets
- Adaptation – including risk assessments and management
- Procurement – how goods and services are managed to help meet targets and minimise impacts from climate risks.

4.3. Council is asked to approve the draft Public Bodies Climate Change Duties Report 2022/23 (Appendix 1). In so doing, Elected Members should note the following points:

##### **Overview of emissions trajectory**

4.4. Overall carbon emissions have decreased slightly (by 1.2%) compared to those reported in the previous reporting year (2021-22). This is positive. However, it should be noted that the Council's total emissions are likely to increase in some years as we develop our approach. This is not an unanticipated nor necessarily a negative outcome. It is consistent with increasing our understanding and control of our emissions. The aim is to reduce emissions within each source reported, and, ultimately, to reduce overall emissions in aggregate across the organisation's total emissions.

4.5. Direct emissions (Scope 1 i.e those emissions that are owned or controlled by the Council) have decreased. This is due to a small decrease (0.5%) in fleet fuel consumption. There has also been a decrease in consumption of natural gas (3.5%) and gas oil (18%) in Council buildings during the reporting year.

4.6. Scope 2 emissions (i.e. indirect emissions from the generation of purchased electricity, steam, heating generated by a third party) have increased slightly. This is due to a small increase (1.6%) in electricity consumption in buildings. However, it should be noted that the electricity (kWh) consumed by street lighting fell by 8.9%. This is primarily due to

replacing lamps with newer more energy efficient lamps as and when the originals are gone beyond repair.

- 4.7. Scope 3 emissions (i.e. other indirect emissions that are a consequence of the Council's actions, but are different in that they do not arise from assets owned and controlled by the Council) are complex. The Council will continue to add emission sources to this scope as referred to in paragraph 4.4, as guidance and methodologies are developed and refined. Data for 'grey' mileage (i.e. mileage when staff use their own vehicle), a Scope 3 emission source was not reported last year but is included in this current report. This will be an ongoing reported emission source as the Council agreed (24 Nov 2022) to a 20% reduction target in business mileage where staff use their own car (See paragraph 4.10).
- 4.8. The methodology for calculating the emissions associated with staff working from home (Scope 3) has changed compared to that used in the previous reporting year (updated SSN guidance). With this change in methodology an increase in working from home emissions would be expected, however a more accurate % for the number of staff working from home has been used for this reporting year, which has meant an overall reduction in emissions for this source.

### **Progress with targets**

- 4.9. The Council agreed (24 Nov 2022) a 20% reduction in fleet fossil fuel consumption (petrol, diesel) based on a 2019/20 baseline (i.e. pre Covid 19) with a target year of 2024/25. There has been a steady reduction in litres consumed by fleet over the past 2 reporting years. Should this trajectory continue, the Council will be on course to meet its target reduction by 2024/25. The reduction in fossil fuel consumption is primarily due to the increased number of fleet electric vehicles purchased. As noted in paragraph 4.6 there was a slight increase (1.6%) in total electricity (kWh) consumed. This may be due to the fact that not all electric vehicle charging points associated with buildings are sub metered to accurately distinguish the electricity consumption by electric vehicles.
- 4.10. The Council also agreed a 20% reduction in business mileage, where employees use their own car, over the period 2019/20 to 2024/25. There was a significant reduction in miles travelled on business by employees using their own car in the financial year 2021/22 compared to the baseline year of 2019/20. This is most likely due to Covid 19 and lockdown. However, the number of miles travelled has increased considerably in 2022/23 compared to 2021/22. It should be noted that this figure is still a reduction on the baseline year figure but if the target is to be achieved in 2024/25 a reduction in miles travelled needs to be delivered year on year.
- 4.11. Council also agreed that a target for a reduction in carbon emissions from the Council's operational estate be established. This has not been achieved for a number of important reasons:
  - (i) The council has a large operational estate that requires a strategic approach to its management, maintenance and investment. Work is ongoing to look holistically at the estate in terms of future

- requirements so that the estate is fit for purpose e.g. meets current and future service provision, is efficient to operate, explores collaboration opportunities with key partners and communities (co-location), is digitally capable etc., while also delivering against organisational net zero objectives.
- (ii) Addressing the issues outlined in (i) above is integral to developing an effective decarbonisation strategy for the estate and formulating a credible emissions reduction target.
  - (iii) Development of a holistic strategic plan for the Council's estate which will also inform investment and focus on project delivery is a key requirement for the public bodies duties report.
  - (iv) The strategic plan for the Council's estate is not sufficiently advanced to enable a credible emissions reduction target to be set for the Council's estate at this juncture. A strategic plan prepared by Estates will be reported separately to Council setting out the approach as detailed in (i) above including establishing a carbon reduction target for the operational estate.

### **Current areas of activity**

- 4.12. A number of strategic approaches are currently being pursued as set out below. These are essential steps in the Council (like other public bodies) being able to demonstrate how our organisation is aligning spend with net zero, pursuant to the Climate Change (Scotland) Act 2009 amendment in 2022.
- a. Work is ongoing to embed key reporting elements of the public bodies climate change duty report into regular corporate performance reporting. This will make the reporting process more beneficial to the Council i.e. data will be relevant to the reporting quarter, providing a stronger and more timely picture of progress. This will allow key issues highlighted by data patterns to be addressed timeously.
  - b. The Council is strengthening its business planning approach. This is manifested in development of a new style of Council Plan over the last 3 years, supported by improved departmental and service planning, and the evolution of a Scottish Borders Council Operating Model set out in the report to Council of 31 August 2023. The underpinning objective of these efforts is to deliver outcomes based upon the Council's strategic priorities. Delivering on Net Zero is a clear priority, reflected in the Clean Green Future theme of the Council Plan, and in the Sustainable Development and Environmental Responsibility principle of the Operating Model. While elements of the overall approach to business planning are still at an early stage (e.g. the SBC Operating Model), entrenching Net Zero and sustainability objectives within strategic plans is essential to embedding them also within operational delivery. Clearly, this is an iterative process and the aim is to continue to build on this approach year on year.

### **Area Wide Emissions**

- 4.13 During FY 2022/23 SoSE led (in partnership with Dumfries and Galloway Council and Scottish Borders Council) a project to establish a South of Scotland Emissions Baseline as a key phase in the development of a South

of Scotland route map to net zero. SoSE commissioned Ricardo Consulting to collate the carbon and net zero related data across the South of Scotland region. The following sectors were included: industry, commercial, public sector, domestic, transport, land use, land use change and forestry, agriculture and waste management. The total emissions for the Scottish Borders area is 1,396 Kt CO<sub>2</sub>e.

- 4.14 Given that the transition to net zero will transform all parts of our society and economy, a co-ordinated partnership approach is fundamental to delivery. The Community Planning Partnership sits at the heart of this regional effort. Plotting the pathway to delivery is a practical issue. A Practitioners' group has been established to bring key partners together to support the Community Planning Partnership in developing co-ordinated and impactful action, which responds to the key messages of the South of Scotland Emissions Baseline exercise. Another step in our development process, namely, a workshop to explore how governance supports delivery, is scheduled for 6 December 2023.

## **5. IMPLICATIONS**

### **5.1. Financial**

5.1.1 There are no direct financial implications associated with this report.

5.1.2 As a result of budget limitations, some actions described in the Plan of Priority Actions may mean that the way the Council delivers some services in future is likely to change to help meet emissions targets. It should be recognised, however, that changes to service delivery will often be appropriate to drive carbon emissions reductions irrespective of budget pressures.

### **5.2 Risk and Mitigations**

5.2.1 Climate Change is identified as a corporate risk as part of SBC's corporate risk management process. This is reviewed quarterly by relevant senior officers and the appropriate Director. The Strategic Leadership Team of Chief Executive and Directors have oversight of the Corporate Risk Register, which includes this Climate Change risk, on a quarterly basis in line with SBC Risk Management Policy and Strategy. This risk underpins the refreshed Council Plan 2022/23 and the specific 'Clean, Green Future' outcome.

5.2.2 Risk to the Council is defined under 4 key aspects:

- Failure of the Council to deliver against its legal duties under current and developing climate legislation and policy commitments, including Public Bodies Climate Change Duties reporting. It is essential that appropriate skills development takes place and that adequate resource and capacity is available to deliver against these requirements. Regular monitoring and review processes will be required to ensure compliance and delivery. Training and awareness are key to the strategic thinking and delivery of actions needed to transition to net zero. This is being progressed e.g. the Royal Scottish Geographical Society



(RSGS) met with Council Management Team on 13 Nov 2023 to discuss climate change solutions for the Scottish Borders.

- The Council's continued commitment to 'tackling climate change' is in its Council Plan, and related commitments and actions within the CCRM and the Plan of Priority Actions. The Council will face significant reputational risk if it fails to support delivery of the actions required to make good on this commitment.
- There are also potential financial and service delivery risks associated with not addressing the need to prepare for the impacts of a changing climate. These impacts will include increased likelihood of extreme weather events, effects on transport and access to services and service delivery, security of supply of energy, food and other goods. By taking action on the basis of the CCRM and Plan of Priority Actions, the Council will mitigate these risks.
- The changes required to place and maintain the Council and the wider Scottish Borders on a Just Transition to Net Zero are without precedent. Quite apart from the changes required in our processes, the extent of behaviour change required presents significant public expectation management risks.

5.2.3 The development of SBC's Internal Audit Strategy for 2023/24 includes 'integrating climate change into all assurance audits as a cross-cutting risk to provide assurance that the underlying controls and processes in all Services that support climate change commitments, plans and programmes are operating as intended'. This is a clear example of a proactive Council service embedding climate change and sustainability within its service function and in doing so assisting other Council services to do likewise.

### **5.3 Integrated Impact Assessment**

An Integrated Impact Assessment has been undertaken and published on the Council's website.

### **5.4 United Nations Sustainable Development Goals**

Work detailed in this report supports a number of UN Sustainable Development Goals as follows:

- i. UN SDG 13: 'Take urgent action to combat climate change and its impacts'.
- ii. UN SDG 1 – to end poverty,
- iii. UN SDG 2 – promote sustainable agriculture,
- iv. UN SDG 7- Ensure access to affordable, reliable, sustainable and modern energy for all.

### **5.5 Climate Change**

The purpose of this report is to seek approval to submit the Council's mandatory annual climate change report to Scottish Government (Appendix 1). It also outlines current corporate activity being carried out

to embed climate change/net zero/sustainability activity into corporate Council processes.

## **5.6 Rural Proofing**

The work outlined in this report underpins the Council's commitment to deliver on the UN SDGs, and its duties under Equalities legislation. Thus, an equalities based approach, including in rural settings, is built into the recommendations of this report which are complementary and conducive to the objective of Rural Proofing.

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

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

## **6. CONSULTATION**

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

### **Approved by**

#### **Name**

**John Curry**

#### **Title**

**Director Infrastructure and Environment**

### **Author(s)**

Name	Designation and Contact Number
Jenny Fausset	Climate Change Officer

### **Background Papers:**

Scottish Borders Council, 31 August 2023, SBC Operating Model

### **Previous Minute Reference:**

Scottish Borders Council, 24 November 2022

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

Contact us at [Jenny.Fausset@scotborders.gov.uk](mailto:Jenny.Fausset@scotborders.gov.uk)

# Public Bodies Climate Change Duties Compliance Reporting Template 2022/23

## 1. Overview

This template is provided for public bodies required to report annually in accordance with the Climate Change (Duties of Public Bodies Reporting Requirements) (Scotland) Order 2015, as amended by the Climate Change (Duties of Public Bodies: Reporting Requirements) (Scotland) Amendment Order 2020 which took effect for reporting periods commencing on or after 1 April 2021.

Reports must be submitted to [ccreporting@ed.ac.uk](mailto:ccreporting@ed.ac.uk) by **30th November**. Late submissions will not be accepted for analysis and may be deemed non-compliant with Public Bodies Duties reporting requirements.



## 2. Guidance

1. The "Profile of Body" tab must be completed before proceeding to add any other data.
2. Question 1f must be completed to ensure the correct emission factors are applied in Q3b.
3. If you need to add more rows in any table please email the file [ccreporting@ed.ac.uk](mailto:ccreporting@ed.ac.uk)
4. More emission factors from the UK Government (DESNZ) release have been included this year. When completing Q3b you can filter by the Emission Type dropdown in column C.
5. Please only use the "Other" emission source rows (130 onwards) when there is no relevant emission source in the dropdown lists or if you have bespoke data/emission factors. Please provide a brief explanation in the comment field.
6. The water supply and sewage emission factors are based on Scottish Water's carbon intensities of service supply, one of the lowest in the UK water industry. If you still wish to use the UK DESNZ (formerly BEIS) factors (which are more than double) you will need to enter consumption data in an "Other" row.
7. Some auto-checks have been added to improve the quality of data entries, e.g. correct emission scopes where only one category ever applies.
8. More detailed reporting guidance is available [on the SSN website.](#)

## 3. Colour Coding used in the template

	Dropdown box - select from list of options
	Uneditable/fixed entry cell

Editable cell

Public Sector Report on Compliance with Climate Change Duties 2023 Template

PART 1 Profile of Reporting Body

1a Name of reporting body

Provide the name of the listed body (the "body") which prepared this report.

Scottish Borders Council

1b Type of body

Select from the options below

Local Government

1c Highest number of full-time equivalent staff in the body during the report year

3245

THIS MUST BE COMPLETED

1d Metrics used by the body

Specify the metrics that the body uses to assess its performance in relation to climate change and sustainability.

Metric	Units	Value	Comments
Population size served	population	116020.00	2021 figure from SBC website
Please select from drop down box			
Please select from drop down box			
Please select from drop down box			
Please select from drop down box			
Please select from drop down box			
Please select from drop down box			
Please select from drop down box			
Other (please specify in comments)			
Other (please specify in comments)			
Other (please specify in comments)			
Other (please specify in comments)			
Other (please specify in comments)			
Other (please specify in comments)			
Other (please specify in comments)			

1e Overall budget of the body

Specify approximate £/annum for the report year.

Budget	Budget Comments
£387,900,000	£387,900,000 Gross

1f Report type

Specify the report year type

Report type	Report year comments
Financial	2022-23

THIS MUST BE COMPLETED

1g Context

Provide a summary of the body's nature and functions that are relevant to climate change reporting.

Scottish Borders is a predominantly rural local authority area in south east Scotland - covering an area of 4,732 km2 and has a 30 kms coastline. Its population density is 24.52 persons per km2 (2021). No. of households is 55,296.

The region is the fourth most sparsely-populated mainland Local Authority area in Scotland after Highland, Argyll and Bute and Dumfries and Galloway. Just under 30% of the population live in settlements of under 500 people or in isolated hamlets, and no towns have a population over 14,000. However, the region sits on the edge of three city regions (Edinburgh, Newcastle and Carlisle) which provides significant opportunities in terms of cross border co-operation, jobs, tourism, leisure, work and study.

The following Council Services have a role to play in addressing climate change and promoting sustainability:  
**People, Performance & Change:** Human Resources; Payroll; Transformation & Business Change; Organisational Development; Corporate Training, Learning & Development; Corporate Performance  
**Infrastructure & Environment:** Building Standards, Planning, Waste Management; Property Management; Fleet, Passenger Transport, Capital Projects & Monitoring; Green Space Team; Estates, Architects, Facilities Management, Housing Strategy  
**Resilient Communities:** Customer Services; Revenues, Benefits & Financial Inclusion; Community Planning & Engagement; Economic Development; Business Support  
**Education & Lifelong Learning:** Schools & Education; Statutory Quality standards and inspections; Corporate Parenting; Youth work; Teacher training, learning and development; Community Learning & Development; Employability  
**Social Work & Practice:** Adults Social Work; Children Social Work; Public Protection; Criminal Justice; Homeless Support  
**Strategic Commissioning & Partnerships:** Commissioning Lead; Homecare; Residential Care; Lead for ICT Client and Strategic Contract with CGI; Lead for Strategic Partnerships  
**Finance & Corporate Governance:** Finance, Procurement, Audit & Risk, Legal Services, Licensing, Protective Services, Health & Safety, Democratic Services, Assessors  
**Chief Executive's:** Strategic Planning & Policy; Emergency Planning; Communications

Public Sector Report on Compliance with Climate Change Duties 2023 Template

PART 2 Governance, Management and Strategy

Governance and management

2a How is climate change governed in the body?

Provide a summary of the roles performed by the body's governance bodies and members in relation to climate change. If any of the body's activities in relation to climate change sit outside its own governance arrangements (in relation to, for example, land use, adaptation, transport, business travel, waste, information and communication technology, procurement or behaviour change), identify these activities and the governance arrangements. Provide a diagram / chart to outline the governance structure within the body.

**Political Governance**  
The Executive Committee takes the lead role on matters of sustainability, including leading and driving action to combat the negative impacts of climate change, build resilience to adapt to climate change and to deliver Net Zero.

A Sustainability Member Reference Group (comprising 6 member of the Administration and 5 members of the Opposition) has been established for elected members to provide oversight and scrutiny of the Council's strategies, plans, policies and actions in leading and driving action to combat the negative impacts of climate change, build resilience to adapt to climate change and to deliver net zero carbon by 2045. This group is chaired by the Executive Member for Environment and Transport.

**Governance at Officer level**  
**Council Management Team (CMT)** - Director of Infrastructure and Environment is the lead for climate change/net zero at CMT and chairs the internal Sustainability Board of officers.  
**Sustainability Board** - internal Board of senior Council officers, chaired by the Director of Infrastructure and Environment - meets monthly and provides the strategic direction for the work programme.

**Sustainability Operational Group** - comprising the key leads for the 5 theme groups, meets monthly to update on current activity and proposed papers for decision at the Sustainability Board.  
Five theme groups (Building Resilience, Lowering Energy Consumption, Decarbonising Waste Management, Nature Based Solutions and Decarbonising Transport) have been established to work collaboratively both internally across departments and externally with communities, organisations and partners to implement the Council Climate Change Route Map Priority Actions. The theme groups provide updates to the Sustainability Operational Group which in turn reports monthly to the Sustainability Board.

<insert Diagram Here or Attach File>

2b How is climate change action managed and embedded in the body?

Provide a summary of how decision-making in relation to climate change action by the body is managed and how responsibility is allocated to the body's senior staff, departmental heads etc. If any such decision-making sits outside the body's own governance arrangements (in relation to, for example, land use, adaptation, transport, business travel, waste, information and communication technology, procurement or behaviour change), identify how this is managed and how responsibility is allocated outside the body. Provide a diagram to show how responsibility is allocated to the body's senior staff, departmental heads etc.

All Council Committee reports now contain impact assessment sections on Climate Change and embedding the United Nations Sustainable Development Goals, with written guidance provided for authors on how to complete these assessments. This process has been in place since March 2021.

<insert Diagram Here or Attach File>

Strategy

2c Does the body have specific climate change mitigation and adaptation objectives in its corporate plan or similar document?

Provide a brief summary of objectives if they exist.

Wording of objective	Name of document	Document Link
Declares a Climate Emergency and agrees to set a target for achieving a reduction in the Council's carbon emissions, which is at least consistent with the Scottish Government's target of net zero by 2045 and the intermediate targets set out in the Climate Change (Emissions Reduction Targets) (Scotland) Act 2019.	Climate Change Declaration	<a href="https://scottishborders.moderngov.co.uk/letlistDocuments.aspx?CId=132&amp;Mid=51398&amp;Ver=4">https://scottishborders.moderngov.co.uk/letlistDocuments.aspx?CId=132&amp;Mid=51398&amp;Ver=4</a>
Resilience: To help deliver Net Zero, reduce inequalities, deliver inclusive economic growth, and improve health and wellbeing across the region.	Scottish Borders Climate Change Route Map (accompanying by priority actions for each objective)	<a href="https://data.climateemergency.uk/media/data/plans/scottish-borders-council-9845a88.pdf">https://data.climateemergency.uk/media/data/plans/scottish-borders-council-9845a88.pdf</a>
Decarbonising Transport Use: To help deliver Net Zero, reduce inequalities, deliver inclusive economic growth and improve health and wellbeing across the region.	Scottish Borders Climate Change Route Map (accompanying by priority actions for each objective)	
Nature Based Solutions: A transformation in agriculture and the use of farmland while maintaining the same levels of food per head produced today and region where woodlands, peatlands, heathlands and pastures are widely restored and managed sustainably.	Scottish Borders Climate Change Route Map (accompanying by priority actions for each objective)	
Reducing Energy Consumption: To transition to Net Zero GHG emissions from the energy we consume in our industry, commerce and domestic buildings and related activities through clean fuels, energy efficiency and understanding how our infrastructures can be used more effectively.	Scottish Borders Climate Change Route Map (accompanying by priority actions for each objective)	
Decarbonising Waste Management: To address GHG emissions by ensuring waste is managed sustainably through reducing, reusing, recycling and recovering waste to improve resource efficiency.	Scottish Borders Climate Change Route Map (accompanying by priority actions for each objective)	
	Council Plan (covering FY 2022-23)	<a href="https://scottishborders.moderngov.co.uk/documents/662537/Item%20No.%206%20-%20Council%20Plan%20Final.pdf">https://scottishborders.moderngov.co.uk/documents/662537/Item%20No.%206%20-%20Council%20Plan%20Final.pdf</a>

2d Does the body have a climate change plan or strategy?

If yes, provide the name of any such document and details of where a copy of the document may be obtained or accessed.

The Council approved its Climate Change Route Map (CCRM) for the Scottish Borders region in June 2021. A plan of priority actions to deliver on the CCRM was adopted in March 2022 and will be reported on annually.

CCRM on-line: <https://scottishborders.moderngov.co.uk/documents/656082/Item%20No.%2012%20-%20Appendix%201%20-%20SBN%20CLIMATE%20CHANGE%20ROUTE%20MAP%20FINAL.pdf>  
Priority actions: <https://scottishborders.moderngov.co.uk/letlistDocuments.aspx?CId=132&Mid=51378&Ver=4>

2e Does the body have any plans or strategies covering the following areas that include climate change?

Provide the name of any such document and the timeframe covered.

Topic area	Name of document	Link	Time period covered	Comments
Adaptation	Flood Risk Management	<a href="https://www.scottishborders.gov.uk/downloads/download/1046/flood">https://www.scottishborders.gov.uk/downloads/download/1046/flood</a>		
Business travel	Business Travel Decision Maker	<a href="#">Business Travel Decision Maker   Scottish Borders Council</a>		
Staff Travel	Employee Travel & Mileage Policy	<a href="#">Employee Travel and Mileage Policy   Scottish Borders Council</a>		
Energy efficiency	No Strategy in place		2022-2027	
Fleet transport	Fleet Replacement Strategy	<a href="https://scottishborders.moderngov.co.uk/letlistDocuments/49954/Item%20No.%209%20-%20Final%20Strategy.pdf">https://scottishborders.moderngov.co.uk/letlistDocuments/49954/Item%20No.%209%20-%20Final%20Strategy.pdf</a>		
ICT	Scottish Borders Council Digital Strategy			
Renewable energy	No plan currently in place			
Sustainable/renewable heat	No plan currently in place			
Waste management	No plan currently in place			
Water and sewerage	No plan currently in place			
Land Use	Local Development Plan	<a href="#">Local development plan - adopted   Local development plan   Scottish Borders Council   scottishborders.gov.uk</a>		
	Regional Economic Strategy & Delivery Plan	<a href="#">South of Scotland Regional Economic Partnership - South of Scotland Regional Economic Partnership (dumgal.gov.uk)</a>		
Other (please specify in comments)	Local Housing Strategy	<a href="#">Strategies, plans and policies directory - Local housing strategy   Scottish Borders Council   scottishborders.gov.uk</a>		
Please select from drop down box	Woodland Strategy	<a href="#">Woodland strategy   Scottish Borders Council   scottishborders.gov.uk</a>		
Please select from drop down box	Winter Service Plan 2022-23	<a href="#">Item No. 33 - Appendix A Winter Service Plan 2022-23 V1.3.pdf   moderngov.co.uk</a>		
Please select from drop down box	Commercial & Commissioned Services Strategy (2018-23)	<a href="#">Commercial and Commissioned Services Strategy 2018-23   Scottish Borders Council   scottishborders.gov.uk</a>		
Please select from drop down box	Adding Value to the Community through Procurement	<a href="https://scottishborders.moderngov.co.uk/letlistDocuments/2959/Item%20No.%2014%20-%20Adding%20Value%20to%20the%20Community%20through%20Procurement%20-%20Guidance%20Policy.pdf">https://scottishborders.moderngov.co.uk/letlistDocuments/2959/Item%20No.%2014%20-%20Adding%20Value%20to%20the%20Community%20through%20Procurement%20-%20Guidance%20Policy.pdf</a>		
Please select from drop down box				

2f What are the body's top 5 priorities for climate change governance, management and strategy for the year ahead?

Provide a brief summary of the body's areas and activities of focus for the year ahead.

- Provide net zero/Climate change training for senior management and 2 other staff cohorts (e.g. planning and community engagement officers);
- Integrate net zero/Climate change into the Council's Business Planning process (annual Departmental Delivery Plan process) and use the information provided to establish strategic linkages between service outputs and action on climate change/Net/adaptation;
- Establish Area wide emissions working group (sub group of Community Plan) to drive forward collaborative action on area wide emissions;
- Establish a presence on the Council's website charting our Net progress to inform staff, partners, service users and the general public of the Council's targets and progress to date.

2g Has the body used the Climate Change Assessment Tool (a) or equivalent tool to self-assess its capability / performance?

If yes, please provide details of the key findings and resultant action taken.

(a) This refers to the tool developed by Resource Efficient Scotland for self-assessing an organisation's capability / performance in relation to climate change.

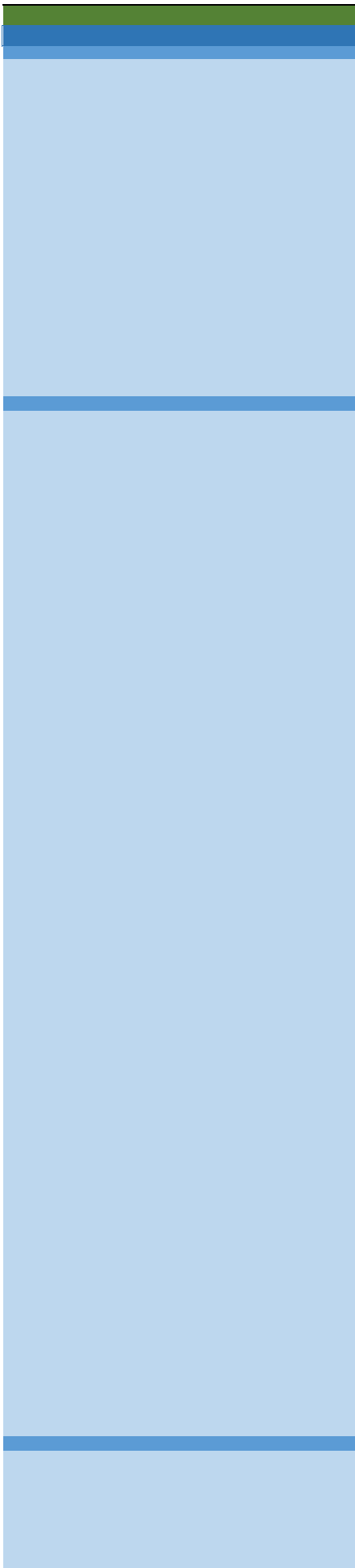
n/a

Further information

2h Supporting information and best practice

Provide any other relevant supporting information and any examples of best practice by the body in relation to governance, management and strategy.

The Internal Audit Strategy for 2023/24 includes integrating climate change into all assurance audits as a cross-cutting risk to provide assurance that the underlying controls and processes in all Services that support climate change commitments, plans and programmes are operating as intended.









**PART 4 Adaptation - please do not include information in this part on measures that solely reduce emissions with no implications for climate adaptation. These are climate mitigation measures which should be reported in Part 3.**

**Assessing and managing risk**

**4a Has the body assessed current and future climate-related risks?**  
If yes, provide a reference or link to any such risk assessment(s).

Through the implementation of the Flood Risk Management (Scotland) Act 2009 climate change has been considered through the characterisation stage of assessing flood risk in the Tweed, Forth Estuary & Solway LPD, actions have been developed from this and where appropriate take this into consideration. Any flood studies required to be carried out will include an allowance for climate change. In accordance with the most up to date guidance an allowance of 59% will be included at certain return periods (the previous climate change allowance was 33%).

Future development in terms of planning is also important and any development proposals deemed to be at flood risk will be subject to a Flood Risk Assessment. There is now guidance available which relates directly to the climate change allowance that should be considered for each major river basin in Scotland when carrying out a Flood Risk Assessment. In spring 2022 the climate change allowances for catchment areas within Scotland were updated. For catchments in the Scottish Borders we now apply a 1 in 200 year plus 59% allowance for climate change in the Tweed River Basin and a 1 in 200 year plus 53% in the Solway River Basin where the village of Newcastleton is located. The introduction of the National Planning Framework now states that climate change must be included in Flood Risk Assessment carried for planning purposes.

The council holds a severe weather plan which is continually reviewed and assessed. This has most recently been updated to include the impact of climate change and now incorporates the National Water Scarcity Plan and the effects of drought.

**4b What arrangements does the body have in place to manage climate-related risks?**  
Provide details of any climate change adaptation strategies, action plans and risk management procedures, and any climate change adaptation policies which apply across the body.

To manage flood risk and the effects of climate change the Council has in place and is implementing a number of flood schemes and is also taking forward a number of flood studies/scheme preparation projects.

Flood Schemes: Galashiels (Plumtree & Wilderhaugh and Netherdale) Flood Prevention Scheme 2010 - Plumtree and Wilderhaugh 1 in 75 years, Netherdale 1 in 200 years plus 20% climate change. Jedburgh (Skipburning Burn) Flood Protection Scheme 2014 - Town centre works, culvert inlet and channel works. Selkirk Flood Protection Scheme - Philpugh (from Etrick) 1 in 200 years plus 20% climate change, Bannerfield (from Etrick) 1 in 200 years plus 20% climate change, Riverside (from Etrick) 1 in 500 years plus 20% climate change, Bannerfield & Philpugh (from Longphilp Burn) 1 in 100 years plus 20% climate change, Riverside (from Shaw Burn) 1 in 200 years plus 20% climate change. Hawick Flood Protection Scheme - Construction has commenced and is scheduled for completion by the end of 2023. This will provide a level of protection of 1 in 75 years. Romano Bridge Flood Protection Scheme - Construction due to commence and will provide 1:30 year level of protection.

Flood Studies/Scheme Preparation: Peebles Flood Study/Scheme Preparation; Newcastleton Flood Study/Scheme Preparation; Etrick Valley Flood Study; Lindean Flood Study; Whitlaw/Crobyres Flood Study. The option appraisal for Peebles and Newcastleton is complete with a ground investigation for Newcastleton also complete. These will help inform future design of flood mitigation measures. Etrick Valley, Lindean and Whitlaw Flood studies are now moving into public exhibition phase having assessed the current flood risk in detail at a number of different return periods, 1:2, 1:5, 1:10, 1:25, 1:50, 1:75, 1:100, 1:200 and 1:1000 return periods with an estimation of flood flows with a 33% allowance for climate change for 1:30 and 1:200 return periods.

Surface Water Management Plans (SWMP): Peebles SWMP, Galashiels SWMP, Hawick SWMP, Newcastleton SWMP; Hawick SWMP  
Natural Flood Management Studies: Galashiels NFM Study is currently on-going; Hawick NFM Study (still to commence)  
The Natural Flood Management Studies aim to assess the potential for NFM measures in the catchments above both Hawick and Galashiels. The purpose of this is to supplement the existing levels of protection afforded to both towns by flood protection schemes already in place or proposed and determine if future measures in these catchments can be used to offset the effects of climate change.

The Emergency Planning Team work in partnership with a variety of external agencies including the Scottish Environment Protection Agency (SEPA) and the Met Office, and represent SBC on the East of Scotland

**Taking action**

**4c What action has the body taken to adapt to climate change?**  
Include details of work to increase awareness of the need to adapt to climate change and build the capacity of staff and stakeholders to assess risk and implement action. The body may wish to make reference to the Scottish Climate Change Adaptation Programme ("the Programme").

As detailed in the Council's Climate Change Route Map, the Council continues to evolve its approach to greenspace management to further increase the amount of land managed less intensively, making space for nature and biodiversity while reducing machinery use, as well as building in responses to localised climate events such as fluctuating growth, firebreaks etc. Building on the Wildflower pilots previously undertaken, the Council has successfully increased provision of wildflower areas across 50 sites in the region. The Council Parks & Environment Service remains pest free, with the only exception the rootballs of bought in new or replacement plants.

The Council has deployed SG Nature Restoration Funding to enable optimum grass management through purchase of appropriate machinery and increase tree planting and plant wildflower areas. Nature Restoration Funding has also been administered to support partnership projects supporting habitat restoration and freshwater management. Weedkilling is being reviewed and glyphosate use reduced wherever possible. The Council continues to support the Borderlands 'Pollinators along the Tweed' project as a partner organisation. The Green Flag Award for Wilton Lodge Park has been awarded again for 2023 - the Green Flag programme is an advocate of maintaining parks and green spaces in an environmentally sound way and has a particular focus on pesticides and peat use, although also recognises that all activities should have as low an environmental impact as possible. Year 2 of the Community Food Growing Strategy has been delivered. Access to Community Food Growing continues to be developed and supported, with the Council continuing to undertake works to support and facilitate community growing as part of the Council's response to community resilience, food security, and biodiversity.

**4d Where applicable, what contribution has the body made to helping deliver the Programme?**  
Provide any other relevant supporting information

**SCCAP2 Prog Outcome 5:** Our natural environment is valued, enjoyed, protected and enhanced and has increased resilience to climate change  
Sub-Outcome 5.1: Scotland's biodiversity, ecosystems and landscapes are adaptable to the changing climate  
The Eddleston Water Project continues to implement and analyse the effects of practical works to slow down flows and store water and increase resilience. Monitoring of both environmental and ecological change is also accurately monitored to determine the wider benefits of Natural Flood Management over and above any flood risk benefits.

**SCCAP2 Prog Outcome 6:** "Our coastal and marine environment is valued, enjoyed, protected and enhanced and has increased resilience to climate change"  
Sub-Outcome 6.1: Scotland's coastal and marine biodiversity, ecosystems and landscapes are adaptable to the changing climate  
SBC has completed a Coastal Study for Eyemouth assessing the flood risk associated with sea level rise as a result of climate change and assessing what options may be possible to mitigate this. Scottish Government and SEPA have developed new guidance specific for Scotland which replaced the Shoreline Management Plan guidance. The Coastal Change Adaptation Guidance is now being used by SBC to develop a Coastal Change Adaptation Plan for the Berwickshire Coast, this will highlight different triggers which will determine when and what type of action should be taken as the coast changes as a result of impacts from climate change.

**Review, monitoring and evaluation**

**4e What arrangements does the body have in place to review current and future climate risks?**  
Provide details of arrangements to review current and future climate risks, for example, what timescales are in place to review the climate change risk assessments referred to in Question 4(a) and adaptation strategies, action plans, procedures and policies in Question 4(b).

The Council with its Edinburgh City and Region Deal partners have agreed to the development of a shared understanding and joint approach to addressing climate change risks for the South East Scotland region. This includes undertaking an area wide climate risk assessment to identify key vulnerabilities and increase climate resilience of infrastructure, services and community. This would be used to identify priority climate risks and inform policy and project development. The Business Case is currently being developed with the intention that the assessment be carried out in the financial year 2022 - 23.

SBC follows the national guidance and advice developed by SEPA, on how to consider climate change in relation to assessing planning applications. On the works flood study side, SBC aims to update flood models that are associated with flood schemes once a cycle which should in theory tie in with updates to the rainfall information that is used to calculate the flows in the river.

**4f What arrangements does the body have in place to monitor and evaluate the impact of the adaptation actions?**  
Please provide details of monitoring and evaluation criteria and adaptation indicators used to assess the effectiveness of actions detailed under Question 4(c) and Question 4(d).

In future Local Flood Risk Management Plans there will be actions that include adaptation planning usually related to existing flood protection schemes and how we can adapt these. We are currently developing a Coastal Change Adaptation Plan for the Berwickshire Coast, to ensure that timely and sustainable action is taken as a result of changes to our coastline as a result of climate change.

**Future priorities for adaptation**

**4g What are the body's top 5 climate change adaptation priorities for the year ahead?**  
Provide a summary of the areas and activities of focus for the year ahead.

The focus for the year ahead will be working with Adaptation Scotland and Edinburgh City and Region Deal partners to get the area wide climate risk assessment carried out. This assessment will inform next steps and the priority adaptation actions and directions the Council should take.

Develop, complete and deliver a Coastal Change Adaptation Plan for the Berwickshire Coast.  
Continue to deliver the actions highlighted in the Tweed, Solway and Forth Estuary local Flood Risk Management Plans

**Further information**

**4h Supporting information and best practice**  
Provide any other relevant supporting information and any examples of best practice by the body in relation to adaptation.

**PART 5 Procurement**

**5a How have procurement policies contributed to compliance with climate change duties?**

Provide information relating to how the procurement policies of the body have contributed to its compliance with climate change duties.

The Council's Corporate Procurement Strategy recognises procurements contribution to carbon reduction and how effective procurement practices can have a direct impact in reducing its carbon footprint. With this in mind the Council has introduced a policy 'Adding Value to the Community through Procurement'. This ensures that sustainable considerations are embedded into each procurement strategy from the outset. As part of the strategy development consideration is given to the projects' impact on climate, waste production, biodiversity protection and any opportunities to deliver community benefits locally in the Scottish Borders area.

The Council recognises that climate change has a far reaching effect on the economy, the community and the environment. Our Sustainable Procurement Charter (updated annually) demonstrates our commitment to being a responsible purchaser of goods, services and works by setting standards to make sure activities are carried out in an ethical, responsible and sustainable way.

A section of the Charter is dedicated to Environmental Impact and Climate Change and states:

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

**5b How has procurement activity contributed to compliance with climate change duties?**

Provide information relating to how procurement activity by the body has contributed to its compliance with climate change duties.

The Council spent approximately £200 million on goods, services and works during financial year 2022-23. The share spent with local suppliers was approx. £78m, an increase from £64m the previous financial year. Supporting local suppliers reduces delivery mileage and other climate impacts.

The Council has also invested significantly in projects which support climate action, as detailed in 5c below.

**Further information**

**5c Supporting information and best practice**

Provide any other relevant supporting information and any examples of best practice by the body in relation to procurement.

The Scottish Government's sustainable procurement tools are utilised to support the consideration of all environmental, economic and social opportunities and risks, with a sustainability test undertaken for each full, regulated tender exercise. These included in 2022-23:

- Road Surfacing Materials Framework Agreement
- Alcohol & Drug Treatment Service
- Placemaking Consultancy Framework

The Council will also, where possible, utilise category A & B collaborative procurement opportunities which incorporate appropriate climate change considerations at point of tender.

Notable examples of individual projects which support climate action include:

•2022-23 EES:ABS Programme:

- Installation of cavity wall insulation, Solar PVs and battery storage to 30 hard to treat domestic properties in Innerleithen.
- Installation of air source heat pumps and cavity wall insulation at 30 residential properties in Hume and Greenlaw
- Installation of Internal Wall Insulation at various properties in Scottish Borders.
- Orders placed for the purchase of lease of electric or hybrid to replace diesel-fuelled vehicles and reduce grey mileage, including an additional 4 electric cars and 26 hybrids.
- Pilot project to source fresh meat for schools from local suppliers. By end of the year all 9 secondary schools supplied by local supplier with the distribution impact calculated as 9906 less food miles equating to 3.84 tCO2e. Meat also predominantly sourced from farms within the Scottish Borders area.

**PART 6 Validation and Declaration**

**6a Internal validation process**

Briefly describe the body's internal validation process, if any, of the data or information contained within this report.

Data and information is sourced from relevant Services and collated by Climate Change Officer. The report is then circulated internally for verification before being presented to the Sustainability Board for further comment before submitted to Full Council for approval.

**6b Peer validation process**

Briefly describe the body's peer validation process, if any, of the data or information contained within this report.

Peer validation process did not take place. It is the intention to carry out a peer validation exercise with Highland Council for the next PBCCD report.

**6c External validation process**

Briefly describe the body's external validation process, if any, of the data or information contained within this report.

No external validation undertaken.

**6d No Validation Process**

If any information provided in this report has not been validated, identify the information in question and explain why it has not been validated.

**6e Declaration**

I confirm that the information in this report is accurate and provides a fair representation of the body's performance in relation to climate change.

<b>Name:</b>	John Curry
<b>Role in the body:</b>	Director Infrastructure & Environment
<b>Date:</b>	23/10/23

Recommended Reporting: Reporting on Wider Influence

Wider Impact and Influence on GHG Emissions

Q2: Wider Emissions based on Authority Data  
 Please indicate emissions intensity and unit of measurement (e.g. tCO2e/1,000 sqm) for the following components using data from the table provided below. Please use (2) as the default unless target and actions relate to (3).  
 Please note: Intentional emissions of carbon dioxide (CO2), methane (CH4) and nitrous oxide (N2O) are permitted, but not fluorinated gases, which are also included in the GHG emissions greenhouse gas emissions table. Please to the GHG emissions table emissions covered carbon dioxide only.  
 (3) GHG and material CO2 emissions: relevant material emissions within the scope of influence of your subsidiary.  
 (4) GHG and material CO2 emissions: not relevant.

Location	Year	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040
GHG Emissions	Scope 1	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56
	Scope 2	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56

Q3: Targets  
 Please detail your wider influence targets

Sector	Description	Type of Target (Metric)	Baseline value	Start year	Target	Target/End year	Being to meet your material	Latest Year Measured	Comments
Energy	System-wide Energy Efficiency	Energy Efficiency	100%	2020	110%	2025	105%	108%	Target not met
Water	Water Conservation	Water Conservation	100%	2020	110%	2025	105%	108%	Target not met

Q4: Does the organization have an overall emission, methane, plans or policies outlining activities to influence emissions beyond your corporate boundary? If so, please detail this in the box below.

The Climate Change Report for the United Kingdom was published in June 2023.

Q5: Policies and Actions to Reduce Emissions

Please detail any of the specific policies and actions which are underway to achieve your emission reduction targets

Sector	Start year for policy/initiative implementation	Year that the policy/initiative will be fully implemented	Annual CO2 saving (tCO2e)	Latest Year measured	Being to meet your material	Status	Measures/Initiatives for monitoring progress	Delivery Date	Being project/quality design and implementation, has cost or employment reduction change been used?	Please give further details of this initiative/change activity	Value of investment (£)	Operating Costs (£/year)	Primary Funding Source for Implementation of Policy/Action	Comments
Energy	2020	2025	100,000	2023	90,000	On Track	Renewable Energy, Energy Efficiency	2024	Yes	Renewable Energy, Energy Efficiency	1,000,000	50,000	Government Grants	Target not met

Please provide any detail on data sources or limitations relating to the information provided in Table 5

Q6: Homeworking Working, Communications and Capacity Building

Please detail your Climate Change Partnership, Communications or Capacity Building initiatives below

Key Action Type	Description	Organizational Project role	Lead Organization or Key Supporting Organization	Private Partners	Public Partners	3rd Sector Partners	Outcomes	Comments
Homeworking Working	AI Study Master South of Scotland	Partner	South of Scotland	None	D & S Council	None	Regional Climate Resilience	Target not met
Homeworking Working	Energy Transition Group	Partner	South of Scotland	None	D & S Council	None	Regional Energy and Transition Plan	Target not met

Q7: Other Materiality Activities

Q8: Please detail key activities relating to Food and Drink, Biodiversity, Water, Procurement and Resource Use in the table below

Key Action Type	Key Action Description	Organizational Project Role	Inputs	Comments
Food and Drink	Local Sourcing	Partner	Local Suppliers	Target not met
Biodiversity	Green Spaces	Partner	Local Council	Target not met
Water	Water Conservation	Partner	Local Council	Target not met
Procurement	Green Procurement	Partner	Local Suppliers	Target not met
Resource Use	Waste Reduction	Partner	Local Suppliers	Target not met

Q9: Please use the text box below to detail further climate change related activity that is not noted elsewhere within this reporting template

Additional climate change related activity that is not noted elsewhere within this reporting template

This page is intentionally left blank

## Integrated Impact Assessment (IIA)

### Stage 1 Scoping and Assessing for Relevance

#### Section 1 Details of the Proposal

<b>A. Title of Proposal:</b>	<b>Climate Change: Council Emissions and Public Reporting</b>
<b>B. What is it?</b>	<p>A new Policy/Strategy/Practice <input type="checkbox"/></p> <p>A revised Policy/Strategy/Practice <input type="checkbox"/></p> <p>A progress report on climate change activities by Scottish Borders Council and the Council's annual Public Bodies Climate Change Duties report to Scottish Government in compliance with the Climate Change Act (Scotland) 2009.</p>
<b>C. Description of the proposal:</b>	<p>This report requests that Council approves the draft Public Bodies Climate Change Duties Compliance Reporting Template 2022/23 in advance of submissions to Scottish Government.</p>
<b>D. Service Area:</b>	<b>Department: Infrastructure &amp; Environment</b>
<b>E. Lead Officer:</b>	Michael Cook, Senior Corporate Policy Advisor
<b>F. Other Officers/Partners involved:</b>	Louise Cox, Sustainability Manager

(List names, job titles and organisations)	Jenny Fausset, Climate Change Officer Departmental Data Holders
<b>G. Date(s) IIA completed:</b>	<b>08/11/2023</b>

## Section 2 Will there be any impacts as a result of the relationship between this proposal and other policies?

<b>Yes</b>
<p><b>If yes, - please state here:</b></p> <p>This is a summary progress report on climate change activity and the associated emissions from key Council operations such as energy consumption in buildings, waste collection, miles travelled on Council business etc. for the FY 2022/23. The purpose of the report is to suggest action improving upon the Council's current understanding of its carbon emissions, both current and planned. It is hoped that, by doing so, the report will have an impact in informing future policy developments within the Council.</p>

## Section 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>A. Elimination of discrimination (both direct &amp; indirect), victimisation and harassment.</b> <i>(Will the proposal discriminate? Or help eliminate discrimination?)</i>	This report aims at bringing about a just transition on the pathway to net zero, which would have positive impacts in terms of equality of opportunity, benefitting everyone.
<b>B. Promotion of equality of opportunity?</b> <i>(Will your proposal help or hinder the Council with this)</i>	
<b>C. Foster good relations?</b> <i>(Will your proposal help to foster or encourage good relations between those who have different 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		✓	✓	This report aims to improve the Council's understanding of its carbon emissions and improving the Council's processes so as to minimise emissions going forward. This should lead to climate mitigation and adaptation measures being adopted for the Council's future operations. This should have a positive impact on: <b>Older people:</b> If climate change mitigation and adaptation measures are put in place this should make them less vulnerable to the impacts of climate change e.g. increasing temperatures and frequency of heat stroke.

				<b>Young people:</b> If climate change mitigation and adaptation measures are put in place this should make for a more positive climatic future for future generations.
<b>Disability</b> e.g. Effects on people with mental, physical, sensory impairment, learning disability, visible/invisible, progressive or recurring	✓			If climate change mitigation and adaptation measures are put in place in addition to addressing the nature crisis this should make for a more positive environment for those with disabilities.
<b>Gender Reassignment/ Gender Identity</b> anybody whose gender identity or gender expression is different to the sex assigned to them at birth	✓			There is no evidence to suggest people whose gender identity or gender expression is different to the sex assigned to them at birth will be negatively or positively impacted by the policy or its procedures
<b>Marriage or Civil Partnership</b> people who are married or in a civil partnership	✓			No evidence of impact.
<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),	✓			No evidence of impact.
<b>Race Groups:</b> including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)	✓			No evidence of impact.
<b>Religion or Belief:</b> different beliefs, customs (including atheists and those with no aligned belief)	✓			No evidence of impact.
<b>Sex</b> women and men (girls and boys)	✓			No evidence of impact.

<b>Sexual Orientation</b> , e.g. Lesbian, Gay, Bisexual, Heterosexual	✓			No evidence of impact.
<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> Yes / No (<i>please delete as applicable</i>) <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>Addressing climate change mitigation and adaptation, and a just transition to net-zero, as advocated by this report, could have a positive impact on people with low/no wealth. For example, a just transition could reduce people’s energy bills, it could also provide the conditions for local economic growth, enabling people to access better employment and improve their living conditions.</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		✓		Addressing climate change mitigation and adaptation should avoid the instance on impacts happening e.g. accessing household insurance in an area with a high flood risk.
<b>Area Deprivation</b> – where you live (e.g. rural areas), where you work (e.g. accessibility of transport)		✓		Addressing climate change mitigation and adaptation should avoid the instance on impacts happening e.g. flooding
<b>Socio-economic Background</b> – social class i.e. parents' education, employment and income		✓		A just transition could provide better local employment opportunity as advocated by this report. For example, a just transition could reduce people's energy bills, it could also provide the conditions for local economic growth, enabling people to access better employment and improve their living conditions.
<b>Looked after and accommodated children and young people</b>	✓			There is no evidence to suggest looked after and accommodated children and young people will be negatively or positively impacted by the policy or its procedures
<b>Carers</b> paid and unpaid including family members	✓			There is no evidence to suggest carers will be negatively or positively impacted by the policy or its procedures
<b>Homelessness</b>	✓			There is no evidence to suggest homelessness will be negatively or positively impacted by the policy or its procedures
<b>Addictions and substance use</b>	✓			There is no evidence to suggest that addictions and substance use will be negatively or positively impacted by the policy or its procedures
<b>Those involved within the criminal justice system</b>	✓			There is no evidence to suggest those involved within the criminal justice system will be negatively or positively impacted by the policy or its procedures

### **3.4 Armed Forces Covenant Duty (*Education and Housing/ Homelessness proposals only*)**

This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to the three matters listed below in Education and Housing/ Homelessness matters.  
This relates to current and former armed forces personnel (regular or reserve) and their families.

**Is the Armed Forces Covenant Duty applicable? No**

If “Yes”, please complete below

<b>Covenant Duty</b>	<b>How this has been considered and any specific provision made:</b>
<b>The unique obligations of, and sacrifices made by, the armed forces;</b>	
<b>The principle that it is desirable to remove disadvantages arising for Service people from membership, or former membership, of the armed forces;</b>	
<b>The principle that special provision for Service people may be justified by the effects on such people of membership, or former membership, of the armed forces.</b>	

**Section 4 Full Integrated Impact Assessment Required**

*Select No if you have answered “No” to all of Sections 3.1 – 3.3.*

**Yes**

If yes, please proceed to Stage 2 and complete a full Integrated Impact Assessment

**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>M Cook</b>
<b>Designation:</b>	<b>Senior Corporate Policy Advisor</b>
<b>Date:</b>	<b>08 November 2023</b>
<b>Counter Signature Director:</b>	<b>John Curry</b>
<b>Date:</b>	<b>10 November 2023</b>

## Stage 2 Evidence Gathering and Consultation

<b>A. Title of Proposal:</b>	<b>Climate Change: Council Emissions and Public Reporting</b>
<b>B. Service Area: Department:</b>	Infrastructure & Environment
<b>C. Lead Officer: (Name and job title)</b>	Michael Cook Senior Corporate Policy Advisor
<b>D. Other Officers/Partners involved: (List names, job titles and organisations)</b>	Louise Cox, Sustainability Manager Jenny Fausset, Climate Change Officer Departmental data holders
<b>E. Date(s) IIA completed:</b>	08/11/2023

Page 119

## Section 1 Data and Information

### A. What evidence has been used to inform this proposal?

(Information can include, for example, surveys, databases, focus groups, in-depth interviews, pilot projects, and reviews of complaints made, user feedback, academic publications and consultants' reports).

#### Groups that could be impacted: Older people, Young people

The [Climate Change Committee](#) (independent, statutory body established to advise UK and devolved governments on progress made in reducing greenhouse gas emissions and preparing for and adapting to the impacts of climate change) has published a briefing on Risks to health, wellbeing and productivity from overheating buildings July 2022. The OHCHR prepared a [report](#) on 'the impact of climate change on the rights of older persons' highlighting the importance of the needs of older people when addressing climate change.

The OHCHR has also prepared reports on the impact of climate change on the rights of the child highlighting that children are disproportionately impacted by the negative effects of climate change due to their unique metabolism, physiology and development needs. Eg. [report](#)

**B. Describe any gaps in the available evidence,-then record this within the improvement plan together with all of the actions you are taking in relation to this** (e.g. new research, further analysis, and when this is planned)

Please state your answer here

## Section 2 Consultation and Involvement

**A. Which groups are involved in this process and describe their involvement**

This report relies on data collated by the Council through its operations and other public agencies in order to assess its impact on equalities. It is understood that, where applicable, actions taken in pursuance of this report's recommendations may require further consultation.

**B. Describe any planned involvement saying when this will take place and who is responsible for managing the process**

Please state your answer here

No further engagement is anticipated.



**C. Describe the results of any involvement and how you have taken this into account.**

Please state your answer here

N/A

## Stage 3 Summary and Next Steps

### Section 1 Summary

**Summarise what you have learned then develop this further.**

(Describe the conclusion(s) you have reached from the evidence, and state where the information can be found.)

**Please consider the following:**

**What have you learned from the evidence you have and the involvement undertaken? Does the initial assessment remain valid?**

**What new (if any) impacts have become evident?**

**Is the proposal not to proceed because of a disproportionate impact on equality or Fairer Scotland characteristics?**

Please state your answer here

Implement proposal with no amendments, at the current stage, there is no evidence that a negative impact is likely to arise as a result of the current report for people with protected characteristics. It is understood that, where applicable, actions taken in pursuance of this report's recommendations may require further consultation.

#### A. Please indicate if the proposal will proceed

- Yes, please see below section 3 for next steps
- No, the proposal will not proceed based on disproportionate impact on equality or Fairer Scotland characteristics

### Section 2 Sign Off

<b>Signed by Lead Officer:</b>	Michael Cook
<b>Designation:</b>	Senior Corporate Policy Advisor
<b>Date:</b>	08/11/2023
<b>Counter Signature Director:</b>	John Curry
<b>Date:</b>	10 November 2023

## Section 3 Monitoring and Review (complete if relevant, remove if not)

- B. State how the implementation and impact of the proposal will be monitored, including implementation of any amendments? For example what type of monitoring will there be? How frequent?**

Please state your answer here

Any impacts from this report will be monitored annually in line with Climate Change (Scotland) Act 2009 as per the Public Bodies Climate Change Duties requirements.

- C. What are the practical arrangements for monitoring? For example who will put this in place? When will it start?**

Please state your answer here

This would occur on a quarterly basis aligned to the Council's corporate performance reporting schedule.

- D. When is the proposal due for review?**

Please state your answer here

This proposal is reviewed annually in line with mandatory deadlines set by Scottish Government.

**E. Who is responsible for ensuring that this happens?**

Please state your answer here

Director of Infrastructure & Environment.

**F. Please indicate if you have developed an Action Plan to take forward any remaining actions**

- Yes, please see attached on final page
- No, no further actions required





---

## **LIVE BORDERS – JOINT STRATEGIC REVIEW OF SPORT, LEISURE AND CULTURAL SERVICES AND FACILITIES REPORT**

**Report by Director – Resilient Communities**

---

### **SCOTTISH BORDERS COUNCIL**

**23 November 2023**

---

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

- 1.1. This report sets out a proposal for Scottish Borders Council and Live Borders to deliver high quality sport, leisure and cultural services, now and into the future, through a high performing and financially sustainable partnership, to be achieved by reviewing existing governance and reporting arrangements and undertaking a proposed 12-month joint transformational change programme.**
- 1.2. Scottish Borders Council and Live Borders agreed to commission a Joint Strategic Review in March 2023, with the aim of strengthening and improving both the partnership and service delivery arrangements to ensure that they are sustainable in the long term and meet the needs of Borders service users. The proposed joint transformational change programme broadly follows the recommendations received from the external consultants commissioned to deliver the review.
- 1.3. This report sets out the process and governance followed by the consultants throughout the review, which was delivered in two phases. A Joint Steering Group based on the existing Executive/Board Liaison Group with additional representatives from both organisations oversaw the delivery of the review; supported by a Joint Working Group made up of the consultants and officers from both organisations. An Interim Report was presented to the Joint Steering Group after Phase One identifying key operational and strategic themes and guiding the delivery of Phase Two and the creation of the consultants' final independent report.
- 1.4. Both the consultants, this report and Live Borders acknowledge that the status quo in terms of services, facilities and funding is not sustainable. Both organisations accept that work must be progressed

to ensure the future sustainability of our sport, leisure and cultural services, provided in the Scottish Borders.

- 1.5. This report details each of the consultants' twenty-six recommendations and five additional pieces of work identified; and includes additional explanatory narrative. Some recommendations have been strengthened to support both organisations' commitment to reaching the goals as set out above.
- 1.6. A 12-month joint transformational change programme is proposed to implement the consolidated set of recommendations; review existing governance arrangements and create a new Service Provision Agreement; and create a new Performance Management Framework.
- 1.7. Recognising the level of work required is significant, this report acknowledges that appropriate resource and additional financial support will be required to support the transformational change programme.
- 1.8. To ensure that this critical work is progressed at pace it is proposed that the existing Executive/Board Liaison Group is expanded with additional representatives from both organisations to oversee delivery of the proposed 12-month joint transformational change programme, supported by the Joint Officers Group.
- 1.9. Council will be updated on the progress being made with the transformational change programme on a regular basis via reporting at key points during the programme with the first update expected around the end of Quarter 4 2023/24.



## **2 RECOMMENDATIONS**

### **2.1 I recommend that the Committee:-**

- (a) notes the independent consultants' report, findings and recommendations – as set out in Appendix 3; and**
- (b) agrees the consolidated set of recommendations, detailed in Column D "Recommendation to Council" of Appendix 1; and**
- (c) notes the joint transformational change programme and indicative timeline as set out in Appendix 2; and**
- (d) agrees to strengthen its strategic partnership with Live Borders, through revised governance arrangements, Service Provision Agreement and Performance Monitoring Framework; and**
- (e) agrees the existing Executive/Board Liaison Group is expanded with additional representatives from both organisations to oversee delivery of the proposed 12-month joint transformational change programme, supported by the Joint Officers Group; and**
- (f) agrees that Council is further updated on the proposed joint transformational change programme at key points, with the first update expected around the end of Quarter 4 2023/24.**

### 3 BACKGROUND

- 3.1 In partnership, Scottish Borders Council and Live Borders are responsible for delivering a broad range of valued culture, sport and leisure and community services in towns and communities across the Scottish Borders (see Appendix 4).
- 3.2 This includes Active Communities, Arts and Creativity, Health Development, Sport Development and Events, Active Schools, Library Services, Museums, Galleries and Archives. Live Borders further brings a range of cultural and creative events to the Borders including theatre, live music and comedy, cinema and an extensive variety of workshops and exhibitions. These are provided from a total of 30 sport and leisure facilities, including six swimming pools; and 23 cultural facilities, including libraries and museums, in addition to providing 10 community centres and 12 town halls. A number of digital services are also provided, particularly associated with library services, such as BorrowBox and Pressreader.
- 3.3 The Live Borders Trust arrangements were originally established in 2003 (with the formation of Borders Sports and Leisure Trust). The services delivered have been expanded over the years, including the addition of cultural and community services in 2016, community sports provision at a number of schools and the addition of the Great Tapestry of Scotland Visitor Centre in 2020.
- 3.4 Over the same period, the economic and social environment has also changed significantly, particularly over the last few years with the pandemic, constraints on public funding, changing needs and aspirations of communities, inflation, increasing energy costs and the drive for Net Zero by 2045.
- 3.5 An ageing property estate is also becoming increasingly costly to maintain and is affecting service delivery and finances. Many of the Council-owned facilities require significant investment or replacement if they are to continue to operate.
- 3.6 These challenges come on the back of pre-existing challenges in the form of changing patterns of customer behaviour and changes to the way people consume and access services. As a result, the partnership continues to face a number of challenges, although there is also recognition of some opportunities to do things differently and increase access/usage.
- 3.7 In March 2023, as a result of these challenges and recognising continuing financial pressures, Council
  - 3.7.1 provided Live Borders with additional financial support of £550k
  - 3.7.2 removed the planned reduction in management fee for 2023/24, thus providing further support to the trust of £246k

3.7.3 agreed a Joint Strategic Review be commissioned with the aim of strengthening and improving both the partnership and service delivery arrangements to ensure that they are sustainable in the long term and meet the needs of Borders service users.

3.8 The proposed scope of the Joint Strategic Review included:

- i. Reviewing and developing our shared strategic vision.
- ii. Reviewing the scope and range of services provided through the partnership.
- iii. Reviewing how, and where, services are delivered by progressing work on Service Redesign as set out in a joint report to Council in June 2021.
- iv. Reviewing our joint working arrangements.
- v. Updating and agreeing our Service Provision Agreement in line with the above.
- vi. Undertaking building energy surveys of Live Borders Swimming Pools and other facilities.

## **4 JOINT STRATEGIC REVIEW & RECOMMENDATIONS**

4.1 The Joint Strategic Review was led by independent consultants Alan Jones Associates with a focus on the quality, quantity, accessibility, affordability and ongoing sustainability of our sport, leisure and cultural services and facilities delivered by Live Borders.

4.2 A Joint Steering Group was established, based on the existing Executive/Board Liaison Group – with additional representatives from both organisations to oversee the delivery of the review and its outcomes by the consultants. This group was further supported by a joint working group comprising officers from both organisations, as well as representation from Alan Jones Associates.

4.3 There is continuing work taking place, via the Joint Steering Group, relating to the Great Tapestry of Scotland and any further recommendations will be incorporated into the transformational change programme and the revised Service Provision Agreement.

4.4 The review was delivered by the consultants in two phases, with an Interim Report (included in Appendix 3 of this report) presented to the Joint Steering Group after Phase One; identifying key operational and strategic themes; and shaping the next phase of work.

4.4.1 Phase One consisted of engagement with Scottish Borders Council and Live Borders staff through a series of workshops and online questionnaires.

- 4.4.2 Phase Two engaged with service and facility users, customers and the public through a series of nine Community Engagement Workshops, an online questionnaire (public, and secondary school pupils) completed by more than 6,500 people and a facility audit.
- 4.5 In concluding their review, the consultants presented their independent report, appendices and recommendations to the Joint Steering Group. These are included at Appendix 3 to this report.
- 4.6 Twenty-six recommendations under three broad categories (property, operational and income generation) along with five further pieces of work were set out by the consultants; and are included in Appendix 1 of this report.
- 4.7 Through constructive discussions between SBC and Live Borders, and following the consultants' internal presentation of their report, both organisations have amended some recommendations (as detailed in Appendix 1 of this report) either by widening the scope of the original recommendation; or amalgamating similar recommendations into a common piece of work. All amendments made reinforce both organisations' commitment to the delivery of the proposed transformational change programme and the aim to reach a financially sustainable position.
- 4.8 Most recommendations are either for Live Borders to progress or; for SBC and Live Borders to progress jointly.
- 4.9 In addition, the Joint Steering Group agreed to continue progressing the following:
- 4.9.1 Governance and Service Provision Agreements– our collective governance (client and contractor) arrangements have evolved over time and need to be reviewed and revised to ensure that they are fit for purpose and meet the needs of all stakeholders. In particular, the main Service Provision Agreement was drafted in 2016 and needs to be updated and aligned to a shared vision and future service delivery arrangements.
- 4.9.2 Performance Management Framework – Linked to the above, there is a need to review current performance information to ensure that governance groups are able to monitor the Service Provision Agreement, follow decision making, ensure that services are aligned with community needs, and fit with the Council Plan and administration policy. This also enables the promotion of positive news and helps to address potential misconceptions through transparency and clear accountability.

## **5 NEXT STEPS**

- 5.1 Whilst the consultants' report provides a clear direction of travel and identifies further pieces of work for the Council, Live Borders and our communities; it also makes clear that the status quo in terms of service, facilities and funding is not sustainable. Transformational work must be progressed to ensure that our sport, leisure and cultural services and facilities can be improved. This in turn ensures the health and wellbeing of our residents is supported and services are delivered on a sustainable footing for the next decade and beyond.
- 5.2 Building on the independent report and its recommendations it is proposed that the Council commits to strengthen its strategic partnership with Live Borders, through revised governance arrangements, Service Provision Agreement and Performance Monitoring Framework; and embarking on a joint transformational change programme, as set out in the roadmap at Appendix 2. The roadmap shows how the recommendations could be delivered over the next 12 months to ensure an efficient, effective and high performing partnership with a service delivery model via Live Borders which is financially sustainable.
- 5.3 The level of work identified is significant and officers are considering how best to prioritise and resource this. What is clear is that there will require to be a transition from the current position to a new Service Provision Agreement which is aligned to key strategic plans. Appropriate financial support will be required from the Council during the transition period to fund additional resource as well as helping to meet some of the financial challenges Live Borders are facing. It is essential that officers from both organisations work closely together through the Joint Officers Group to ensure that all possible actions are taken to mitigate financial pressures and that appropriate transition plans are in place running parallel to the programme of work which is currently being shaped.
- 5.4 Throughout the transformational change programme every opportunity should be taken to align with the Scottish Borders Council's Digital Strategy (approved in February 2021) that set out a vision for the Council to become the UK's first smart connected rural region, supporting better outcomes for everyone who lives and works in the Borders.
- 5.5 Recognising that many of the challenges and opportunities are not unique, with scope to learn from other trusts, local authorities and best practice; and given the importance of these services to our communities, and the need to sustain their future, research is already underway to identify learning from elsewhere.
- 5.6 It is proposed that the existing Executive/Board Liaison Group as defined in the current Service Provision Agreement is expanded with additional representatives from both organisations to oversee the delivery of the joint transformational change programme

outlined in Appendix 2 of this report, supported by the Joint Officers Group.

- 5.7 Further updates on progress of the proposed joint transformational change programme will be brought back to Council at key points during the programme, with the first update expected around the end of Quarter 4 2023/34.

## **6 IMPLICATIONS**

### **6.1 Financial**

There are expected to be significant financial implications resulting from the implementation of the recommendations contained within this report and the temporary financial support required by Live Borders in the short term. Live Borders are currently finalising updated financial forecasts for the current year. As the scale of financial implications become clear, officers will report back to Elected Members for approval of additional funding as required; recognising that this must be balanced against other significant financial challenges the Council is currently facing. In March 2023, Members agreed to provide Live Borders with additional financial support of £550k for 2022/23 in addition to the budgeted management fee. It is reasonable to assume that this will be a minimum requirement in the current year to keep the charity solvent.

### **6.2 Risk and Mitigations**

**6.2.1** Without undertaking the proposed recommendations there is a risk that provision of services will need to be reduced, and Live Borders will require a much higher degree of financial support.

**6.2.2** Live Borders current service delivery model is not sustainable, if we do not progress the recommendations, it will not be able to continue to operate in its current form.

**6.2.3** The Council makes significant investments in properties across all localities in the Borders, either through the creation of new assets such as the Learning Estate or through the Property Maintenance Fund which ensure that our assets are maintained in a safe and functioning condition. However, the sheer size of our estate means that this investment is spread too thinly and is not currently enough to sustain the estate and ensure that it remains fit for purpose. There is a risk that with the financial constraints and a growing maintenance backlog that, if we do not progress the recommendations, we will be unable to continue to maintain our properties and that buildings will close by default or there will be an impact upon other services due to budget constraints.

**6.2.4** The proposed joint transformational change programme outlined in Appendix 2 of this report would be expected to establish a risk

register in support of achieving its aims and objectives in line with risk management best practice. Likely risks include unavailability of resource and funding which will impact delivery of the work programme.

**6.2.5** Risk Management is an iterative process and therefore risks (threats and opportunities) associated with those services provided by Live Borders on behalf of the Council will continue to be considered in line with the Council's risk management framework. This will evolve in line with the proposed joint transformational change programme and any changes arising from the update of the Service Provision Agreement.

### **6.3 Integrated Impact Assessment**

**6.3.1** An Integrated Impact Assessment (IIA) template has been completed and updated throughout the development of this strategic review.

**6.3.2** The IIA will be revisited and further expanded throughout the development and implementation of the recommendations.

### **6.4 Sustainable Development Goals**

**6.4.1** The proposed recommendations include measures to enable the Trust to improve its carbon footprint which ties in with UN SD Goal 7 (Ensure access to affordable, reliable, sustainable and modern energy for all). This includes work to undertake energy efficiency surveys of facilities to identify actions to reduce consumption and costs as well as opportunities to reduce the overall property footprint of the joint estate.

**6.4.2** The development of our Sport and Physical Education Strategy; Cultural and Arts Strategy and progressing a proactive social prescribing programme of activities support UN SD Goal 3 (Ensure healthy lives and promote wellbeing for all ages).

### **6.5 Climate Change**

The proposed recommendations will help minimise energy use across the joint estate and assist the Borders to reduce its carbon footprint. Further work with the two other Leisure trusts to de-carbonise their operations through reduced energy usage will provide further benefits.

### **6.6 Rural Proofing**

These recommendations will have a positive effect on Borders communities and ensure high quality culture, leisure and recreation services for the future.

## **6.7 Data Protection Impact Statement**

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

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

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

## **7 Consultation**

- 7.1** The Director of Finance and Procurement, the Director of Corporate Governance, the Chief Officer Audit and Risk, the Director (People Performance & Change), the Clerk to the Council and Corporate Communications are being consulted and Council will be updated on any further comments received at the meeting.

### **Approved by**

**Jenni Craig**

**Director Resilient Communities**

### **Author(s)**

Name	Designation and Contact Number
Avril Marriott	Programme Manager

### **Background Papers:**

30 March 2023, Live Borders – Financial Support and Joint Strategic Review Proposal

17 June 2021, Proposed Service Redesign Opportunities for Engagement

**Previous Minute Reference:** Nil

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

Contact us at Jenni Craig, Scottish Borders Council, Council Headquarters, Newtown St. Boswells, Melrose, TD6 0SA. Tel. 01835 825013 Email: [jcraig@scotborders.gov.uk](mailto:jcraig@scotborders.gov.uk)



**Appendix 1: Response to Consultants Recommendations**

Identifier	AJA Recommendation	Response to AJA Recommendation	Recommendation to Council	Priority	Resourcing	Links to	23/24 Q4	2024 Q1	2024 Q2	2024 Q3	24/25 Q4	2025
IG1-INCOME GENERATION 1	The Council transfers to Live Borders the full management fee at the start of each financial year.	<b>Do not agree</b> Propose to reject this recommendation due to the fact that the Council receives its funding on a monthly basis meaning this approach would have an impact on the Council's cash flow position. Officers propose instead to explore other options around the phasing of management fee payments over the financial year which may be beneficial to Live Borders.	Agree to explore other options around the phasing of management fee payments over the financial year which may be beneficial to Live Borders.	HIGH	SBC							
IG2-INCOME GENERATION 2	The price for sports and leisure activities is reviewed, with a view to increasing the average income per visit by 10%.	<b>Amend</b> Propose to amend this recommendation by widening the scope. This recommendation is narrow and prescriptive; instead it would be helpful to see a widening of the scope to a Pricing Review across all services. Being mindful that our communities are at the heart of what we do and we play a unique role in promoting wellbeing, active, healthy communities. Progress work already commenced to align SBC and Live Borders pricing strategies.	Agree to conduct a review of pricing across all services delivered by Live Borders and associated SBC pricing to align pricing and increase external income opportunities for the Trust to support future financial sustainability.	CRITICAL	SBC & Live Borders	Operational 1 - Business Plan						
IG3-INCOME GENERATION 3	The café facilities currently operated in-house at Teviotdale Leisure Centre are considered for a franchise arrangement with a third party in return for an annual rental fee.	<b>Amend</b> Propose to amend this recommendation by widening the scope. This recommendation is narrow and specific; instead we propose widening the scope to a review of ancillary offerings across all facilities run by Live Borders which will help to inform the Business plan identified in Operational 1.	Agree Live Borders review all ancillary offerings, including retail, catering/hospitality etc across all relevant facilities with a view to increasing external income opportunities which support future financial sustainability.	HIGH	Live Borders	Operational 1 - Business Plan						

**Appendix 1: Response to Consultants Recommendations**

Identifier	AJA Recommendation	Response to AJA Recommendation	Recommendation to Council	Priority	Resourcing	Links to	23/24	2024	2024	2024	24/25	2025
							Q4	Q1	Q2	Q3	Q4	2025
IG4-INCOME GENERATION 4	Where space allows, third party services such as sports clinics, physiotherapy and other treatment providers are offered rental agreements to provide income and enhance the breadth of services offered within Live Borders sports, leisure, and community facilities.	Agree Propose to proceed with this recommendation. This is a key recommendation for Live Borders to progress and support future financial sustainability. A systematic review of the services which are currently offered is expected with consideration of the optimum mix going forward. This recommendation has strong links to the Business Plan in Operational 1 and in creating an organisation-wide focus on commercial revenue growth opportunities and future income generation detailed in Operational 9.	Agree third party services such as sports clinics, physiotherapy and other treatment providers are offered rental agreements to provide income and enhance the breadth of services offered within Live Borders sports, leisure, and community facilities, where space allows.	MEDIUM	Live Borders	Operational 1 - Business Plan Operational 9 -						
IG5-INCOME GENERATION 5	That Live Borders and the Council consider the introduction of an admission charge for all museums for visitors who do not live in the Scottish Borders Council catchment area.	Agree Propose to proceed with this recommendation. Although this recommendation has strong links to both Further Work 4 - strategic review of museums and Further Work 3 - Cultural & Arts Strategy, it is recommended to proceed with this recommendation as a separate workstream and in a timely manner by end of Q4 2023/24. Could consider seeking external input.	Agree to consider the introduction of an admission charge for all museums for visitors who do not live in the Scottish Borders Council area.	HIGH	SBC & Live Borders	Further Work 3 - Cultural and Arts Strategy Further Work 4 - Strategic review of museums						
IG6-INCOME GENERATION 6	Live Borders set a target figure for bringing in external grant aid and consider appointing a fund raiser on a commission only basis as part of an overall strategy for accessing grant aid funding.	Amend Propose to amend this recommendation and implement as a priority. One of the main drivers for the creation of an arms-length organisation with charitable status was to have greater flexibility and access to external funding and investment opportunities not available to SBC. It is imperative that a target figure is set with some urgency. The development of a fund raising strategy is pivotal and should be developed to provide a professional focus. This should be resourced accordingly.	Agree to set a target figure for bringing in external grant aid and consider appointing a professional fundraiser on a commission only basis (or resourced accordingly) as part of an overall strategy for accessing grant aid funding. A fund raising strategy should also be evidenced.	CRITICAL	Live Borders	Operational 1 - Business Plan						

**Appendix 1: Response to Consultants Recommendations**

Identifier	AJA Recommendation	Response to AJA Recommendation	Recommendation to Council	Priority	Resourcing	Links to	23/24	2024	2024	2024	24/25	2025
							Q4	Q1	Q2	Q3	Q4	2025
IG7-INCOME GENERATION 7	Scottish Borders Council contracts with Live Borders to deliver a proactive social prescribing programme of activities across their facilities network through payment of a grant from the Scottish Government's Healthier, Happier, Stronger Fund.	<b>Agree</b> Propose to proceed with this recommendation by revisiting the original business case submission by Live Borders and progress the recommendation to further support our communities. There are very significant opportunities to integrate sport and leisure services with health and place based outcomes.	Agree that Scottish Borders Council contracts with Live Borders to deliver a proactive social prescribing programme of activities across their facilities network through payment of a grant from the Healthier, Happier, Stronger Fund which has been funded by Scottish Government.	MEDIUM	SBC & Live Borders							
IG8-INCOME GENERATION 8	A full review of the One Club scheme is undertaken, including a review of the quality of facilities, with a view to develop a more appropriate and attractive sports, leisure, and culture package.	<b>Agree</b> Propose to proceed with this recommendation and also propose Live Borders perhaps incorporate a review of Gyms and the impact of their commercial competition.	Agree that a full review of the One Club scheme is undertaken, including a review of the quality of facilities, with a view to develop a more appropriate and attractive sports, leisure, and culture package.	HIGH	Live Borders	Income Generation 9						
IG9-INCOME GENERATION 9	A Salary Sacrifice Scheme is considered providing employees of key businesses low cost or subsidised access to sports and leisure, and to any newly developed membership scheme such as that in recommendation 8.	<b>Agree</b> Propose to proceed with this recommendation. Income generation is essential to future financial sustainability and increasing membership is important for the health and well being of our communities. A Salary Sacrifice Scheme and other opportunities to deliver on these two outcomes are actions which should be prioritised in the Business Plan. Consideration needs to be given to existing schemes that are already in place within SBC.	Agree that a Salary Sacrifice Scheme is considered, providing employees of key businesses low cost or subsidised access to sports and leisure, and to any newly developed membership scheme such as that in recommendation (Income Generation) 8.	MEDIUM	Live Borders	Income Generation 8 - One Club Review						

**Appendix 1: Response to Consultants Recommendations**

Identifier	AJA Recommendation	Response to AJA Recommendation	Recommendation to Council	Priority	Resourcing	Links to	23/24 Q4	2024 Q1	2024 Q2	2024 Q3	24/25 Q4	2025
OP1-OPERATIONAL 1	Live Borders create a 10-year Business Plan and a Business Continuity Management Plan.	<b>Amend</b> It is proposed that Live Borders develop a 12 month business plan based on existing environmental conditions whilst progress through the 12 month transformational change programme is made. This can allow development of both Sport and Culture strategies to help inform a longer term business plan. It is proposed to align the Business Plan with the Council Plan. Development of the Business Plan should consider short, medium and long term outcomes, with a process in place to refresh annually.	Agree that Live Borders create a 12 month Business Plan and Business Continuity Plan whilst the transformational change programme is implemented and support the development of a longer term Business Plan and Business Continuity Plan in alignment with the Council Plan to ensure financial sustainability going forward.	CRITICAL	Live Borders		12 month Business Plan					
OP2-OPERATIONAL 2	Live Borders create and implement a robust Marketing and Communications Strategy and Implementation Plan to support the Business Plan.	<b>Amend</b> It is proposed that Live Borders develop a 12 month Marketing and Communications Strategy and Implementation Plan to support the Business Plan based on existing environmental conditions whilst progress through the 12 month transformational change programme is made. This will allow development of both Sport and Culture strategies to help inform longer term strategy and plans. Development of the Marketing and Communications strategy and implementation plan should consider short, medium and long term outcomes, with a process in place to refresh annually.	Agree that Live Borders create a 12 month Marketing and Communication Strategy and implementation Plan to support the Business Plan whilst the transformational change programme is implemented and support the development of a longer term strategy/plans in alignment with the Council Plan.	CRITICAL	Live Borders	Operational 1 - Business Plan	12 month Marketing & Comms Plan					
OP3-OPERATIONAL 3	That the current booking systems are reviewed and a single booking system is created that is easy to use and links to a revised and updated website and App.	<b>Agree</b> Propose to proceed with this recommendation. Live Borders has already secured expert help through SOSE and is currently progressing a review. Knowledge sharing opportunities with SBC can also be exploited. This recommendation links into a wider consideration of digital opportunities which could be considered and developed across the whole service offering.	Agree that the current booking systems are reviewed and a single booking system is created that is easy to use and links to a revised and updated website and App.	CRITICAL	SBC & Live Borders							

**Appendix 1: Response to Consultants Recommendations**

Identifier	AJA Recommendation	Response to AJA Recommendation	Recommendation to Council	Priority	Resourcing	Links to	23/24 Q4	2024 Q1	2024 Q2	2024 Q3	24/25 Q4	2025
OP4-OPERATIONAL 4	That the Council and Live Borders jointly consider whether Elected Members should continue to sit on the Live Borders Board.	<b>Amend</b> Propose to further strengthen this recommendation. It is recognised that there is work to be done to strengthen the current Board arrangements (in line with revised Governance arrangements).	Agree to review other Trust models/best practise with a view to strengthening the current Live Borders Board arrangements.	CRITICAL	SBC & Live Borders							
OP5-OPERATIONAL 5	That a skills audit of Live Borders trustees and Senior Managers is carried out to assess if there are any skill gaps in the Board and Management Team. Where skills gaps are identified, the appropriate recruitment and or training should be undertaken.	<b>Agree</b> Propose to proceed with this recommendation. It is important that this recommendation is progressed and should be further reflected within the new partnership agreement. Beyond this piece of work, some thought should also be given to wider consideration of skills and capacity across both organisations, linked to the development of both Sports and Culture strategies and associated action plans, and the review of governance arrangements.	Agree that a skills audit of Live Borders trustees and Senior Managers is carried out to assess if there are any skill gaps in the Board and Management Team. Where skills gaps are identified, the appropriate recruitment and or training should be undertaken.	CRITICAL	Live Borders							
OP6-OPERATIONAL 6	A process is set up by which staff are actively encouraged to bring forward ideas and innovations, and as a result feel an increased sense appreciation, and valued for their work. Underpinning this, a staff incentive scheme should be considered.	<b>Agree</b> Propose to proceed with this recommendation. This is an important area for Live Borders to explore and develop across the organisation and one which should be reflected within the new partnership agreement.	Agree a process is set up by which staff are actively encouraged to bring forward ideas and innovations, and as a result feel an increased sense of appreciation, and are valued for their work. Underpinning this, a staff incentive scheme should be considered.	HIGH	Live Borders							
OP7-OPERATIONAL 7	Live Borders continue to develop and implement a robust staff performance appraisal system in order support staff training opportunities, and effective succession planning.	<b>Agree</b> Propose to agree this recommendation. Both organisations agree this is fundamental to any high-performing organisation and is something that Live Borders will continue prioritising, developing and embedding.	Agree that Live Borders continues to develop and implement a robust staff performance appraisal system in order support staff training opportunities, and effective succession planning.	MEDIUM	Live Borders							

**Appendix 1: Response to Consultants Recommendations**

Identifier	AJA Recommendation	Response to AJA Recommendation	Recommendation to Council	Priority	Resourcing	Links to	23/24	2024	2024	2024	24/25	2025
							Q4	Q1	Q2	Q3	Q4	
OP8-OPERATIONAL 8	That an independent review of support service operations (payroll, IT, Human Resources etc) be carried out to assess if there are economies of scale for the Council and Live Borders.	<b>Amend</b> After positive discussions across both organisations, it is proposed to amend this recommendation by initially progressing together jointly, before considering an independent review. Due to the potential staff impacts this requires careful consideration and a fully scoped out proposal and appropriate engagement with staff groups at both organisations. In the meantime there is an opportunity to provide accommodation for office-based Live Borders staff at the Council offices at Newtown St Boswells. The detail of this requires further discussion between both parties.	Agree to conduct a joint comprehensive review of support service operations (such as payroll, IT, Human Resources, Finance) to investigate efficiencies. Also agree to progress discussions with a view to Live Borders staff moving into SBC accommodation as soon as is reasonably possible.	HIGH	SBC & Live Borders	Property 1- Maintenance & Repairs						
OP9-OPERATIONAL 9	A new post of Business Development Director is created for Live Borders to focus on commercial revenue growth opportunities and future income generation.	<b>Amend</b> After positive discussions across both organisations it is proposed to amend this recommendation and support further investigation with any gaps identified during the skills audit (Operational 5). If required, it will be supported by a robust business case. In the interim are supportive of an organisation-wide focus on commercial revenue growth opportunities (links with Operational 6 innovative ideas)	Agree Live Borders increases its focus on commercial revenue growth opportunities and future income generation and resources accordingly.	CRITICAL	Live Borders	Operational 5 - Skills audit Operational 6 - innovative ideas						
P1-PROPERTY 1	All repairs and maintenance responsibilities relating to council owned buildings, currently leased to Live Borders, reverts to Scottish Borders Council. This should be reflected in all future leases, and in the Service Provision Agreement.	<b>Amend</b> Propose to amend this recommendation. This is a critical component to get right and therefore requires in depth consideration, pulling in research from other councils and best practise. Should also link into Operational 8 - looking at shared services. Must also be clearly defined within the updated leases and Service Provision Agreement.	Agree to conduct a review of other Trust models/best practise and work with Live Borders to identify the optimum model which should be reflected in all future leases, and in the new Service Provision Agreement. Agree a joint temporary working arrangement is put in place.	CRITICAL	SBC & Live Borders	Property 4 - Leases Operational 8 - shared services						

**Appendix 1: Response to Consultants Recommendations**

Identifier	AJA Recommendation	Response to AJA Recommendation	Recommendation to Council	Priority	Resourcing	Links to	23/24	2024	2024	2024	24/25	2025
							Q4	Q1	Q2	Q3	Q4	2025
P2-PROPERTY 2	Full buildings condition and structural surveys are carried out on all buildings leased to Live Borders.	<b>Agree</b> This recommendation is crucial to progress as a priority to inform progress on many subsequent recommendations. Any health and safety matters identified through this piece of work or separately should be managed as priority through the temporary working arrangement as set out in the recommendation above.	Agree to commission independent Building Surveyors to conduct full buildings condition and structural surveys.	CRITICAL	External contractors	Property 1 - Repairs & Maintenance Property 7 - Options appraisal						
P3-PROPERTY 3	A full energy audit is carried out on all buildings leased to Live Borders and from this, a programme for investing in more effective and efficient green energy solutions can be developed.	<b>Agree</b> This recommendation is crucial to progress as a priority to inform progress on many subsequent recommendations. Buildings will be prioritised to optimise the work programme. It will also be important to manage expectations on what can be achieved across an ageing estate.	Agree to commission energy consultants to conduct full energy audits.	CRITICAL	External contractors	Property 1 - Repairs & Maintenance Property 7 - Options appraisal						
P4-PROPERTY 4	All existing leases should be reviewed in line with the recommendations above, and these should be for a period of 25 years, commencing 1st April 2024.	<b>Agree</b> Propose to progress this recommendation. It is important to understand existing leases as soon as is possible, with a view to updating once we have agreed the repairs and maintenance model.	Agree all existing leases should be reviewed in line with the recommendations above, and these should be for a period of 25 years, commencing 1st April 2024.	HIGH	SBC	Property 1 - Repairs & Maintenance						
P5-PROPERTY 5	When the current energy provider contracts expire in March 2024, that the responsibility for all future utilities and energy costs transfers to the Council. It is recognised that this will result in this cost being removed from the annual management fee.	<b>Do not agree</b> Propose to reject this recommendation. Both SBC and Live Borders use the Scottish Government's Frameworks for utilities and benefit from the same energy contracts. And propose an amended recommendation to closer align both organisations through their respective financial planning processes to ensure the use of the same budget assumptions for energy costs.	Agree to closer align Scottish Borders Council and Live Borders financial planning processes and use the same budget assumptions for energy costs.	HIGH	SBC	Property 3 - Energy Audits						

**Appendix 1: Response to Consultants Recommendations**

Identifier	AJA Recommendation	Response to AJA Recommendation	Recommendation to Council	Priority	Resourcing	Links to	23/24	2024	2024	2024	24/25	2025
							Q4	Q1	Q2	Q3	Q4	2025
P6-PROPERTY 6	The future responsibility for all Community Centres reverts to the Council pending further work to support community ownership options.	<b>Amend</b> Propose to amend this recommendation. Community Centres equate to approximately £150,000 Non Domestic Rates per annum. A financially sound decision is for Community Centres to remain with Live Borders whilst the organisations work collaboratively with communities to understand and support what they would like to achieve, including supporting community ownership options through the Placemaking framework where appropriate.	Agree Live Borders retain responsibility for Community Centres whilst both SBC and Live Borders engage positively and work collaboratively with communities and management committees, including as part of the Placemaking programme and Local Place Plans, to consider options which supports the community in the long term. This may include community ownership.	HIGH	SBC & Live Borders	Property 7 - Options appraisal						
P7-PROPERTY 7	A further detailed options appraisal and associated consultation is undertaken on the future of buildings identified as meeting the following criteria: a. High repair and maintenance cost b. Decreasing user numbers c. Increasing running costs d. Potential to relocate or co-locate services locally (e.g., school estate, consolidation etc.)	<b>Agree</b> This recommendation will further progress the joint report on options for future service delivery that was presented to Council in June 2021 and now needs to be revisited, aligned with strategic vision and progressed. The delivery of services as they are currently configured can no longer be sustained – particularly from an ageing property estate – and SBC and Live Borders need to work collaboratively with service users, communities and other stakeholders to redesign sustainable services that best align with community needs.	Agree to progress a further detailed options appraisal and associated consultation is undertaken on the future of buildings identified as meeting the following criteria: a. High repair and maintenance cost b. Decreasing user numbers c. Increasing running costs d. Potential to relocate or co-locate services locally (e.g., school estate, consolidation etc.)	HIGH	SBC & Live Borders	Property 4 - Leases Property 2 - Condition Surveys Property 3 - Energy Audits						



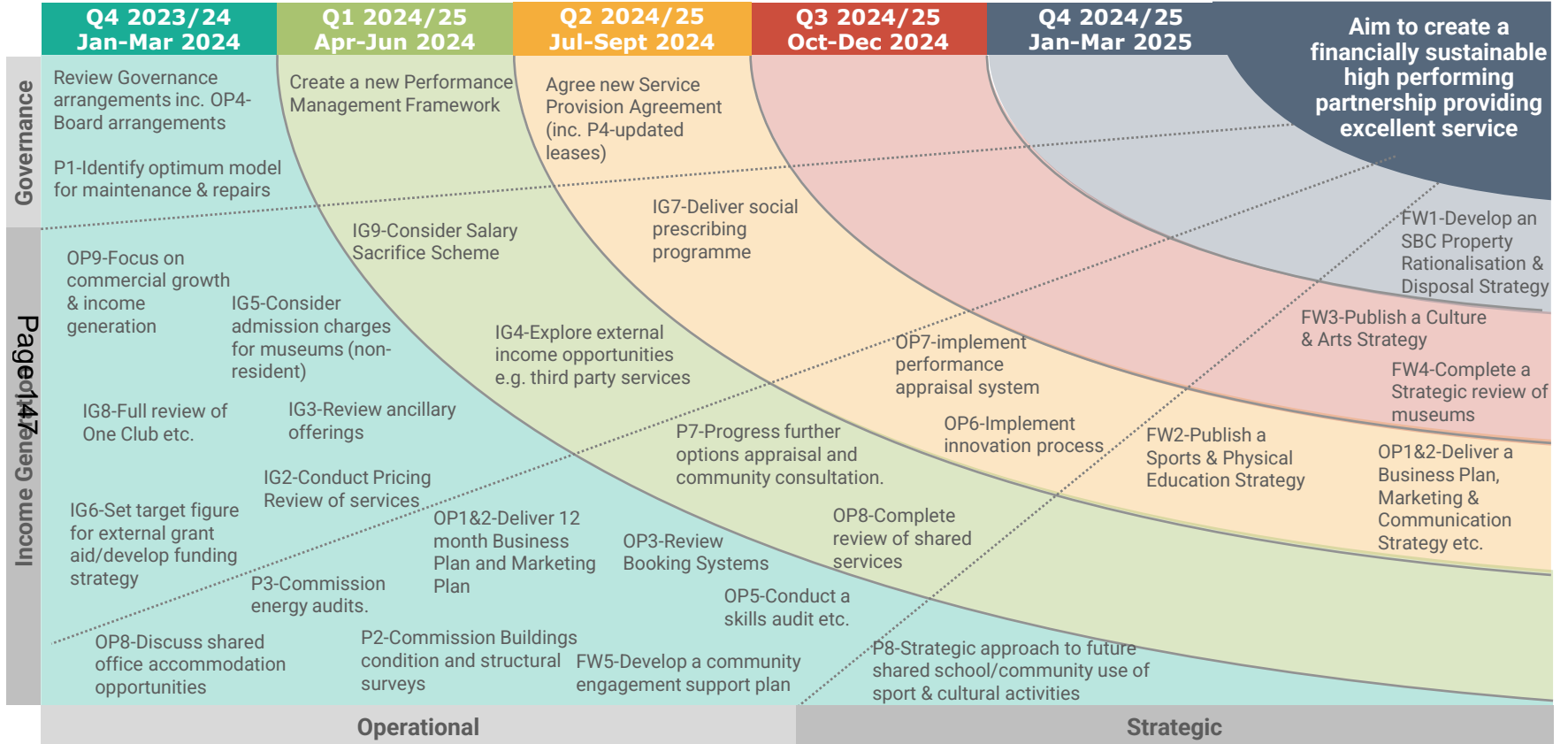
**Appendix 1: Response to Consultants Recommendations**

Identifier	AJA Recommendation	Response to AJA Recommendation	Recommendation to Council	Priority	Resourcing	Links to	23/24	2024	2024	2024	24/25	2025
							Q4	Q1	Q2	Q3	Q4	
P8-PROPERTY 8	A strategic approach for future shared school/community use of campus-based sports and cultural activities should be continued and expanded by the Council, based on existing successful models.	<b>Agree</b> Propose to proceed with this recommendation and build on the strategic approach already taken by the Council. This will be further informed by the development of our Sports and Culture strategies (Further Work 2 and 3).	Agree to continue and expand on the Council's strategic approach for future shared school/community use of campus-based sports and cultural activities, based on existing successful models.	HIGH	SBC & Live Borders	Further Work - 2 Sports & Physical Education Strategy Further Work 3 - Culture & Arts Strategy						
FW1-FURTHER WORK 1	A Property Rationalisation and Disposal Strategy	<b>Agree</b> Propose to proceed with this recommendation, and develop an SBC Property Rationalisation and Disposal Strategy. The building condition and structural surveys, and energy audits identified in recommendations Property 2 and 3 will help inform this work. Recommendation Property 7 can continue to be progressed ahead of this work being completed.	Agree to develop an SBC Property Rationalisation and Disposal Strategy.	MEDIUM	SBC	Property 2 - Condition surveys Property 3 - Energy audits						
FW2-FURTHER WORK 2	A Sports Facilities and Health and Wellbeing Strategy	<b>Agree</b> Propose to proceed with this recommendation, and develop a Borders wide Sport and Physical Education Strategy through a co-production model involving extensive consultation with the Sport sector, local communities and with Live Borders also taking a pivotal role in helping to shape the strategy. It is expected that one of the outcomes of the strategy development will be an associated action plan. In the first instance, a Borders Sports Forum will be created, chaired by the Leader, to drive policy and the development of the strategy. It is expected that one of the outcomes of the strategy development will be an associated action plan.	Agree to develop a Borders wide Sports Facilities and Health and Wellbeing Strategy.	HIGH	SBC & Live Borders	Operational 1 - Business Plan						

**Appendix 1: Response to Consultants Recommendations**

Identifier	AJA Recommendation	Response to AJA Recommendation	Recommendation to Council	Priority	Resourcing	Links to	23/24	2024	2024	2024	24/25	2025
							Q4	Q1	Q2	Q3	Q4	2025
FW3-FURTHER WORK 3	A Cultural and Arts Strategy	<b>Agree</b> Propose to proceed with this recommendation, and develop a Borders wide Cultural and Arts Strategy through a co-production model involving extensive consultation with the Cultural sector, local communities and with Live Borders taking a pivotal role in helping to shape the strategy. In the first instance, a Borders Cultural Forum will be created chaired by the Executive Member for Communities & Culture to drive policy and the development of the strategy. It is expected that one of the outcomes of the strategy development will be an associated action plan.	Agree to develop a Borders wide Cultural and Arts Strategy.	HIGH	SBC & Live Borders	Operational 1 - Business Plan Further Work 4 - Strategic Review of Museums						
FW4-FURTHER WORK 4	A strategic review of museum provision	<b>Agree</b> Propose to proceed with this recommendation. Although it is strongly linked to the development of the Cultural and Arts Strategy identified in Further Work 3, it should be progressed as a separate workstream that complements the strategy development.	Agree to develop a strategic review of museum provision.	HIGH	SBC & Live Borders	Further Work 3 - Cultural and Arts Strategy Income Generation 5 - consider Museum Admission charges						
FW5-FURTHER WORK 5	A community engagement support plan to enable capacity and capability challenges to be addressed.	<b>Agree</b> Propose to proceed with this recommendation. SBC is committed to empowering our communities. Officers will continue to build on work already commenced through Placemaking (capacity building and signposting to organisations who can help); our Community Engagement Strategy and our Community Planning Partners work plan which are both currently being refreshed.	Agree SBC develop a community engagement support plan to enable capacity and capability challenges to be addressed.	HIGH	SBC							

## Appendix 2: Joint Transformational Change Programme Roadmap\*



\*this roadmap gives an indicative timeline of how the 12-month joint transformational change programme could be progressed. Please see Appendix 1 for more details on each of the recommendations

This page is intentionally left blank

# Live Borders Strategic Review

Interim Report – 9<sup>th</sup> June 2023

<b>EXECUTIVE SUMMARY</b> .....	<b>3</b>
<b>INTRODUCTION &amp; BACKGROUND</b> .....	<b>5</b>
AIM & SCOPE OF THE REVIEW.....	5
LIVE BORDERS.....	5
BENEFITS OF A TRUST.....	6
KEY PREVIOUS WORK.....	8
<b>SITUATIONAL ASSESSMENT – LIVE BORDERS</b> .....	<b>9</b>
KEY PERFORMANCE INDICATORS.....	9
<b>CHALLENGES FACING THE TRUST</b> .....	<b>11</b>
EXTERNAL CHALLENGES.....	11
BUDGETARY CHALLENGES.....	12
FACILITY & ESTATE CHALLENGES.....	13
<b>MARKET ASSESSMENT – CONTEXT &amp; BENCHMARKING</b> .....	<b>13</b>
<b>COMPARABLE EXAMPLES</b> .....	<b>16</b>
<b>PHASE ONE ENGAGEMENT</b> .....	<b>18</b>
OVERVIEW & METHODOLOGY.....	18
INTEGRATED IMPACT ASSESSMENT (IIA).....	18
ELECTED MEMBER ENGAGEMENT.....	19
LIVE BORDERS TRUSTEE ENGAGEMENT.....	19
LIVE BORDERS SENIOR MANAGEMENT ENGAGEMENT.....	20
SURVEY OF LIVE BORDERS STAFF.....	21
SERVICES & FACILITY SURVEY.....	22
<b>EMERGING THEMES</b> .....	<b>28</b>
OPERATIONAL THEMES.....	28
STRATEGIC THEMES.....	29
<b>PROPOSED PHASE 2 PLAN</b> .....	<b>31</b>
FACILITY AUDIT.....	31
SECOND PHASE ENGAGEMENT.....	31
<b>INTERIM RECOMMENDATIONS</b> .....	<b>33</b>
<b>APPENDICES</b> .....	<b>34</b>
APPENDIX ONE: KEY SERVICE INDICATORS – 2022/23.....	34

Across all Local Authorities, and their relevant Trusts, there has been significant budgetary challenges, with resultant reduction in available finances, and for many, including Scottish Borders Council, a resulting reduction in the management fee paid to the Trust. Further, there are critical challenges around increasing energy costs, rising minimum wage, and the impact that the cost-of-living crisis is having on service users and customers. In addition, the consumption of sports, leisure and culture has changed in nature for many people following the Covid-19 pandemic, and with the changes in technology.

The cumulative result of the above, is that Live Borders and Scottish Borders Council cannot continue to deliver their Culture, Sports, and Leisure provision sustainability in its current form without increasing the levels of investment. This furthers re-enforces the previous work around Service Redesign (2021) and the Kit Campbell 2011 report, both of which strongly pointed to the burden of the aging and broad physical estate.

Scottish Borders Council and Live Borders have commenced a review into the strategic direction of the Trust, its facilities and services, and its formal arrangements with the Council. The review comes at a time of unprecedented financial pressures on Live Borders as well across the entire leisure sector, due to high inflation, fast rising energy costs, a changing picture of service usage post pandemic, an ageing property portfolio and the need to work towards Net Zero targets.

This document provides an Interim Report at the completion of the first phase of the work – namely:

- The undertaking of a desktop review – assessing previous reports, works and strategies.
- The undertaking of sector specific benchmarking – around the current situation and challenges faced by trusts nationally.
- The delivery of phase one engagement activities:
  - Elected Member engagement workshops
  - Live Borders Board Member engagement
  - Live Borders Senior Staff empathy workshops
  - Live Borders Companywide staff survey
  - SBC & LB Staff Facility and Services Survey – As sample of the general public

Informed by the activities above, this report provides a summary of the challenges facing the Trust, the Trusts current performance, market benchmarking, and the summary of the engagement activities.

Most relevant to the review process, this interim report recognises the following key emerging themes, and proposes appropriate phase 2 activities to further engage and refine urgent recommendations. These are further detailed in this report.

### Emerging Themes

- Operational Themes
  - Opening Hours
  - Booking Systems
  - Staff Levels
  - Staff & Board - Recruitment, Retention & Training
  - Management & Decision Making
  - Marketing & Promotion
- Strategic Themes
  - Perceived Facility Quality
  - Property Rationalisation
  - Innovation
  - Impact of Energy & Cost of Living

- Forward Thinking Investment – Hubs

**Proposed Phase Two Activities**

- Visual Facility Audit
- Online Public Survey
- Community Engagement Workshops
- Key Stakeholder Discussions
- School and Young People Engagement



## Introduction & Background

---

### Aim & Scope of The Review

The Local Government and Planning (Scotland) Act 1982 - revised in 2016 - states “a local authority shall ensure that there is adequate provision of facilities for the inhabitants of their area for recreational, sporting, cultural and social activities”. In order to effectively deliver a range of Sports, Cultural and Leisure Services, Scottish Borders Council created Live Borders in 2016 as an Arm’s Length External Organisation (ALEO), operating to deliver the relevant facilities and services in line with a Service Provision Agreement. Notwithstanding the findings of the 2017 Barclay report, this governance model, common across Scotland, allows savings and efficiencies around rates, staff structures and external funding, as well as greater focus and flexibility within the sector.

Scottish Borders Council and Live Borders, in partnership, are responsible for delivering a broad range of valued culture, sport and leisure and community services across the Scottish Borders. Recognising the challenges facing the Council and the Trust, it was agreed that a joint review would be undertaken in relation to the funding and strategic direction of activities and services.

The scope of the joint strategic includes:

- Reviewing and developing our shared strategic vision.
- Reviewing the scope and range of services provided through the partnership.
- Reviewing how, and where, services are delivered by progressing work on Service Redesign as set out in a joint report to Council in June 2021.
- Reviewing our joint working arrangements.
- Updating and agreeing our Service Provision Agreement in line with the above.
- Undertaking building energy surveys of Live Borders Swimming Pools and facilities.

### Live Borders

The Live Borders Trust arrangements were originally established in 2003 (with the formation of Borders Sports and Leisure Trust). The services delivered have been expanded over the years, including the addition of Cultural and Community services in 2016, community sports provision at a number of high school campuses and the addition of the Great Tapestry of Scotland in 2020. They are the culture, sport, and leisure charity trust for the Scottish Borders, with a central commitment to make communities healthier, happier, and stronger.

Currently, Live Borders delivers a wide range of services and facilities across the region, including:

- Active Schools
- Archives
- Arts & Creativity
- Community Access to School Facilities
- Concerts & Live Events
- Community Centres
- Leisure Centres & Gyms
- Museums & Galleries
- School Holiday Programmes
- Sports Development
- Swimming Pools
- Synthetic Pitches
- Town Halls
- Visitor Attractions (including the Great Tapestry of Scotland)

The Trust currently receives an annual management fee from Scottish Borders Council to deliver this range of services in line with the 2016 service provision agreement. In addition, a further payment is agreed with the Scottish Borders Council to meet the operating deficit of the Great Tapestry of Scotland.

Through bookings, memberships and other commercial activity, the Trust currently has a turnover of £10.775m (FY2022/23). As a result of unprecedented financial challenges, further financial support has been

provided by the Council, and the proposed reduction in management fee has been reversed for 2023/24 pending this review.

## Benefits of A Trust

The development of Arm's Length Organisations such as leisure Trusts has been a common process and undertaking across Scotland and the rest of the UK recognising several potentials benefits and savings for a local authority.

- **Rates Relief** – Where a local authority pre-Barclay has created an arm's length organisation with charitable status (Trust) to manage and operate the council's leisure facilities and services, the Trust will receive exemption from paying the Non-Domestic rates on the buildings it manages. For Scottish Borders this achieves **an annual year-on-year saving of £1.3 million**. The following table shows the current rates saving as a direct result of operating buildings through a Trust.

Teviotdale Leisure Centre	Teviotdale Leisure Centre	£155,890
Gytes Leisure Centre	Gytes Leisure Centre	£103,911
Great Tapestry of Scotland		£90,652
Eyemouth Leisure Centre	Eyemouth Leisure Centre	£55,544
Galashiels Swimming Pool	Galashiels Swimming Pool	£53,972
Kelso Swimming Pool	Kelso Swimming Pool	£45,990
Peebles Swimming Pool	Peebles Swimming Pool	£44,202
Heart of Hawick - Operations	Heart of Hawick - Operations	£42,255
Selkirk Leisure Centre	Selkirk Leisure Centre	£39,858
Halls - Tait Hall, Kelso	Halls - Tait Hall, Kelso	£38,836
Halls - Victoria Hall, Selkirk	Halls - Victoria Hall, Selkirk	£38,836
Halls - Town Hall, Hawick	Halls - Town Hall, Hawick	£32,410
Community Centres - Langlee, Galashiels	Community Centres - Langlee, Galashiels	£32,277
Heritage Hub	Heritage Hub	£32,193
Museums - Hawick Museum	Museums - Hawick Museum	£31,938
Libraries - North Bridge Street, Hawick	Libraries - North Bridge Street, Hawick	£29,631
Hawick 3G/2G Pitches	Hawick 3G/2G Pitches	£28,872
Melrose 3G	Melrose 3G	£28,872
Community Centres - Focus Centre, Galashiels	Community Centres - Focus Centre, Galashiels	£27,594
Museums - Borders Textile Townhouse, Hawick	Museums - Borders Textile Townhouse, Hawick	£26,317
Halls - Volunteer Hall, Galashiels	Halls - Volunteer Hall, Galashiels	£23,904
Libraries - Admin Library HQ	Admin	£21,663
Queens Leisure Centre	Queens Leisure Centre	£20,916
Community Centres - Abbey Row, Kelso	Community Centres - Abbey Row, Kelso	£20,443
Halls - Old Gala House, Galashiels	Halls - Old Gala House, Galashiels	£19,920
Jim Clark Museum (Project)		£19,173
Libraries - Lawyers Brae, Galashiels	Libraries - Lawyers Brae, Galashiels	£18,924
Community Centres - Eyemouth	Community Centres - Eyemouth	£15,936
Halls - Memorial Hall, Innerleithen	Halls - Memorial Hall, Innerleithen	£15,861
Tweedbank Bowling Centre	Tweedbank Bowling Centre	£15,563
Museums - Castle Jail, Jedburgh	Museums - Castle Jail, Jedburgh	£15,314
Community Centres - Southfield, Duns	Community Centres - Southfield, Duns	£15,264

Halls - Town Hall, Jedburgh Halls - Town Hall, Jedburgh	£15,189
Libraries - Chambers Institute, Peebles Libraries - Chambers Institute, Peebles	£13,073
Community Centres - Tweedbank Community Centres - Tweedbank	£12,201
Museums - Mary Queen of Scots, Jedburgh Museums - Mary Queen of Scots, Jedburgh	£11,454
Libraries - Ettrick Terrace, Selkirk Libraries - Ettrick Terrace, Selkirk	£10,109
Community Centres - Argus Centre, Selkirk Community Centres - Argus Centre, Selkirk	£9,761
Halls - Public Hall, Stow Halls - Public Hall, Stow	£8,615
Libraries - Market Square, Melrose Libraries - Market Square, Melrose	£8,516
Halls - Ormiston Hall, Melrose Halls - Ormiston Hall, Melrose	£8,317
Heart of Hawick - Café Heart of Hawick - Café	£7,819
Halls - Burgh Hall, Peebles Halls - Burgh Hall, Peebles	£7,719
Community Centres - Newtown Community Wing Community Centres - Newtown Community Wing	£7,221
Museums - Municipal Buildings, Selkirk Museums - Municipal Buildings, Selkirk	£6,723
Halls - Corn Exchange, Melrose Halls - Corn Exchange, Melrose	£6,325
Museums - Coldstream Museum Museums - Coldstream Museum	£6,175
Museums - Halliwells House, Selkirk Museums - Halliwells House, Selkirk	£5,926
Halls - Public Hall, Lauder Halls - Public Hall, Lauder	£5,279
Selkirk Caravan Park Selkirk Caravan Park	£4,482
Halls - Graham Institute, West Linton Halls - Graham Institute, West Linton	£3,685
Community Centres - Newcastleton No. 8 Centre Community Centres - Newcastleton No. 8 Centre	£3,088
Museums - Sir Walter Scott's Courtroom, Selkirk Museums - Sir Walter Scott's Courtroom, Selkirk	£2,988
Libraries - Manse Road, Eyemouth Libraries - Manse Road, Eyemouth	£2,839
Eyemouth Studio	£2,191
Museums - St Ronan's Wells, Innerleithen Museums - St Ronan's Wells, Innerleithen	£747
	<b>£1,373,368</b>

- **Cost & Management Efficiency** - By establishing an arms-length organisation, local authorities can introduce more streamlined and efficient management structures, which may lead to cost savings in terms of administrative overheads and staffing. Often, a Trust can implement more effective procurement processes and negotiate better deals for goods and services, resulting in potential cost savings.

Further, the Trust's dedicated management team can focus on financial management, revenue generation, and cost control measures, leading to improved financial efficiency.

- **Access to Funding and Investment** - An arms-length organisation may have greater flexibility in accessing external funding and investment opportunities compared to a local authority. This can include securing grants, sponsorships, and partnerships, which can contribute to financial savings by reducing reliance on public funds.

The Trust can explore revenue-generating opportunities through commercial ventures, such as facility rentals, partnerships with private operators, or sponsorship arrangements, generating additional income for the Trust and reducing the burden on the local authority's budget.

- **Increased Operational Flexibility** - An arms-length organisation can operate with greater flexibility and agility compared to a local authority, allowing for more efficient decision-making processes and

adaptability to changing circumstances. This flexibility can lead to operational improvements, cost savings through innovative service delivery models, and the ability to respond to community needs more effectively.

Whilst the Barclay Review (2017) suggested that ALEOs should be subject to non-domestic rates, as they were seen as providing unfair competition to private sector businesses, the Scottish Government expressed caution about imposing rates on ALEOs, as it could impact the delivery of essential services and hinder community participation in sport and leisure activities. As a result, the Scottish Government has retained the rates relief for existing Trusts, however notes that new ALEO's will not be provided with the same financial benefit, and as such Scottish Borders Council will not have a further opportunity to benefit from the development of a new Trust.

### Key Previous Work

In undertaking this study, there is recognition of several previous reports undertaken in relation to Live Border, and their services and facilities. These reports have been considered as part of this work, to provide context around recommendations and proposals.

#### Kit Campbell Report

In 2010 Kit Campbell Associates completed a Sports Facilities Strategy for the Council. This was a significant report, however a key message within it needs to be reiterated as the Council and Live Borders move towards the future service delivery plan. The Report states:

"We therefore conclude that the Borders needs substantially to re-invent its pattern of provision. It can adopt one of two mutually exclusive strategic directions:

- (1) Continue with the Status Quo:** two key factors have driven the planning of sports provision in the Borders. The first is the determination of local communities to stand up for their own interests, sometimes while taking little or no notice of wider considerations.

Given the state of sports provision in the Borders, and the looming severe constraints on public expenditure, the approach currently undertaken is no longer tenable and will simply impoverish everyone as the Council is forced to manage decline in its major built sports provision.

- (2) Think strategically:** this means concentrating on getting the big decisions right and adopting a set of policies that will guide all subsequent decisions. The Council is already committed to this approach and should make a conscious decision to move away from "It's ay been".

Within its theme of Developing facility provision and community access, the SHAPE strategy states that the Council should abandon its implicit policy of ensuring that each of the main settlements has its own indoor sports provision and aim to deliver a network of strategically sited facilities over the next decade."

We fully endorse the findings of the Kit Campbell Report and elected members now need to further endorse that the Status Quo is not an option, and that rationalisation of facilities will be part of future service delivery.

#### Service Redesign Work

The Service Redesign work is rooted in the Fit for 2024 Programme as agreed by the Council in February 2019, and the Live Borders Strategy (2018-2023). The Service Redesign report set out the challenges and opportunities facing both SBC's Customer Advice and Support Service (CASS) and Live Borders in aligning services with rapidly changing customer needs and expectations.

This report was drafted jointly with Live Borders as the Council's Strategic Partner in the delivery of Culture and Sport services. The report recognised that both organisations face many of the same challenges in terms of how services are developed and sustained at a time of unprecedented change and also recognises the interconnectedness of both current service delivery arrangements and future redesign opportunities.

The case for service redesign is built around 8 shared redesign principles:

- Community Engagement and Participation
- Meeting customer needs and expectations
- Improving and simplifying services and service access
- Sustainability
- Equality of access
- Alignment with local and national strategy
- Making the most of investment – including external Place-Based funding opportunities
- Sustainable recovery following the Covid-19 pandemic

This report concluded a number of recommendations around Service Redesign across the various services offered by Live Borders, including the idea of concentrating activity, investment, and footfall in community hubs where possible.

### **Live Borders Strategic Plan 2018-2023**

The 2018-2023 Strategic Plan sought to map the direction of travel for Live Borders following its initial years of operation. The plan highlighted the organisations strengths (their people, the spread of services and locations, and the breadth of culture assets) and noted challenges (in particular the ageing estate, the wide portfolio of activity, service delivery obligations, and their promotion of charitable status). At a strategic level, this plan identified the key context within which the organisation was working. Recognising the importance of health, wellbeing, community safety, neighbourhood, and community. This strategy highlighted the alignment with key policies and organisations such as Active Scotland, Creative Scotland, and the Community Planning Partnerships.

## Situational Assessment – Live Borders

---

### Key Performance Indicators

The following key highlights are from the report of Live Border's 2022-23 performance as presented to the Council in May 2023.

- Throughout the previous 12-months, memberships have remained a significant challenge both in terms of the volume of members and member retention (e.g.) the 'One Club' membership which covers gym, swim & classes ended the year down on target and at only 66% of pre-pandemic membership levels. Learn 2 membership (swimming tuition) grew steadily throughout 2022/23 but is 20% below target and down on pre-pandemic levels. This has not been helped by the prolonged closure of Peebles Swimming Pool.
- Teviotdale Leisure Centre and Gala Swimming Pool performed well, but as outlined above, the unpredictability of external cost factors remains a significant challenge – as does the upkeep, refurbishment and replacement plant requirements in our leisure centres and swimming pools. The facilities we operate are aged and require significant capital investment.
- Active Schools continues to show strong performance with good engagement across clusters in extracurricular delivery; and Sports Development participation rates are now back above pre-pandemic levels.

- The Library service is recovering well, with physical visitors steadily increasing and visitors using our digital resources increasing significantly. Museums visits are strong and the use of our Halls estate has been positive.
- The Live Borders Marketing Team has focused on working with services to maximise customer engagement, and conversion. The Libraries marketing campaign continues to deliver, particularly in digital services. A new Live Borders app is planned for Q1 2023/24 which will broaden marketing reach.
- A Fundraising Officer has been recruited to ensure that the business can continue to source and secure external funding opportunities such as Scottish Government Chronic Pain funding.

The following table outlines the Trust performance in 2022/23 against the Key Service Indicators. Further detail around a number of Key Service Indicators (KSIs) are provided around a number of services in Appendix One.

Key Service Indicator	Actual	Target	RAG
KSI 1A: Sports Participation	1,076,000	1,108,879	Green
KSI 1B: Cultural Participation	368,677	269,435	Green
KSI 2: Sports Membership	2,283	2,566	Yellow
KSI 3: Learn2 Membership	2,009	2,508	Red
KSI 4: Other Membership (Sport)	310	490	Red
KSI 5: Library Membership	10,719	12,500	Yellow
KSI 6: Health Referrals	582	600	Green
KSI 8: Income (as % of turnover)	43%	45%	Green
KSI 9: Staff Costs (as % total income less mgt fee)	132%	138%	Green
KSI 10: External Funding	£ 261,000.00	£ 117,000.00	Green
KSI 11: Donations	£ 74,000.00	£ 69,000.00	Green
KSI 13: Net Promotor Score (NPS)	30	45	Red
KSI 14: Staff trained in customer excellence	78%	90%	Yellow
KSI 15: Retention of members	49%	80%	Red
KSI 16: Communicate charitable objectives	77%	70%	Green
KSI 18: Staff absence rate	2.30%	4%	Green
KSI 19: Staff turnover rate	4.20%	12.70%	Green
KSI 20: Number of volunteers	2,210	1,755	Green
KSI 22: Financial surplus / deficit	£ (574,000.00)	£ (816,000.00)	Green
			Yellow

KSI 23: Cost per attendance Sport	£	9.37	£	8.55	
KSI 24: Cost per attendance Libraries	£	3.75	£	6.01	
KSI 25: Cost per attendance Museums	£	15.68	£	16.45	

## Challenges Facing The Trust

---

Discussions with the senior management and Board at Live Borders have noted the serious position that the Trust faces, with the current operational set up critically unsustainable. Without substantial changes to the income or the costs facing the organisation, **it is predicted that available funds and existing reserves will run out within the next financial year.**

The following summary of challenges (both internal and external) provide an understanding of the Trust's position.

### External Challenges

Like many organisations, both in the public and private sectors, Live Borders faces a perfect storm of external challenges over which they have no control. Each of these challenges has impact on the customer base, and the organisation, impacting on both the income and expenditure of the business.

**Energy Costs** – Just as households are facing the challenges around rapidly increasing energy costs, leisure trusts face the same volatile pricing market, without the security of price caps or support. In particular, facilities that have high energy use – i.e. Swimming Pools are facing substantial increases in energy overheads to heat and operate 6 swimming pools.

**Cost of Living** – Nationally, the public are facing an increase in cost of living, comprising increases in food, energy bills, mortgages costs and fuel. As a result, many individuals and households are forced to make decisions on spending, acknowledging a significant reduction on disposable income, and the ability to spend on leisure. Where savings need to be made, many people are cancelling memberships and subscriptions, and looking to lower cost or free activities in relation to leisure and exercise. In addition, the capacity for customer to provide additional revenue in catering, retail and add on sales has reduced.

**Interest Rates** – The last few months has seen a significant increase in interest rates, and whilst these have steadied out, they are forecasted to remain higher than previous years for some time. The result of this is twofold – firstly, customers are faced with increases in their mortgage prices, and tighter household budgets, and second, local authorities, trusts and organisations are faced with higher borrowing costs, and therefore reduced capital for investment across facilities.

**Minimum & National Living Wage** – Increases in the minimum and national living wage have increased the cost of front-line staffing across all sectors, with sports, leisure, and culture organisations requiring to meet the costs in the context of reduced income. Further to the increase in costs, these increases have resulted in lower differentials between the lower and higher bands of wages across industries, reducing the attractiveness of middle management and skilled roles. In addition, the reduction in differentials increases competition in the employment section with similar rates of pay available across local supermarkets, shops etc.

**Trending Towards Net Zero** – All organisations have a duty to target carbon net zero across their operations. This has become an increasing priority across society, and with the Scottish Government leading on progress, there will be greater legislative requirements in the coming years. As such, any development, improvement, and investment in Live Borders' facilities will require to focus on improved energy efficiency, reduced emissions, and limiting the environmental impact. Whilst this may also benefit the Trust in terms of energy costs, the capital cost associated is significant, relating to the older buildings within the Trust's managed property portfolio.

**Commercial Competition** – With a particular focus on the sports, leisure and fitness offering, the community engagement and discussions with the Trust has identified an increase in commercial competition with larger branded gyms, and smaller local organisations increasing the offering available to customers. With limited resources to invest and improve some of the gym spaces across the current buildings, there is a risk of losing customers to “newer” and more up to date facilities elsewhere.

**Internet Use & Technology** – Internet access and the availability of information, including tablet, phone and streaming services continues to impact the popularity of traditional information services including libraries. Figures for the years leading up to the pandemic demonstrate a decline in library attendance, offset with an increase in the electronic library services. Further – the engagement demonstrates a desire towards effective online booking systems and customer service channels. This trend creates a need to consider the functions of physical services such as libraries, service points etc.

### Budgetary Challenges

All of the above challenges have significant impacts on both the income and expenditure streams within Live Borders, ultimately reducing the financial sustainability of the organisation. The acceleration of many of these challenges in the recent months has now put the Trust on an unsustainable footing – in particular around the cost of energy, and whilst additional funds have been provided by Scottish Borders Council to alleviate this, the challenge is ongoing, and a review of the existing relationship and funding should be considered to ensure the required services can continue to be offered.

The graph below highlights the Management Fee paid by Scottish Borders Council, acknowledging a year- on-year reduction mapped against what the fee would be paid if RPI was applied annually.





## Facility & Estate Challenges

From the assessment of previous reports, and through feedback from the recent engagement activity, there is evidence that the Trust is managing a property portfolio in decline. Noting the state of repair, and required investment within some properties, there is a real need to consider the Trusts ability to operate its services and activities more effectively and efficiently. This will include reviewing what facilities are no longer fit for purpose and what their future might be. The Council as landlord has a key role to play in this process.

Consultation with the senior staff, board trustees, and the local elected members has suggested that this should be a primary concern of the review moving forward, noting also that the previous studies made similar recommendations to reduce the overall number of leisure buildings, however no action has thus far been taken in this regard.

Whilst there is a desire to retain the services and activities offered by the Trust, the second phase of this work must critically assess where property rationalisation is essential, what options exist for less than fit for purpose buildings, and where options might be created for moving services to more shared spaces, and 'under one roof' offerings such as Hubs.

In developing a longer-term strategy – the development of local hubs, and the identification of best value investment in facilities should ensure that the public is best serviced across sports, culture, and leisure, whilst creating a more sustainable footing from which the Trust, and the Council, can prosper.

## Market Assessment – Context & Benchmarking

---

The Community Empowerment (Scotland) Act 2015 places a duty on local authorities to promote the well-being of their communities, including facilitating access to and participation in sport and physical activity. It encourages local authorities to work collaboratively with community bodies and stakeholders to enhance the provision of leisure facilities and services.

The Public Health etc. (Scotland) Act 2008 aims to improve public health and well-being, including promoting physical activity and healthy lifestyles. It empowers local authorities to develop and implement strategies to promote physical activity and reduce health inequalities.

### **Association for Public Service Excellence (APSE) State of The Market Survey 2021**

APSE conducted an online survey between August and September 2021 in which a series of questions were asked covering a range of issues of interest to those officers, managers, and councillors responsible for Sports and Leisure services. Some of the key findings of this report are listed below:

- 83% expect the workload of the leisure section to increase over the next 12 months.
- 38% of note that staff absence levels are 'slightly above average' or 'too high'.
- 74% have difficulty recruiting lifeguards.
- 73% of respondents with difficulty recruiting instructors
- 31% of respondents with difficulty recruiting technical / managerial staff
- 55% expecting the leisure budget to either decrease or decrease substantially.
- 50% of respondents expecting reductions in Council subsidy
- 38% of respondents expecting reductions in management
- 33% of respondents expecting reduced opening hours
- 44% of respondents expect that income from charges will increase, with 30% thinking it will stay the same and 26% expecting it to decrease.
- 43% of respondents expect that funding from Health & Wellbeing boards will increase, 52% think it will stay the same, and 5% think it will decrease.
- 39% expect that funding from GP Commissioning will increase, with 50% thinking it will stay the same, and 11% expecting this to decrease.

- 15% expect their funding from direct council budget to increase, 28% expect this to stay the same and 57% expect their direct council budget to decrease.
- 62% of respondents have been commissioned by their local Health Board to provide GP referral services, 44% to provide exercise programmes, 34% to provide weight loss programmes, 8% to provide pupil weight and measurement services and 2% to provide day care services.

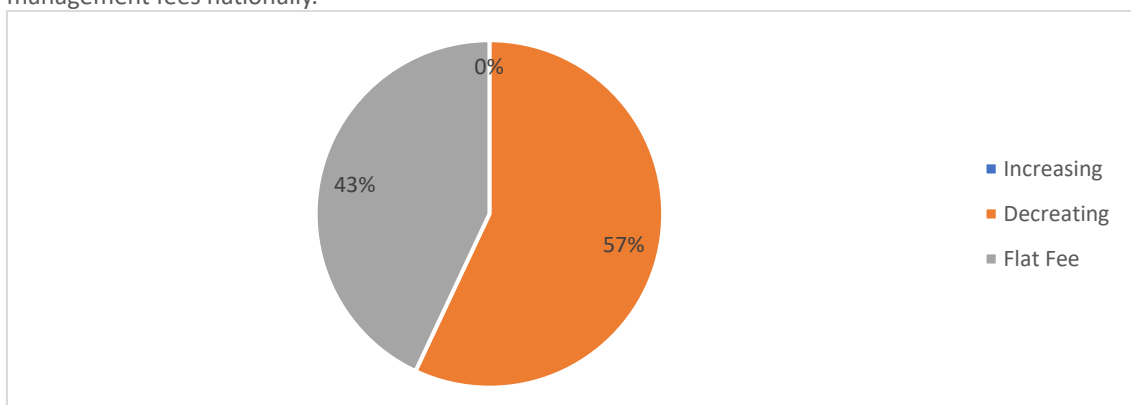
Members were also questioned around potential growth opportunities, and areas where services might be decreased. The key feedback is noted in the table below:

Growth Opportunities (Increasing Demand)	Services for Reduction (Declining Demand)
<ul style="list-style-type: none"> <li>• Online exercise classes and using digital platforms.</li> <li>• Targeted delivery of 'hard to reach' groups.</li> <li>• Swimming lessons</li> <li>• Fitness and gym membership</li> <li>• Commissioned public health interventions.</li> <li>• COVID recovery (e.g., long COVID)</li> <li>• Support for weight loss</li> <li>• Community connecting services.</li> <li>• Non-traditional fitness classes</li> <li>• Gymnastics and cycling</li> </ul>	<ul style="list-style-type: none"> <li>• Indoor sports hall activities and sports outreach activities</li> <li>• Subsidised activities for the retired / disabled.</li> <li>• Traditional gym usage</li> <li>• Café closures or with reduced opening hours</li> <li>• Reductions in staffing in favour of automated booking and payments</li> <li>• Personal training</li> <li>• Areas running at large deficits such as football and swimming.</li> <li>• Older, unused, and poorly maintained sites</li> </ul>

Responding members were asked to outline their top three pressures for the current financial year, these are noted below:

1. **People & Pay** - inflation was the most common pressure referenced by members. Others also highlighted recruitment and retention of staff. The other aspect mentioned was the impact of price increases on customers and uncertainty over customer behaviour, with changing patterns since Covid and impacted by the cost of living.
2. **Increased Operating Costs** - This includes utilities (mentioned by 33% of members), general increases in supplies (40% increase in pool chemical prices as an example), as well as maintenance costs for ageing facilities. The management fees are no longer enough to fully support service delivery with increasing levels of deficit, loss of reserves and challenges in the recovery of income streams post-Covid, particularly trading and events and lets.
3. **Strategic Planning** - The fiscal cliff edge is in sight for some members and the point at which services become unsustainable is approaching. There is an urgent need to develop plans to reshape services for future anticipated reductions and to work with local authorities to strategically plan.

Across Scotland (from the APSE State of the Market Report) the following chart shows the situation around management fees nationally.



## Community Leisure UK – Scotland

Based on feedback from members in March 2023, Community Leisure UK recognised that the landscape in Scotland is increasingly challenging, with many of the risks previously highlighted now credible and impacting on Trusts and services.

In particular, the report notes the following key statistics and findings:

- For 2023-24, 50% of members who receive a management fee from their Authority have received a flat fee, which represents a real terms reduction. The remaining 50% have received a reduction in their management fee ranging from 5% to 33%.
- The majority of Covid and cost of living additional support for trusts has stopped, making the reduction in local authority funding more acute than reductions in management fees alone.
- The impact of the increase (9.7%) in the National Living Wage is challenging for Trusts as for many this will apply to a large proportion of frontline staff - approximately 60-70% of the workforce.
- The living wage increase will, in turn, impact pay awards for other salary bands, reducing the differentials and increasing challenges around staff recruitment, retention and satisfaction.
- Many Trusts are implementing reductions in opening hours across libraries, museums, and swimming pools.
- There have also been some facility closures across the country, including community halls, school libraries, a small museum over winter months, a leisure centre and community pool.
- Most Trusts indicated that there are other facilities and services that are subject to review and dependent on financial pressures and discussions with local authorities, there will likely be further closures this financial year.

## Local Government in Scotland Overview 2023 - Prepared by Audit Scotland

A report on the Current Landscape for Leisure and Culture Charities in Scotland (November 2022) by Community Leisure UK noted:

*“Services were severely affected by the pandemic and future risks are significant. The impact on these services was severe in 2020/21 and into 2021/22 as many facilities closed in accordance with Scottish Government guidelines.*

*This impact can be seen in lower attendances and increased costs per visit: leisure services and museums saw a partial recovery in 2021/22 but library services saw little rebound. With little resilience in these services owing to long-term funding reductions, future challenges are significant.*

*A recent survey of leisure trusts suggests a high risk of closures as a result of inflationary cost pressures.”*

	Trusts in Scotland Based on 84% return rate	Live Borders
<b>Financial pressures 2023/24-Management Fee</b>	50% had a flat management fee and the other 50% reduction in Management Fee ranging from 5%-33%	CPI at March 2023 was 10.1%. A flat management fee is equivalent to a reduction.
<b>Pay Awards impact of the increase (9.7%) in the National Living Wage</b>	52% of Trusts are meeting these increases 48% are offering 0% - 10% but averaging a 3%-5%	In April 2023/24 Live Borders paid all staff an increase of £1,929. For someone on a salary of £9.90, this increased their salary to an equivalent of the Scottish Living Wage of £10.90. This resulted in a range of pay-rise percentages from 10.1% for

		Grade 1 employees (142 in total) up to 2.2% for Grade 15 employees (1 in total).
<b>Increased operating and utilities costs</b>	Although some local authorities (42%) pay for utilities for their leisure and culture providers, the remaining 58% of members are fully exposed to the variation in energy prices.	Live Borders operates 60 plus buildings including 6 swimming pools  (Staffing costs + cost of sales + overheads) was 20% higher for 2022/23 than in 2021/22.  A monetary increase of £1.92m
<b>Facilities closure</b>	Most members indicated that there are other facilities and services that are subject to review and dependent on financial pressures and discussions with local authorities, there will likely be further closures this financial year  63% of members are in discussions and planning around the impact of closures	Live Borders recognise that facility closure may be an undertaking that is required to ensure future sustainability. This works commences a joint review between Live Borders and Scottish Borders Council through which any facility rationalisation may be considered.  Live Borders has authority or control to close any facility. SBC, as landlord has responsibility and control for decisions on closures.
<b>Customer return rates</b>	Returns have been steadily increasing, with most members reporting 80-90% as compared with pre-Covid figures	For full year 2019/20 (note, the pandemic did have an impact in the final month of the year – March 2020), full year figures were: Sport Participation = 1,261,559 Sports Members (DD) = 3,320 Member Retention = 79%  For full year 2022/23: Sport Participation = 1,076,000 Sports Members (DD) = 2,283 Member Retention = 49%  Sports Participation: 15% down Sports Members: 31% down

## Comparable Examples

---

### Scottish Borders

The challenges facing Live Borders are not exclusive to the Trust in the context of community, leisure, and culture in the Scottish Borders. Within the current financial year (2022/23), financial pressures have had a significant impact on the operating models of all three leisure trusts in the Borders – including Berwickshire Recreation Educational Sports Trust (BREST) and Jedburgh Leisure Facilities Trust (JLFT), which operate the single sites of Duns Swimming Pool and the Jedburgh swimming pool respectively.

### **Aberdeen City Council**

Sport Aberdeen is the ALEO delivering sports and leisure services on behalf of the City Council. Within the last three-to-four-months, Sport Aberdeen has closed facilities in the city due to the pressures faced – in particular from the reducing Council funding. The Trust has taken the decision to close and eventually demolish the Beach Leisure Centre, and Bucksburn Sports Centre, with the Chair of the trust noting:

“Given the scale of financial challenge, coupled with energy price increases, it was made clear that in the event of a significant funding reduction we would be unable to sustain all the services and facilities we operate.”

### **West Lothian Council**

Xcite West Lothian are the ALEO who deliver services on behalf of West Lothian Council. In recent months, due to a number of factors, the Council have decided that three Swimming Pools require to be closed. Four venues, including Xcite Armadale, Xcite Broxburn Swimming Pool, Xcite Livingston and Howden Park Centre, all face closure. West Lothian Leisure has put forward the plans to the Council, in an attempt to address the £1.75m budget shortfall it faces.

The proposals in West Lothian have been met with fierce public opposition, in particular with a perception that limited consultation was conducted on the matter.

Recent press article (<https://www.edinburghlive.co.uk/news/angry-west-lothian-public-challenges-27080706>)

### **Inverclyde Council**

Councillors in Inverclyde have recently agreed a schedule of cuts (circa £4million) with direct proposed impact on sports, culture and leisure in the region. Pending consultation, a number of key considerations around Inverclyde Leisure include the potential closures of some leisure and community facilities and reduced opening times. The full savings proposals, if taken, would mean the loss of 23 jobs and total savings of £712,000. These include:

- The closure of Greenock Sports Centre, Port Glasgow Swimming Pool and Ravenscraig Stadium.
- The closure of the indoor bowling centre and relocation of the strength shed from Greenock Sports Centre
- Reduced opening hours of the Gourock outdoor pool (operating only during summer holidays, on a single shift basis)

### **Perth and Kinross Council**

Live Active are the ALEO operating leisure on behalf of Perth and Kinross Council. Early in 2023 it was announced that the financial pressures may result in the closure of the Trust operated Swimming Pool at the Dewar Centre in Perth.

The Council recognised the expense of operating the facilities and agreed funding of £350,000 and £360,000 respectively in order to keep both facilities fully open during 2023/24, however the future of these sites past 2024 remains uncertain.

## Phase One Engagement

---

### Overview & Methodology

From initial discussions around this work, it was agreed that the engagement elements will be delivered in two phases:

- **Phase One:** Engagement of Live Borders and Scottish Borders Council staff
- **Phase Two:** Engagement of Service and Facility Users, Customers, and General Public

The rationale for this phasing centred around several key considerations, namely:

- The nature of the financial and operational pressures on which this work is based dictates the need for an early interpretation and understanding of service delivery issues, challenges, and constraints in order to inform any immediate actions and to plan the community wide engagement required to inform a future strategy.
- The phase one engagement should allow for a quick return on understanding the challenges and in information gathering and provide sufficient feedback for drafting an interim report. This report may support temporary solutions or immediate decisions that protect the Trust's position and help to ensure sustainability.
- The interim results of the first phase of engagement will provide key themes and ideas around which to frame the wider public engagement. Feedback from all relevant staff will allow the second phase to be based in the realms of "feasible" and support the consultants, the Council, and the Trust to ensure that aspirations are not raised where resources may be limited.
- Whilst the internal parties and staff will be engaged on that basis, they will also be users and non-users as defined in the public stakeholder list, and so can be asked questions on this basis to give an initial understanding on the "public view"

This report summarises the findings of the **Phase One** engagement programmes, namely:

- The Elected Member Engagement Workshops
- The Live Borders Trustee Workshops & Written Feedback
- The Live Borders Senior Staff Empathy Workshops
- The Survey of Live Borders Staff
- The Survey of Live Borders & Scottish Borders Council Staff (*as a sample of the general population*)

### Integrated Impact Assessment (IIA)

At the outset of this work, an Integrated Impact Assessment has been completed – it was not anticipated that the proposals recommended will of themselves eliminate unlawful discrimination, harassment and victimisation; advance equality of opportunity between people who share a characteristic (age, disability, gender re-assignment, trans/transgender identity, marriage or civil partnership, pregnancy and maternity, race groups, religion or belief, sex-gender identity, and sexual orientation) and those who do not, and foster good relations between people who share a characteristic and those who do not.

However, support to Live Borders and the proposed review will assist residents, both those who identify as belonging to an equality group and those who do not, to continue accessing high quality culture, leisure and recreation facilities and service across the Borders.

Moving forward, the existing IIA has been managed as a live document that will be reviewed as an ongoing brief. This will help to shape and inform further community wide engagement, to ensure the most effective reach, and ultimately to allow the Trust and the Council to demonstrate accessibility and transparency in all elements of the process and outputs.

## Elected Member Engagement

The involvement of the Elected Members was identified as key to this work, with a need to engage them throughout the process. As part of the Phase One activities, three Elected Member sessions were held, with 28 members in attendance (from a full roll of 34 members).

The Members were further informed of the review and the project, appraised of the current challenges, then invited to provide feedback and comment around the following key questions:

- What are the biggest challenges currently facing in the Trust?
- How do you think these could be resolved or improved?
- What do you see as barriers to improving or developing services or facilities?
- Do you see any opportunities where Live Borders can improve customer service or offerings in the services and facilities that they offer?
- Do you see any opportunities where Live Borders can improve efficiency and effectiveness in the services and facilities?
- How would you review the Service Provision Agreement? In your view, what changes are needed?

The feedback from the Elected Members has been compiled in a separate report, but the following key themes / points are highlighted:

- Live Borders could be better represented in Community Engagement and local events.
- Many of the issues provided to members are basic and can be easily resolved.
- There are always concerns in the community about facilities or services being taken away.
- Rurality and transport can be an issue in some wards with regards to accessing services and facilities, and as such one size does not fit all.
- All consultation requires to engage non users as well as users as this project moves forward.
- There is a perception of us and them between SBC and LB
- The majority of complaints are around booking systems and opening hours.
- There is a clear need for repairs in properties.
- There is perception that quality is declining but costs are increasing.
- LB could be more innovative.
- The formal reviewing process for the Council has not always been consistent.
- LB could improve its promotion – selling the non-financial successes and achievements more widely.
- Tourism is a key opportunity for Live Borders (and the region in general)
- The scale of the existing estate is unsustainable.
- There is a challenge to manage community expectations but ensure that adequate consultation and involvement is in place throughout any change or strategy development.

## Live Borders Trustee Engagement

To engage the Board of Trustees, two engagement sessions were held over MS Teams, with the remaining Trustees providing their feedback by written response. Similar to the Elected Member sessions, those in attendance were appraised of the project brief, and the perceived challenges, before entering discussions around the questions above.

The feedback from Trustees has been collated as a separate report, but the following themes and key points are highlighted:

- Trustees are uncomfortable in the knowledge that the organisation is not financially sustainable – in particular around the legislative need to report to OSCR, and their responsibilities as Trustees.
- The finances are the single biggest challenge facing the Trust
- The management fee from SBC has decreased in real terms year on year, yet the operations and cost of delivery has increased considerably.

- Energy costs have created the most critical recent challenge in relation to the above.
- The Trust struggles to recruit as it cannot attract the relevant level of expertise at a management / director level.
- There is a need to be more output led in relation to the relationship with the Council – and it should be agreed what services relate to the funding (and where cuts in services should be met when funding is cut)
- There needs to be a better relationship between SBC and Live Borders
- There requires to be better recognition of the benefits – financial and otherwise – of the trust and its activities.
- Decision making is challenging – around the speed at which it can be done.
- Facilities will need to be improved or upgraded to meet Environmental targets and aims.
- At the moment it is difficult for the organisation to improve or develop services as there is a major capacity problem
- The Trust is contracted to deliver services and have limited ability to enhance / close / merge services.
- Tourism and Events are both areas for growth and opportunities to innovate the business.
- The importance of an Impact Assessment is key should there be proposed closures of buildings and / or services.

### Live Borders Senior Management Engagement

Two Engagement sessions were held via MS Teams on Thursday 13<sup>th</sup> April & Thursday 20<sup>th</sup> April 2023 across which 14 senior managers from Live Borders were in attendance. Following discussion around the purpose of the review, and assurance that the attendees could speak freely on a non-attributable basis, feedback was provided around the 5 key questions below.

- What are the biggest challenges you currently face in the Trust and how do you think these could be resolved or improved?
- What are the biggest barriers to improving or developing services or facilities?
- Do you see any opportunities where LB can improve customer service or offerings in the services and facilities that you offer?
- Do you see any opportunities where LB can improve efficiency and effectiveness in your service delivery?
- How would you review the Service Provision Agreement (SPA). In your view what changes are needed.

The feedback from these engagement sessions are provided in a separate report, but the following themes and key points are highlighted:

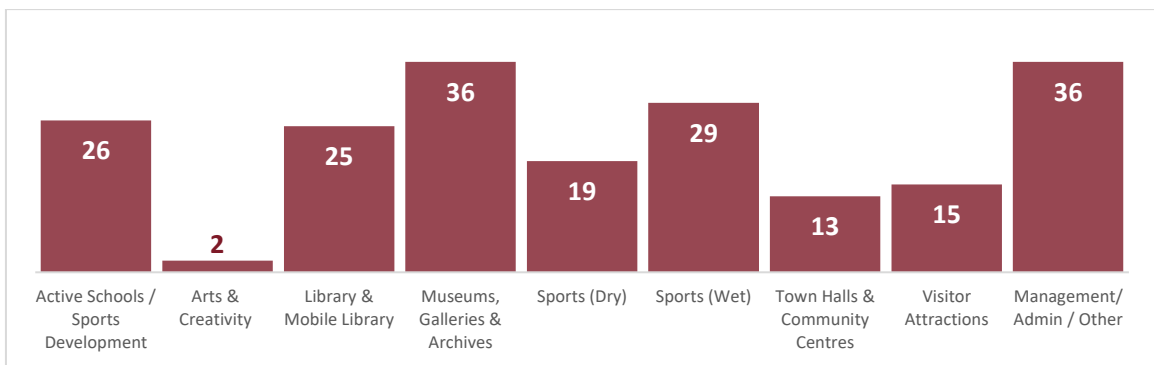
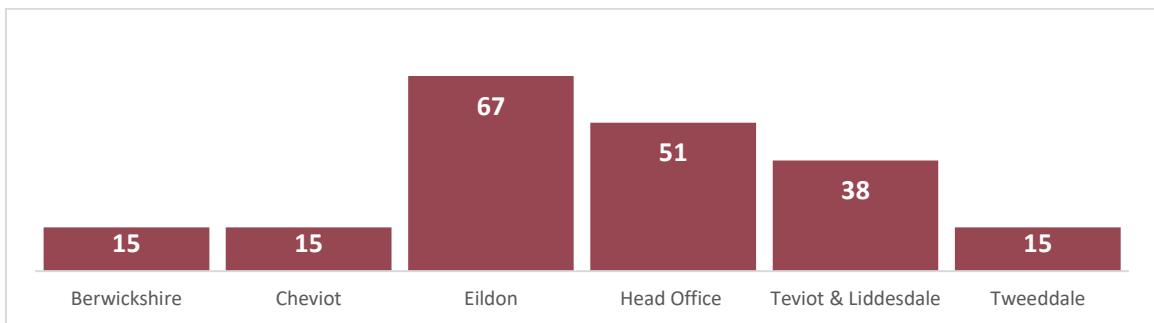
- The key challenges facing the trust relate to the finance, the facility condition, the need for a strategy, and issues around staffing.
- There is increased competition across the leisure sector, particularly around gyms and fitness space.
- Existing IT systems are cumbersome and inconsistent across services and facilities.
- Live Borders could better what it does, its charitable status, and its breadth of activities.
- There is a need to allow Live Borders the autonomy for quicker decision making and greater operational agility.
- Managers are currently filling the gaps in lower-level staffing, which is a barrier to strategically developing the business.
- Live Borders requires to improve and invest in most of the estate, which is aging and creates challenges around maintenance.
- Greater joined up thinking around new facilities, campus projects and investment would allow more efficient service overall.
- Live Borders could be more efficient in the purchase of retail stock across the company – currently siloed and contained within many peoples' roles.



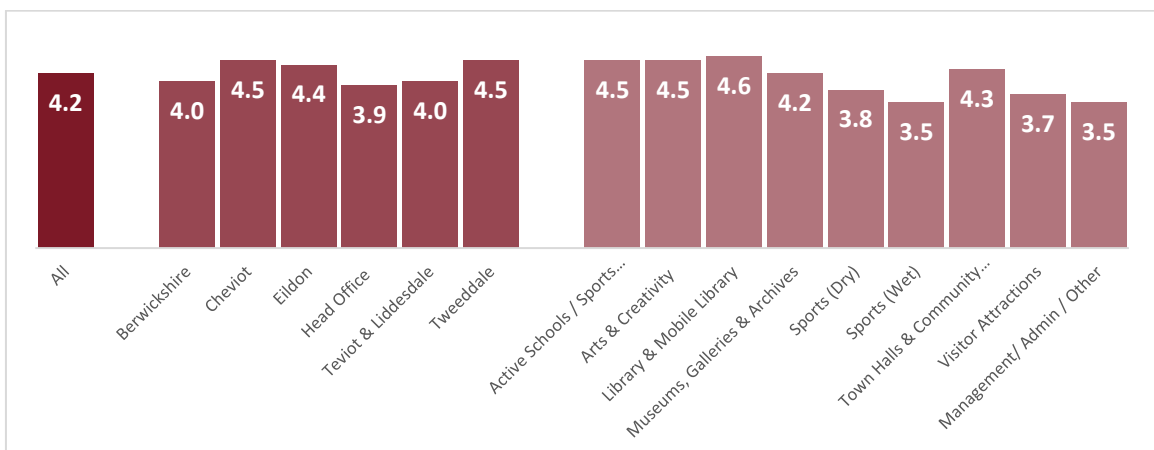
- The Service Provision Agreement (SPA) is out of date and needs revisited – alongside the Schedules that are appended to the SPA. The current SPA schedules, updated in 2016 only make mention of cultural services and facilities, but make no mention of sport facilities/services, swimming, active schools or sports development.
- There is duplication of Community resource (e.g.) within SBC, Live Borders and in the communities themselves. Both in terms of buildings and staff resource.

### Survey of Live Borders Staff

An electronic survey was issued to all members of Live Borders staff, with managers tasked to encourage participation across all services. The survey was completed by 212 members of Live Borders staff – which represents a response rate of around 50%. The following shows the spread of responses by both locality, and service / function:



Recognising Live Borders aim to provide an environment where staff feel proud of what they do, respondents were asked to rate **how proud they feel** from 1 to 5 where 5 was the highest. The results, and relevant locality and service breakdown are shown below:



The staff were asked to provide feedback around the following questions.

- What are the three biggest barriers or challenges in your role to delivering high quality service to the public?
- What can Live Borders do and/or what changes would you make to improve these challenges?
- What would help to increase participation numbers / footfall in your service or facility?
- What is the most common positive public feedback you receive?
- What is the most common public complaint or concern you receive?

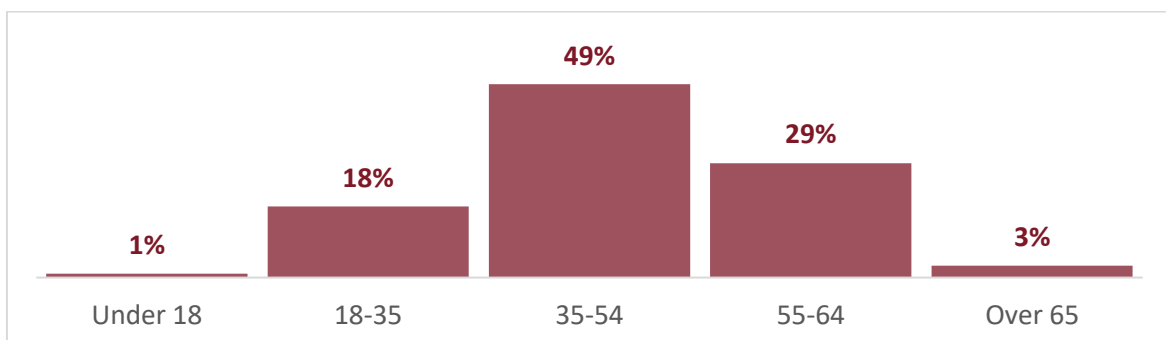
Whilst the detailed feedback has been collated in a separate report, the following key themes and points are highlighted:

- Challenges faced by the staff primarily focused on lack of resources, lack of time, workload, and poor-quality facilities.
- Issues and concerns were raised around internal communications, and the lead time around initiatives, incentives, and promotions.
- There was a need within sport and leisure to identify or attract more volunteers across services.
- Staff highlighted booking systems, cleanliness, and poor facilities as key complaints being raised by customers.
- Inadequate WIFI was noted in regard to library services and town halls / community centres.
- Events were seen as a key opportunity across a wide range of facilities and services.
- Opening hours were mentioned on many occasions in relation to both customer complaints, and to suggestions around service improvement.
- Staff fed back around the lack of investment in the buildings, with many reaffirming that the scale of the physical estate was too big to sustain.
- Many respondents requested better advertising of the Trust, its successes, and activities.
- Tourism was also seen as an underserved resource in terms of footfall and revenue.
- Museums and visitor attraction staff suggested better working relationships with local schools.
- Staff also raised concerns around recruitment and retention challenges.

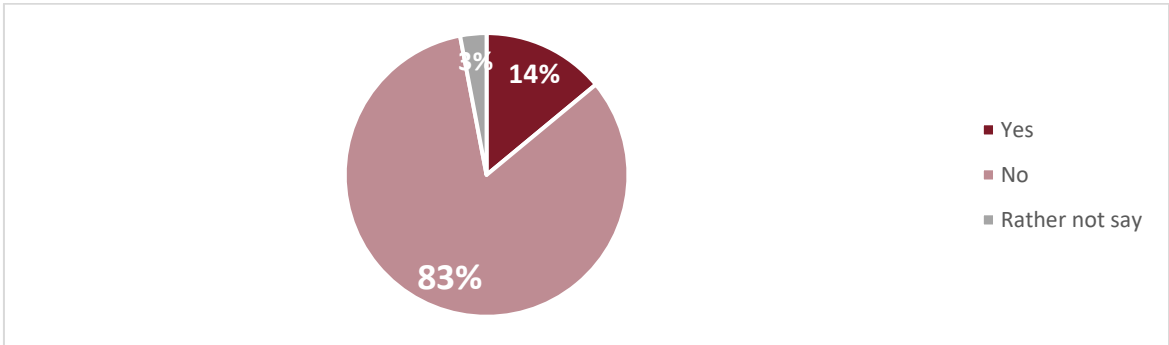
### Services & Facility Survey

An electronic survey distributed to both Live Borders and Scottish Borders Council staff sought the views of respondents as users or non-users of all services, facilities, and functions within Live Borders' remit.

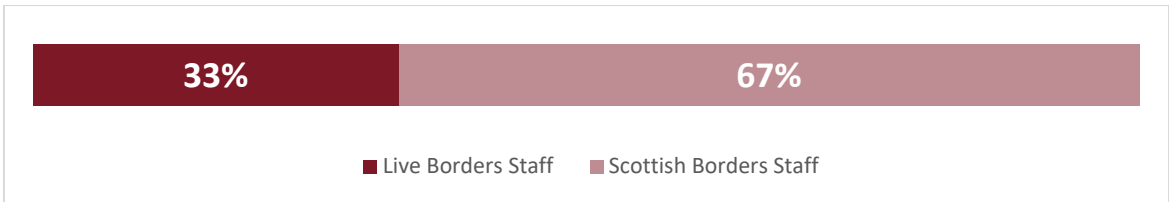
The survey was completed by 644 respondents, with the age breakdown shown below:



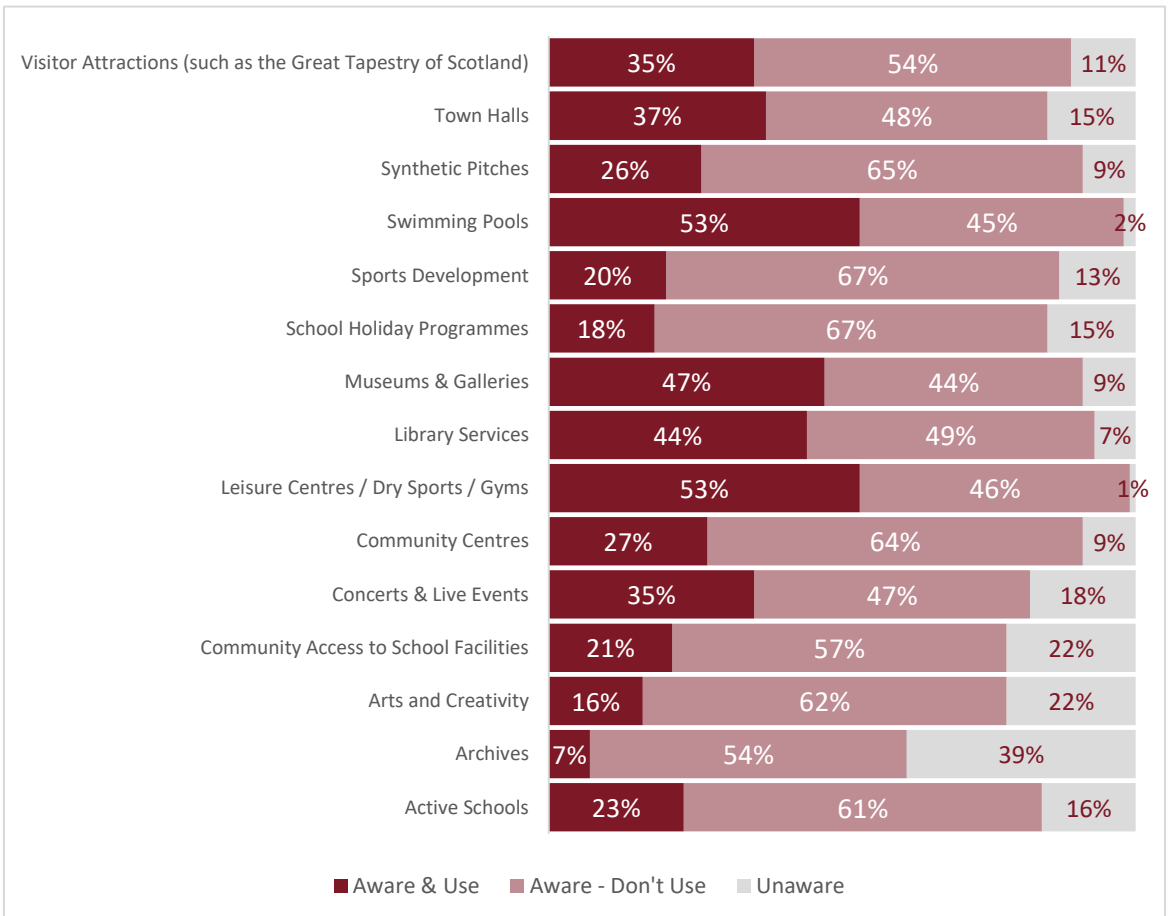
When asked if the respondents, or anyone in their family considered themselves as having a disability – 14% indicated that they did.



To direct the relevant questions (between this survey, and the additional staff questions) respondents were asked to indicate which organisation they worked for. The results are shown below:



Respondents were asked whether they were aware that Live Borders operated the following facilities and services, with the results shown below\*



*\*Respondents who are employed by Live Borders have been omitted from this result in order to provide a more realistic sample of the general public's understanding.*

From the above, it is clear that there is relatively high public awareness of most facilities and services, in particular, sports, swimming pools, holiday programmes, museums and galleries, community centres, concerns and events, and active school.

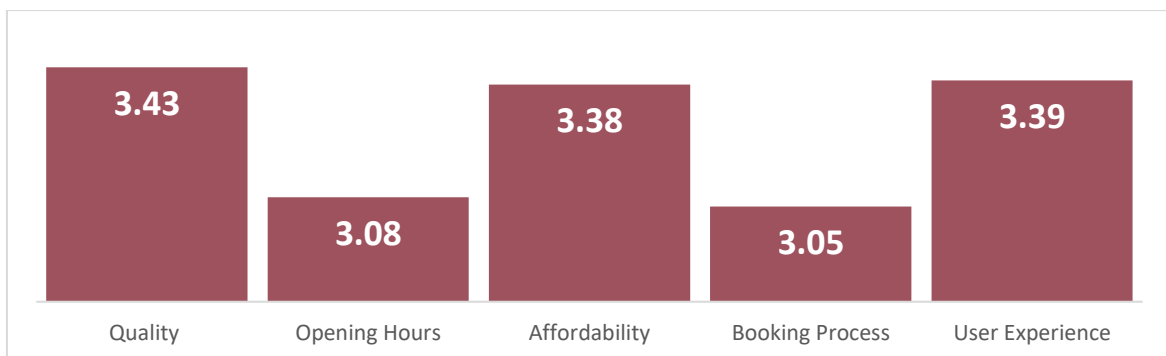
For archives, arts & creativity, and community access to school estate, the awareness is moderately lower, but feedback through the engagement process suggests that the lack of awareness is not around the existence of the service, rather the ownership and management structure i.e. the fact that it is provided and operated by Live Borders.

The results of this question demonstrate that there is not a significant issue around the public's awareness that these services and facilities exist. Nor that the Public are unaware of Live Borders as an organisation.

Part of this engagement sought to measure the public perception of each service – focusing on the Quality, Quantity, Affordability, and Accessibility. The summary results of these questions are shown below (measuring responses on a 1-5 Likert scale):

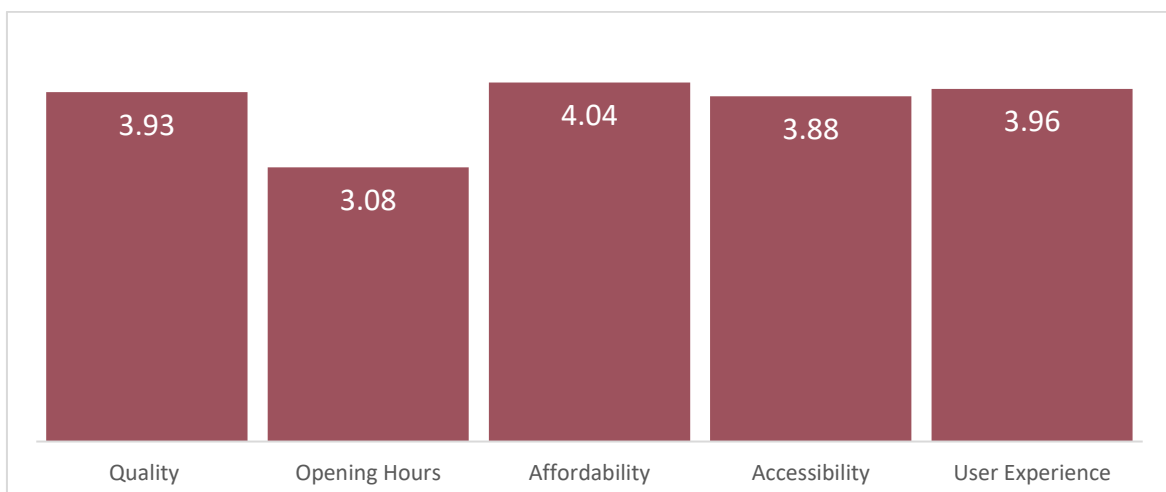
### **Sport & Leisure**

As shown below, the overall ratings were lower than other services, with the Opening Hours and the Booking Process highlighted as the lowest rating aspects.



### **Library Services**

In general, the overall ratings were higher than other services, with the exception being the average rating of the libraries opening hours.



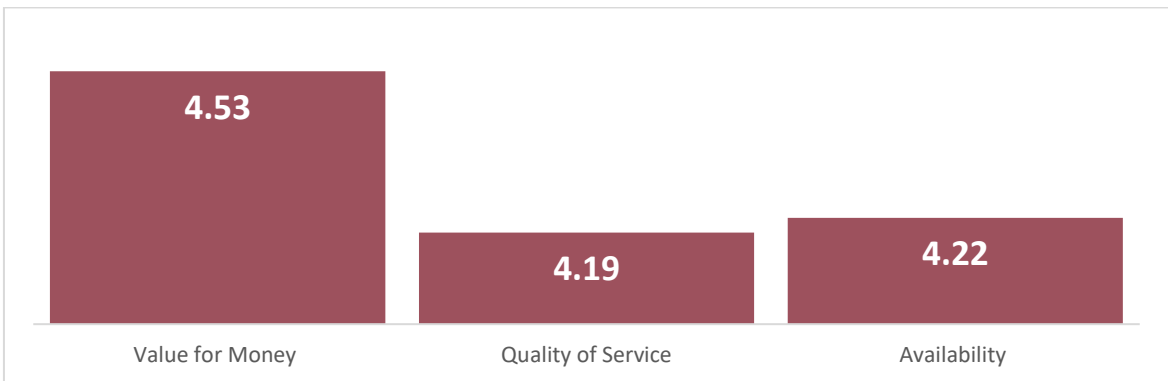
### Mobile Library Services

Here the overall ratings were fairly average compared to other services, noting that the locations and availability were scored low.



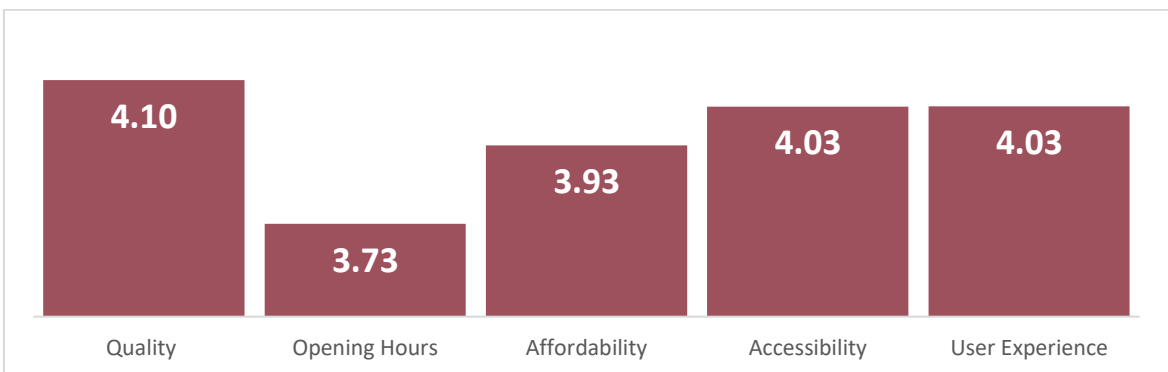
### Digital Library Services & Resources

In general, the overall ratings were higher than other services across the three metrics.



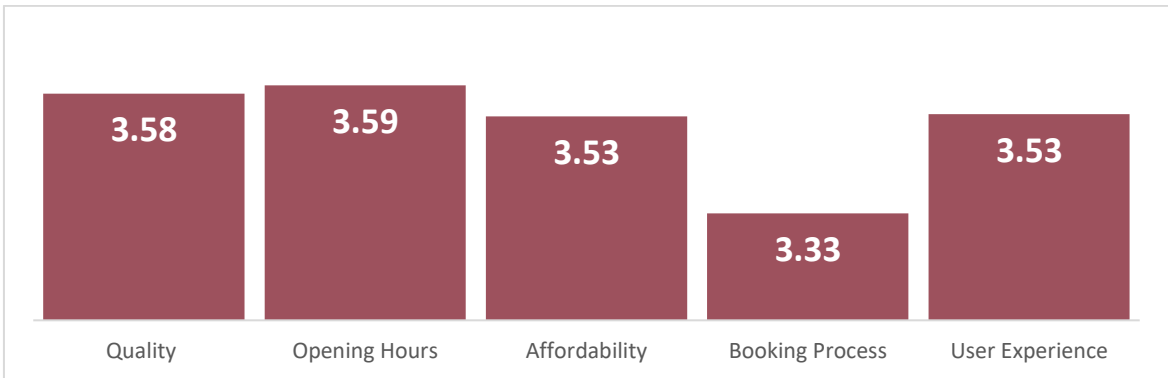
### Museums & Visitor Attractions

In general, the overall ratings were higher than other services, however, it is noted that the opening hours scored lower than other metrics.



### Town Halls & Community Centres

In general, the overall ratings were lower than average compared to other services. The lowest scoring metric related to the booking processes for these facilities.



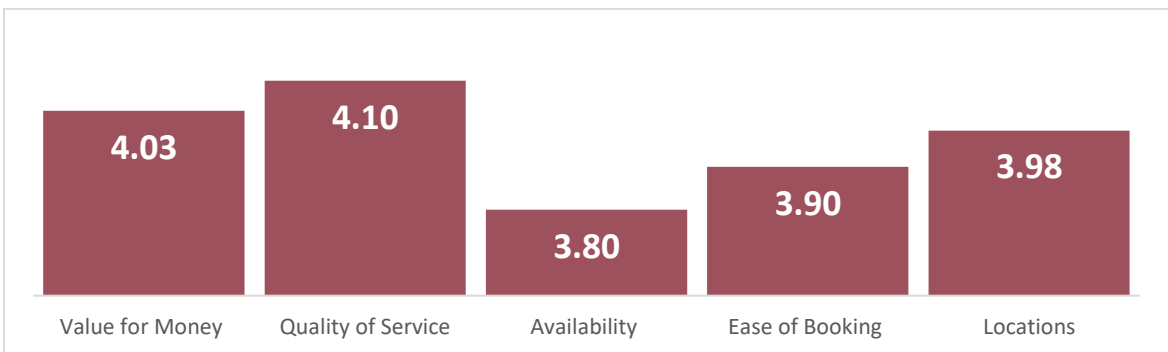
### Sports Development Services

In general, the overall ratings were lower than average compared to other services. The lowest scoring metric related to the availability for these services.



### Active Schools & Holiday Programmes

In general, the overall ratings were around average compared to other services. The lowest scoring metric related to the availability for these services.



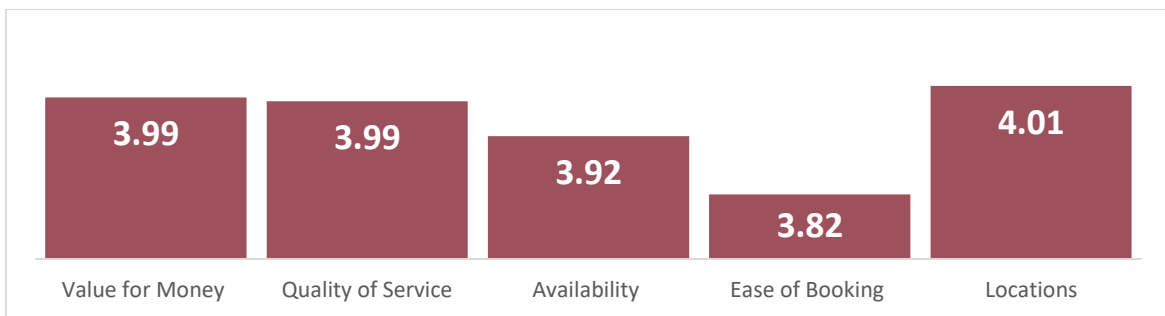
### Arts & Creative Activities

Here, the overall ratings were lower than average compared to other services. The lowest scoring metric related to the availability, and ease of booking for these services.



### Concerts & Live Events

In general, the overall ratings were around average compared to other services. The lowest scoring metric related to the ease of booking for these services.



### Membership

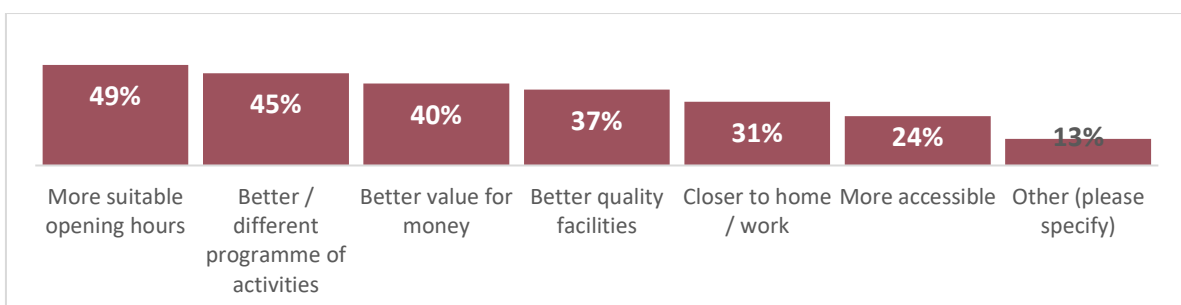
Respondents were asked whether they or their families currently had a Live Border membership, and for those that did, to rate its value for money:

43% of responding sports facilities users have a Live Borders membership

Those with a membership rate it 3/5 for value for money

### Competition & Other Providers

Respondents were asked to indicate what led them to choose other providers, with the response shown below:



### Further Facility & Service Specific Feedback

Respondents were then given the opportunity to provide feedback around each service that they and their family used, with the results detailed in a separate output report.

## Emerging Themes

---

In reviewing the feedback from the above engagement activities, several key themes were identified which will inform the phase two activity, and the recommendations and strategies that form the outputs of this study. These have been grouped and outlined below.

### Operational Themes

#### **Opening Hours**

Across all aspects of the engagement work, feedback was provided around limited opening hours. Whilst respondents recognised that this is result of budgetary and operational challenges, it was cited as a barrier to using the services. In particular, comments highlighted a desire for more evening and weekend availability in services – in particular around library, swimming pools, and leisure. This was particularly of note in relation to school hours and working hours which restricted the available time to use the services.

It was also noted that improved weekend opening hours would also benefit tourists and visitors to local areas, in particular around the new caravan park adjacent to the pool in Selkirk, and around opening hours at the Great Tapestry of Scotland.

#### **Booking Systems**

Respondents' feedback indicated that the existing booking systems and processes were very poor. Feedback was provided across all engagement activities around issues with the existing systems, the existence of different or multiple systems, and the lack of ease with which they can be used. Suitability for older users, and those who are less IT literate was also cited as a concern.

A number of respondents felt that the booking system, in some places, was a carry-over from Covid-19 processes and mitigations, and that there may now be less need for these. There were comments around the existence of multiple apps and systems for booking sport and leisure, depending on the venues, with resulting confusion.

Booking issues were of particular concern in community centres and town halls, where a lack of continuity was highlighted. There were concerns around the response times, the ease of accessing the relevant person to contact, and a number of occasions where facilities were not open to service an existing booking.

#### **Staff Levels**

Both Live Borders staff, and public respondents (SBC Staff Sample) commented on issues around staffing levels, and the quality of staff with regards to customer care. Whilst there were positive comments around staff in specific sites, there were also a number of concerns around the quality-of-service delivery in children's activities.

Both employees and public respondents raised concerns around the limited staffing, and the resulting issues with cleanliness, facility quality, and customer care. Caretaker hours and provision within community centres and town halls was specifically noted.

Specific to sport and leisure, there were a number of comments around the staffing provision to operate both the facility requirements, and the catering offerings on site. It was noted that the staff often cover both of these areas, and are not always able to do so effectively.



### **Staff & Board - Recruitment, Retention & Training**

Feedback from senior managers and the board noted concerns around staff recruitment and retention. In particular, the issues noted in this report around increasing wages, and reducing salary differentials were cited as challenges in recruiting lower levels.

It was also noted that the salary scales at a higher level were less competitive, and so would make recruitment and retention of senior staff more challenging.

Managers also highlighted a need to “work down” in order to complete operational tasks where staffing levels were low. This limited the time which was then available to them to complete the more strategic elements of their role – in essence it was felt that managers were often “firefighting” in this respect.

Staff feedback highlighted a need for greater training and appraisal processes, and a concern around limited succession planning within the organisation.

### **Management & Decision Making**

Staff feedback suggested that there was a lack of empowerment within Live Borders. Comments were provided around the timescales of operational decision-making being too long and limiting, and that greater autonomy at management levels would allow for a more proactive organisation.

There was also a sense that many staff members felt a lack of trust in their work, and that there was a disconnect between the levels of management in the organisations, and between the Trust and Scottish Borders Council. With particular reference to the Service Provision Agreement, there was a desire for both parties to be perceived as a partnership, rather than “us and them”, and a consensus that this strategy and review would contribute to this ethos.

There was clear desire to see greater connection between the Board and the Live Borders staff, which in turn, would improve the perception of trust and communication.

### **Marketing & Promotion**

A number of key themes around the marketing and promotion of the Trust and its services were highlighted through the engagement process, both internally and externally.

Staff feedback highlighted a need for greater lead times around promotions and messaging, allowing the staff to be better placed to support the customer facing elements of any incentive and initiative.

From a user and customer point of view, feedback suggested a lack of awareness around activities within the local facilities – in particular around the museums and visitor attractions. A number of respondents also highlighted that they were unaware of certain Live Borders facilities and services local to them (albeit the awareness feedback in the survey was fairly high).

Higher level feedback suggested that the Trust could be better promoted to elected members. From engaging the elected members there is varied levels of understanding. For some, it appeared that there is a lack of understanding of the financial and non-financial benefits provided to the Council as their service delivery mechanism.

## **Strategic Themes**

### **Perceived Facility Quality**

Feedback across all engagement activities has highlighted issues with the declining condition of all buildings operated by Live Borders. Whilst there are a number of facilities that are deemed in reasonable condition, issues around facility quality, the impact on perceived value, and the need for investment, repairs and modernisation were key themes fed back across all services.

The current condition of facilities was also a key factor in respondents choosing other options and providers, as indicated in the surveys results.

Senior staff and Board engagement highlighted this as a major challenge to the organisation, critical to mapping out the future financial and operational sustainability. This has previously been identified in a number of earlier reports, including those referenced in this study.

### **Property Rationalisation**

Through all high-level engagement (Elected members, Trustees and Senior Managers), there is a clear appreciation that the scale of the existing estate managed and operated by Live Borders is unsustainable. Overall, the Board and Senior Managers recognise a need to investigate how services can be delivered in a reviewed and reduced number of facilities across the region.

There is a consensus that a rationalisation of the existing estate is key to ensuring the sustainability of the organisation, and protecting the services offered to the public.

### **Innovation**

A number of respondents commented on the need to be more forward thinking and innovative, highlighting opportunities in the past that were missed or overlooked. Aligning with the concerns around autonomy and the ability to make decisions, there was a desire to see an organisation that could seek innovative opportunities both commercially, and in how the services are delivered to the community.

Examples were given where suggestions and ideas were brought forward to the Organisation, but these were not taken on board, and it was felt opportunities to grow and improve were missed.

### **Impact of Energy & Cost of Living**

Aligning with the available market information, the senior staff and Board provided clear feedback that the increase in overall operating costs was a key concern for the organisation. All facilities, regardless of their quality, are impacted by the increased energy costs – it is noted that the majority of facilities and building within the Live Borders Estate are limited in terms of energy efficiency. Where high energy use is a factor – in particular – swimming pools – the combination of increasing costs, and inefficient dated plant systems is creating a critical issue around operating costs.

With the increasing cost of living, people are increasingly reviewing the spending, memberships and participation in paid activities. Respondents who use other leisure providers have indicated that price and cost is a key factor in their decision making – often, where the price points may not be significantly varied, the quality of facility on offer places Live Borders lower in perceived value for money.

### **Forward Thinking Investment – Community Hubs**

In engaging with senior managers, board members and Elected Members, there was a number of discussions and points raised around the provision of services within shared facilities in the community. The concept of a community hub model was raised a number of times, and generally supported as an efficient operational consideration to improve efficiencies. Noting the existing campuses and similar projects, the importance of forward thinking and future proofing was highlighted – noting that joined up thinking could allow greater investment in one facility or area, reducing the need for multiple facilities and duplication.

The concept of a Community Hub is already widely recognised in sports and leisure, with a number of examples throughout Scotland also now seeing the integration of library services, contact points, and the wider inclusion of health and community services operating from the same facility. The development of any hub would need to take consideration of appropriate locations, and the breadth of population it may serve. Whilst a hub concept may be strategically beneficial in larger population centres, the Trust would also have to consider how it serves more rural areas and communities, and as such a “one size fits all” approach cannot be taken.

## Proposed Phase 2 Plan

### Facility Audit

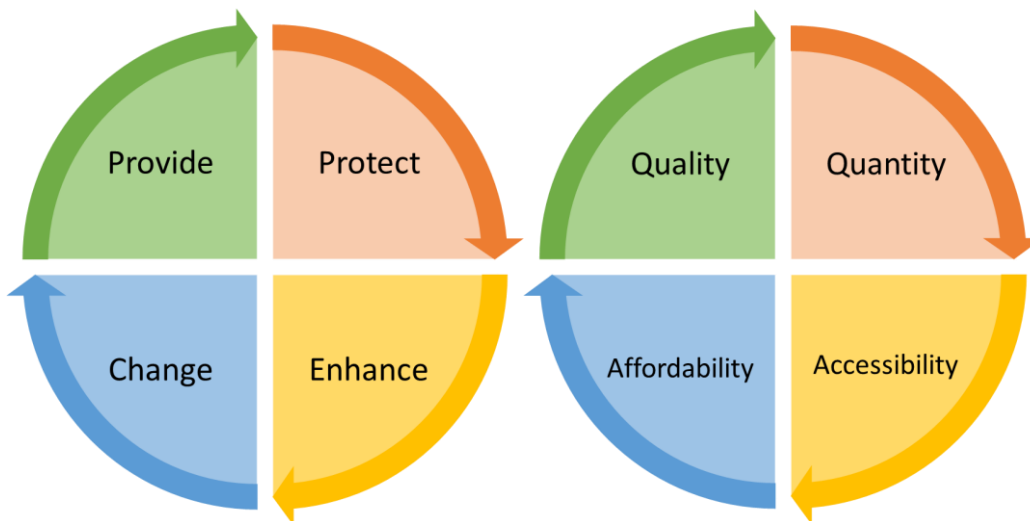
One of the key themes emerging out of feedback from phase 1 is that the leisure facilities owned by Scottish Borders Council, and those owned by the Council and leased to Live Borders, are historically in various states of repair/disrepair.

It has been identified that there is an ongoing need to consider which buildings are “fit for purpose” and which should be repurposed/changed/ or disposed of.

We note Appendix 1 of the Committee Report June 17<sup>th</sup> 2021 “Proposed Service Design Opportunities For Engagement ” which is rooted in both the Fit for 2024 Programme as agreed by Council in February 2019 and the Live Borders Strategy (2019-23). This suggests the future of some of the Property portfolio be reconsidered for

- Investment through co-location to Community Hubs or
- Transfer through Community Asset Transfer or
- Disposal of through sale

In order to provide further independent assessments of the leisure buildings we plan to conduct a visual audit of a selection of these buildings based around the undernoted models and using the Visual audit template below. This should then provide photographic and written evidence of the condition of the leisure portfolio estate on which future decisions can be made.



### Second Phase Engagement

In planning the second phase of engagement, the following key tasks are currently proposed:

Activity	Considerations
Public Survey	<p>Continuing from the facility and service survey (undertaken with the LB and SB staff), a more developed survey will be issued around the key themes in this report.</p> <p>The survey will be key in ensuring the messaging to the wider public is honest, direct and transparent. It is noted that the survey provides an</p>

		<p>opportunity to initiate the correct messaging for the public ahead of further activity, and actions that result from this work.</p> <p>This survey will be shared through SBC and LB channels as widely as possible, with options for local media, print media and other promotional channels considered.</p> <p>The survey will seek further feedback around quality, quantity, accessibility, and affordability, but will also look to ascertain the public support around hubs, consolidation, and understand which services and activities are a priority for each region.</p> <p>Where possible, questioning will be locality based, and allow appropriate filtering to assess these results.</p> <p>The survey will also have a reduced number of comment and open-ended questions compared to the phase one work – ensuring the feedback is manageable.</p>
Community Workshops	Peebles Burgh Hall	<p>It is proposed that 9 engagement events will be run, attended by the Consultant team, SBC, and LB managers. These will combine drop in discussion sessions, and scheduled presentations (town hall style).</p> <p>Appropriate printed materials, presentations and comms will be developed – both Borders Wide, and specific to each locality.</p> <p>Messaging and promotion will be key on the lead up to, and during the events. There is a need to ensure upfront honesty with the public, and facilitate conversations around challenging decisions.</p> <p>In addition to the public activities, a stakeholder event in each location will be held with invited key stakeholder representatives. These may include, but are not limited to, business groups, community groups, development trusts, town teams etc.</p>
	Gala Volunteer Hall	
	Kelso Tait Hall	
	Jedburgh Town Hall	
	Hawick Town Hall	
	Selkirk Victoria Hall	
	Eyemouth Community Centre	
	Duns – Southfield Community Centre	
	Coldstream Community Centre ( <i>not an LB facility but no suitable alternative</i> )	
Eventbrite Online Workshops		Following format of sessions above, but not location specific – these will be a catch up opportunity for those who cannot attend.
School Engagement / Youth Engagement		<p>A senior pupil survey is proposed as the best way to engage the pupils (secondary aged).</p> <p>There is a need to consider getting this done as soon as the schools return or last week in June or towards the end of August in order to avoid the school holidays but ensure less conflict with busy academic schedules.</p>

Stakeholder Engagement	<p>Continue working with already established reporting groups and mechanisms – Working Group (weekly), Steering Group (monthly)</p> <p>Consideration of ad hoc engagements / conversations as required.</p>
Hard to Reach Groups	<p>Work with identified contacts to ensure representation at events.</p> <p>Work with identified contacts to ensure representation in survey’s respondents.</p> <p>Relevant questions in survey to identify participation levels from those with protected characteristics.</p> <p>Continue to update and review IIA document as a standing agenda item for the Project Working Group.</p>

## Interim Recommendations

---

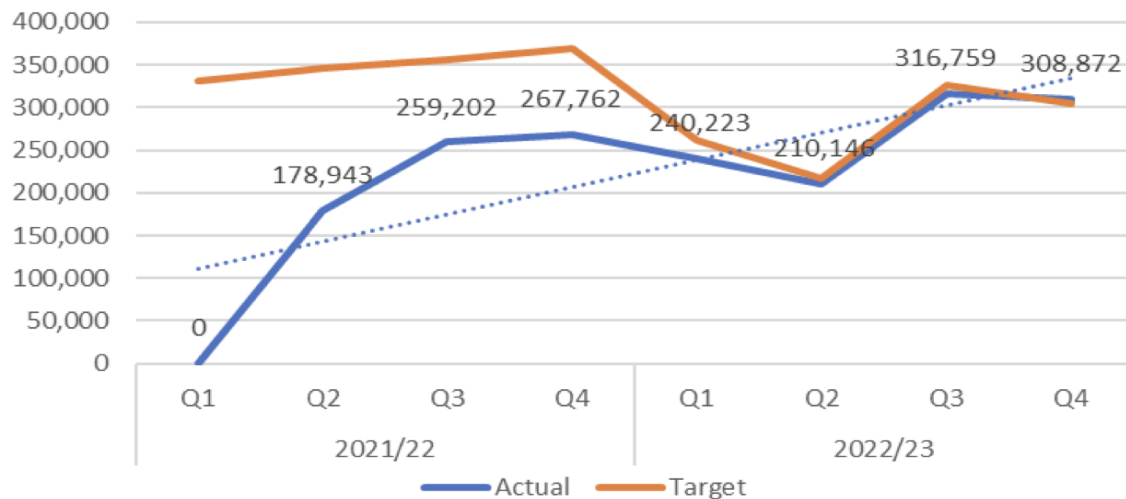
- Approve the Phase Two Community Engagement Plan  
 Agree the relevant emerging themes in order to inform the content of the Community Engagement.

## Appendices

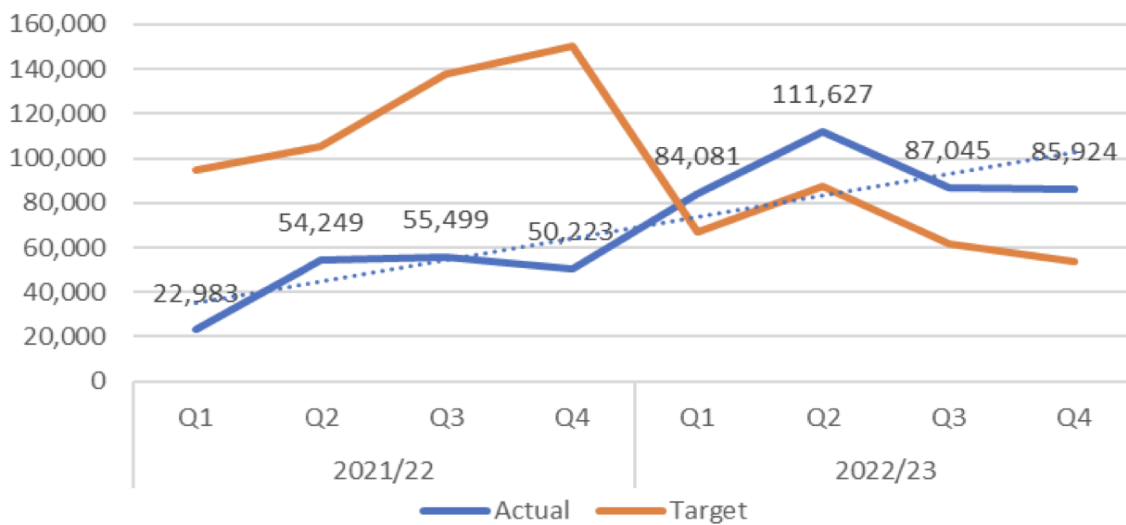
### Appendix One: Key Service Indicators – 2022/23

The following summary outlines the Trust's performance against a number of main Key Performance Indicators (KPIs) over 2021-22 and 2022-23.

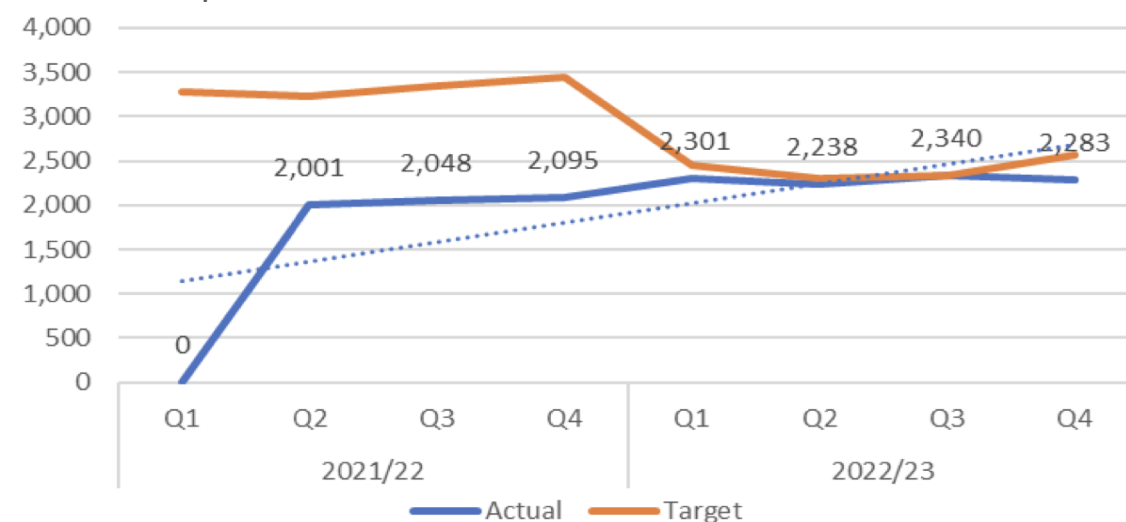
#### Sports Participation



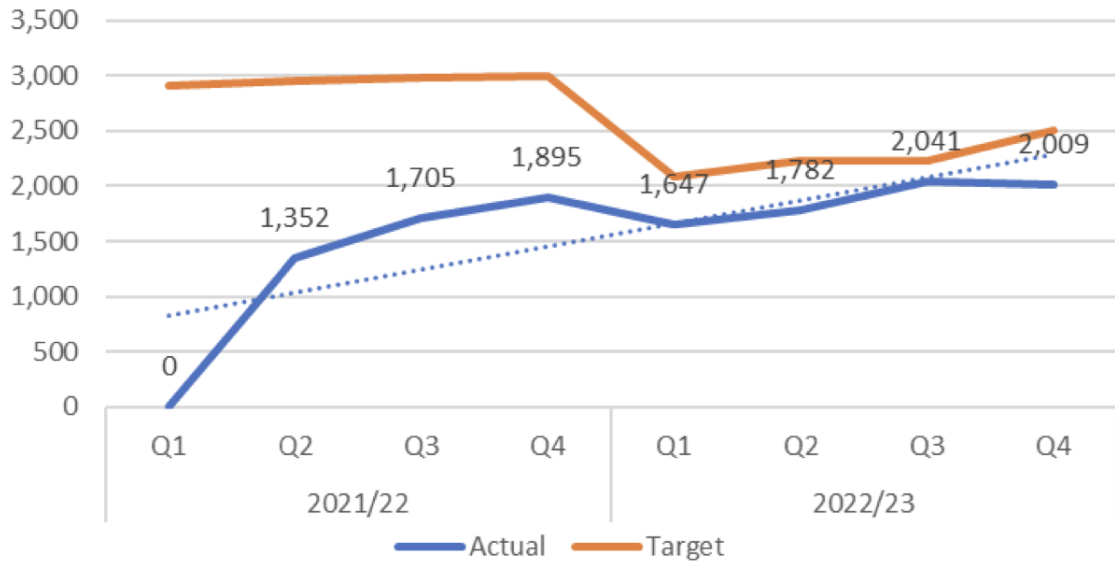
#### Culture Participation



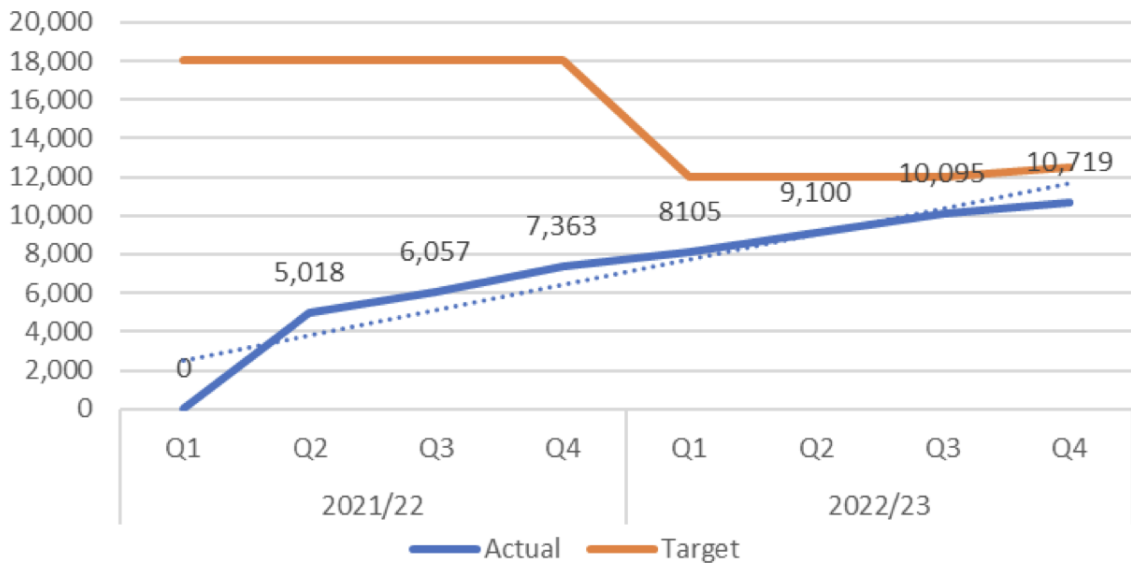
#### Active Membership



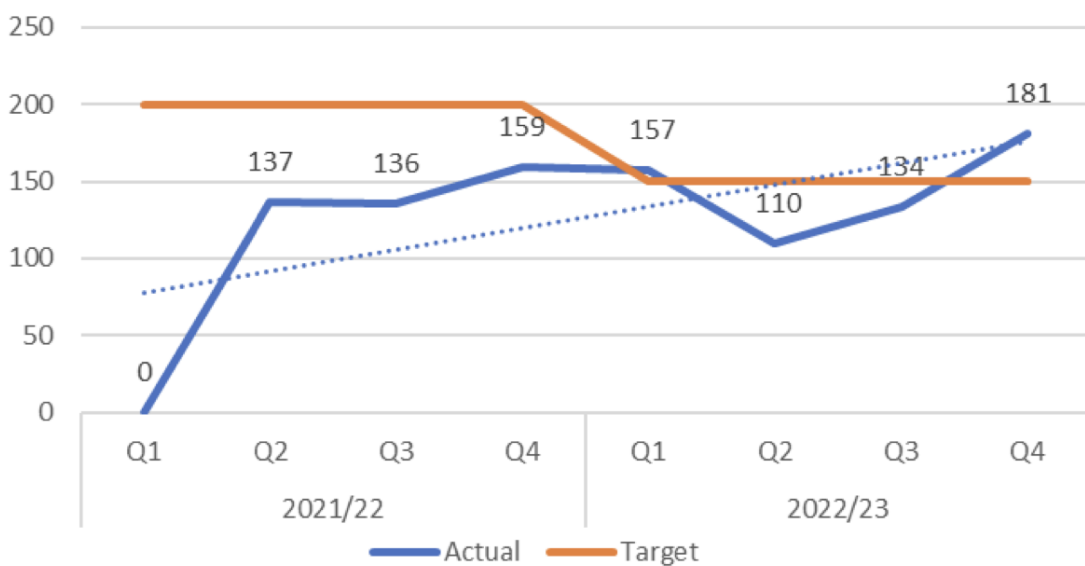
**Learn 2 Swim Membership**



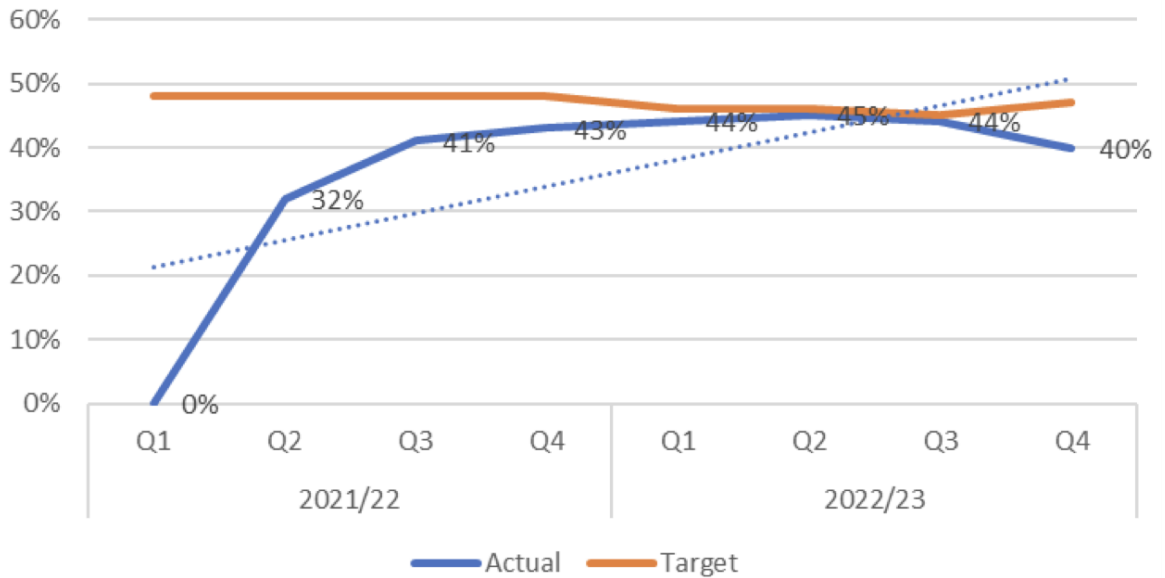
**Library Membership**



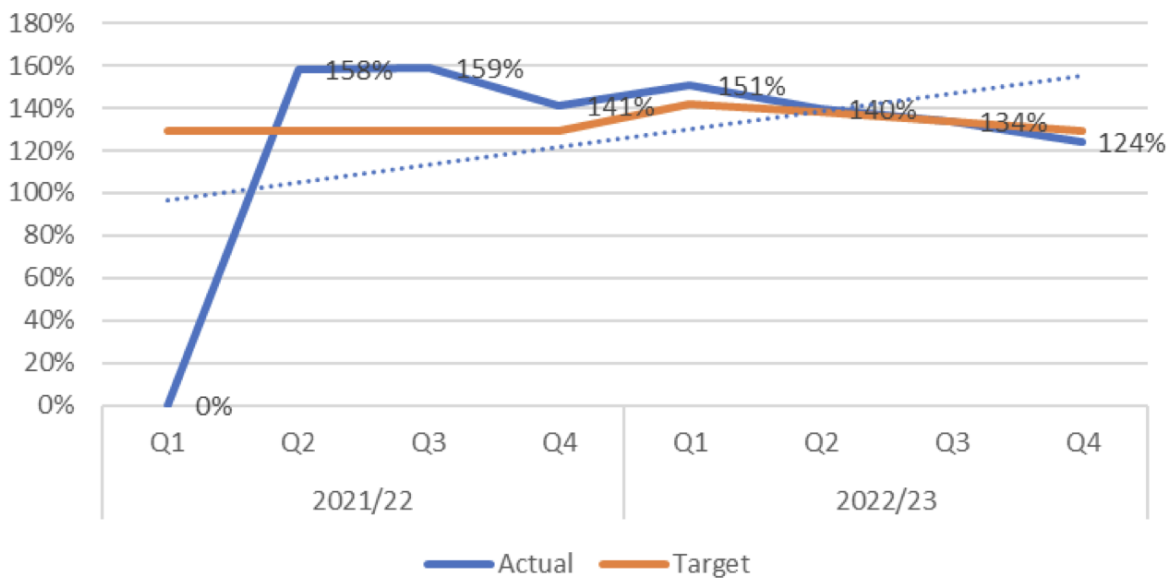
**Health Referrals**



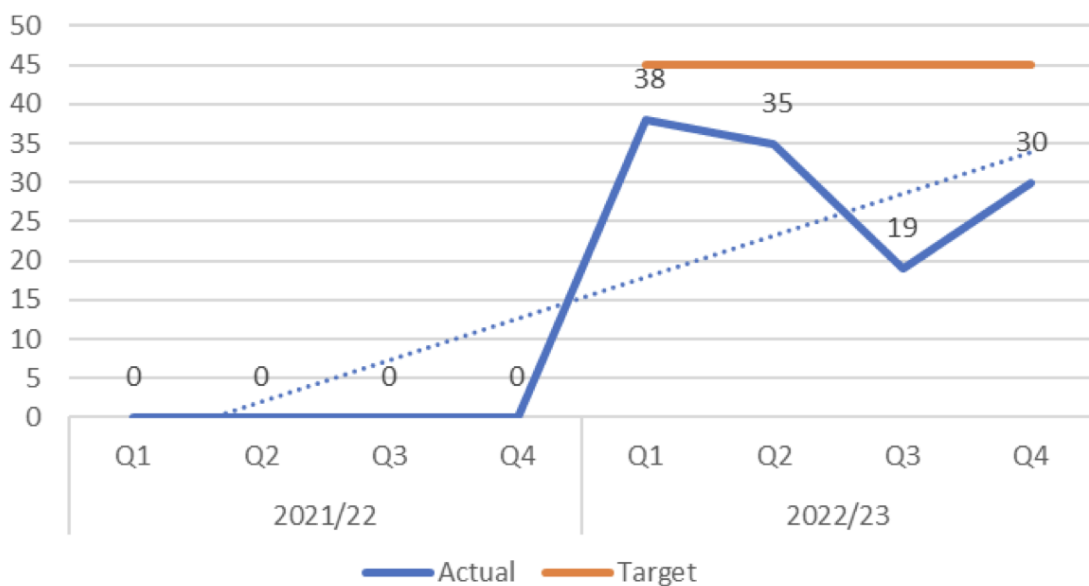
**Earned Income As A Percentage of Turnover**



**Staff Cost As A Percentage Of Total Income**

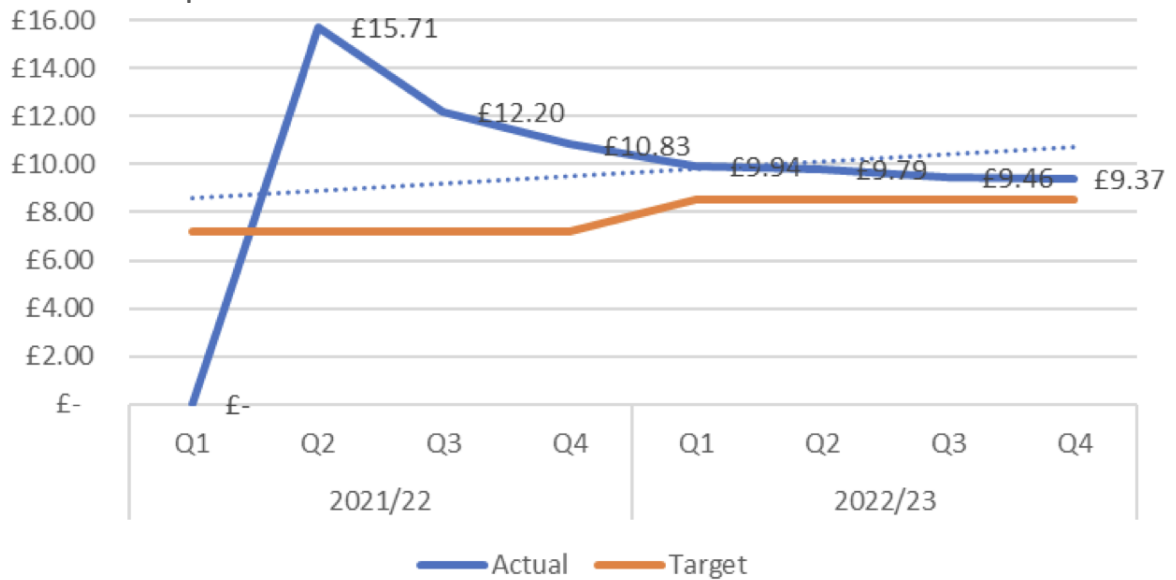


**Net Promotor Score**

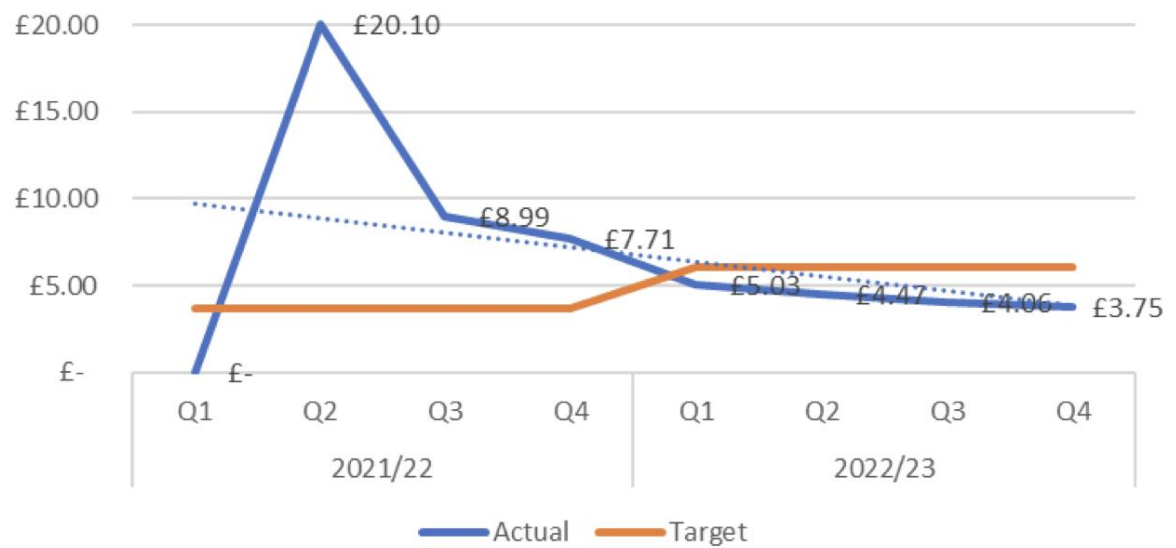




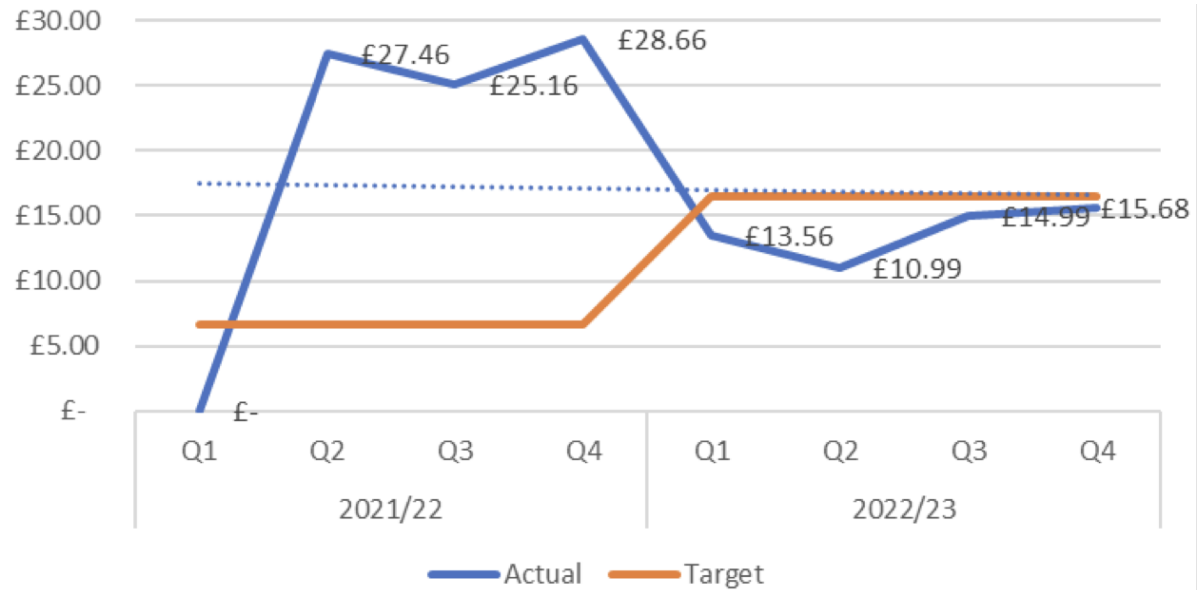
**Cost Per Visit – Sports**



**Cost Per Visit – Libraries**



**Cost Per Visit – Museums**



This page is intentionally left blank

# Annex Two

## Joint Review of Culture, Sports & Leisure Services Public & Stakeholder Event Feedback

Alan Jones Associates

September 2023

CONFIDENTIAL

Overview & Reach.....	2
Coldstream.....	3
Peebles.....	4
Jedburgh.....	7
Hawick.....	9
Galashiels.....	13
Eyemouth.....	21
Selkirk.....	29
Kelso.....	36
Duns.....	44
Online Events – Public.....	52
Online Event – Education Partners.....	57

CONFIDENTIAL

## Overview & Reach

---

Scottish Borders Council and Live Borders, in partnership, are responsible for delivering a broad range of valued culture, sport and leisure and community services throughout the Scottish Borders. Recognising the challenges facing the Council and the Trust, it was agreed that a joint review would be undertaken in relation to the funding and strategic direction of activities and services.

The review acknowledges the concerns of providing quality leisure services and facilities in a challenging and changing financial climate. The sharp rises in energy bills coupled with an aging property portfolio, the general cost of living increases and pressures on the Council's budgets, means the facility operator (Live Borders) is facing the twin challenges of significantly increased costs and reducing customer income.

As part of this review, a detailed programme of community and stakeholder engagement was undertaken. As part of this programme of engagement, a number of community drop in events, and stakeholder discussions were held as follows:

Coldstream	Thursday 27 <sup>th</sup> July
Peebles	Monday 31 <sup>st</sup> July
Jedburgh	Tuesday 1 <sup>st</sup> August
Hawick	Thursday 3 <sup>rd</sup> August
Galashiels	Monday 7 <sup>th</sup> August
Eyemouth	Tuesday 8 <sup>th</sup> August
Selkirk	Monday 14 <sup>th</sup> August
Kelso	Tuesday 15 <sup>th</sup> August
Duns	Thursday 17 <sup>th</sup> August
Online Events – Public	Thursday 10 <sup>th</sup> & Tuesday 22 <sup>nd</sup> August
Online Event – Education Partners	Thursday 24 <sup>th</sup> August

For each location, a drop- in session was held in the afternoon where the public could engage in the printed materials, provide feedback, and discuss the project with our consultant team and attending LB and SBC staff. In the evening, bookable stakeholder discussion sessions were held, with the conversations chaired and structured around key presented questions and prompts.

Two online public sessions were also held in order to provide the opportunity for those who could not attend a physical event to engage in the process.

Our team also facilitated an online discussion with key education staff – namely head teachers, department heads, and PE staff.

This report collates the feedback from the above engagements and provides a background document to support the final strategy document.

**Date:** Thursday 27<sup>th</sup> July  
**Venue:** Coldstream Community Hall  
**Attendance:** 13

### Issues Raised

- My focus is on Libraries. Agree on the need for rationalisation/centralisation of services.
- Coldstream Library Building could accommodate other services (e.g., Local Tourism office).
- Advertising for the event poor/non-existent (2).
- Perception of facilities poor.
- Ref Funding from Community Councils subsidising some of the pools – could it be used to support other facilities.
- No advertising of the event heard second hand from friend, focus is on fitness classes and 1 card to be available across all the communities.
- Community Hall staff only aware hall had been booked no background information or them being asked to advertise.
- More LIVE Borders and local authority support for community events, classes and activities needed, private ones too expensive.
- Lack of information on events, only advertised on selective platforms. Which people do not access.
- Shared services should be looked at like the library. However, there is an opinion that the library is not a library it is a council office. Tourist information. Nothing is happening. IT systems poor, need to integrate services more fully.
- Community spaces lack of them, maintaining present spaces, lack of transport, especially when you must travel for activities.
- Swimming, key life skill, lack of facilities for provision, travelling to Berwick.
- Limited Library opening times, creates challenges as this means certain individuals cannot access. More consideration should be given to accessing mobile library provision.
- Power station 3 miles up the road and they are creating an expansion, why cannot the local community benefit from them (e.g., REF/CB) they should be investing in the local communities. There is money set aside for communities, it is down to procurement.
- Recognition that resources are stretched.
- Football, no proper pitches, no areas to play football looking for 4g pitch. There is a community area being used at present that the community look after one area and the council another, the council take nothing to do with it. High grade of players within the area. Entry level at the SFA 75 children and 3 men's teams. Not community asset transfer.
- Nothing at all for the children to do within Coldstream, Access to other facilities a barrier. opportunities to take children swimming and bus hire being offered should be looked at.
- Public Park with outdated lighting, upgrade required.
- People are used to travel, however the cost-of-living issues impacting if you use your car or not, could be the possibility if discounted travel would be considered.
- Travel for cinema's, theatres, again impact of lack of public transport. Especially for outlying farms etc as some people walk over an hour to walk to town.
- Community Space for clubs, activities, society clubs lacking in the town.
- Leisure, local signed walks connecting villages and services, cycle routes also should be investigated in greater detail.
- Use the village halls for an increased variety of events suitable for all ages.

- Travel time 30 mins on average agreed suitable.
- Public Transport prominent in discussion particularly availability/cost/frequency/. You can get out the town but it is difficult getting back later in the evening.
- Teenagers restricted and no activities.
- Could be more for the elderly.
- Lack of facilities & activities for disabilities

### Future Consideration

- Wider health issue – investing in more targeted services that would create better health within the community.
- Shared services moving forward would be a good idea.
- Fewer better quality means it would be harder for people with financial constraints making it more difficult.
- Exercise by prescription, funds to be made available to enable this to happen.
- Buildings being reduced would mean that services would need to be taken to the people.
- Opportunities in a village hall which is well maintained support is required to enable the building to be used to maximum capacity.
- Discussion on asset transfer some for it and being utilised, data has been collected previously. Some venues operating like this at present.
- Feelings that they are being asked to sort out someone else's business problems.
- If you close a gym, could you not give some money to private gyms to allow the people to get free access.
- Feeling they are being asked for opinions that would be responsible for closing facilities, even though they feel the writing is on the wall.
- Are the survey's available paper copy at venues around the community to enable people to fill them out as it is discriminating against them. Lack of awareness of the surveys was evident only two aware of it in the evening session.
- Age groups of all fields should also be included.
- The people being impacted are the younger generation, our kids.

### Peebles

---

**Date:** Monday 31<sup>st</sup> July  
**Venue:** Peebles Burgh Hall  
**Attendance:** 100

- Sportscotland rep/worker– Indoor events have issues with bookings, not easy to get.
- Cannot access pitches, not available, the sporting communities are suffering.
- Opening times for access to most venues and facilities are poor.
- The booking process is poor and on some occasions being given keys to open and close, no staff. School sports facilities are not easy to book. Access Bookings are not always open and not always manned. Trying to get a response is difficult, poor service.
- Live Borders do not listen to people, there have been several surveys and engagements over the last several months.
- Travel issues and they must travel for community dance.
- Poor infrastructure throughout the services.

- Getting people into Peebles for activities can be difficult, the need for spreading activities across the communities, taking them to people.
- Many numbers have not returned to activities and sports post covid, drop in numbers.
- How far out to travel – wrong question, does not mean anything, irrelevant, how do you define travel!!!! There are more complex issues.
- Swimming closed for a period has had a great impact on the swimming clubs, there is a 20-minute drive to a variety of substitute pools, even private ones which some people chose not to do, and numbers dropped.
- People are willing to travel depending on the facility, they will travel if good facilities.
- Scottish Book Club – Impacts on families with small children will not travel to a Scottish Government funded programme due to the barrier of no public transport.
- Community Centre's and Village Halls need to be in the community.
- Should be working harder to ensure sustainability and empower the outlying rural areas to enable them to attend and participate.
- Think more expansively, link what we have, buildings, partnerships and how we work together.
- A lot of good quality buildings and what is the feasibility to running them through the community.
- Is there specific management for specific buildings? None- this does not exist
- What is Live Borders management Structure, what venues do they manage and what is the income expenditure? They should provide information on running facilities independently and support upfront linking with asset transfer and community groups running facilities.
- We should also include the NHS Borders and Social Care Sector.
- A lot of spaces and facilities need to be defined more specifically with Investment through Live Borders Trust / Charity, they should be using the Charity status more.
- They see Live Borders more as a business.
- Do not need fewer buildings, just need to make the ones we have fuller to capacity.
- It is going to take the Community to make a real change.
- The Lego club is good, and it would help if there was a summer camp for the children in the community.
- A lot of increased charges affect the community in the present cost of living crisis. Pricing of halls, there is community and charity charge and then a commercial charge, there should be a public community service charge based on a % base. Reasonable rentable rooms.
- Community Asset Transfer, some people are interested in this area.
- The use of community halls and school halls was full pre Covid, now affected by an increase in charges for a public sector facility which is making it nearly impossible to continue, thus taking away the use of halls does this mean they will get closed?
- How do you deliver services to everyone when council charges are going up and nothing different is being delivered.
- Big communications gap there is an important need for better communications.
- Digital apps, services should not take away from Face to face.
- Community hall – No Wi-Fi, IT issues, need some computer access and topped off with web page issues and access. Free computer and advice, digital hubs, SBC Wi-Fi access throughout their venues.
- Drill Hall needs a full-time caretaker. Creating community comes together spaces.
- With many premises lacking accessibilities to properties, visual, audio, acoustics very poor in many venues
- Elderly citizens activities – dance, physical mobility activities, Theatre support, music events.



- Borders College – to talk and engage with the council about utilising buildings and creating satellite centres.
- Cruel to take away any facilities especially with the cost of living, mental health issues, post pandemic outfall, people's needs.
- Eastgate Theatre needs support. Must continue should be taken into consideration, variety of room sizes needs support and some work. Improved comfortable seating is required.
- Community got to do it! – need leverage to increase activity and facility usage. This will not happen on its own.
- Sportscotland, – we invest into SBC in turn require hire borders to deliver the Active Schools Community Sports Hub programme, when as a partner and we being engaged with this?
- Better community facilities on the South side of the Tweed in Peebles. Support for community hubs – especially on the South Side of the Tweed.
- Improved changing, storage, and hospitality facilities for sports clubs, baby changing and feeding facilities required,
- Too many spaces look and operate the same – need differentiation and targeting for different groups.
- Current consultation and questions will only lead to competition and disagreement between communities focused on facility closures.
- Poor management – there has been uplifts in funding – has it been well used?
- Work harder to ensure everyone has access to community services, those in rural communities.
- Inadequate Transport, reliable affordable transport. Better parking throughout the town and area.
- Long Term – Under Investment, worsening – underlying structures and amenities
- Graham Institute West Linton – the only SBC facility we have – more could be done with it.
- Rural community with limited restrictive public transport.
- Focus on what the community needs & the survey has limited opportunity for comments.
- This consultation is focused on existing facilities not what communities need!
- Question of Independence of review which is funded by SBC!
- Loss of School Library at Peebles high School – Reduction of library opening times.
- More – library & museum activities, coffee mornings, pensioner events with shuttles for people with limited, open the library in the evening for people who work and can take children after the school is closed.
- More – resources, staff, more opportunities for volunteers to do work placements in the community.
- More people to deliver a variety of activities, including educational courses.
- Have the soft play area open in more reasonable times to access with the children.
- Top priority – Museum, Gallery for town heritage and education including Tweeddale area collections. Poor physical access to library & museum for disabled people. Lifts inadequate.
- Do not cut but instead reorganize, use what is already there in the community, extend bus hours.
- SBC should cooperate with other organisations to maximise space available throughout the town, also to cooperate with people in relation to providing labour for the facilities / venues.
- There is now a lack of enthusiasm from people who wanted to make our place good, the council should provide better ways to support the aims of the people. Budgets are always said to be a limiting factor. Why not ask the population how they would solve that?
- It sounds logical to have a hub of services in Peebles. Surrounding people need transport into Peebles.

- Provide community level activities that help development of health & wellbeing. Reduces costs for NHS.
- Being able to have an overview of SBC & Live Borders of all facilities available and what can be supported through an interlink service. Lack of transparency on how Live Borders are run. Not very organised or easy to deal with.
- The need for these to support our young people and the sustainability of the future.
- Lack of day care services.
- The online survey very much targeted individuals not groups / clubs who rely on Live Borders SBC services.
- Could engage with Tweeddale Youth Action about what young people want.
- Some wealthy people around could Live Borders not use their charity status to encourage these people to support.
- Who is responsible for delivering public services. Community Hubs
- Lessons could be learned by Highland & Island Councils.
- Peebles High School could be a community HUB. New high school availability for the wider community, for downtime, relaxation creating a distraction from worries, mental health. More thoughts across the cross sections of groups for accessibility. Not enough for the seniors in the town.
- Leisure is not inclusive that restrict immobility or the elderly participating, and the access has restrictions which is discriminatory.
- Public services should be overseen by the local councilors.
- Too much money spent on Burgh Hall!!
- Parks & Green spaces.
- If travelling the collective thoughts were 5 to 10 miles max. public transport cannot be relied on and should be kept within the Scottish Government guidance of the 20-minute neighborhood, 10 min walk/cycle. There is a lack of public transport, people feel they should not have to travel, the facilities and activities should be on their doorstep, especially for the ones that do not drive. This would allow social opportunities to get to know more people.
- Cultural and leisure activities are vital and important for mental health. Taster sessions or short blocks should be offered at reasonable prices for those who cannot afford membership. More community meeting spaces at reasonable prices. More membership opportunities for students, couples, families, and guest memberships.
- Partnerships with other 3<sup>rd</sup> sector organisations that offer Specialised group activities, dementia etc. Make more use of the borders outside spaces.
- Set up an electronic forum instead of all these surveys that have been circulating over the last few years and this would allow people to comment on what they want, like or dislike.
- Get a cross trainer in the pool so people can use it whilst there and not travel to 2 venues to swim and train!

## Jedburgh

---

**Date:** Tuesday 1<sup>st</sup> August  
**Venue:** Jedburgh Town Hall  
**Attendance:** 17

### Drop-In Session Notes

- The ones that are easy to get to and well-advertised. “Jed Eye doing a good job”
- More opportunities to order and pick up library books as the opening times are poor. As unfortunately by moving the library out of the centre of the town this has stopped the entire generation from accessing this facility due to the huge hill that the elderly are unable to climb.
- Increase the size of the library as it has been reduced in size.
- More opening times as it is only open half days.
- Reinstate the mobile library.
- Jedburgh Campus too expensive, thus impacting on finances causing strain.
- There is a need for a more reasonable room hire cost to enable meetings and events being organised.
- The Swimming pool is indispensable fitness to all.
- We have the luxury of cars but for those who rely on public transport this is limited so the events should be in town.
- Once you must travel out of the town to do something it is then not a community activity.
- Better public transport would help.
- The library in the does not work or provide any social hub.

### Evening Discussion Notes

- Two – **museums** – good for tourists there is a lot to offer, however marketing needs Improved.
- **Library** services – currently lacking, need to promote, require more books, courses and there is a limited offer on service. Needs improving, at campus which is difficult to get to and very restricted access, fewer stock than in normal library. The mobile library has issues, 2 new wagons seemingly ordered.
- **School Campus** – Positive building, there needs to be developed the inter agencies and interactional offers, there is lack of community use, cost to hire expensive and is run as a business. Again, costs too high. Further education and evening classes are needed. Vision was to include library not a cut down version.
- Campus being underused. Inclusive café/coffee bar, campus being under used.
- Make the campus more accessible.
- **Town Hall** – difficult to book, cannot gain access, lack of catering kitchen for functions, restricted caretaker access, lots of potential – runs as a good venue however needs support. Need to develop customer relationships to provide a good service. Rental too high.
- Need a **Community Space** for Art. Playgrounds with good equipment, access to community spaces need to be more available. Need more live music events, theatre, and dance.
- More **partnership working** – school campus, press reader (but positive) Historic Scotland (need to promote but no buy in). Improve charging structures that allows more people to access and generate income.
- **Wellbeing** – Tai Chi, Yoga, golf, walking (good history walks) keep fit classes, Book shop, lack of public toilets, Things need to happen to encourage people to leave their houses. Availability of programmes, activities and services need looked at. Something to stimulate older people. Provide opportunities for social interaction for lonely people. GP referral scheme. Limited opportunities to allow socialising and interacting with others. Very lonely.
- **Cultural** – borders as a collective, better transport links, mobile cinema for community, lack of buildings historical that are not inclusive, limited, or restricted access. Lack of art, need to encourage local artist to showcase their work, restricted support. Need to focus on History of area, activities, events, and opportunities in the evening need to be looked at. Good area is

the Mary Queen of Scots and the jail, town hall conditions good. Areas are underused, more events could be put on. History is undersold.

- **General** – outside business interest to run outside café, difficult due to red tape. Need to promote what is on. More for the young people to do. There is some for the 0-12years after this is poor. There are great buildings in town why are they not being used. A lot of empty shops.
- **Transport** – poor bus service, lack of buses in some areas. Snow clearing is very good. Stops too early in the evening. Young person travel card but there is no infrastructure to support this. Too many people need cars to access activities and events.
- **Community** – Taking on venues and facilities and managing them. What you are presenting here is what I thought it was, cutting services. SBC/LB interacted not about diminishing services.
- Investing in fewer, does each town lose out or how is it targeted? % wise who loses what? Everything in the community is important and needs to be worked to improve. It feels like Jedburgh has not got a voice like others and not being heard.
- Investment should be in new and current areas in Jedburgh.
- Are we stuck with LB with this? – It is not about LB it is about across the whole area and combined decisions being made. Reassure no decisions have been made and once the peoples voice has been heard the data collected will assist. Part of the debate is engaging groups to explore taking on services.
- We wanted to take on services, however as we are ageing it cannot be done, it needs to have sustainability placemaking – want the council to run facilities.
- Increased charges, increased revenue, all LB looks at is income generation.
- Definite LB / SBC tit for tat.
- **LB / SBC** – feeling is LB and SBC argue & disagree over the school project. LB has done nothing to manage the usage of the space. That nothing is being done, cost implications and charge of £40/hour. means no one is using this. There are operational issues, no storage at school for clubs or users, transporting equipment and items each week, moved spaces at last minute. Someone stated give LB a chance and they said no as they have not lived up to the expectations at present.

## Hawick

---

**Date:** Thursday 3<sup>rd</sup> August  
**Venue:** Hawick Town Hall  
**Attendance:** 41

### How Far Are You Willing To Travel?

- Public transport has huge limitations and impacts on social exclusion particularly for those without a car.
- Cannot drive so restricted to Hawick also have visual impairment so public transport problematic.
- Attend Peebles and Edinburgh for concerts and theatres. If public transport was safe, I would be willing to pay more!
- Depends on activity or service but not far certainly no more than a 10-minute drive.
- Family and friend travel more than 45 minutes to take part in clubs.

- Willing to walk to facilities as I do not have a car and rely on public services.
- SBL The Islands without the SOA public Transport Issues
- By car it is flexible. If by public transport very difficult – more joined up approach required.

### Most Important Services For You

- Libraries/Museums/swimming pools and Cinema. I read and I do not have a television and do not miss it.
- Heart of Hawick – music events and café.
- Library and Museum – reflect Community and its heritage.
- Library – keeps me in touch with the world.
- Library – most important – social inclusion and lifelong learning (the poor man’s university).
- Learning to swim is a key imperative and our pools are imperative in delivering this.
- Museums and libraries and art and culture with a hint of physical activity. Feed my area of interest and encourage the next generation likewise.
- Hawick swimming pool although opening times are limited. Could we have more free-swimming time instead of having to book cramped lanes.

### Comments on Adequacy of Provision

- No hubs please.
- Why is the library does not open on a Saturday (for Mon-Fri TD9 working people).
- Need more for the over 65s in terms of fitness and wellbeing.
- Hawick Library has no late opening for working people. Jedburgh Library has very few hours, small number of books and the position is not very helpful unless you have a car or are very mobile. Steep hill and too many steps.
- Since COVID, elderly and dementia patients (?) have suffered from lack of safe activities in safe location.
- **NO** as a father of girls and a friend to non-English speakers I do not think we do enough!
- Look at where the costs are being spent. Not delivering what was promised – Where are the [white] elephants.
- Everything is very digital, and app based, excluding those with no access or ability. Could organisations provide training?
- **NO** have to shout. Make *something!!!!* Or it will be a vanity project.
- More emphasis on cultural activities
- We should do away with the “Fat cats” and senior managers and refocus the savings on front line staff **X 3 people.**

### Comments Around Cultural Benefit

- Keep facilities open with longer opening hours with well- trained informed communicative staff.
- Community cohesion depend on those soft services.
- Nice to get out and about and see new + old people.
- Children and Grandchildren have benefited from swimming lessons, Essential if rivers rise – climate change issue.
- Longer library opening hours required.
- Mental health is a much talked about topic but needs joined up approach from all services.
- At a time of economic stress and world issues, culture is essential as per world war recovery.
- Invoices of all services in balance
- Need affordable activities and events!
- Physical and mental health are key to our community. The services offered are key to delivering this for Hawick.
- Physical and Mental health need stimulation. Exercise groups, dance, singing, dram, and library events need to be more publicised.

### Comments Around Learning Benefits

- Use Leisure Centre for more than just sport – it could be used as a community hub especially as it has ample parking and disabled access.
- Library staff are totally demoralised so lots of opportunities being missed. Need to have a serious look at facilities provided – opening hours and book purchase.
- Community Empowerment soon will be a skill gap in the voluntary sector.
- RE AMT community going to be busy in the future
- Vocational courses at the high school to encourage participation and perhaps a future career. Involve youngsters in the services provided.
- Not only of benefit to customers and users but staff also learning and not stagnant re knowledge. They are also customers.
- All areas wider horizons re world learning via exhibitions, workshops, helpline social confidence skills
- Why not encourage work opportunities for school leavers full time and part time.

### Evening Discussion

#### What are the transport challenges to getting to facilities?

- Bus services are inadequate.
- Unless you drive a car, it can be impossible to get across the Borders.
- We do not want people jumping in cars to go across the area to other facilities and therefore it is important to have as many local facilities.
- Public transport costs are prohibitive for those who do not have concessions.
- The evening transport means that you end up getting a taxi cost which means that an evening event in another town becomes prohibitive.
- There is nothing about the increase in footfall opportunities. You need to make better use of the existing facilities. Why is there not a slide about using the existing opportunities.
- Questions about the future based on the past use and a belief that there should be a review of the potential to increase use of facilities.
- Spaces should be made available so that more groups can use them.
- All the slide and options are about cuts and about pushing everything on to volunteers.
- Everything about the presentation is about cuts and if all our comments are about affordability and so why are you talking about increasing costs.
- Volunteers are picking up the tab for providing services.
- This is about the lack of customers and what needs to happen here is that the council needs to be looking at running these. There as a missed opportunity on how things can be improved based on what is currently available. Services and facilities better and the key to is using the resources better.
- There should be more positive of the word “investing.” Surely, we should be investing in better quality managers. This feels like managed decline.
- My understanding is that Live Borders was to be arm’s length from the Council and to develop facilities with the community and this has not happened.
- There needs to be a better use of the infrastructure and opportunities around renewables. The flood protection scheme was a wasted opportunity to bring in better heating systems for some of the facilities.
- There was a real challenge to the relationship between AJA and LB/SBC and the fact that we did not mention research, background, and disbelief that the strategy was delivered by October.
- There are problems and challenges to the use of the LB app.

- There as a missed opportunity on how things can be improved based on what is currently available.

#### **What Can Be Done For Mental Health Issues:**

- Warm spaces, various clubs but not organised by Live Borders and done by community volunteers. Builds resilience but there is poor advertising about what is available.
- Important for staff to engage with the regular users as this makes a huge difference.
- Reduced opening hours can cause problems in the winter.
- Spaces for self-referral services rather than through statutory services such as GP's.
- The placemaking review is important to see how Live Borders can signpost to facilities and organisations that could be helping.
- Interactive programmes for the arts
- Important to have affordability.

#### **What's Missing**

- Not enough for teenagers and could there be something in the High Street.
- Subscriptions cause gapping for families.
- Poor marketing and communication of the facilities that are available.
- Understanding of age and cultural groups.
- Provision is cost prohibitive which creates gaps.
- Summer Clubs during the holidays would have been useful.

#### **What's Positive About The Facilities You Use Locally?**

- Swimming pool
- Library
- Leisure centre for multi functions
- Great Heritage Hub and Film Programme
- The variety of facilities
- Heart of Hawick Great but underutilised.

#### **What Are The Negatives?**

- Charges for the Town Hall have become too expensive when LB took over the facilities and therefore underused.
- Basic repairs and maintenance are problematic.
- Advertising and marketing and web site are not great.
- Facilities under managed.
- Town hall seen as just for events and used to be a community facility – is this cost driven?
- Underused and under marketed museums.
- Cost and booking systems.

#### **Is There Adequate Provision In The Area:**

- All facilities where there is social engagement.
- Heritage Hub.
- Gym.
- Libraries.
- Good sports facilities.
- Soft Play.

- Theatre should allow the opportunity to display local talent.

## Galashiels

---

Date: Monday 7<sup>th</sup> August

Venue:

Attendance: 65

### Group Discussion Notes:

#### Which cultural and leisure activities and services are the most important to you, your family, and your community and why?

- Broke down into the three elements of you, family, and community. Library and community centres come under all three, sports come under family, and museums and galleries come under community as they include heritage.
- More services from libraries for adults and youth. Needs to be better advertised as people can access books physically and online and is good for social inclusion.
- Still need a physical library – *key thing?* It would be a moral sin to get rid of it, based on learning and support for 200 years. Instead of taking things away, we should make it better. Instead of reducing things, we should be looking to increase them.
- Could re-name libraries as name means something different historically but could reflect hubs instead.
- Libraries are safe spaces as children can read books, which carries into adulthood. They are also a quiet space, somewhere to go that is free where you can have a little chat with people, etc.
- People are so isolated, so could have a coffee shop connected where people can learn to do things on computers / digital skills.
- Is Live Borders for locals or tourists? As may be able to transfer some assets to the tourist board. For example, the Great Tapestry of Scotland (GTOS) is a big drain that could be hived off to the tourist board, which can save money.
- Tom Campbell (TC): For locals and tourists to drive economy, need to embrace tourists. Talked about creating the NC500 and how it embraced visitors, but he understood the need to focus on local people too.
- Why are Live Borders getting involved in diabetes as that should be NHS.
- Would love to see a museum in Galashiels as there is a huge collection of stuff that we could display, which could fill a big museum as 66,000 photographs and 5,000 objects have been donated. This has been on the go since the 70's.
- TC: Mentioned that museums investment (rather than leisure or sports) is a conundrum.
- Trying to book a space or swimming pool and trying to pay online is ridiculous. Cannot see what has been booked once it is booked either.
- There is a creative shift to social prescribing, holistic, mental health, so Live Borders work is so important to help NHS facilities.
- Community centres are very good in Galashiels, and they are run by communities and volunteers. The Focus Centre is one of the most successful ones in the Borders as it provides space for a range of different activities at reasonable rates, which brings people in.
- Need more large, creative spaces as they are lacking in Galashiels, e.g., for knitting, dancing, etc. as there is not enough of those spaces.
- There is no textile history on display, even though Galashiels used to have 12 odd mills here.
- Cultural services / cultural hub needs to be developed here for cultural performances, but this does not come cheap.



- **TC:** If cultural hub is in Hawick, people would need to travel to there, but if it was here, how would this be subsidised? If people come from Hawick, they previously advised that this could cost approximately £50 for them to travel to here by taxi.
- Having a cultural hub somewhere creates transport costs for others, which can make it difficult or impossible to attend.
- Advantages of having a hub is that they can be good facilities, can be quite comprehensive and include different services, but disadvantages are that you could lose the independence of the facility and individual services, and you also may lose the geographical spread.
- **TC:** Infrastructure of rural living works against you.
- The Focus Centre is independent, which comes across, but a hub might become constrained by whoever oversees it if it is locally managed.
- Environment here is not conducive to creating a craft environment / culture, which means there is not many arts here as people must have other jobs to be able to survive.
- Need to focus on getting people face-to-face live, rather than relying on digital screen. Person who mentioned this works with dance and movement.
- Consensus is that sports and leisure, community centres, and libraries need to improve their service availability (e.g., opening times) and advertising.
- Very strong issues that everyone is facing is the web presence, in particular the booking system is just not fit for purpose. Two people advised that they were technologists and that they struggled with it. They advised that if they struggled with it, then it is likely that older people or people who struggle with technology would struggle with it.
- If there are problems with getting money in, need to make it easier for people to pay and use the online services.
- NHS comment re-iterated, that it is important for Live Borders to provide some services to help people be healthier to reduce pressures on NHS.
- There are a lot of community hubs and church groups in the Borders, but it might not be beneficial to pass everything onto Live Borders to take on.
- **TC:** Churches have a lot of facilities and have trouble paying for them. He helped to create the first joint up medical practice using a church building that was closed during weekdays.
- For public halls, regional hubs, libraries, etc. what is their vision to make them fit for the future? They need a vision because everything is online.
- Library is as a place and space that is much more than just providing books. People used to use them to get answers too, but do not need to as much now.
- GTOS and Jim Clark are important to their specific communities and the Borders as a whole.
- What does the sport government do? We have 10 riders in the UCI World Championships, which were developed through Live Borders by handholding them, but do not think this is well understood.
- Need help to support young people progress in sports, which could maybe be achieved through sports programmes.
- Arts / cultural activities overshadowed by sports.
- Seems Live Borders is spread very thin in terms of their services.
- Combine library with community centre and / or sports facility?
- Libraries need to be better advertised. Radio?
- Libraries with more services – play, adult learning, social inclusion.
- Museum and galleries – heritage and tourism.
- Community centres – provides different groups opportunities, shared interests and important to smaller groups.
- Libraries – quality staff (friendly and helpful), something for all ages.

- Cultural performances – live shows and museums.
- Old Gala House – very interesting exhibitions.
- Public halls – regional hubs, community halls / sports clubs connecting, Great Tapestry of Scotland, Jim Clark.
- Sports development.
- Libraries vision?
- Sports and leisure facilities.
- Community / green spaces.
- Major issues with booking systems (causes a barrier to entry).
- Services availability / opening times, etc.
- Public transport improvements – key because cannot have all resources in each Border town but if transport is good, then people can get around easily!
- Libraries – great service.
- Live Borders – ease of booking a ‘space’ for an activity. People have had to find ‘cheaper’ premises.
- Money saving – is Live Borders for locals for instance, tapestry items hive off to Tourist Board.
- Museums for town, Old Gala Club archives.
- Library and multi-use by locals – help encourages children and young people to develop a love of books and basic reading skills.
- What is necessary?
- Swimming facilities and indoor bowling.

**Do you feel there is adequate provision for all ages and abilities, that are inclusive across the whole community?**

- Everybody wants something different, such as a basketball court, skatepark, somewhere to do yoga, Pilates, paint / do creative things, etc. Esports is also on the rise with younger people. Nobody is the same, but probably do not need provisions for all these as do not want to over-provision either.
- Do we need swimming pools everywhere? Majority of room said yes.
- There is only one athletic track for the whole of the Borders that is not open that much. Should we have a centre of excellence and, if so, how do we ensure the affordability of this?
- Could also look at regional hubs.
- Some services are more promoted (e.g., sports over arts and culture), but arts and culture are equally as important as sports, so they need equal promotion.
- **TC:** Is this because sports are more about facilities?
- Could be, or it could be because sports are more accessible or more desirable to people.
- People do not know about Live Borders events, for example people did not realise that ballet and theatre is available here, as if you are not online you miss out.
- There is too broad a service over the geographical areas. Could NHS, Scottish Borders Council, rugby clubs, etc. take on more? Man mentioned that his experience as a Live Borders worker is that Live Borders do work with NHS Borders to offer services, and works in conjunction with a lot of other partners to offer services. This also means there is wide plethora of specialists to draw on at any one time.
- Breadth of services on offer is diverse, but do not know how to solve that.
- Has Live Borders considered its role in relation to the services advertised in Gala Life as there are so many opportunities to join up / intermesh with independently run organisations, and those run by volunteers? As there is a great swell from various organisations has the correlation between them all been thought through?

- **TC:** It is important for Live Borders to see the whole landscape and how they fit in.
- Firmly believe swimming pools are needed in all the towns and need to stay as previously they found that lots of people drowned in lakes, rivers, etc. Plus, with climate change and water rising, wild swimming is even more dangerous. Are people going to take their children elsewhere to learn to swim? I would hate to think we are going to go back to that. It is the only sport that if you do it, you could die.
- **TC:** There is a critical importance of swimming facilities coming through here.
- This is a changing world where there are less resources.
- Thinking ahead of what is coming, need to re-think matching buildings and facilities to services and activities? Are they appropriate at this time or should we change? For example, maybe a library was suitable in the past, but may not be now.
- Interconnection of everything (e.g., NHS and Live Borders with diabetes). Might be a challenge getting specialists together but would be worthwhile for them to give their opinion.
- **TC:** The public sector engages a lot with stakeholders and are held to Government guidelines. Need to mesh more.
- Gala Life covers a large range of activities. Does Live Borders have a relationship with them and do they compete?
- Yes, in general, overall facilities.
- Access? Depends on geography and transport.
- All ages? Cost dependent (swimming / music).
- Everyone wants something different – paint, skateboard, yoga / Pilates.
- Peak time usage.
- Over provision? Swimming pools in every town? Regional Centre?
- We said ‘yes’ – adequate provision for all ages and abilities.
- You do not die with a sport facility. You do without swimming pools.
- The buildings? What activities are we putting in them?
- Activities – matching – buildings.
- We need to think ahead i.e., the changing world – less resources...funds, etc. What will stand ‘the test of time’? What are the essentials?

#### **Investing in fewer, better-quality buildings**

- Lots of people in local communities have fond memories of buildings, so need to find an imaginative use for them. Could keep the fabric of the building, but re-purpose them (e.g., by turning them into conference centres or office buildings), so you can still go in and see how things used to be.
- Better quality is fine / fewer buildings rings alarm bells with me. Most expensive schools in the country use some of these services.
- There are 19th century buildings, that are leaking money and are difficult to sustain.
- **TC:** If a building is not fit for purpose, how do we make it so?
- Yes, because this could get more people into the buildings and help with climate change.
- For the new Galashiels High School, the community hoped to have an eight court games hall to have spaces for sports, dance classes, etc., but only a four court games hall was approved. Had the opportunity to do better and bigger but did not, so need people to understand that there are options available, so yes fewer, better-quality buildings.

#### **Combining a range of services and activities in one “hub” location:**

- Yes, but do not want to lose autonomy and what happens in it.

#### **Supporting communities to run their local facilities independently:**

- Focus centre is a great example of this as it is run by volunteers and is the best in the Borders, with Live Borders only being a passive party.

#### **Moving towards options for digital services:**

- **TC:** I suspect whether we like it or not, this will happen. iPhone was invented in 2007, but feels longer, so who knows what will happen in the next five to ten years? Human interaction should be driving what we are doing, and we should ensure we do not lose the human element.
- We need to drive the human element.
- Current online services are hard for people in IT, so will be harder for older people.
- Who built this? It is not fit for purpose and really angers one of the technologists, who also said there is no need for it. Strip back the complexity, although someone said that somebody somewhere will have gained something from it.
- Really difficult to use the app. and to book in advance.

#### **Increasing charges for services:**

- Gentleman from Hawick advised that the presentation has improved dramatically since Hawick as it helps to set the scene for something quite dramatic to happen.
- Not getting people in, so thinking of increasing charges – what?!

#### **Other Notes**

- What else do we need to do to address these challenges, to make it better?
- Can make Live Borders better by doing this exercise.
- Have people reviewed Scottish Borders Council and Live Borders Senior Directors and Officers to look at their work and pay packages? How long have they been there, managing the decline of these services? If this was a commercial business, would look at why this was required. However, someone else said that Live Borders and Scottish Borders Council are asking why by doing this.
- **TC:** (not being flippant) I have never worked there, but Audit Scotland can be used for this.
- Need to look at demographics and barriers to entry. People are not saying that services are rubbish, but need to book to use them and website is not great.
- Technology needs to be utilised properly.
- As there is a budget, income, and additional income through services, why isn't there a strategic plan which shows the top-line budget that can be topped up, then look at what is available for services through available finance?
- **TC:** This will feed into the Strategic Budget Review, but this piece of work needs to be done to influence what we say and will feed in so we do not repeat same mistakes and so we can understand impact of actions. If you do not do this piece of work, you will have tough choices again. What we are hearing very clearly is what is important, for example, through these conversations, money may be put aside for the app.
- This surely cannot be the only way. How many more people would you have used the facility if it was more local as there are complex problems that this forum cannot fix? How do we know the right decision is being made as does it come down to how much noise local people make in order to get something done?
- **TC:** It takes these kinds of events for these issues to be raised, as everyone may not be aware of them.
- If looking at increasing number of athletic tracks, need to speak to all athletic clubs, etc, rather than just having these types of drop-in sessions. It does not come down to local groups making decisions if it was a commercial business. A commercial organisation would do it right and run a proper investigation.
- **TC:** It is not a commercial business though. A commercial business does not need to consider politics, the economy, etc. when making decisions that public businesses do.

- A Minister of the Free Church of Scotland advised that Dundee has place that has the community centre, library and learning centres together. This means the whole community is gathered around a single space which worked well.
- Northumberland built a hub which has new centres that includes the community centre, leisure centre and soft play.
- Inverness Highlands has holiday swimming pool worked well. They are not losing services; they are investing in them to join them up.
- If consulting with local groups, could bring musicians, dancers, etc. together to decides what activities can be done in each of the buildings.
- I do not know what the culture element or working environment of Live Borders is but is possible to foster the idea of everything can always be improved, to encourage public participation, even if it is just for the one thing. For example, if someone has too many books, they can be added to a database so people can donate books to the library if people have requested them, but the library does not have the books. This could save Live Borders money. The man who suggested this had offered his library this before and they seem to be interested.
- Encourage people to donate to keep the library alive as this can result in a lot of quiet benefit, which would then benefit everyone.
- What about teenagers who are at school across the border? We need to ensure that they have access to the survey, even if they do not go to school here?
- Due to limited resources, isn't it surely going to end up at looking at what uses the least / costs the most, like a race to the bottom? That is how you would look at it commercially at least, so surely that is what this is about?
- **TC:** That would be a missed opportunity as need to consider other things, such as health benefits and outcomes, which makes the decision become more complicated as you are not comparing apples to pears.

#### Post-It Note Comments:

#### Which cultural and leisure activities and services are the most important to you, your family, and your community and why?

- All services in the community halls are important.
- Libraries, museums, and community centres.
- Pools and sports facilities for younger people.
- All – use Focus Centre every week.
- Need more swimming lessons – very long waiting list. We would then use pool more as a family.
- Kids love library bus visits to school.
- Use football at Netherdale multiple times per week.
- Use facilities at Tweedbank.
- Kids love access to sports.
- Most important: Swimming, sport, libraries, community, and culture within our towns and local communities.
- Do not make kneejerk, short-sighted decisions. We need families to come, stay and live here!
- Fitness / arts and culture – better equipped venues to hire at reasonable rates.
- Library – provides more than books. This is needed – not all digital.
- Community centres.
- Swimming pool.
- Local communities run by the people who live in the community are necessary for the vibrancy of the towns and villages of the area and without those, key nodes communities would fall apart.

- Library.
- Museums.
- Langlee Community Centre is essential for Redgauntlet Archers. It has a very rare combination of 20-yard main hall, safety curtain erected, and somewhere secure to store equipment.
- Most important – leisure centres and libraries for all ages.
- Community centres are vital to our population, as are libraries, halls, and historic buildings.
- Leisure centres.
- Museums and libraries regeneration.
- Leisure centres (Selkirk) in need of some investment, camp site and caravan park near, ideal for pensioners like myself.

**Do you feel there is adequate provision for all ages and abilities, that are inclusive across the whole community?**

- A proper museum for Galashiels.
- To make happier, healthier, stronger communities, facilities need to be accessible by various means of transport. So that people have choice to walk, cycle, bus to them – integrate into community.
- I think there is – but needs better advertising – though App. is a good move but not everyone has suitable phones, etc. Cater for non-digital users.
- Increase public transport – assist folks to get to venues, especially in the evening.
- The website is hard to use and clunky.
- No – need more for high-school aged young people afterschool and at weekends to do in and around towns.
- No – need more to keep young minds in the Borders rather than traveling outside the area.
- No – Transport is a big problem outside of core hours to enable access for all.
- Needs to be better subsidised to be affordable for all in leisure centres and other fitness hubs.
- There is adequate provision for sports in the Borders, but people who need more cultural and sedentary engagement, especially in an ageing demography, need to be better serviced.
- Opening hours at library are poor.
- Cost of tapestry is high. Would visit more regularly if cheaper.
- Need better advertising / access to info., particularly online.
- Booking system is terrible! Multiple emails required. Easy to give up.
- No – better opening hours for those without a computer.
- No – not enough open spaces for all to enjoy.
- Transport – cheaper, more regular. People would use public transport more.
- Local halls – vital to keep communities with a sense of engagement in all the great clubs, choirs, etc. Are we only supposed to get the train to Edinburgh?!
- Advertising and promoting is key! Need to ensure there are lots of different methods used to advertise, i.e., not everyone can use social media / apps.
- Poor management at present.
- Unable to book venues.
- Poor information about community centre activities.
- Acknowledge different needs: young – technology aware kids, ageing population. Bring these together?
- Yes, but not advertised well enough. Ads need more diversity in them – older people, disabled people, black and ethnic minority, etc. – to encourage people to use facilities.

### **How can the culture and leisure activities, services and facilities better provide opportunities for you and your family to learn?**

- Keep the library in the town centre and have it open 6 or 5 ½ days per week.
- Keep local community centres.
- Keep historical library where it is and have more opening hours, especially Saturday morning. It is well situated for townsfolk. Friendly, welcome, activities on, quiet for studying and light. (Someone wrote agree! on this one).
- Facilitation of face-to-face (less technology based).
- Safe community spaces.
- Arts / health and wellbeing.
- Simplicity.
- Qualified staff.
- Promoting pro-active healthy lifestyle options in real-time, not virtual.
- Libraries to remain a hub – and of books, literature, and instruction – not digital.
- You need to identify which services that need to be delivered locally, e.g., libraries and those that can be amalgamated. Some could be combined, one Borders Museum – go out and visit the new East Coastland Museum in North Berwick. Identify buildings that cannot be off-loaded, e.g., Old Gala House.
- Green spaces activities, more support for young and elderly.
- Promote community gardens for food crops, plus nutrition information.
- More activities at library / museum, for families.
- Open at weekend.
- Reduce rental rates in public halls and leisure centre access to increase use of spaces and fitness through affordability.
- Cultural services are as important as sport and leisure.
- Perhaps libraries could have longer opening hours plus be a parcel drop off / collection depot / café / community group?
- More services?
- Public toilets?
- Retain and make better use of existing facilities rather than aggregating them into fewer buildings.
- “Digital” services are unsuitable for large numbers of people.
- Moving to sustainability is vital but do not move to closing things before new services are ready to replace. We need to keep families in the Borders and give our ageing population activities to keep us all engaged in a positive life.
- How can communities run local services? Need support both financial and need expertise, e.g., qualified staff, to run swimming pool.
- Keep our library and increase opening hours. Hold events there, encourage more people to use the building.
- Extend the opening hours of the library.
- Working in partnership across services to prevent double-doing and make the most of what we have in the Borders, i.e., maximise access for all who live and work in the Borders.

### **How can the culture and leisure activities, services and facilities better benefit you and your family's physical and / or mental health?**

- Always a pleasure to visit Gala library – books well presented with new items and returned books easy to see. Best of all, the staff are always pleasant and helpful.
- Leisure centres and libraries are crucial for both.

- The Great Tapestry building cost a lot of money and appears to be a white elephant – good place for a hub?
- Certain halls, etc. used by Live Borders need ‘sprucing up’! They have seen better days. Also, staff could help to tidy up exterior, e.g., litter picking.
- Give Galashiels their park back and not a walkaround.
- Give Tapestry to Edinburgh and put resources into open spaces for all ages to enjoy.
- Open libraries more hours.
- Ring-fence libraries, museums, and history.
- GTOS should have reduced rates for residents, and nationals. @£25 is a lot of money for a return ticket when one visit can hardly cover all the content.
- Arm’s length organisations (Live Borders) do not work. Covering too wide a remit for services which are widely spread as a rural area.
- Services for all, not just sport lovers.
- Use the Tapestry more as a hub.
- One proper museum.
- Live Borders remit? Perhaps too wide-ranging (i.e., separate organisation of sport, leisure, and cultural facilities)?
- Card for seniors to make use of all sports facilities, e.g., gyms, pools, classes for a minimal amount. (S. Lanarkshire charge £75).
- Smaller centres should get more attention to explore services for communities in the villages.
- Live Borders confusing name re. pronunciation. (Someone wrote agree on this one).
- Physical activities (also impacts mental health). Embodiment.
- People need safe spaces where they can come together and just interact. Also, social activities.
- Deals for locals at tapestry on quiet days / times?
- Make it easier to find out what is happening and to book.
- Online booking and payment would make it much easier. E.g., recent party booking was about six emails to book and two calls (and several unanswered) to pay!
- Community centres and libraries are as vital for mental health as sports facilities are for physical health and must be retained and cherished.
- Community centres – lifesavers for so many who are isolated either physically or emotionally.
- Arts – escape and imagination empowering all ages to explore the mind and imagination-given opportunities which would otherwise not be available to them.
- Exercise – ‘good gracious – where to start!’ All generations, physically and mentally, so important.
- Large rural community – requires to be given a service to be used and to be proud of – local in each town please.
- Libraries – so important, especially in today’s climate for all ages – giving access to reading, imagination, and education.
- Also, some IT access to people in communities who do not have access at home, it is so important.
- Swimming pools! Vital skills that all children need to have readily available. Also, we all need to continue with these skills. This is a type of exercise so necessary and different from any gym class.

## Eyemouth

---

Date: Tuesday 8<sup>th</sup> August



Venue:

Attendance: 41

### Group Discussion Notes:

#### Which cultural and leisure activities and services are the most important to you, your family, and your community and why?

- All of us, most of us, use the swimming pool for health rehab. As it is a seaside town, more families need to learn to swim. The camping site brings tourists into Eyemouth and money into the economy.
- Tom Campbell (TC): Last night, someone mentioned that Live Borders are providing services that the NHS should be providing. Why is the NHS not paying for that but working as partners with Live Borders?
- Community centre is a central point for all ages and for groups (such as youth groups) who can use both halls, meeting rooms, etc.
- TC: There's question marks against the Old Town Hall, which affects several facilities.
- It is not used now.
- Library is central and has internet and computer access for people who do not have access. There is so much more online. People meet up there even though it is small, the building is not big enough.
- Museum is a separate Trust.
- Social interaction is vital and should be accessible (on doorstep) and affordable for all.
- TC: That has come up in several sessions.
- Most cost was around swimming pool – chit chat was that school used to provide that but now unsure if provided under school.
- Need to have spaces for classes (e.g., dancing), for yoga, country dancing, etc.
- Leisure is most important as it helps to be physically and mentally healthy.
- Need more play parks and safe spaces for children to play.
- TC: Are there none here?
- Yeah, but there is hardly any and they are very poor. There was a programme to rollout to the Borders and the parks are fantastic in Duns and Coldstream, but we have nothing here. Eyemouth get a makeover, but other places have purpose-built parks.
- TC: Why is that?
- People come here for a holiday, rather than a day out – Eyemouth is not seen for its potential for a day out.
- Priorities change over time, and current priorities may change in the future, it depends on your life stage (e.g., children at school will have different priorities to older people). Schools need to be engaged.
- TC: We are engaging with schools when we go back.
- The three things do not marry up – culture should not be looked at with sport and leisure, as services, such as toilets, should not have a monetary value attached to them and vital services should be accessible by people without them having to travel or having a cost attached to them.
- TC: Every council has challenges, nice to have and must have, so they had to make decisions.
- Disagree as the library is one of the last free, accessible spaces and it is not a nice to have. The community centre helps with social interaction. All these places are fundamental, provide valuable services and are facing a massive challenge. Picking and choosing is not the right question as need all of them. These are the fabric of society and it is unfair to pick and choose.

- **TC:** I don't disagree, but due to rising costs and challenges seen across the board including increasing pressures, we need to weigh up implications of how these are affected.
- Then let us have the conversation about finding how to be more efficient and do things better. Not the conversation about picking and choosing as that is not fair.
- Does not have anything to add as we cannot discuss any of this unless you share the budgetary / financial information, as if there is only so much available, can help to make plans, but have not been furnished with them. This information has not been made available and it needs to be.
- **TC:** It is to help plan, and to help inform tough decisions that are to be made.
- Do not see how we can contribute without the information.
- **TC:** I would ask for you to contribute as best as you can in these discussions.
- But we will contribute, which goes to the plan, but then we will not hear back from them, so there is no point in giving thoughts as we do not know how those decisions are being made.
- **TC:** I understand, but we will not make promises we will not keep.
- I would contend that you will get the same from us as you get from each community, so you will get the same words about what is important. So, it is about who shouts loudest.
- **TC:** This is about getting the themes from across the whole patch. There are themes like libraries (in Galashiels and Hawick) have come out as an important theme. I would be surprised if there are not things that are unique to Eyemouth though, and it is right that we hear the views of everyone so that we can understand the broadest themes. Have over 2,000 responses to the survey so far.
- This is not a big percentage as there are approximately 160,000 residents in the Scottish Borders.
- **TC:** We cannot force people to fill it out.
- We want to keep everything (library, community centre, and pool) and make them better.
- A community centre (library) – hub of activity / information, where people can come together, engaging with older people.
- Activities for children and young people.
- Swimming pool / leisure centre.
- Need to facilitate groups working together.
- Library: free internet and computer access to help in cost-of-living crisis, reading facilities, and group meetings.
- Museum: tourist information.
- Swimming pool: health (rehab), water safety (seaside), amenities for holidaymakers, gym, and studio – classes.
- Community centre: central hub for local community groups (U3A, EVG Youth Drama, Scouts, Guides, Brownies, and country dancing), nursery – early years, Citizen Advice Bureau.
- Old Town Hall -???
- Library – full-time.
- Swimming pool and gym.
- More communication and promotion of services and meetings.
- Community centre / community space. More variety of use.
- Lack of feedback to public consultation is very disheartening.
- Social interaction.
- Provision of accessible (on the doorstep and affordable) activities.
- Space for class-led physical activity.
- Priorities change as we age meaning you get the answer that fits the community now.
- Cultural leisure services – different categories of need.

- Leisure (swimming is essential – coastal living).
- Play parks / safe spaces to play.

**Do you feel there is adequate provision for all ages and abilities, that are inclusive across the whole community?**

- What is the community – Eyemouth or Berwickshire?
- **TC:** It reflects Eyemouth, but from perspective of people who use services here.
- We think provisions are not the problem, there is plenty of provision as Live Borders are not the only providers but need to spruce up the facilities as there is maybe some issues about the standards of the facilities. We think the issue is Live Borders have not been engaging with communities in order to best serve the communities and to encourage communities to use the services.
- Disagree in relation to sport, as you can apply to Live Borders to get coaching qualifications, as Live Borders receives funding to train coaches. There are three sport development officers for the whole region who go out and coach youngsters with football for free.
- No, there is provision, but do not think it is adequate as the library is only open half the time, the swimming pool needs work done to it as it often breaks down, and the community centre needs work done to it.
- **TC:** So yeah, there is enough provision, but it could be better managed as do not think its fit for purpose. Also need to look at social cohesion, would better provision solve that?
- Yes, it would, after covid, people are not going out as much, so there's less social cohesion, but better provision could solve that. If facilities are open better hours, have reduced rates at a rate people can afford, could help encourage people to go out more. Covid was a big hit to people. Also need much better communication as it is good to know what is happening where.
- **TC:** That is a theme that came through, advertisement, communication, and marketing need improved. The website and how well that functions needs looked at too.
- Need to encourage people to come out in the communities, but do not have adequate transport services. Public transport is not great, but Pingo (which is a rent-a-bus) is a step in the right direction but transport is a problem.
- **TC:** Someone in Hawick said that traveling for a night out can cost up to £50 just for transport (bus then taxi). Other themes that have come out are impact and availability of public transport in a rural setting, and challenges around the rural communities with transport. Transport can be an inhibitor as not all people have cars. Younger people and over 65s get bus passes, but what about people in the middle?
- We struggled with staying on the question as focussed more on solutions, we are more of a solutions table. (Not discussed, but solutions must be written on the flip chart).
- Not enough safe playparks.
- Not enough toilet facilities.
- Travel – buses.
- Provision is not the problem! (Live Borders are not the only provider!).
- Live Borders have not been engaging with communities to encourage use of provision.
- East Berwickshire – very little for young people aged 11 – 17 (unfocussed), free.
- East Berwickshire – community driven social inclusion for 65+ but cannot happen if no Live Borders building.
- No – pointless question!
- Library – not open long enough.
- Swimming pool – old and crumbling.
- Community centre – not utilised at weekends and evenings.

- Less social cohesion post-covid.
- Night classes would be good.
- Family spaces needed.

#### **Investing in fewer, better-quality services:**

- No, fewer means they are further apart, which brings us back to transport and in a rural community, transport can be killer as it will stop people trying to access services.
- **TC:** If could put a central library anywhere, where would it be?
- I am thinking about everyone else, not just Eyemouth. It would be good for Eyemouth if it was placed in Eyemouth but would not be good for anywhere else.

#### **Investing in fewer, better-quality buildings:**

- Depends on what you mean by fewer. If you had community centre and library together then that would be a good thing but not if you lose one of them.
- Scottish Borders Council in its wisdom, went PFI to build schools. Jedburgh has a campus, and Galashiels has a swimming pool and is getting a huge sport facility in the community, so Scottish Borders Council handed over Jedburgh and Galashiels schools to Live Borders to run those facilities. However, our school has been handed over to Amey and it is expensive to use and hard to book.
- **TC:** PFI is a ticking timebomb as at some point, they must be handed back.

#### **Combining a range of services and activities in one “hub” location:**

- **TC:** If you look at the AJA website, you will see examples of work on hub facilities we have helped set up, where several services are in the one building.
- Depends on if it is a possibility. What is the point in answering it if it is not an option?
- Provided feedback on original consultation. Before covid, there was an opportunity for a new primary school, which was not going to be where it is now. It was also going to be a school hub but was not consulted with parent school. Not seen plans, but what was proposed was not fit for purpose (did not have enough room for expansion) This is a golden opportunity now as could this possibly be a hub?
- This would be a solution. We raised with Live Borders to move the library into the community centre in the past, but they did not do this. Think Live Borders ignored it because they thought it would be a part of the new primary school.
- When it was raised previously, Live Borders had a Head of Library Services, but do not have that now, so they do not have that expertise anymore, so it is just ignored.
- **TC:** Does that conversation need to be re-opened?
- We are trying as we could bring the library into the community centre.
- **TC:** Need to look at rising costs.
- They did it in Duns though, they re-purposed the primary school in Duns to make it fit for purpose.
- Will need to make a quick saving though as there is a worry that they are going to look to shut the little ones, rather than larger ones. Dream is for all services to be in one building but will not happen if we are being asked to prioritise services.
- Easy solution is to have a hub, but will this be done? Inevitably we think we will lose something.
- **TC:** Solution could be to have the community centre as an interim hub. If we saw that as a steppingstone to show how important it is and how much it is used, that would be a good business case.
- But we will not get twenty million pounds in investment for a hub in Eyemouth, so think we have to re-purpose what we have in Eyemouth.
- **TC:** Could try first and then look to re-purpose if not successful?

### **Supporting communities to run their local facilities independently:**

- A difficulty we have got is who is prepared to take this on as, at that point, it is your responsibility if something goes wrong. You do not have Scottish Borders Council or Live Borders to fall back on, which leads to a downfall of a commissioned asset, but that is what we are aiming towards.
- We have been through a process to buy off the council, and we could make money, have the business case, but there is difficulty to get support within the community to take that on as there would then be no one to blame if it goes wrong. It is a lonely place, making decisions and it is difficult taking this on.
- **TC:** AJA has a subtext of being the 'destroyer of dreams' as people come in with grand ideas that will not make them money or breakeven, but we help to then create something that is grounded.
- Eyemouth, Jedburgh, and Duns swimming pools were threatened with closure, and Eyemouth came out en-masse and stormed the council building to support their swimming pool. Duns set up a trust, but the driving force was Mrs Hay of Duns Castle opening her chequebook to get the trust going because she swam there every morning. Laidlaw Trust has Jedburgh, but this is failing and there is talk of it coming back to Live Borders.

### **Moving towards options for digital services:**

- What do you mean by digital services?
- **TC:** The iPhone was invented in 2007, but feels longer, so who knows what will happen in the next five to ten years? For a lot of what you are talking about, you need human interaction and face-to-face interaction. However, as an example, this would be about things like libraries closing and library services becoming completely digital to save money.
- Not a good idea as lose out on a social interaction space, as libraries are much more about social interaction.

### **Increasing charges for services:**

- No, they have already done that, and it just makes it more difficult to benefit.
- **TC:** Increasing cost assumes you have the same volume, but, if there is less footfall, then revenue reduces too. Also, people may make decisions to bulk book something, like swim passes, but not everyone can afford to do so.

### **Other Feedback**

- Some of the building options are there, but financial and business plan needs to make them sustainable.
- Have hesitation with prioritising services as they should not be pick and choose.
- What are the costs with running the services and facilities as these could be paid for using a mixed model, with Live Borders part funding them? Although this would need further consultation.
- It is a shame that community activism requires an appetite and unfortunately it has come to this. The community only mobilises when Scottish Borders Council or Live Borders are threatening closure.
- Better communication and advertisement are needed, so people can see what is on where.
- What is happening with this feedback?
- **TC:** It will be anonymised and added as an appendix to the full report. This will then be available on the website once done.

### **Post-It Note Comments**

**Which cultural and leisure activities and services are the most important to you, your family, and your community and why?**

- Library, community centre, swimming pool, and play areas.
- The swimming pool, and the library.
- Skate parks for young people to get out and socialise and keep fit.
- Swimming pool, community centre, and library.
- Swimming good for health and mental health.
- Community centre – meeting centre for local people.
- Swimming pool, library, and community centre.
- Keep / upgrade: swimming pool, sports / exercise for young people and children, green spaces, and play parks to encourage children outside.
- Library.
- The community centre provides a vital space for social and physical activities for people of all ages, whereas the swimming pool / gym serves the physical needs of the community.
- The library provides cultural and beneficial services, all very vital to the fabric of the community.
- Having lived in the area for about 40 years, I really appreciate the library and the swimming pool.
- I used to work with young children, and they always enjoyed a visit to the little play park not far from the swimming pool. As did my grandchildren.
- The tree planting and other horticultural activities (the new 'wildflower' beds) are appreciated by everybody visiting Eyemouth.
- Swimming pool – swimming lessons are so important for a community that relies on the sea.
- Library is a meeting space, an information centre, a source of free reading, and a welcoming environment – but underused!
- Swimming pool, community centre, library, and play areas.
- The pool is a very important activity to the town and lots of people.
- It is imperative Eyemouth keeps and enhances: 1) swimming pool, 2) community centre, 3) library, and 4) playparks. We do not have infrastructure or transport links to get to other places / facilities.
- Swimming pool, community centre, library, play parks.

**Do you feel there is adequate provision for all ages and abilities, that are inclusive across the whole community?**

- Eyemouth serves the wider East Berwickshire communities. The existing facilities are very limited, particularly as Eyemouth is the main town on the A1 corridor, all the way to Cockburnspath. More activities, facilities and infrastructure are needed.
- Eyemouth does not have the same range of facilities that are available in other Border towns. The facilities need to be maintained and enhanced, not cut.
- Community is important. What we have is good but can be better.
- Playparks and other active things to encourage people outside would be good.
- Historically, Eyemouth residents have always felt we are on the edge of the Borders and do not get the facilities that the rest of the Scottish Borders gets. Facilities have been allowed to degenerate – e.g., tennis courts. Even the new school does not have the facilities that new schools in the Borders will get – e.g., 3 / 4G pitches. The community centre could be better utilised – but this will need money. Could the Borderlands money be directed to improve facilities in Eyemouth?
- No, not enough. We used to have a squash court, badminton, and tennis court – all gone.
- No.
- No – need more facilities as town growing larger.
- No – nothing for youngsters to do.
- No – also holiday resort needs facilities.
- Eyemouth do not have the adequate facilities that other Border towns have.

### **How can the culture and leisure activities, services and facilities better provide opportunities for you and your family to learn?**

- Look at salaries of “fat cat” Council officials in charge of Live Borders. Also look at how much money is wasted employing outside agencies for surveys, reports, etc. Spend money on enhancing facilities we already have.
- Scottish Borders Council has funded excellent high school provision – for community schools. So why are they closed to the community at weekends – no access on Saturdays and Sundays (or more generally outside school hours and during school holidays)? We have all contributed to these facilities – why can’t we all benefit from them? They are modern, sustainable buildings.
- The museum in Eyemouth is good for our cultural heritage but would be good to get some money invested in it to help it as it is charity run.
- A review of the existing management structure and salaries of Live Borders and Scottish Borders Council Officers that are currently in charge of budgets and spending.
- No opportunity to watch live music and theatre in Eyemouth, this needs partnership work with non-Live Borders agencies.
- Re. sport, swimming, and leisure facilities: There is a large state-of-the-art recent leisure centre in Berwick, with swimming pool, courts that can be hired for a range of activities (indoor tennis, badminton, pickleball, etc.). As Borders cannot afford such a development, could there be a formal arrangement with Berwick Leisure Centre to enable use by East Berwickshire residents?
- Perhaps a hub is what is required to bring together library, community centre, leisure facilities, under one roof that can be a flagship for Berwickshire, based in Eyemouth.
- You cannot swim digitally!!
- Community run facilities does work but is this an excuse to hive off facilities that we should expect and wish to have?
- A hub will take money to start properly.
- Need to look at structure within Live Borders, etc.
- If we had fewer facilities in Eyemouth, we would have none!
- Investing into local facilities if you are promoting Eyemouth as a tourist destination.
- A review of top management – they should be going around local facilities and talking to the people, using them, and listening to ideas. Not helpful sitting behind a desk!

### **How can the culture and leisure activities, services and facilities better benefit you and your family’s physical and / or mental health?**

- The library is a good meeting place and source of information.
- The community centre: social, physical stimulation, gym, and swimming pool: physical activity, and library: intellectual and cultural stimulation – all very much needed!
- Swimming pool: - provides for all ages and abilities. Living so close to the sea and harbour, it is a lifesaving skill to be able and available to learn to swim.
- The library has bookbug sessions to help young babies to toddlers to develop social skills – books are so good for mental health.
- The library also provides IT support when users need help.
- Community centre: a good hall for various groups (Eyemouth Youth Theatre Group).
- Isn’t it interesting that your map of facilities only has a total of seven Live Borders facilities and only one is a sports facility? In this age of obesity, it is insufficient. Please compare this to the rest of Scottish Borders facilities.
- Swimming pool is a must. Having a harbour and beach, it is imperative to have access to swimming lessons. It is a lifesaving skill to have.
- Library is a must, as is a community centre. We have no town hall.
- There is not infrastructure or transport links to access elsewhere.

- Swimming pool is a must for a seaside community that is expanding. Youngsters – swimming lessons, rehab, swimming club – all have benefits for all ages.
- Swimming pool – good for all ages. Benefits: physical and mental health.

## Selkirk

---

Date: Monday 14<sup>th</sup> August

Venue:

Attendance: 40

### **Which cultural and leisure activities and services are the most important to you, your family, and your community and why?**

- So, the first thing we picked up is the library is a central hub, and it has a book club, which supports good mental health. It has different materials, access to information, and it has the Book Bugs. Booking stuff is hard though. Unfortunately, with ours, it is a very valuable space that is not open very often as it has limited opening hours.
- As there's other ways of getting information (such as Press Reader and Borrowbox), libraries are not a high priority and are pushed further down the list.
- The library is an information hub, but it should be more of a community type / communication hub.
- When you have got young kids and it is raining, it is good to have somewhere to go, especially if you do not have a car – it is free to expose them to books, to read books, etc. They are good for people on benefits who need access to computers. Libraries are so valuable.
- It is not the fault of the person speaking, but there's bad acoustics in the hall. Can other speakers stand up to speak or talk louder?
- At our table, we commented that different age groups are attracted to different activities (e.g., older people are more interested in golf and tennis, and other groups are interested in the gym), so there is variety. They are good for physical and mental health and will reduce prescription costs for medication.
- There is less chance of spontaneity nowadays. Before, you could go out and make your own fun, but it is harder to do that now.
- Tom Campbell (TC): The list of services is very linear. What is the extent of which there are connectivity between services? Why should Live Borders provide things that NHS should? It is about connecting partners and services to the extent which there is real connectivity between Live Borders / Scottish Borders Council / NHS, so they work together collaboratively as a network.
- Very important for us from Live Borders is swimming pools to promote kayak safety. Let us see how things go with Selkirk swimming pool. Scottish Wildlife Trust use Langlee Community Centre and it is a great space but is absolutely jammed packed. Opening hours are a problem too.
- Flexible opening hours would be good.
- It is a priority that we have the local history and attractions (e.g., Sir Walter Scott Museum, textile mill, etc.) available for the local community, and visitors to Selkirk. They are great spaces but would be good if they could open more space for meetings, and if they could be more interactive, to increase footfall and encourage people to visit. We would like to see them used more as they are great facilities and would be lovely to increase the footfall and make it more of an experience.
- Halliwell's Close poses a challenge for wheelchair users / people with mobility issues.



- Very much around weekend time, the pool is closed, and the library is closed. I went to the library every weekend, so now I read about 4 – 5 books every fortnight. I do this digitally I admit, but Borrow box is there for me now. Libraries are important as they have books that help people to learn to read as they are colourful, have pictures, and are interactive. They help to create a love of books. However, due to the cost-of-living crisis, if we do not encourage kids to go to libraries then it is a missed opportunity.
- You have nowhere that is a free entertainment venue, which is not good when we are in a cost-of-living crisis.
- Is there a sauna in the Borders? Others confirmed that there is a sauna in Selkirk.
- For swimming pools, we should work with all the sports clubs of all sports across the Borders, to promote the benefit of swimming pools and saunas for physical health and recovery, but it needs to be open at the weekend. Maybe with a discounted rate? Need to support social prescribing more. I was prescribed walking in a swimming pool when I hurt my back, so it would be good to know how this could be incorporated into Live Borders.
- Need to ask what people need and how would they use it, to then look at how to encourage things that will improve physical and mental health.
- **TC:** At Kelso swimming pool, a man was recovering from a heart attack and asked Live Borders staff how he would go about fulfilling the swimming prescription his doctor prescribed.
- The concept of a communication centre is strong.
- Work with sports clubs to do discount membership to promote swimming / sauna and the benefits to fitness and recovery.
- Get the opening times right for all facilities – closed pools at weekend, and gyms open too late in the morning.
- School pupil and family discount cards.
- Increase use and improve physical and mental health.
- Health at every size – it is not about being thin.
- Work with NHS / private physios who can prescribe (at discount cost) pool exercises for recovery.
- Library opening times need to fit the community need. Cutting hours cuts access – not open at weekends!
- What is important to us? Tennis, swimming pool, gym, libraries, leisure centre classes (spin, etc.) and general health and wellbeing (physical and mental).
- Swimming pool.
- Leisure centre.
- Community halls for clubs, etc.
- Community spaces for cultural events.
- Flexible opening hours, e.g., libraries for people who work full-time.
- Support for clubs.
- Library – books, study space, free materials, open more hours, access to free, vital online portal, support to help, important to be in every town, Book Bug, Rhyme Time, social space, and DVDs.
- Leisure facilities – swimming pool, gyms, and sports pitches. Missing facilities? cinema = keep community active, transport.
- Culture – museums, galleries, cinema, theatre, music, and arts = things that have gone and never come back. Cabin and tourist information.
- Booking portal – problem. Not everyone has access for app. Is there a Plan B?
- Leisure, especially pool. Why? Fitter, healthier, and happier, local, accessible, caters for all levels of fitness. Limited hours.

- Libraries – digital apps.
- Museums – rarely / never visited.
- Libraries – as a reference point and tourism, wellbeing, education, IT – technology, and communication hub for whole town.
- Museums and culture – tourism, economic of employment, knitting together the whole community, music ability, and education of younger generation.
- Leisure centre and sports facilities – wellbeing / keeping fit (mentally and physically), tourism, community, heritage, and young generation.
- Building and halls – events, and dynamism of properties (needs to be re-energised).
- Library – important for kids to access books, to expose kids to a choice of books for free so they can see in real, physical world.
- Library – free is important for low-income families.
- Library – wet weather activity (limited what else to do on a wet day).
- Library has such random opening hours – is a bit difficult.
- Accommodation / camping facility for tourism – attractions, increasing footfall.
- Caravan park – possibly in the wrong location?
- Library needs to make local history available locally to local visiting users in an informative and interactive way.
- Important for young people to know about local heritage – needs to be accessible and engaging for all ages.
- Swimming pool – Selkirk pool has wider rural catchment area.
- Local swimming lessons always booked up! Must be needed.
- Locally produced creative services and products.
- Creative hub in Selkirk for community use, and arts.
- 2G pitch.
- Swimming pool – access to training / classes and facilities.
- Lots of young people use the local pool independently who would not use these facilities if elsewhere.
- Transport – limited services.
- Public transport has limited services / or more out of hours.
- Community meeting space.
- Centres of Excellence.

**Do you feel there is adequate provision for all ages and abilities, that are inclusive across the whole community?**

- We did not really talk about whether there is adequate provision, we talked about whether the spaces were open all the time, were they not used, and could the spaces be better utilised? There are groups that are desperate for space, and we looked at examples in Galashiels like the Focus Centre, which is open every day and at night, and could this be done here? Could the swimming pool be connected to a health and wellbeing group at the NHS? We are going down a slippery slope of things costing more, then closing, so it is better to utilise what we have got.
- **TC:** We tend to think of how we use spaces by looking at how they have been used in the past, but we should be thinking of how we can use them in a different way, so that is a strong point really about the creativity. If you were justified in keeping a space open, the community would come up with lots of innovative uses of the space.
- Areas are not as adequate in terms of accessibility, and transport, and we've all been part of a society that does not have as good access to services. There is a geographical aspect too and

if you do not have transport, you cannot access some services. There is also issues for single parents who use services, as they need to get childcare and make sure they are affordable.

- **TC:** The question on accessibility is a good thing as it is very binary, can you get to a facility or not? But there is more involved considerations, like transport. Themes that are emerging are the cost of transport and the availability of transport. In Hawick, you can get bus across to an event, but there are no buses when the event is finished, so you need to get a taxi, which means transport costs can be £50.
- If you are in Selkirk and are going to Galashiels swimming pool, you need to be able to get a bus there and back, especially for younger people.
- Transport and the lack of it is a gap. You can go to Edinburgh but cannot even get a bus back from now. People do not see these problems as they have cars, but a lot of people do not have transport at all, and people need to get their heads round that. You are up and down hills in Selkirk. People in authority need to consider this a bit more, especially with people with disabilities.
- There is a lack of facilities as there's youth clubs, but they do not seem to be what they used to be. Everything is different nowadays and what we are interested in is different to what younger people are interested in. Kids have different priorities now and we need to link so we have all-inclusive facilities as there is nowhere to mix with people, like older people with younger people and families. The social gaps do not overlap either. There is a lot of vested interests in different things, like sports clubs, football clubs, but it is hard to get everyone involved. We need to bring all the clubs together to make decisions, like about the football pitch. It needs to be across all of them.
- **TC:** If that is a gap, is there a way we can engage with multi-age groups? We need to think of out-of-the-box solutions to keep the box.
- It would be handy if the swimming pool was open so school children could use it.
- We mentioned things like the swimming pool but concentrated on the adequacy of the provision. Most people in here will not be able to fully answer as we do not know what is on were. Events used to be advertised in local papers and magazines, but they seem to be advertised on Facebook now. It is hard to answer as we are ignorant as to what is out there unless we are told what is out there. It would be useful to know all the spaces in Selkirk too.
- **TC:** So, in Selkirk it is useful to know who and what is doing what.
- There is no-one from a primary or secondary school, so that probably needs a separate engagement as schoolchildren need to be involved.
- **TC:** We have a school survey but might need an add-on engagement session.
- A lot of the things we looked at need to be refreshed, as a lot of things have not changed over the years. Things need to be more interactive. Kirkcaldy is more interactive and has a fantastic summer programme which is better for young children of all ages. We had a summer programme, leisure, and cultural facilities, but need to have a bus to go places. There is a massive opportunity for young kids here, but for three days, Market Place was closed. We need a refresh and a bit of energy put into this. Think about the children. We need more joined up thinking so that we are covering all ages and are not missing parts of the community out. Why were there no interactive things on for kids here? Our target audience over the summer would have been kids, and parents and guardians, but there were missed opportunities.
- **TC:** How would you turn the missed opportunities to actual opportunities?
- I would bring a bus to Market Square and offer to take them places. I took my kids to Edinburgh and there was a fun bus. That would have been a massive win for the town.
- There is a club sport community with progression in sport. Thinking of the UCI, we have just had a very successful championship, but I do not think we can host any other type of sport championship. We need to invest in higher earners to encourage people not just to stay here,

but to be inspired here as well. Looking for investment at the high end means we can grow the sport and people can come down here to compete, but there is no stand at Tweedbank and there is nothing to offer.

- Our conclusion was having spaces that are open, but not having to spend so much money on staff there for all hours. Not sure how this could be done though.
- Lack of facilities for top end athletics, tennis academy – Tweedbank: no stadium.
- Accessibility into (some) buildings is often very poor.
- There is a lack of provision for working people. It opens after I am at work and closes before I get home.
- Branding / strapline.
- Communication hubs / centres.
- Instead of libraries, digital hubs. Digital hubs: access to devices, access to training, access to learning (college linkages) and so much more.
- You need to live near the provision or have access to transport to use them (public transport is prohibitive in cost and does not necessarily connect people to facility).
- If services are thrown to 'community ownership' with support from Live Borders are to be led by volunteers, we are in a cost-of-living crisis, and numbers interested in volunteering have continued to dwindle. It is all well and good having a select few groups with passion for running services, but these tend to be older, therefore putting services at risk as young people are less likely to be engaged. People want services but do not really want to contribute.
- Adequate provision? What are the gaps? Very limited library opening hours, provision of information, community led web data or newssheet, and review opening at weekends.
- Provision is good but not fully utilised.
- Inclusivity – improvements needed: restricted library openings and other venues, seasonal opening of 'attractions,' e.g., Old Gala House, which is shut when weather is worse, balance of flexibility of space alongside specialisms – providing high quality services, and buses finish running before events finish.
- No.
- Gaps: lack of transport – frequency, disabled access, lack of facilities for young people that are different, all-encompassing facilities, free physical facilities, social gathering space for all ages, and link with culture.
- Transport – poor.
- Hours limited.
- Central Borders.
- Single parents.
- Income.
- Libraries – needs more up-to-date books, a list of new books, information / history that can introduce to a database of books, publication / communication, book club, history club / themed, and club becomes part of it.
- Museum and culture – need more access – disabled and older people, schools interacting and involvement, refresh exhibits / interactive / hands on arts and crafts, street exhibits (see Kirkcaldy), and emphasis on local heroes – Hogg, Scott, and Wallace.
- Leisure / sport – need more flexible opening, schools – young lifeguards, young fitness, aerobics, gym, evening programme, weekend activities – intro to various sports, elderly fitness sessions, halls – more events, variety, and school holidays, i.e., roller discos, stand-up club.
- No.

- Cost of living – be innovative. We need more animators / actors / programmers! to provide ‘content’ for buildings.
- Reignite VOMO!? Film making for young people.
- Energy costs – does Net Zero provide an opportunity?
- Local energy production?
- If we want a vibrant culture, need to support young artists / performers to develop and be inspired.
- Lack of music venues!!!
- No support for young musicians to try out performing. Only Mac Arts, very insecure and lack of funding.
- Opening hours and access not aligned to people’s needs.
- Inclusivity – low income and young people less able to travel to use facilities, no car, buses infrequent, takes time, and need close by to home services.
- Flexibility – can assets be more ‘shared’ in use – shared access / responsibility?
- Mobile facility and less buildings? Less overheads, more personnel and access, and more services.

#### **Investing in fewer, better-quality buildings:**

- **TC:** Looking around some buildings some places had cartoons. How easy it is to make innovative displays, like animation and creation, in heritage spaces?
- We’ve all seen it before and if you invest in fewer, better-quality buildings, none of them will be in Selkirk. It has been the same since the 50s. Everything gets invested elsewhere but not in Selkirk.

#### **Combining a range of services and activities in one “hub” location:**

- I feel for Live Borders as you have a large portfolio, and you will not get it right for everyone. However, we have the South of Scotland Enterprise, and they should be keying into this and building centres of excellence for sports and arts for us and our kids to use. They constantly ask how we can keep kids in the Borders, but they should be putting their hands in their pockets to do this. By creating hubs in each major town, like a sports hub, science hub, a cultural hub, etc., this would help to give a variety of things to do in the Borders.

#### **Supporting communities to run their local facilities independently:**

- Not a good idea for communities to run their own facilities.
- Not without funding.
- There is a lot of small charities and groups that pay rent but could benefit from co-existing with different charities under the same roof to make it a more viable space, like Old Gala House, and to save money.
- **TC:** There is a lot of emotion at looking at buildings across generations. It is not just costs; it is about the community investment in the space as well.
- If we had flexibility to do so, more people would hope to do so. Newcastleton have a community hub, and we need flexibility to look further afield as that might help to facilitate what communities want. We could look at existing buildings and keep some of what they do now.
- **TC:** Communities have the vision to take this forward, but normally do not have the expertise or skills necessary to do so, so any community asset transfer usually need these too. It is a shame because there is not someone to refer to or work with.
- The community needs to work together with organisations.

- **TC:** Alan Jones has been doing this for over two decades. He is known as the ‘destroyer of dreams’ as he takes the carried away dreams of people, and grounds them in commercial reality.

#### **Increasing charges for services:**

- Depends on the quality of services and its opening hours. Yes, if it is a better service, but not if it is only open for two hours. If the swimming pool was open longer and was better value for money, then yes.
- **TC:** If you increase the cost, some people may be exempt. For example, younger people and over 65s get free bus passes, but what about the group in the middle?
- I am surprised that museums are free.
- People want good services, but they are not always willing to pay which is a problem all-round. If you do not have people investing in councils, this can remove funding and cut services. It is a political issue. You need to vote for people who are going to invest in your communities. Look at the people who are running to serve you, and see if they will, and decide if they are worth representing you.
- There are interested in the sports facilities and people who are interested in cultural facilities.
- If we increase charges for tourists for museums, we will not be over-charging residents.
- **TC:** That would be a tourist tax, which can be used to invest back into communities.
- It is very important that this is for local people who live and work here. For example, Kenya changes a visitor fee for entering the country. South Africa have a local game pass for locals, but tourists pay extra for a tourist game pass. The tourist tax has been charged for 50 years in other places, so it is being done. So, you could charge locals more, but there is an opportunity to charge visitors extra while still treating them well.
- You could have a museum pass so that the tourist tax is being spread across various sites, not just one.

#### **Other Comments**

- One thing we have touched on is that things do not happen without staff, so need more Live Borders staff.
- **TC:** I agree. I have been around all the Live Borders’s facilities and the staff are exceptional.

#### **Post-It Note Comments:**

#### **Which cultural and leisure activities and services are the most important to you, your family, and your community and why?**

- Swimming – more hours.
- Library – more hours.
- Swimming pool and associated classes.
- Victoria Hall – concerts and events.
- All common good assets are important, including Selkirk Hill.

#### **How can the culture and leisure activities, services and facilities better provide opportunities for you and your family to learn?**

- Council should manage all halls and community centres – they own the buildings.
- Hub might work but needs to be town centre location.
- Have the events held in the Victoria Hall. They are usually well supported.
- Investigate the provision of electronic hubs for those who do not have home facilities – all age groups.
- Creation of a ‘Selkirk Community Hub’ / tourist information advertising as opposed to many smaller hubs centred around sports / tradition.

- Do not want to congregate services in Galashiels or Hawick so fewer services and / or fewer buildings will almost certainly do this.
- Digital? – lost social contact so not good.
- Increase charges – but need to be affordable.
- A blended approach to moving towards digital services (signs, internet, paper materials).
- Multiple services provided from fewer hubs to increase efficiency.

## Kelso

---

Date: Tuesday 15<sup>th</sup> August

Venue:

Attendance: 27

### **Which cultural and leisure activities and services are the most important to you, your family, and your community and why?**

- We discussed a couple of services to begin with that Live Borders do not have control over. For example, transport and access.
- Tom Campbell (TC): Transport is an issue that has come up. Someone in Hawick said that traveling for a night out can cost up to £50 just for transport (bus then taxi), then you have got the cost the actual night out (event tickets, refreshments, etc.) therefore, it becomes unaffordable.
- If I live in Galashiels, I would go to Newcastle or Edinburgh to spend my money instead if it is costing as much.
- £50,000 is given to the community and a quarter of that is used for transport. This includes funding Morebattle children to learn to swim, which should be funded by Scottish Borders Council.
- TC: Younger people and over 65s get bus passes, but what about people in the middle?
- Swimming is the most expensive sport here as you move up in levels. Kelso has one of 12 females swimming in the world games, but we need to expand on that.
- Libraries are Live Borders and Scottish Borders Council staffed. The Carnegie Building library could be a hub.
- There is not a museum or focal point for tourists to visit. There is a fishing museum in the Town Hall, but not a local history museum.
- Staff that work in the library contact centres are very good and enjoy the job. When it was just a library in Woodmarket, you would be lucky to get one person a day. However, now people are going in to use the library, pay their Council Tax, etc. all the time.
- I do not have a librarian to help me, but it works well as a community hub. There is a lovely garden at the back of the library which is run by a group. It is more about the function than the building.
- I can get information online rather than going to the library.
- There is no museum, but the library is great and there are more facilities within the library than just getting books. It is a live example of how it can work with more than one function in the space.
- The assumption is that everyone has a computer, but 50% of people do not. So, computers in Live Borders are very important as they allow people to sign on electronically if they must digitally sign on every week.

- We need a reader's club. We have something similar but need someone to sponsor and support a reading group at the library.
- Sports facilities turn over to Live Borders at 6 pm every night. We have got a strong hockey club that needs access to the facilities, but management will not open for one hour so we can run an activity, so need the support there too.
- The accessibility of the facilities is not good. I would love to get in before the 6 pm cut-off but sometimes it is sitting all weekend and not being used.
- **TC:** Eyemouth made a point of having a PPP or PFI school in Eyemouth, but they cannot access it all the time or it is expensive to use.
- The museum was opened in 1986 but has since closed. The artefacts were removed later.
- In Kelso there are excellent facilities. They are competing with other classes, etc., but they are doing well.
- One thing I and other people have noticed is that the booking system is very poor.
- **TC:** Can you tell me why you think that?
- Booking on the website can be very difficult. Once you sign in, it is very slow, and it always defaults to Eyemouth for some reason. Once you get into the booking system, it might show that the class is full, but when you get there, it is not. It would be good if people could un-book themselves easily.
- **TC:** Let me pose a question. I do not have access to a computer, how do I book a class?
- If you go there, they might say they are booked up, but you can see that they are not.
- If you want to book a hall, you need to go to the hall. It is over complicated as people do not know where to go for classes as we have the hall, the pool, and the school. The old system was good and there was nothing wrong with it.
- **TC:** We think of accessibility as disabled barriers, but it covers other things.
- What we did remember, was two to three years ago, when everything was open for covid, you had to book your space as only limited numbers were available in the pool or class, but we still have the line of 'you need to book your space.' The barrier needs to come back down again.
- **TC:** What was it like in 2019?
- You would just turn up.
- **TC:** I notice you have arts and crafts; can you tell me about that?
- There are arts and crafts programmes in Galashiels and Hawick, and I was lucky enough to be able to go to Hawick for a lovely book binding workshop, but it would be great if they were here or if there was transport or a bus organised to take a group of people to go to them. It was easy for me because I have a car but it is not so easy on the bus network.
- Berwickshire has Pingo (rent-a-bus), that would be good to implement here. The bus will pick you up and take you to your destination.
- **TC:** Transportation is something that I am hearing has a bit of a shadow over some of the decisions.
- I am really concerned, and I want to see a balance. Small pockets are important.
- Every second Tuesday in Abbey Row I run a curling group (curling with castors as there is no ice). A lot of people who go to the curling are from outwith Kelso, such as Coldstream, so it would be good to have a bus to get here. A lot of people have mental health issues, so they might not be able to understand the timetable as it is too complicated, but if there was a dedicated bus service to bring these people across, it would be a blessing to them as they would not be disadvantaged. There are three big rooms that can be used too.



- I know a teacher who runs classes that cannot afford to pay the increasing costs of venues, so it is becoming unviable. Some services are commercial, but just like a pool, it is a health benefit. It is a physical and mental health benefit.
- At Abbey Row, I think the fees are very reasonable. It is £18 normally, but for youth groups, it is only £3, so there is a sliding scale.
- So, that is a commercial thing, I work for Live Borders, but run my own business too. Fitness instructors are classed as businesses so must pay commercial rates, but we are not making enough money. So, if you pay for a venue, you need four or five people to attend the class to make money. I get both sides of the argument though.
- They could reduce prices to begin with and increase them when more people are coming in.
- Rural transport – education – Scottish Borders Council remit.
- What are priorities? Swimming pool, library, and interpretation / museum. Hub.
- Visitors.
- Social media?
- School available / open – Abbey Row?
- Abbey Row – exercise classes. Concern about cost of room hire and viability for teachers, groups – ‘scale of charges?
- Swimming pool – timetable of classes. Including at high school, praised. Members can book spaces and not turn up, so limited space for drop ins. Reminders?
- Library – times – young people.
- Gym facilities at high school – booking system poor. Do we still need covid controls, e.g., lane?
- Arts and crafts, e.g., bookbinding workshops, but these need to be accessed, e.g., at Hub in Hawick.
- Activities for young people 14+ - lacking / non-existent, unless sport based.
- We could access these elsewhere but no transport – Pingo on demand for Cheviot area (flexi transport).

**Do you feel there is adequate provision for all ages and abilities, that are inclusive across the whole community?**

- What does this mean?
- **TC:** Thinking about the whole estate, e.g., sports, leisure, etc., is there enough provision?
- For some ages yes, but other children (say for ages 14 – 17), unless you are sports based, there is very little or nothing. We were contacted by a few children of that age group who said there was nothing for them. You get a small handful causing mischief, but 99% do not. However, they all get tarnished with the same brush. If they go to the park to sit, someone will come along and say that is ridiculous and chase them out.
- Behind Abbey Row there was a disco when I was young, and it was heavily used; it shut and nothing has taken its place. We have a hall here. Why not have a 14-17 disco dry bar once or twice a month to give them something to do?
- **TC:** So, do you think it is more about how the spaces are used?
- The dry bar was volunteer based – Yetholm ran it. It is also, is this something that the community council should be putting on or Live Borders?
- **TC:** Or should a commercial business come in to make a profit?
- There are provisions for the older generation, such as Meeting of Minds, as there’s companies doing things independently, but they are not working with Live Borders or Scottish Borders Council. They are doing great, but could Live Borders or Scottish Borders Council offer more support?
- **TC:** Do you think the lack of activities is to do with a lack of space or resource, like staff?

- I am not sure, but I know the independent organisations do great and could use more support.
- Abbey Row is managed by a management group and three days a week, people with additional needs are using it.
- One thing that certainly gets used here is the Wednesday Lunch Club for the mature people of the town because the provisions are here. They have got the kitchen, and they have got the space, so it works well here.
- **TC:** One of the points raised has been for the Live Borders and Scottish Borders Council buildings being used by non-Live Borders or Scottish Borders Council functions, so it is important for things to connect.
- What do you go to Edinburgh for? Bowling. Well, why doesn't the Borders have a bowling alley? Why doesn't the Borders have a go-karting track or more cinemas? I have spoken to local councillors about this in the past as these would give people things to do in the Borders.
- **TC:** I have not noticed a lot of empty shop buildings in the towns.
- You should see Galashiels.
- There are several independent groups that you have operating here.
- Scottish Borders Council does not have a good track record of doing things. This town gets up and takes a stand and does things for itself.
- There are not things to do for 14 – 17-year-olds. If you ask them what they are doing, they will say there is nothing to do. If you ask them why they do not go to the park, they say it is for the young ones. I have asked Planning about this.
- **TC:** What about the skatepark here?
- It is brilliant, but there has been complaints about leaving litter, although most people are good at not leaving any.
- I think there will always be a challenge for the 14 – 17-year-olds as that is the time they drift away. When you think about it, they have got a bit of catching up to do after the last couple of years due to covid, which will affect their mental health and social skills.
- The cost of transport is an issue too. Another one is the state of the facilities, like there's older radiators in the buildings, but this gets back to the finances again as there is no magic wand.
- In the past, after Kelso swimming pool closed, there was a disco that was always busy. There are some things here, but for the sports and cultural side of things, there is nothing.
- Good provision.
- Plenty of clubs, but by individuals and clubs.
- Parental support.
- Costs / transport.
- Upkeep of facilities.
- Plans with Borders Youth Theatre.
- Disco night at pool.
- Young people want safe, age-appropriate places to be together. Get told to move on. Used to be a dry bar behind Abbey Row. Direct consultation with young people required.
- Older generation – loneliness, and companionship.
- Local organisations, like Meeting of Minds, organise activities for children and young people with additional support needs. Are any of these activities provided by Live Borders?

**Investing in fewer, better-quality services:**

- Yeah.
- **TC:** Regionally or within towns?
- In towns as you know what is where and can concentrate on it and make the most of it.
- Personally, I would do away with Tait Hall.

- There is the Heritage Hall, Textile Mill and one more in Hawick.
- **TC:** Would you favour investing in fewer, better-quality services and investing in fewer, better-quality buildings, locally rather than regionally?

#### **Investing in fewer, better-quality buildings:**

- I think Abbey Row is not used enough. It has got a car park and a lot of money has been spent this past year on it.
- **TC:** Do you have better centres, but close local facilities as you are investing in fewer buildings?
- What do you mean by locally?
- **TC:** The town itself being the centre, such as Kelso or Hawick.
- What is Kelso's capacity for bringing people in for music, etc. if we lost Tait Hall? We will not be able to accommodate everyone.
- Lots of people come in for the Borders Union Show at Springwood Park.
- **TC:** Unless a production is going to bring in 500, it is not viable. So, if they do not come to Kelso, where will they go? They will probably go to Edinburgh as there is not the seating capacity within the Borders to accommodate this.

#### **Combining a range of services and activities in one "hub" location:**

- **TC:** We have probably talked about this quite a bit to be honest, with the library and contact centre. Someone in Selkirk suggested having the library as a communication hub as it would give people the space to gather and get information.

#### **Supporting communities to run their local facilities independently:**

- What do you mean by this – is it giving money or support? What does it look like?
- **TC:** That is a good question. This does happen across Scotland. So, some community groups have a vision for things, but might not have the expertise and skills to apply for funding. So, I am not saying that is what is happening, but if it does, it might mean a mix of different things and asking community groups what they would want to take on. AJA has a subtext of being the 'destroyer of dreams' as people come in with grand ideas that will not make them money or breakeven, but we help to then create something that is grounded.
- It is about getting community groups to take them on and offering support and training.
- If that is something that is viable, then there may be some elements and communities to take over the facility.

#### **Increasing charges for services:**

- It is hard to answer as it will be possible for some services, but not all.
- We are unique in the Borders as we have a low wage area here, so if you start putting prices up, people will probably start staying in and watching TV.
- When you go to the Highlands, you can see lots of centres, as there is a lot of grants and funding put there, but we are not seen like that. Years ago, Hawick was seen as an area of multiple of deprivation, so money was being continuously spent there, but Kelso has the second-best swimming pool in the Borders and did not receive the same funding. People will also hire the rugby club because it is cheaper.
- Scottish Borders Council and Live Borders have too wide a variety for them to manage, but they need to bring their services down so they can manage them better. People can book church halls and other buildings instead.
- That is another dynamic is the competitors, like rugby clubs and churches. They should be complimentary, not competitors.
- Kelso is a health and wellbeing town.
- **TC:** Do you think that is accurate?
- Yes, Visit Kelso is driving it forward and being pro-active and is seeing how to get visitors in, looking at improving health after covid, etc.

- Why isn't another town like Hawick a health and wellbeing town?
- We are not sure as we do not know their community groups, etc. There are about 25 community groups.
- What tends to happen is that volunteers are involved in many things and there can be burn out. Mapping of that has not been done and perhaps should be considered as multiple clubs are using multiple facilities.
- There's a couple of projects ongoing. Someone has WW1 books and Walter Scott memorabilia that he wants to display, so we are talking to Live Borders about that. We are hoping that a local councillor can help to turn Abbey Row into an interpretation centre and doing up the rooms. If there were two or three people paying for permanent rooms, it would help to fund things too.
- How do we get money?
- Abbey is the oldest abbey in the Borders – how do we market that?
- Abbey Row could maybe support this?

#### Other Feedback

- Pitch at high school is not a great facility for playing hockey as it's slippery. I usually feed this back to Live Borders / Scottish Borders Council.
- Maintenance is poor and Berwickshire is far better maintained. All those aspects are better, but they are not in Kelso.
- Appalled at the state of the pitch at Jedburgh. I wrote to Scottish Borders Council about it not being looked after.
- I taught at Kelso High School for years and the facility is not being looked after or maintained. The pitch at the old high school was used as a dumping ground for the building equipment, so it is ruined.
- I think we are missing to get club feedback captured. There was not a forum or opportunity to give this feedback.
- I know there is a staffing problem with Live Borders. They are meant to maintain it by brush it weekly, opening the facility, and treating the moss on the pitch as well as it gets slippery. They let the grass grow too close to the pitch which creates more moss on the pitch. It is not being maintained. It has been strimmed but they are not collecting grass cuttings.
- I have been reporting to Des / swimming pool who then passed them onto Live Borders but nothing is being done.
- We are a major stakeholder using the 2G pitch and it is really frustrating as there is a bolt missing from one of the goals. It is not great anywhere as the same issues are at Tweedbank.
- There are strange decisions like planting trees near the pitch. This is not useful.

#### Post-It Note Comments:

#### Which cultural and leisure activities and services are the most important to you, your family, and your community and why?

- Swimming pool and good teaching is a must for all young people.
- Libraries seem to be the poor relation – hours cut, etc. Again, a must for young and old. They are most valuable to any community and need to be funded as needed!
- Events and venues for young children aged 13 – 18. They are too old for the youth charity, and too young to go to pubs or clubs.
- Library needs longer hours and to be more welcoming for students.
- More for those 13 – 18 to do safely. Being able to hang out in larger groups safely.
- Sports and traditional music. Music for the young and learning traditional music and songs locally.
- Museums and attractions. Is there an option to have one in the town?

- Library – I know it is a contact centre. Could it become part of Live Borders?
- Swimming pool – both my kids learned to swim there; they loved it – hopefully it can be kept open.
- A good theatre would be amazing, coupling as an ad hoc cinema.
- Kelso needs a museum.
- Young people (13 – 17) need more to do in the evenings.
- The library, which is brilliant. The staff are also helpful and welcoming, and they have a wide variety of books.
- Museums. I enjoy visiting and learning from them.
- Leisure centres are a vital community resource. If people have good, accessible swimming pools and gyms that have acceptable costs, then use of the centres will improve health, both physically and mentally.
- Community centres also support community activities.
- Including a swimming pool with each new school built would improve the health of the whole community.
- Limited opening times for certain sections of public in swimming pools, for older people.
- Changing areas for the elderly with mobility issues require more room to move (Kelso).
- Hawick: limited opening times with fewer places for members of the public as staff ratio dictates numbers.
- While Hawick pool allows for a shallow walk in, Kelso only has ladder system which is limiting the use of the hoist. When it is available, it is not always suitable and is quite undignified for some.
- People need good community integration for good all-round health, both mental and physical, and wellbeing.
- Libraries.
- Swimming pools.
- Community halls / centres for reasonable hire.

**Do you feel there is adequate provision for all ages and abilities, that are inclusive across the whole community?**

- No! Only if you live in the centre of populations. Out in the sticks you have heehaw!
- Accessibility for people outwith the main centres of population.
- Cost of hiring rooms / halls for communities to use is too high. Far better that those areas are used rather than the fabric of those halls deteriorating. Far better all ages benefit by their use, contributing to the overall health and mental health wellbeing, which in turn reduces the costs of attending to the general health of the population.
- In the younger age groups, having cheap access to events like scouts, cubs, brownies, etc. Stops kids being aimless or causing issues elsewhere. From a community policing point of view, it must be a bonus to know where youngsters are in general.
- What is the Live Borders charter? What are its key functions? Do these reflect what the community needs and what is / are the relationships with other services?
- Improve the fabric of the leisure centres and people may start to use them. Look at East Lothian. Their council can support a vibrant leisure service and they reap the benefits.
- No. Most facilities are town based and there is no provision for transport.
- Building new schools without a swimming pool attached is a sheer waste of resources.
- There will never be enough. There is simply not enough money. More pressure needs to be put by Councillors on Committees and Scottish Government. It would be money which would pay dividends in employment, mental and physical health, and community cohesion. The same case must be stressed with the public at large – everything comes with a cost, but there is also

a huge cost if facilities and services are not there in terms of isolation, loneliness poor mental health and is a disadvantage compared to urban areas.

- Live Borders should have a very high public profile as regards advertising each building within its operating area and the weekly / monthly events within those venues. Why not take space in local newspapers as not everyone is involved with social media?
- Most certainly not across the Borders. Much depends on where you live and access to public transport, which is virtually nil. Cost of running a car is expensive. Also, it must not be assumed that all residents have internet, computers, or the skills to access them.
- Having some sort of museum / visitor attraction in the town would benefit the whole community – attracting tourism as well as providing options for local families.
- Need more for teens (13 – 18). Teens are left out. Loads for young kids and adults. Need more events (disco / party once a month at Tait Hall possible), a dedicated youth area for those 13 – 18 to stay off streets, and make the library accessible for students after school hours.

### **How can the culture and leisure activities, services and facilities better provide opportunities for you and your family to learn?**

- Hub locations.
- Better public transport to access other hubs, e.g., demand responsive Pingo buses.
- Being open when the community wants to use them.
- Offering coaching and support for children and adults who require it.
- Encouraging diversity in culture.
- Library services require a broader spectrum of choice, especially in number of available talking books.
- Opening times of libraries and accessibility.
- Online booking is not straight forward.
- Parking is often a problem.
- More joint usage of buildings in general.
- Have more events to optimise building use.
- Invest in people who are running events as an interface with the public.
- Could library services be rationalised across the region? More 'click and collect,' but also 'books by post' – with costs of postage covered by savings from closing physical libraries?
- Libraries must be open.
- Probably need to rationalise venue provision – large venues, e.g., Volunteer Hall, Tait Hall, are too expensive for many groups. Buy smaller venues, e.g., Abbey Row, Focus Centre, etc. Do not have facilities required.
- Community run? With proper support, not just lip service!
- The people of Kelso could be the answer of many of the highlighted 'problems,' but they need to be empowered to be effective. That does not mean asked a few questions every so many years! Approach existing clubs and organisations. You may be surprised.
- Provide fewer but better services, e.g., Tait Hall vs Abbey Row Community Centre. Do more events at Tait Hall? E.g., the Skerryvore gig?
- I use the library (Borrowbox). Having access to more titles online would help.

### **How can the culture and leisure activities, services and facilities better benefit you and your family's physical and / or mental health?**

- Bus to Edinburgh has been stopped! Public transport in Kelso is very poor. Therefore, it is essential to keep all services funded and running properly. We have the basics – swimming pool.

- Abbey Row Centre, former school, is a historic building, but difficult to transform into a real active and valued centre. Much thought needed so it can reach its full potential.
- Consider multifunctional hubs, probably based around swimming pools. Build new if cannot be implemented effectively within the existing estate.
- Jedburgh appears to have a well-run, pleasant, and popular swimming pool. Maybe being independent of Scottish Borders Council has something to do with that!!!
- Being available, accessible, and affordable.
- In the Borders, we have numerous swimming pools that are under-utilised due to poor maintenance, and unacceptable temperatures in both the changing rooms and pools.
- Have a swimming pool we can access easily.
- Have sessions a man can get a swim easily. At times, easy to use with transport times = buses.
- Have pools that are not freezing, windy and have cold showers! We do not use Borders pools as they are just cold, draught, and not suitable. We go to East Lothian / Dunbar.
- Access at reasonable cost of free. This must include a joined-up transport network.
- Support for organisations which provide opportunities for all, irrespective of ability / background.
- Be more available to more people.
- Ensure properties are invested in or closed to free up resource to invest in the ones kept open.

## Duns

---

Date: Thursday 17<sup>th</sup> August

Venue:

Attendance: 21

### **Which cultural and leisure activities and services are the most important to you, your family, and your community and why?**

- Are these the ones managed by Live Borders?
- Tom Campbell (TC): Yes, the ones managed by Live Borders.
- So, how many is that? TC showed slide showing the names of Live Borders facilities.
- Is it just the ones in Duns or everywhere?
- TC: Both, it is looking at the provision in Duns, but also looking at the provision elsewhere if you use their services and facilities.
- We've all got different viewpoints. I am an artist and started an art group in the Men's Shed as it is an underused facility. We have outgrown the space, so places like Southfield Community Centre are very important, but they are not suitable as there is no storage space, so you need to bring things along and take them out again. Buildings are not being used but are not available and we cannot store things. You find that with most places. I also have a disabled daughter who comes here with Border Links, which is very important as there is not much for disabled adults and children to do.
- Some of the things we talked about that are very important was culture, heritage, archiving and museums. Community centres are also important as they can be used for meeting places, community larders, etc. There are all sorts of things going on at Southfield Community Centre, and I have been using it for over 30 years with girl guide groups, and we can do lots here, like pitching a tent and camping outside. They are so important.

- We had a big discussion about accessibility and the opening times; the facilities do not have good opening hours. Accessibility is important for people not just with wheelchairs, but with buggies too.
- Costs have gone up and now the meeting charges included all adds up to and if they go up more, I will find it very hard to find more money to do things.
- **TC:** We think of accessibility in terms of disability, but it includes other things like transport and cost. We will come back to that though.
- **TC:** And opening hours.
- First thing to acknowledge is that the Live Borders footprint in this area is quite modest. There are not a lot of sports facilities here and sport is all community run. There is a facility in Duns, but it does not have the space for a lot of local groups. For the library, there's positive comments on its online service. I have used the online facility and the archiving in Hawick is well worth supporting. We have also got a couple of good museums here, whilst there are not a lot of museums for tourists in the Borders. Such as the Jim Clark Museum, which was a huge amount of investment in this area and was underwritten by a private group.
- We essentially had a big debate about transport. You need things to be accessible as the rurality of Berwickshire is important.
- I work for BAVS (Berwickshire Association of Voluntary Services) and we rely very much on buildings like this. I have just finished a lottery project that deals with social isolation and if you take away this building, you take away the community.
- For us in the rural area, we need to create our own community as they must provide village halls, etc. themselves with no support. I am sorry to go back to it, but it brings me back to transport.
- **TC:** Please do not apologise as that is an issue that has come through from the other sessions. Someone in Hawick said that traveling for a night out can cost up to £50 just for transport (bus then taxi), then you have got the cost the actual night out (event tickets, refreshments, etc.) therefore, it becomes unaffordable. Someone in Kelso then asked why would I go out in the Borders when I can go to Edinburgh for the same price? Also, younger people and over 65s get bus passes, but what about the group in the middle for transport?
- I am the co-ordinator of the Duns Food Bank, and we are facing unprecedented levels of demand now. We would love to do a community larder here, like Eyemouth, and a social café. We ran one for six months, but it was not ideal. Refurbishing the annexe here would be an ideal location for that and I would like that to be considered.
- **TC:** The issue with rural poverty is it usually goes under the radar as it is not happening in one of the big places like Aberdeen and Glasgow. Rural poverty is a big thing, but it usually goes under the radar.
- Something else we talked about is that Eyemouth has the only swimming pool in the Berwickshire area that is run by Live Borders. There is a swimming pool here, but it is run by a private organisation and the Jim Clark Museum is owned by a private company.
- It is run by Live Borders though.
- My concern, having visited a community asset transfer in Peebles is the state of the building as it was terrible. This is what I am worried about, that we will be offered buildings that should be called liabilities not assets and it is not fixing the problem, it is moving the problem.
- We had a big consensus; the Jim Clark Museum is the obvious one. It is a gem for Duns, the Borders and beyond as it is hugely important and interesting to people. We want Southfield Community Centre to remain, as there is a few groups here who help people with disadvantaged lives and that should be put at the top of the list. There are groups on for all ages to do things, plus we have the Citizen's Advice Bureau upstairs which is so important for the lives of people here.



- Duns' library is very important. Because it is a library, we first think of books, but they are probably the least important now. But it is important as it has the Book Bugs, which not many know about, the contact centre, and it is the only space in the town to have local exhibitions, so it is important to the community and vital for the community. Libraries are less about borrowing and lending the books and are more about having a community space.
- **TC:** This is coming through across the events. At one of the other sessions, someone mentioned the libraries being a communication space.
- Everything has been covered apart from needing the services and facilities as they are so important for mental health.
- We raised about transport too, but Live Borders do not manage this. But we are stuffed without transport.
- **TC:** No, but it is a problem that needs to be solved, maybe not through Live Borders, but it needs to be solved. Other events have mentioned Pingo.
- Pingo is not that good.
- **TC:** Other communities have said it would be good if they had something like Pingo as well.
- Community centre and libraries (short opening times) = mental health company.
- Buses (transport links).
- Sports centres – rehabilitation.
- Tourism?
- Access to art – exhibitions, teaching / learning, and 'studios.
- Museums and heritage culture, and archives.
- Community centres and meeting spaces.
- Education.
- Community ladders.
- Community fairs.
- Libraries – accessibility and opening hours.
- Leisure centres: accessibility – opening hours and school use.
- Youth – lack of facilities.
- Disability – a place to go.
- Storage opportunity limited.
- Transport.
- Eyemouth swimming pool.
- Library.
- Archive in Hawick.
- Online services – Borrowbox and Press Reader.
- Libraries.
- Southfield for spaces it offers groups.
- Visitor attractions, e.g., museums and galleries.
- Jim Clark Motorsport Museum.
- Southfield Centre.
- Duns' library, e.g., internet, events like Book Bug, access centre, and local exhibitions.

**Do you feel there is adequate provision for all ages and abilities, that are inclusive across the whole community?**

- Is this about Live Borders?
- Yes, but if you are aware of any non-Live Borders organisations that run things, that's also important feedback as it would be good to know what is important for you but is provided by

someone else. Also, people have said about why is Live Borders providing things instead of the NHS, so that is something to consider too.

- We started off by saying no, there's not adequate provision. Inevitably though, I would think the need for space is important as people look at this building from the outside and they think it is huge, but inside, the layout is not ideal, so we have had to turn away things like the Men's Shed, local NHS events, etc. as we do not have the space.
- It also depends on volunteers. We have a lot but it is not ideal.
- **TC:** I think volunteer fatigue is a big thing too.
- Real further education opportunities are not here either as they have gradually faded away. And there is a need for community activities to bring people together as the internet is killing things. We need to create the opportunity for people to come together to do things.
- Is that about the buildings or people running things?
- Probably a bit of both.
- Circular chat, there are very few facilities in Duns. Going back to its footprint, it is already very small. Going back to this man's points, there is not the space for the groups. Also, do we need the library as a community front door for people to access things as it has moved on from just books? The opening hours would need to be increased.
- **TC:** Do you think there is an increasing need for facilities and for more facilities or do you think there has never been enough?
- Yes, as I think the third sector has taken on a lot more things that ever before, some of which was done by Live Borders, but they do not have the space for it.
- We have also got an increasing population and there is a lot of home building going on.
- There are a lot less night classes too. University for the third age is growing and is good for Duns, as each task gets taken on by another group, which is brilliant as they will do things in the town, but they then need the space. Like Heart of Duns, which I am fond of, but they are two very different beasts. We are not like other towns where you have pubs where you can hire function rooms. We have not really got the school either.
- Even down to further education for high school students to early twenties, they will not find it easy to get to the college.
- So, we are all in agreement, but whatever is adequate now, will not be adequate in the future, but there will not be a review for a while. When was the last review and when will the next one be?
- **TC:** For the planning that is done, there is some futureproofing that can be done. I am not saying it will be done, but for example for here, you could have some big storage units so groups can store things. There are probably some quick fixes that could be done to help.
- No! We went through different groups in our community and the access to buildings available. Girl Guides, Brownies and Rainbow groups used to meet at the old Duns PS, but, as far as we are aware, it closed due to covid and has not re-opened. My group wanted to play pickleball at the high school, but they could not get someone to come down from Edinburgh to open the building, so we had to use the Swan Centre in Berwick.
- But that is because there are not janitors.
- Well, they should hire janitors.
- Other groups that used the old primary school have had to move to the Southfield Community Centre.
- I will speak to the Director of Education about the opening of the old primary school and will also check with the Council about what is happening with the janitorial staff.
- There's parent and toddlers group here, but there is not the janitorial support for places in Duns, which means that spaces cannot be used as they have not been cleaned. I worked in

East Lothian and the schools had shifts of two janitors, so it meant the building could be used by lots of groups after school.

- U3a (University of the Third Age) is great here and is keeping us active and mentally active.
- Cost can be a big factor.
- Mobile libraries live on the edge of a financial precipice. For us who live in very rural areas, as there are no libraries out there, without mobile libraries, you would not have access to anything. They also supply to the schools. It is only arriving once every three weeks now.
- Have Live Borders had conversations with a Heart of Duns? As they do things that would be good to tie-in with Live Borders.
- **TC:** I am not aware that the conversation has been made, but it shows there is an increasing need for multiagency conversations about facilities critical to mental and social health.
- How does all this fall into the placemaking programme that we have been asked to look at?
- **JC:** Live Borders are a key partner in terms of all towns developing place plans, as well as some other key partners.
- So, they will be participating in the meetings coming up in September?
- **JC:** Yes, they will be.
- We should not be asked if there is adequate provision. We should be asking if it is fit for purpose in 10 – 15 years and whether it is making the Borders attractive for the future (including now), and for young people.
- **TC:** I agree with you and that we should be looking forward and this information will feed back into the plan, but there is also an immediacy of just now for some things.
- We are just getting by on the work of volunteers, but we are close to breaking point. The consensus is that we need more, not less.
- I work in Education, and we have got some fantastic new high schools in Eyemouth, Earlston and Duns, as well as Duns primary school. It makes sense that Live Borders should work much closer with schools but cannot see much of this now. And I work with a multiple sclerosis group which is important, so I am interested in physical activities for people with ongoing conditions. Also, where do people keep fit here? You must run, cycle, and walk here as there is nothing here!
- We go to Berwick.
- I am an ex-teacher, and there's so little funding available for schools to do extra things for children but opening the schools for groups and the communities and charging them to use them, would allow that money to be put back into things for the kids.
- Library – opening hours.
- Yes! But it is everchanging.
- No!
- Youth – after school access in DPS since covid?
- Young parents – support groups.
- Working adults – janitorial support for out of school hours.
- Mature age group – U3a is vibrant in Duns but need venues.
- Accessibility – provision not adequate.
- Cost – affordable spaces.
- Information centre / forum / hub for 'what's on' and spaces available. Community diary.
- No.
- Library – services are not frequent enough, not everyone wants to access online, it cannot be run as a business, and it is a social and warm space in winter.
- Rural poverty – community centres could play a huge part in combating this.

- Not adequate provision, but need for space, need for volunteers, absences of real further education, and need for community activities (online killing things).

#### **Investing in fewer, better-quality buildings:**

- **TC:** What about somewhere that was a space for everything you needed?
- Good luck trying to find somewhere!
- It would need to be built. It would need to be something new.
- **TC:** And where would you want it?
- Someone joked: One centre in Duns, that has everything and has constant buses to and from it. It would also need to be the size of Edinburgh!

#### **Combining a range of services and activities in one “hub” location:**

- **TC:** When we talked about a hub, if you look at the Alan Jones Associates (AJA) website, you will see examples of work on hub facilities we have helped set up, where several services are in the one building. They are right and work for some people, but not for everyone.

#### **Supporting communities to run their local facilities independently:**

- **TC:** We have already kicked the can with this, but that is something you mentioned already.
- Some smaller communities have already been forced down the community asset transfer route as there was no other option.
- **TC:** I am going to ask a loaded question. Do they feel supported?
- No!
- They need time to get everything they need, like training and support, but they do not. I have been in local authority for 40 years and its bloody hard work. I feel empathy for anyone who has served on a committee. It is not worth it; it is not worth the sleepless nights.
- Community groups need to think outside of the box for creative solutions.
- **TC:** It is worth it for those that you impact on positively though, with the volunteering.
- But you reach volunteer fatigue very quickly.
- **TC:** You raised a good question. How do we support communities as some communities may have some capacity as they have already been working on something? I am not pitching for AJA, but other communities have gone in with grand plans of wanting to do things and he is known as a ‘destroyer of dreams’ as he takes people through their vision and then grounds it.
- One of the grounds things is that for some groups, there must be a commitment to long term relentless fund raising which then takes away from the core thing you are trying to achieve.
- So that could be Live Borders’ job. Or is there evidence that communities could run places better than Live Borders?
- **TC:** Alan Jones has raised £40 million pounds for sports and cultures. Other consultants can do this too. But should this be Live Borders’s job?
- We are wee villages and towns, which means there are only so many people who can be involved in things, but they are not able to be able to be involved in new things as they do not have the capacity. We looked at the rugby club for a girl guide group but did not look at it for long.

#### **Increasing charges for services:**

- No way, we cannot raise the money for what we have got, never mind increasing things.
- Windfarms!
- **TC:** Also, increasing cost assumes you have the same volume, but, if there is less footfall, then revenue reduces too.
- It is also not about who you are getting through the door, it is who you are excluding.
- Every community group here has someone who applies for grants, but we are all competing for the same grants.

- Does Duns get windfarm money?
- Cllr Rowley (**MR**): Yes, there is a modest amount that comes through from the Black Hill windfarm.
- Where does this modest amount go?
- **MR**: To lots of different community groups through the years.
- **TC**: Do you think you need a community fundraiser for Duns, who looks at what funding is available as there is different funding available for different things?
- BAVS used to do this, but it is now held centrally by the Community Action Group. They work with groups in each locality to help with things, including with applying for funding, so they could help with this.

#### **Post-It Note Comments:**

#### **Which cultural and leisure activities and services are the most important to you, your family, and your community and why?**

- All facilities are important to me. I use most facilities in the community run by LIVE BORDERS and enjoy the range of facilities – art, museums, shows, swimming, community centres, libraries, etc.
- Southfield caters for people of all ages, has several groups for people leading disadvantaged lives, has physical exercise classes, hobby groups, U3a and the office of CAB – it covers a wide spectrum of local life.
- Me – museums, archives, and libraries.
- My family – museums, archives, and community hall.
- My community – museums, community hall, and sports facility.
- People also alter their interests over time – when you have a family, you may start using swimming pools or art venues. Some facilities are also Borders-wide – such as the archiving museum in Hawick, while others have a presence in multiple towns.
- Me – library and community centre.
- Family – leisure facilities, museums, and community centres.
- My community – library, leisure facilities, museums, and community centres. A community is not a community without these spaces for us to get together.
- As a U3a representative, I find it difficult to choose ‘most important’ services as to us the big issue is variety. A spread of activities, choice of leisure pastimes, mix of educational themes and different ways for people to mix. Focusing too strongly on one model risks isolating some.
- Community centre (Southfield). My Trefoil Guild have met here since 1980!
- Library – essential.
- Sports facilities – for general health and wellbeing. A group I belong to could not find a court locally in June / summer, so had to go to Berwick!

#### **Do you feel there is adequate provision for all ages and abilities, that are inclusive across the whole community?**

- Could and should be more joined up working but a lot of people do not want to pay for services. Make what we have better.
- Sports venues are not often available at weekends / outwit school term.
- Library not open as often as it used to be.
- Alcoholic Anonymous (AA) – 1) crucial support to addicts across the spectrum, 2) part of the structure of AA means that we are required to support other addicts through the process of a 12 Step Programme in order to maintain our own sobriety, 3) Southfield is a much loved, appreciated, welcoming, and accessible building, 4) in order for the recovery process to work, as many meetings are needed as possible and it is already a challenge to travel to other towns for meetings, 5) I drive and I already travel to Berwick on a Sunday and Wooler on a Monday,

which is a challenge for health reasons, so am incredibly grateful to have a local meeting so I can attend all three, and 6) many recovering addicts are valuable members of the community who, if they don't work already, often end up 'giving back' in working in addiction or caring services as well as volunteering within and outside of AA.

- Adequate does not seem a very ambitious word. Let us aim higher. We need stimulating, motivating and positive provision for all ages.
- I think it is important to mix more, so dislike groups restricted to a particular age or similar. Let us get older folk sharing skills with younger and vice versa!
- Over the years, some facilities have been very down in accessibility, e.g., the library used to be open four weekdays, two early evenings and every Saturday morning. Reduced and erratic hours limit access and put people off. It is important that small towns retain access to facilities like libraries, and that the Borders has region-wide services, like archives, available to all.

#### **How can the culture and leisure activities, services and facilities better provide opportunities for you and your family to learn?**

- They need to be open!
- Not too expensive!
- Accessibility is important to think about. U3a uses many different venues, but some are very difficult for wheelchair users to either access or use. This also impacts on parking – wheelchairs / restricted mobility.
- More advertising in many ways to attract and welcome everyone.
- Offering a wide range of activities, social and educational – working with third sector organisations.
- Making it easy and affordable for organisations to book spaces.
- Hollowing out of services by overworking fewer staff, reducing opening hours or closing sites ultimately reduces usage and so closes opportunities. Myself and my family want a museum, library, and community centre in Duns – and in other towns – plus regional archive, arts, and entertainment venues in the Borders. We already lack LIVE BORDERS sport facilities in Berwickshire except for Eyemouth pool. Ultimately the choice is to adequately subsidise such services or lose some of them: the latter is a political choice for which Councillors will be responsible.
- There may certainly be mileage in combining services in community hubs, e.g., the plan (currently on the back burner) is to move BAVS to Southfield and combine with CAB, which has been here for many years.

#### **How can the culture and leisure activities, services and facilities better benefit you and your family's physical and / or mental health?**

- Facilities need to be open regularly.
- Must not be too expensive!
- Already many great activities important to keep up facilities for the community.
- Alcoholics Anonymous.
- Art groups / exhibitions.
- Theatre group.
- Regular opening hours. Open in the evening as well as during the day.
- Large spaces for group activities are important for tackling social isolation.
- Through the mixture of learning, entertainment, physical and mental wellbeing, social and community opportunities. They not only enhance personal and family life but the social fabric of wider society. These do not make money – they are wanted by society. Museums bring visitors from outside the Borders who spend money to support local business. In this way, they do more than simply support local interests.

Date: Thursday 10<sup>th</sup> & Tuesday 22<sup>nd</sup> August

### EVENT ONE – 8 Attendees

#### **Question 1: Which of the sport culture and leisure services are most important to you and your community and why?**

- **HW** - Uses the 3G pitch and the Tweedbank Track operated by Live Borders – as a family, these are important. The community centre in Langlee has always been the hub of the community and it has always been. Lots of local groups – sports, activities, Alzheimer’s club, crafts, choir etc.
- **SB** - A swimmer – individual rather than club – sporting facilities are very important, we want our young people to be able to swim for their safety – we want school swimming to be an opportunity, we want teenagers to be able to engage in sports activities. All in terms of health and wellbeing. In contrast to cultural services – libraries do not have the range or the accessibility – the report done on the utilisation of LB services over the last two or three years indicated a growth in the use of pools and sport and decline in library services – it could be argued that the public are voting with their feet. Was involved in the decision of combining Sports and Leisure with other services. It is now an unmanageable conglomeration. Community centre struggles to fit within or between sport and library etc. Of the personal view that this is now unmanageable. Finally – this is all about money, there was a £550,000 agreed after the budget to help LB balance the books. It is vital that this is upfront and discussed. I feel this has been around a long time and was prior to covid – it is a legacy issue from the combination and were not tackled effectively. SBC are not providing sufficient funding for the expectations.
- **JA** – As a youth theatre organisation – the village halls are the most important to us, for use and for the shows etc that are coming to the local area. It could be better; we are currently having a conversation with LB relating to the funding that is being provided to the Group – this might be replaced with free hire.
- **PG** – For me it is the Eastgate Theatre for the breadth of things that it offers for all ages in terms of mental health, physical fitness, stimulating interest, kids, dance, Parkinson etc. This is over and above being a cinema and providing things locally for those that cannot travel to bigger cities. It is a large concern that LB might not be able to continue supporting the theatre in the same way.
- **JL** – Use the gym three times per week and understand that we have shifted and changed as a world in how we use services. I think removing things, if the money is not there, then you cannot provide the same, change always happens – worry about how much we change and what do we still provide. IF we do not provide facilities, this feeds into people’s mental health and wellbeing – preventative to illness. Without LB and the facilities, people will be worse off in terms of their health and wellbeing. This will put more pressure on the national health service. The current provision is amazing and extensive – it is about how we get people back in and using the community spaces and facilities – people have got out of the habit. There are still people at home with a fear to return to the services and activities.
- **LB** – Dementia Friendly Tweeddale – we need proper premises, we are in a day centre that had closed, but has reopened. We share but need better space. If it works for people with Dementia it works for everyone.

#### **Question 2; Is there adequate provision for all ages and abilities.**

- **DS** – Works in care and often use the LB centre in Hawick for clients to swim, spin, and musical pool classes. It is very positive for those clients. Soft play is also useful for adults with additional needs this is a niche gap in the provision just now.
- **JA** – Wheelchair users have some difficulty accessing all the building now – some floors including the one in Melrose only have a stairlift – this does not suit everyone. This could be improved.
- **HW** – The Langlee Community Centre is superb, and all rooms are accessible and well provided. Apart from the caretaker, we have nobody there to run it – they rely on volunteers to run groups – nobody from LB comes and asks what can be done. Winter fund to welcome people was centred at the centre, but nobody is there to apply for the funding and run the facility or groups. This would help the community – there is a massive gap for people who can support groups and are professionally competent to develop the centre and community asset.
- Discussion re CAT and issues around Langlee Community Centre – to take offline.
- Discussion re Facilities for Dementia Group – to take offline.

### Strategic Thoughts?

- **SB** - There is a thought that there will be fewer services – this is a fear. A lot of people do not think they will be listened to. Questioning why the council was establishing a pool in the school but leaving the public opening. Having invested the pool into the academy – this is one way that they can reduce the costs of running the totality. People need help to understand the rational and decision making more. Inevitably, you will come to investing in fewer services – there is a missed opportunity to educate people in the process and thoughts behind the decisions and direction.
- **SB** – Specifically about swimming. We are customers, not service users. We are not treated as a customer; we are referred to as a service user. Customers are not informed about decisions – there needs to be better communication. People travel past the LB facilities to be better treated. LB needs to look better at competition – private operators have set up Gyms that are competing with LB. Focus has improved recently – there is still a long way to go in terms of working with their customers.
- **HW** - Close to Langlee facilities are excellent – track, pitch, pool, community centre. Not managed in the best way and would welcome a greater focus on a few, to then develop and move onto the others. There was too quick a focus on getting everything up and running, rather than focusing on doing it well and carefully. It became clear that there were too many to be focused on at once. Worried if they cut services or facilities as they would need replaced.
- Positive view on the hub model noting that various options could be included. A central hub would be welcomed – people could find out what and when things were on, and what is happening locally. We have the Chambers Institute and Burgh Hall in Peebles but they are closed if not booked – so it is not welcoming. Peebles Drill Hall is a good centre, but it is just for sport – does not provide adequately for other activities, again there is not usually people there.
- **PG** – Communities running their own facilities is an interesting question – unsure how this would work, and this might have to be reflected in the report. Could consider the process and options.
- **JA** – also would be keener to understand how much support there would be.
- **SB** – There are several locations that run their own community centres – nearby there are LB facilities. Those that can run them are living and vibrant communities where people come together. We are not cultures in this Country to come together and manage facilities – the Council needs to recognise the need for cultural, educational and development support



required to support this shift. Libraries are an interesting challenge – in Brechin City, they build a new high school and combined a new series of community facilities – the library is run from the school. This seems extremely sensible – Peebles has a relatively run down library in the Chambers and in the School. The people likely to use them are the school students as much as anyone else. We need better mechanisms to combine libraries and schools.

- **PG** – Taken back to 40 years ago in the Wirral when there were huge social problems – council assigned a member of leisure services to steer community groups through the process of developing what they wanted.

## **EVENT TWO** 8 Attendees

### **Q: Which cultural and leisure activities and services are the most important to you, your family, and your community, and why?**

- **MD** – Representing the MS Group and Melrose Community Council – interested in libraries and attend Pilates (paid for by the MS group), also interested in Museums. Questions on how it is financed – clarified by Alan. MS Group currently pays for services provided by Live Borders. Noted that GP's can refer people to the MS group to make use of these paid activities.
- **BM** – In order of priority, swimming pool (Galashiels), questions around the changeover, speaking to other users, there is concern around the changeover and how the access will be provided to the new pool. People with a disability are unsure how they will be able to use this due to drop off, parking etc. Hawick hub is another facility that he uses. Libraries are important as are museums. In terms of libraries, you can order one that is elsewhere, and it will be moved to you. Believes that sport and leisure are the priority for the community – whether swimming, running, football or whatever. It is crucial for people, and we are always being told to stay healthy. Pools provide for all ages from infant to elderly.
- **LG** – Representing the NHS – Uses a lot of health and social prescribing including various walking groups and fantastic activities based in the museums and libraries where people meet and have a book group with a walk etc. Some drama activities have been great to support re-socialising. Hard to determine the most important as I recommended and refer them all. It is too difficult to separate out the areas of provision. Are we missing a trick in not having access for people who are visiting to make more use of things. The variety and the range, and the skills, training, and flexibility of teams are amazing.
- **LC** – Timings for access are an issue – Galashiels library is not open on a Saturday – people who are working with families used to use services like that at the weekend. As a volunteer – have tried to book community centres and got no reply – feels that LB has let things wither, more things are closed than open, and many community centres appear closed and unavailable, but are open and people are unaware. Concerned that there is a need to reduce costs, but think it might be better to use them differently. I worry that SBC and LB are not publicising the services well.
- **MD** – Many people have stopped using facilities because costs have risen so they are using halls or churches elsewhere. There needs to be a balance of affordability to get people / groups through the door.
- **SC** – We are a family of two, older, and living close to their son with three children. We use the Gytes leisure centre in Peebles (especially when the kids were young). The swimming pool that closed for two years, so the third daughter does not know how to swim very well – this is important. Went to get the public swimming but there was only one hour available – the rest of the time was restricted, and the information was confusing. For Peebles, it is the only one that I know of, there are others in Hotels but you need a membership for these. Is there a possibility of a Council using hotel / private pools where there is too much demand. Family's primary function is the Eastgate Theatre – it is highly cherished, and it was asked if it is Live

Borders. Concerned that the Theatre is now struggling. Experience in classes and activities here is wide and positive, noting the coffee shop is a popular local space (and well used). Found the libraries were not offering anything special – it was just to borrow a book or DVD. Libraries could use the physical spaces for more cultural stuff where possible. Cardrona seems underused for a good quality facility.

**Q: Do you feel there is adequate provision for all ages and abilities, that are inclusive across the whole community?**

- **MD** – Re. swimming, there should be greater availability. The issue around swimming is greater access availability rather than more facilities.
- **BM** – The booking system is good, but I use it for lane sessions. It may be more that it needs to be more accessible around information and promotion. People should find it easier to find this out and access the relevant information.
- **SC** – There should be easier lists of what is on, alphabetised, perhaps by term. There should be a better system to find things by interest, rather than by place (current situation). People might be more likely to travel if they focus and search by activity, rather than place.
- **LC** – Young people, they do not get much of a look in. We have new schools and school facilities – but not much else. There is a new gym in Galashiels – but LB and the Schools have the facilities, so they should be used better. There seems to be a huge disconnect between school facilities and availability. I have found the staff to be excellent on every occasion – they appear to be trying hard to do their best in a muddled system. People should not lose jobs to save money, if the systems are not working well.
- **LG** – We have had access to all the leisure centres LB provide, it has become increasingly complex to try and book things – we used to approach the manager of each space, and they would make it work. This was for Borders Sport & Leisure Trust – now things are clunky. Important to note that not all communities need the same – staff appear somewhat apologetic at times around the hours and limitations. Eyemouth can be highlighted as a success – ten years since rehab and support group was formed, and now have 160 members all due to the local manager and a fitness instructor at the time. Website is dreadful – TriFitness have an app which works well.
- **SC** – Regarding youth, I have a 14-year-old Granddaughter – on a Saturday they meet with other girls to go to town, I worry about what they are doing. There is a need for feedback for youth. Young people need a space. Places like skateparks that are publicly available are key for young people – there does not need to be a focus on teaching.

**Q: Thoughts on Strategies**

- **MD** – Increasing costs will reduce the number of people facilities.
- **LG** – The hub idea can work very well having a lot of things under one roof – Example in Hawick which I can see working. The charges do not seem excessive but are not that cheap -there is some support but probably cannot go much higher. We do need a better culture of just going and doing things. There is a need to promote greater lifestyle choices – understanding the locality, and individual small population would be key. People in a hub will see other things happening and this will grow participation across functions, activities, and services – example if the book group and walk sessions mentioned previously.
- **DM** – I like the hub idea, but really, we are looking at more efficient use of the resources that we have, and perhaps bring in more. All have advantages apart from the increasing charges of services. You would hope that the increase in Council Tax is to help provide higher payment to fund the services.
- **MD** – Agree that with the exception of increased charges, the rest all have potential. Greater advertising of what is there is key.

- **LC** – Need to look at where services are delivered well to lots of people – look for examples of best practice. Lots of people do not know about some of the services like Borrowbox and Press Reader – Worth looking at other Authorities – activities like coding etc that are done elsewhere and will not cost much.
- **SC** – I think the hub location is great, the only downside might be that if that organisation is in trouble, or badly managed things, then there are no alternatives, there is the risk of all eggs in one basket. Agree that investing in better building is key to cut costs. In Northampton, the Council invested too much in public buildings and went bankrupt. I am all for moving forward with digital services – Covid showed how well that worked – worked with a college in London which I would never have had the chance to do. Digital can work in terms of connecting the Borders and beyond for courses etc. Digital services and activities also help reduce issues with weather in the winter months, and support access for those with mobility issues.

### **Comments from Online Chat Function**

Could we see a time in which Live Borders became part/partners of the Health & Social Care Partnership? There may of course be legislation preventing this, but might be a work-around? We are all about quality of life.

The tapestry should be removed from Live Borders, it drains resources that should be used for community services.

### **FOLLOW UP FEEDBACK PROVIDED**

*I completed the survey last week although most of it did not apply to me. Personally, I am only interested in what Peebles offers. I am not interested in what happens anywhere else because it is too far to travel.*

*For me nowadays, easy access, good acoustics and comfortable seating are the most important things. Most of the public halls in Peebles (including church halls) are bleak and basic with dreadful acoustics, and toilets and kitchen facilities that have been added as an afterthought.*

*They need to be cared for and cleaned regularly and have a caretaker whose office and reception point is manned. They should be managed locally - not remotely. Village halls do very well in rural communities because they are managed by their own.*

*The Peebles Community Hall is a multi-purpose hall with a very large area for indoor football and netball and other indoor sports. There are smaller rooms - somewhat stuffy and tatty for smaller groups. The office there is always empty when I go. There are not enough keys to give out to group organisers at weekends when the office is not manned (that is so ill-considered).*

*Peebles is too big to have one community. The Burgh Hall is part of the Chambers Institution which was gifted to the people of Peebles by William Chambers but because it was managed by a group of Town Council officers and "lay" people the new Regional Scottish Borders council inherited it by default and appointed their own trustees - our 6 elected regional councillors - who are told what they can do by the officials at SBC. It has fallen into disrepair - only this year has anything been done to improve it and so much more needs to be done.*

*Our Peebles Community Council seems to be powerless and has no money to make decisions about anything to do with local affairs, so people are no longer engaged, because whatever we want is disregarded by the Regional Council. There is not much point in asking councillors from Hawick to vote on matters that pertain to Peebles and vice-versa. But that is how the regional council must work - and it does not work.*

*We are very badly "governed" in Scottish Borders.*

*Live Borders has the same problem. Different towns have different needs and traditionally were (and still are) independent. People have not changed, and now feel that nobody really cares - what is the point of local government? It is no longer local.*

*Another thing - here is an example of crazy thinking - Live Borders organises local walks for health and wellbeing in every town. The national movement is "Paths for All" and there are books about walks to be had for free. In my role as a volunteer founder of Dementia Friendly Tweeddale, I finally tracked down the woman who is employed by SBC to oversee and manage this facility. She is employed by the SBC Planning and Building Department. I was incredulous - "Why" I asked? ON the basis that local walks might be affected by changes in land ownership and building development in the future. Nothing to do with health and wellbeing. In finding out about provision for people living with dementia we have found that several different departments have responsibility for the various aspects of dementia needs and these departments do not talk to each other. They each have their own agendas and schedules and plans with no reference to others. It is inefficient and ALL ABOUT MONEY.*

*We are finding the same inefficiencies in 3rd sector funding. We are constantly bombarded with emails from the Age Scotland, Alzheimer Scotland, Borders Care Voice, Outside the Box, and several other well-meaning and otherwise helpful and useful national 3rd sector organisations to tell us about the same new fund and the deadline date for application. All receive their funding from Scottish Government, all seem to be duplicating each other's aims and objectives, and all of them are getting paid to do this! the whole system has gone crazy and right over-the-top.*

*Dementia Friendly Tweeddale started in February 2022 with no money. We were advised to apply for the local grant awarded by Tweeddale Area Partnership, but we had to hurry because the deadline was 31st March. So, we cobbled together what we thought we would need for hire of meeting space and PVGs, publicity etc for the next year. We are now embarrassed because we did not need to spend most of it. we were offered free meeting space and we only needed PVGs for transport which our clients did not need because they had their own cars! Now we are being advised to get a grant to spend on consultancy advice on how to "progress" our organisation. We do not need to do that. We know what we want to do!*

## **Online Event – Education Partners**

---

Date: Thursday 24<sup>th</sup> August

Attendance: 21

- **Selkirk High School** . Games hall is being used, Selkirk High School is not the newest school, and the facilities are not the most up to date. Also, a trustee of the Harris Trust for autistic rugby – they are keen to continue over the winter months. Challenges are who opens the building on a Sunday and it is the good will of the janitorial team in good will. That dependency on good will / volunteers varies from location to location. The school has hosted drama performances and has a recording studio that they are trying to invite people to make use of. There are opportunities – challenges are when activities need to happen during the school day. School day is full of transitions between classes, toilet facilities being accessed etc – there are not enough to separate facilities – public un-vetted adults cannot access.
- **Jedburgh Campus** – Campus was built around community access – there is a challenge around availability of facilities. We have 15 primary classes also using the space 2 hours each per week on top of the secondary curriculum (in the winter). We have young people / preschool and other young people activities running during day. It is great to see and is well used, but requires a degree of staff involvement, monitoring and management. Toilets are used by everyone in this school – no barrier to stop people. The community library is now based in the main atrium of the school – it is not heavily used during school time, probably due to accessibility and location (car park is full during the day).
- **Peebles High School** – Re opportunities – Peebles would be an example of where that is happening most nights – users and clubs in our new (2014) sports facility. This has brought challenges around staffing, and in recent weeks, our facility has been left unlocked in the evening by LB staff. The challenge

is perhaps around LB attracting suitable level of responsibility of staff (keyholders etc). This has an impact on staff who are picking up the pieces.

- **Peebles High School** – We have a female cleaner who found the building unlocked at 5am and had to check alone. Trying to stress to pupils to look after the building but does not help when others.
- **Kelso High School** – Moved into the new school in 2018 and ended up in a formal partnership around evening and weekend use. This is something we did not have previously. For the most part this is a positive experience, with a competent and helpful local manager. The age and experience staff issue mentioned is a concern – very young inexperienced people being given the keys to facilities. The opportunities are there – but it comes down to systems and making sure that these are followed correctly. My experience in the involvement with the build process was not as positive as it could be – could have been more responsive to the need for increased facilities and ancillary space. There needs to be better discussions that are forward thinking and consider the balance of school and public use and overlap. Lasswade High School is a good example of a working space that functions as a school alongside a rich community provision.
- **Hawick High School** – Working from an older estate – community use is more challenging as there is only two changing rooms – day time community use of these is therefore impossible. Games halls booked out most evenings for indoor football, we also have a gymnastics club in twice a week. One other challenge is the upkeep of equipment – it is used more than school use so needs repair and replaced sooner but we do not see the income to cover this. Most schools in England have leisure centres attached with constant use. In Dorset would work closely with the leisure centre to timetable effectively. There was a split on costs between the two – 75/25% so there was an investment.

**Note** – HT has oversight of any public day time access, but little sight or control over the afterschool hours.

- **Kelso** – WE have an agreement as part of the new build agreement – if it is something in the sports facility, money is available to support repairs and replacements. We have school use until 6pm then public to 10pm. There are opportunities for other activities – there are challenges around the build and the trust and the contract around how much access out-with school is allowed.
- **Hawick** – We have a lot of community use in the evenings, as highlighted we have issues around damage and wear and tear. We are excited for the new school but need to look at stronger relationships and agreements around school access priorities, and replacement of damaged items.
- **Live Borders** spent a lot of time working on the new contract between the public and school use. A lot of people did not want to move to the new building – it is now used extensively. Helps with usage, costs etc – there are still things that need resolved but it works well.
- **Jedburgh Grammar** – We are absolutely working hand in hand with the community and that is so important to me – we were lucky to have the positive partnership working. We have 7 days per week use between school and community. If we need it for events, they are good at working around it. With good communication and partnership working, the groups and communities understand that most of the time.
- An example of a good partnership is that between Selkirk High School and the community use of the horticultural facilities – Selkirk Community Shedders who maintain the grounds – there are orchards, chickens, bees, fruit. There are managed interaction with the pupils throughout term time.
- **Galashiels** . The context in our school is that we are the next new school – 2 years away. It is so much about partnership working, in our experience the architects have been superb with over 30 meetings. Agree with the point of moving things along and changing things – there was a genuine partnership and flexibility for the facilities in the design – the lower floor will have the pool and games hall, working with Live Borders. The work with Live Borders has been excellent. A lot of budgeting behind the scenes in relation to the use of pool etc that works two ways. With the child protection consideration – we have worked hard on how this will work around joint access and the design will now support this. SportsScotland have also been a good partner and the proposed sports facilities are set to be excellent.
- **Eyemouth** – Confirmed it was a PPP school and whilst unaware of the details, there are classes in the evening in sports, but unaware of other community use. We do have excellent facilities. It is a PPP school which is managed by AMEY who also provide janitorial – it does help with some elements but possibly provides other issues. The agreement does seem to keep it separate from the school – we have tried to book school facilities for school events, and there has been a clash, but nothing unworkable.

- Noted that hub model appears to be used in various guises across the school estate with different methods and processes. Noted that the management of the process and facilities is key.
- **Q – is it harder to provide access during the day.** Selkirk is more challenging due to the quality, location, and security of the provision. Secure entrance systems would be needed, and we cannot compartmentalise as much. Very depended on facilities – and can be purpose built. Kelso – timetable is maximised and every room is being used, there is no space or time at the point for that reason. **Jedburgh-** As a campus, we have no secure entrance and whilst there are challenges it is workable. Also, to echo the need for timings and areas that are successful – there are limitations around heavy use spaces.
- Agree that we would love to have the community in more, but it is a capacity issue – example is exam space use in the halls.
- Noted the queens centre might close and the new campus needs adequate capacity for community and school in all weathers.

CONFIDENTIAL

# Scottish Borders Council & Live Borders Public Survey

Public Survey Results

August 2023

## Methodology & Reach

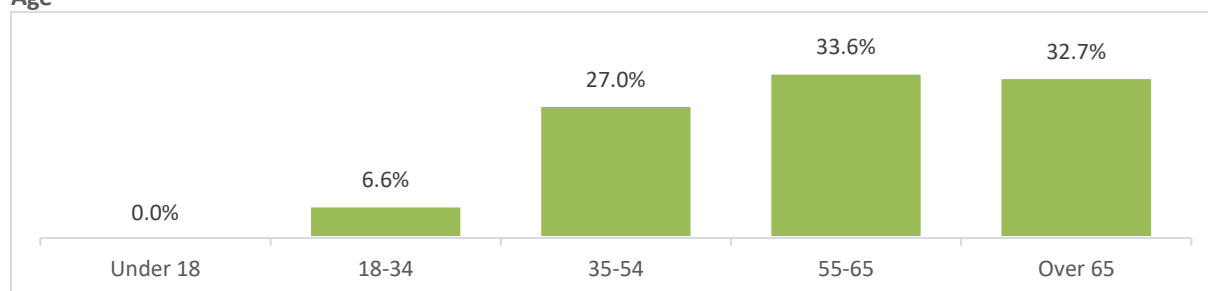
As part of the review, a detailed and wide-reaching public survey was developed. This survey was shared through Council and Live Borders channels as well as via the local press, and through the range of engagement activities also programmed by the Consultant team. Following on from the phase one work where staff of both the Council and Live Borders were engaged, this survey sought further feedback around quality, quantity, accessibility, and affordability, whilst ascertaining the public support around hubs, consolidation, and understand which services and activities are a priority for each region.

The survey ran for 3 months from June to August 2023, and received 2,516 responses.

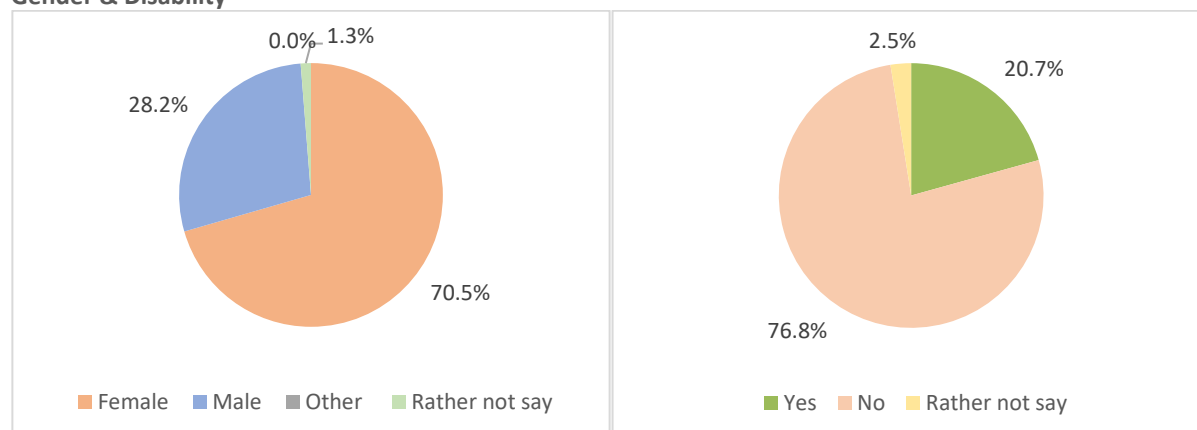
## Demographics

Respondents were asked to indicate their age and gender, as well as whether they, or anyone in their family considered themselves as having a disability. The results of these questions are shown below:

### Age

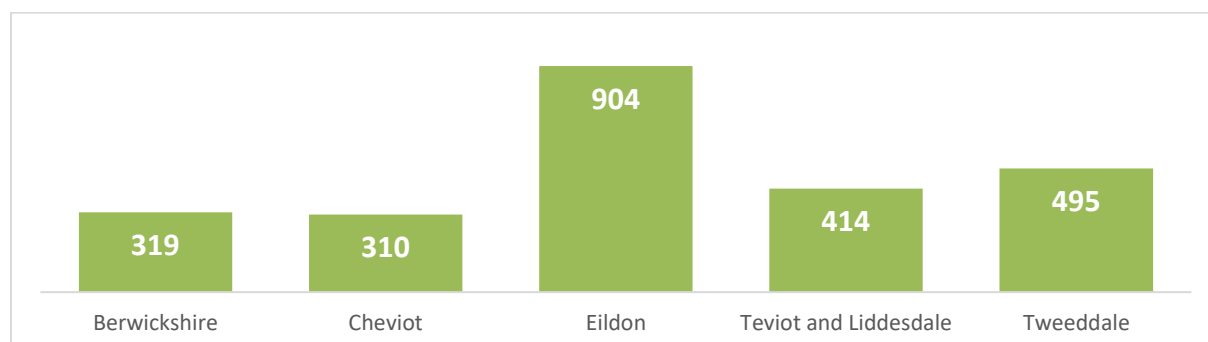


### Gender & Disability



## Geography

In reviewing the submitted post code data, the following breakdown by Scottish Borders Council locality can be surmised\*:





*\*In the few occasions where post code areas cover multiple localities, Postcodes have been allocated to localities on a majority basis to support locality-based assessments in this report. These include TD1 – Eildon, TD3 – Berwickshire, TD4 – Eildon, TD5 – Cheviot and TD6 – Eildon.*

## Service Priorities

Respondents were asked to rank the list of Live Borders services in relation to how important they are for them and their families. The services are shown below by overall ranking.

1 <sup>st</sup>	Swimming Pools and Leisure Centres
2 <sup>nd</sup>	Library Services
3 <sup>rd</sup>	Museums, Galleries & Visitor Attractions
4 <sup>th</sup>	Town Halls & Community Centres
5 <sup>th</sup>	Sports Development, Active Schools & Holiday programmes
6 <sup>th</sup>	Concerts and live events
7 <sup>th</sup>	Creative / Arts Activities

### Priorities By Locality

The following tables show the priorities by Locality:

Berwickshire		Cheviot	
1 <sup>st</sup>	Swimming Pools and Leisure Centres	1 <sup>st</sup>	Swimming Pools and Leisure Centres
2 <sup>nd</sup>	Library Services	2 <sup>nd</sup>	Library Services
3 <sup>rd</sup>	Town Halls & Community Centres	3 <sup>rd</sup>	Museums, Galleries & Visitor Attractions
4 <sup>th</sup>	Museums, Galleries & Visitor Attractions	4 <sup>th</sup>	Town Halls & Community Centres
5 <sup>th</sup>	Sports Development, Active Schools & Holiday programmes	5 <sup>th</sup>	Sports Development, Active Schools & Holiday programmes
6 <sup>th</sup>	Creative / Arts Activities	6 <sup>th</sup>	Concerts and live events
7 <sup>th</sup>	Concerts and live events	7 <sup>th</sup>	Creative / Arts Activities
Eildon		Teviot and Liddesdale	
1 <sup>st</sup>	Swimming Pools and Leisure Centres	1 <sup>st</sup>	Swimming Pools and Leisure Centres
2 <sup>nd</sup>	Museums, Galleries & Visitor Attractions	2 <sup>nd</sup> =	Library Services
3 <sup>rd</sup>	Library Services	2 <sup>nd</sup> =	Museums, Galleries & Visitor Attractions
4 <sup>th</sup>	Museums, Galleries & Visitor Attractions	4 <sup>th</sup>	Sports Development, Active Schools & Holiday programmes
5 <sup>th</sup>	Town Halls & Community Centres	5 <sup>th</sup>	Concerts and live events
6 <sup>th</sup>	Sports Development, Active Schools & Holiday programmes	6 <sup>th</sup>	Town Halls & Community Centres
7 <sup>th</sup>	Concerts and live events	7 <sup>th</sup>	Creative / Arts Activities
Tweeddale			
1 <sup>st</sup>	Swimming Pools and Leisure Centres		
2 <sup>nd</sup>	Library Services		
3 <sup>rd</sup>	Museums, Galleries & Visitor Attractions		
4 <sup>th</sup>	Town Halls & Community Centres		
5 <sup>th</sup>	Sports Development, Active Schools & Holiday programmes		
6 <sup>th</sup>	Creative / Arts Activities		
7 <sup>th</sup>	Concerts and live events		

## Leisure Centres, Sports Facilities and Swimming Pools

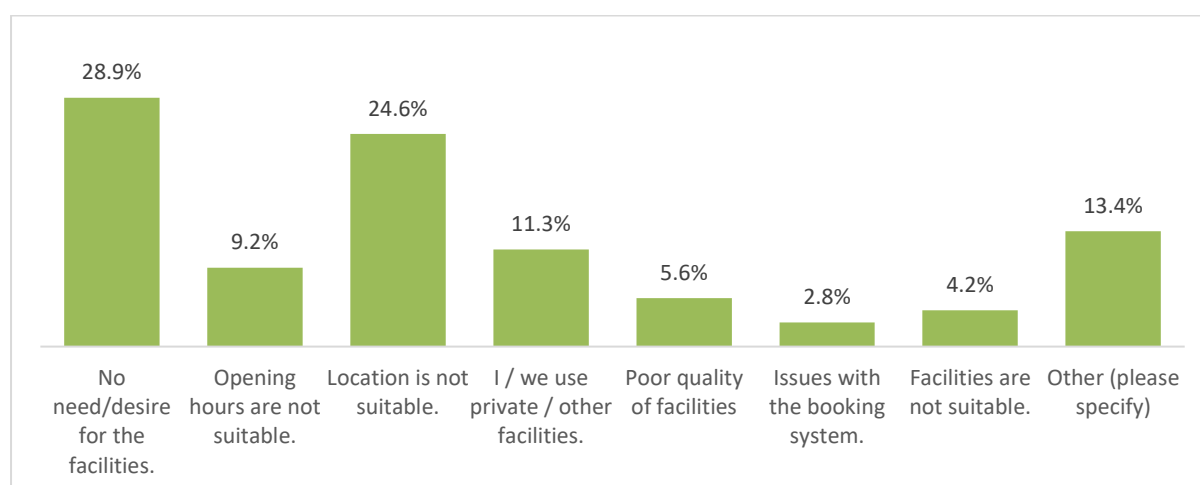
### Participation

Respondents were asked whether they, or their family use Live Borders Leisure Centres, Sports Facilities and or Swimming Pools? As shown below, 75% of the respondents indicated that they did.



### Barriers to Use

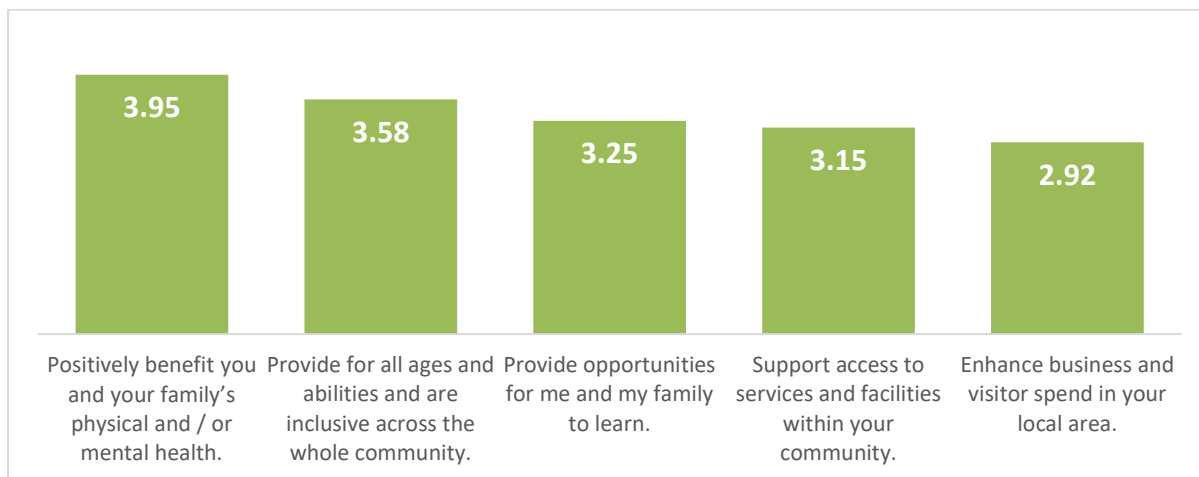
Those who do not current make use of the facilities were asked to indicate why; the results are shown below:



For those who noted “other” a full list of feedback has been retained within the survey data report.

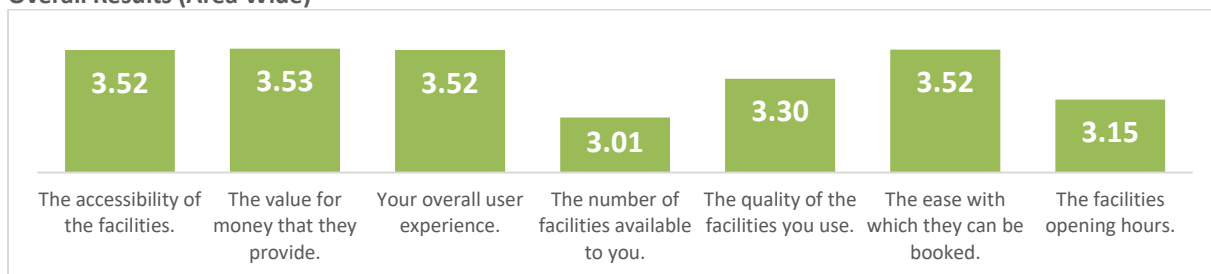
### Perception of The Service

Respondents were asked to rate the extent to which Live Borders Sports and Leisure facilities achieved key aims. Each aim was scored between 1 and 5 where 5 is the highest, and the average scores are outlined below:

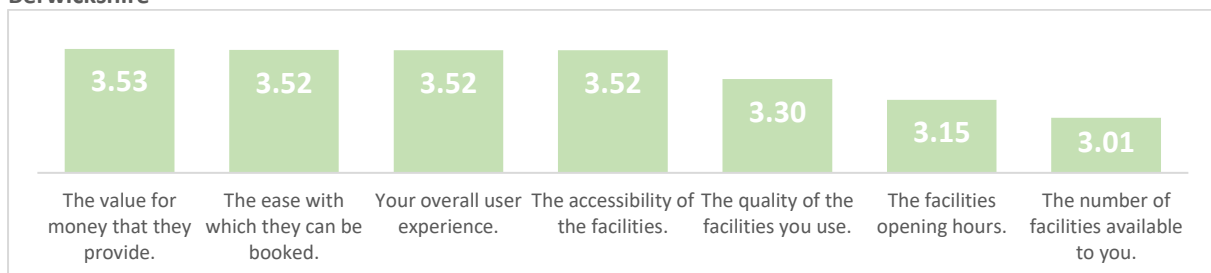


Respondents were asked to rate key elements of the provision, specifically thinking about the Live Borders Sports and Leisure facilities that they or their family use. Each element was scored between 1 and 5 where 5 is the highest, and the average scores are outlined below:

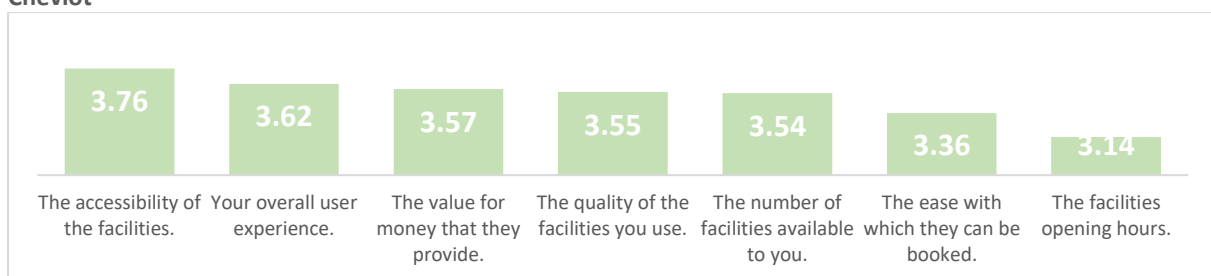
### Overall Results (Area Wide)



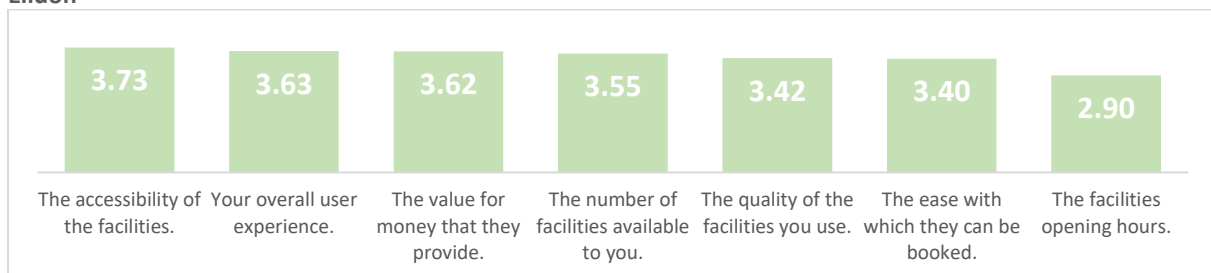
### Berwickshire



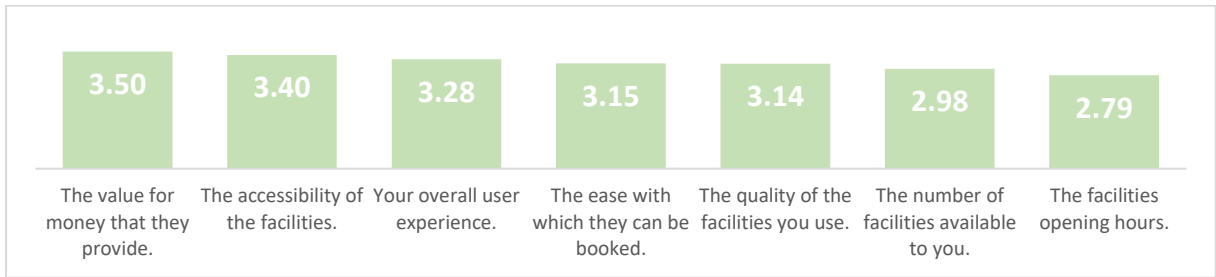
### Cheviot



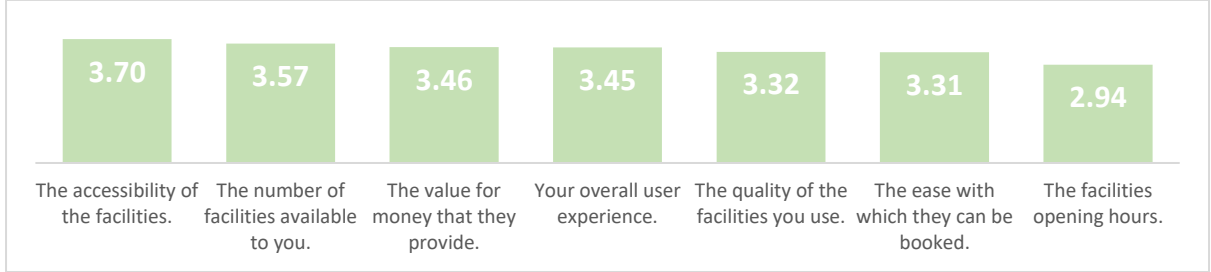
### Eildon



### Tweeddale



**Teviot & Liddesdale**



**Museums Galleries & Visitor Attractions**

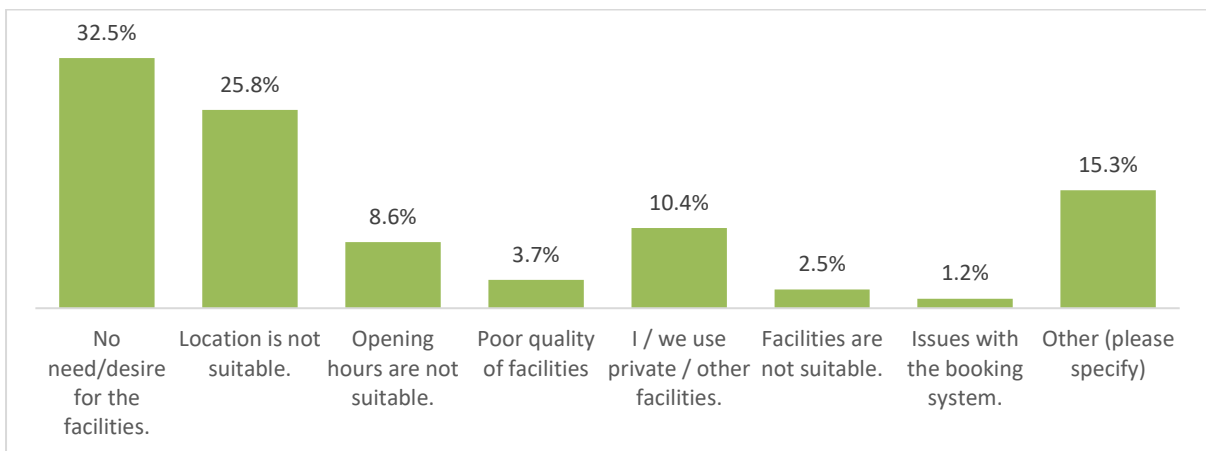
**Participation**

Respondents were asked whether they, or their family use Live Borders Museums, Galleries and Visitor Attractions. As shown below, 60% of the respondents indicated that they did.



**Barriers to Use**

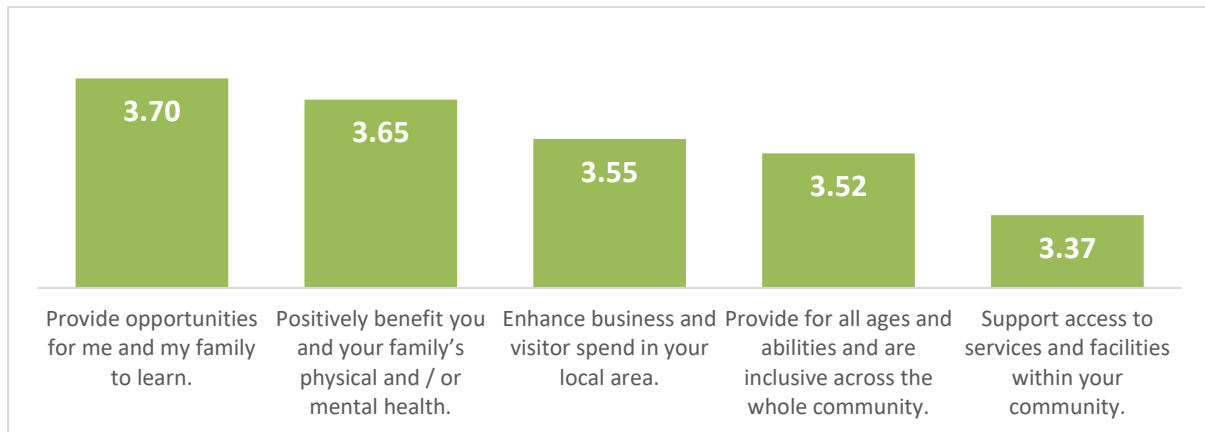
Those who do not current make use of the facilities were asked to indicate why; the results are shown below:



For those who noted "other" a full list of feedback has been retained within the survey data report.

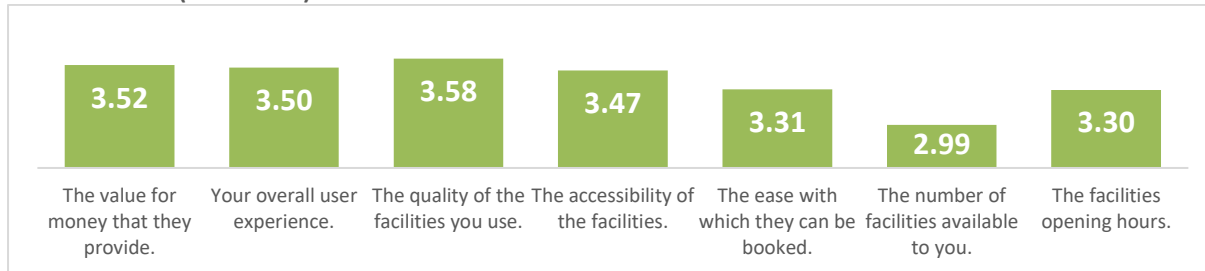
## Perception of The Service

Respondents were then asked to rate the extent to which Live Borders Museums, Galleries and Visitor Attractions achieved key aims. Each aim was scored between 1 and 5 where 5 is the highest, and the average scores are outlined below:

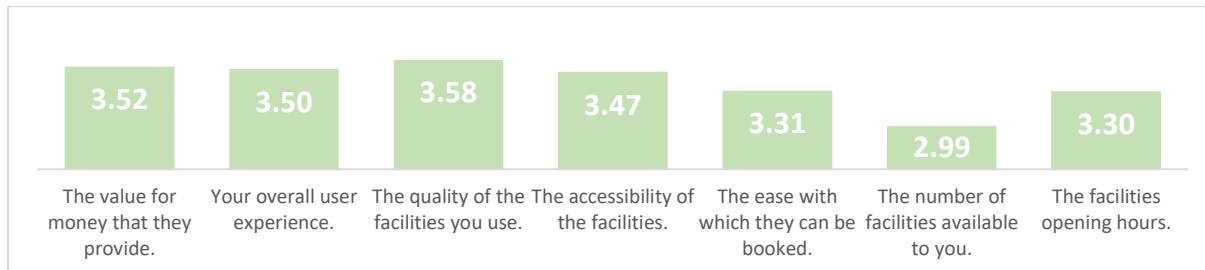


Respondents were asked to rate key elements of the provision, specifically thinking about the Live Borders Museums, Galleries and Visitor Attractions that they or their family use. Each element was scored between 1 and 5 where 5 is the highest, and the average scores are outlined below:

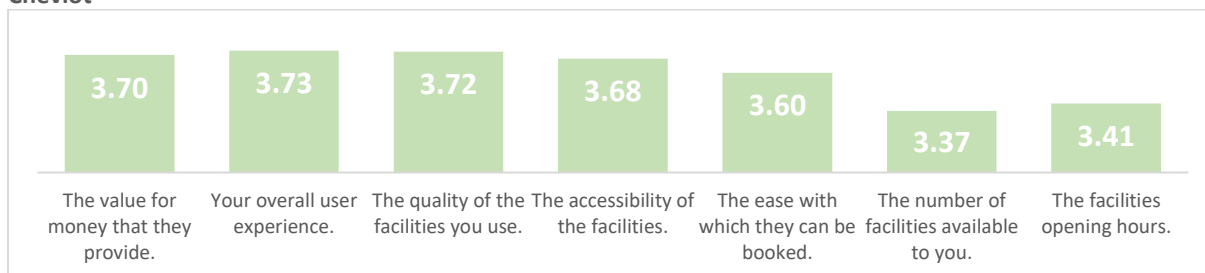
### Overall Results (Area Wide)



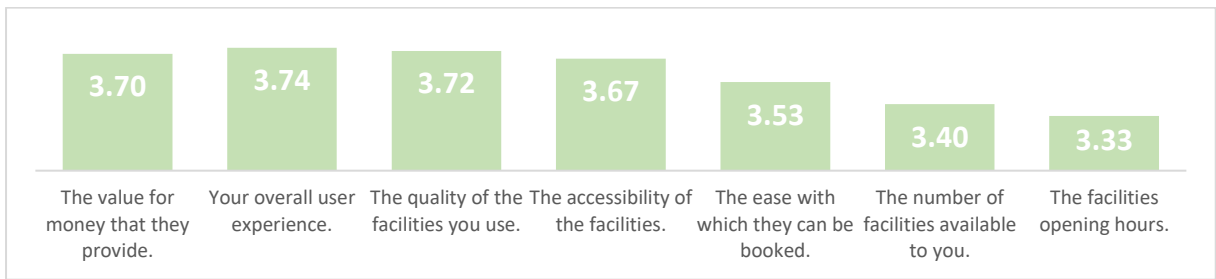
### Berwickshire



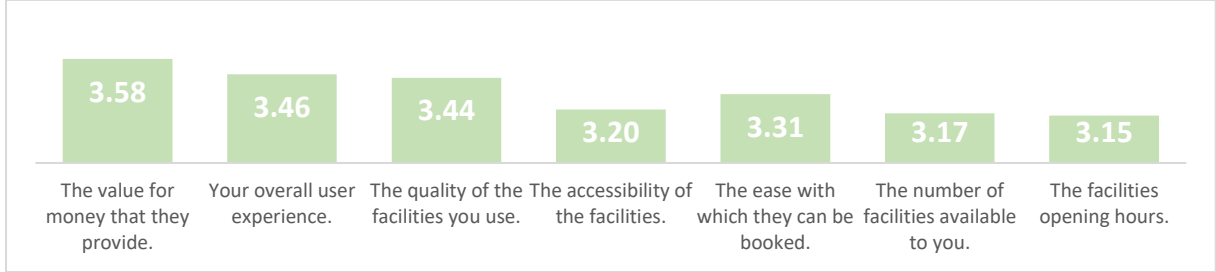
### Cheviot



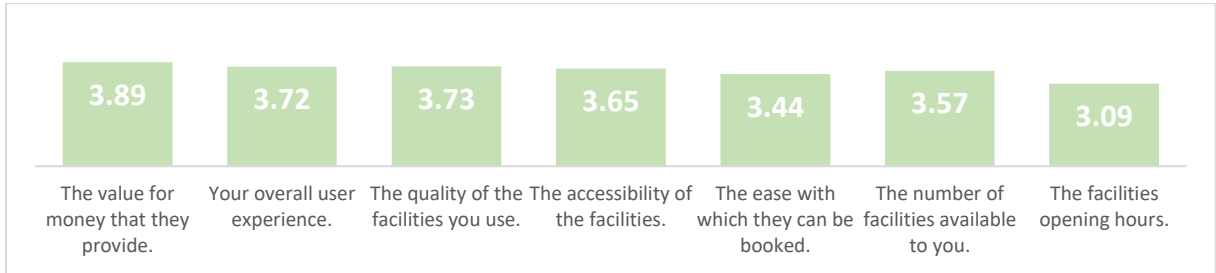
### Eildon



**Tweeddale**



**Teviot & Liddesdale**



**Libraries**

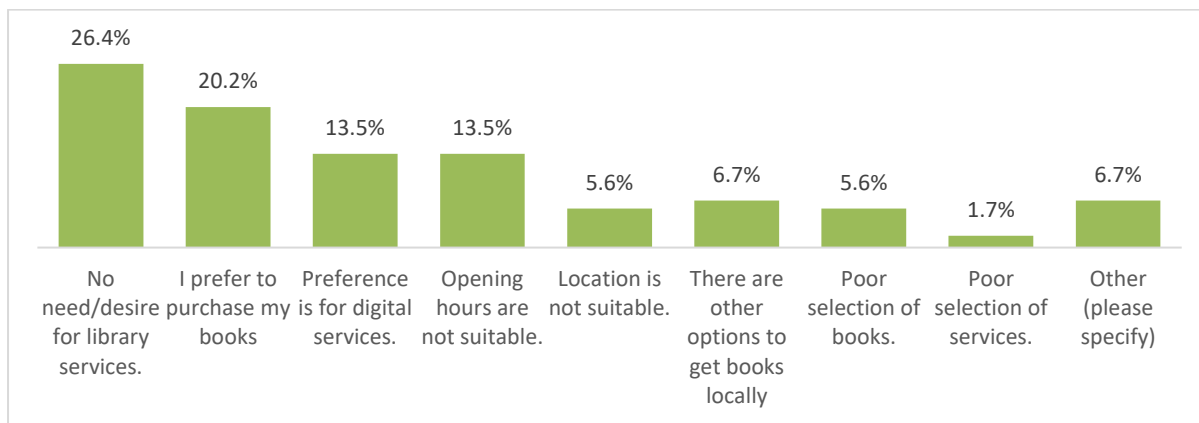
**Participation**

Respondents were asked whether they, or their family use Locally Based Libraries. As shown below, 58% of the respondents indicated that they did.



**Barriers to Use**

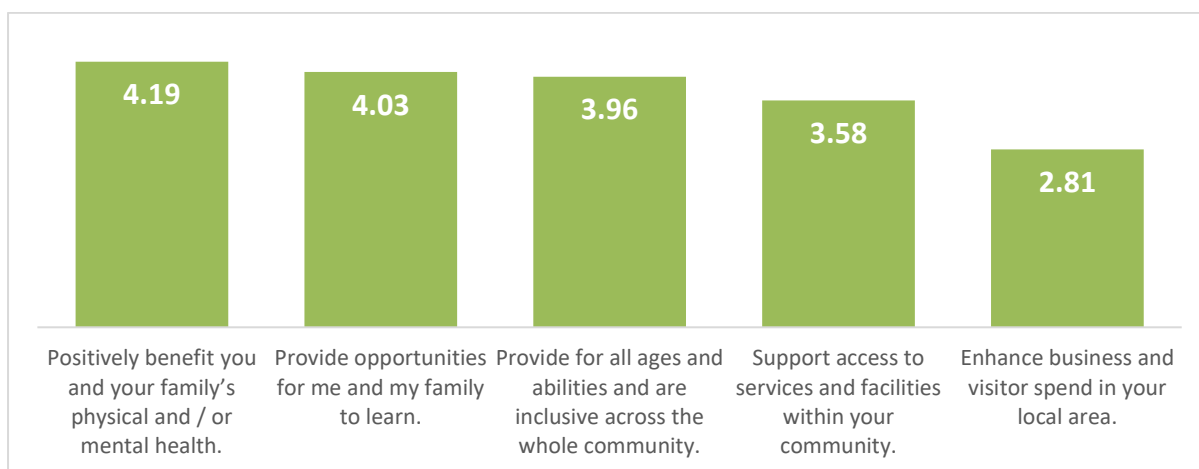
Those who do not current make use of the facilities were asked to indicate why; the results are shown below:



For those who noted “other” a full list of feedback has been retained within the survey data report.

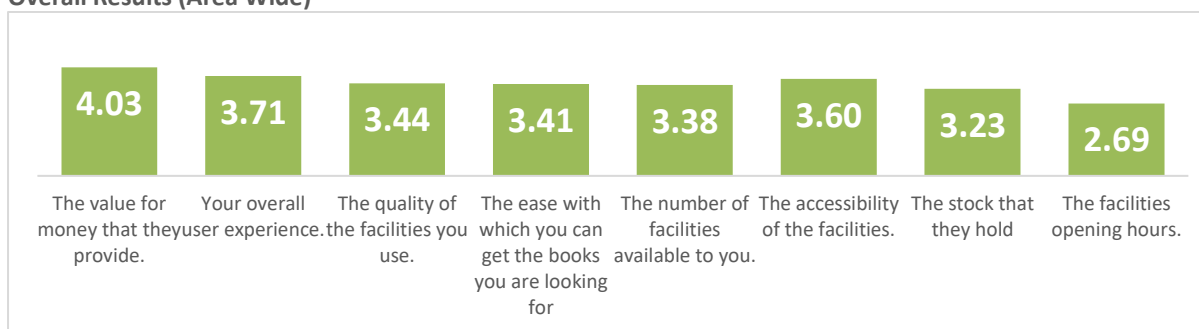
### Perception of The Service

Respondents were then asked to rate the extent to which Live Borders Libraries achieved key aims. Each aim was scored between 1 and 5 where 5 is the highest, and the average scores are outlined below:

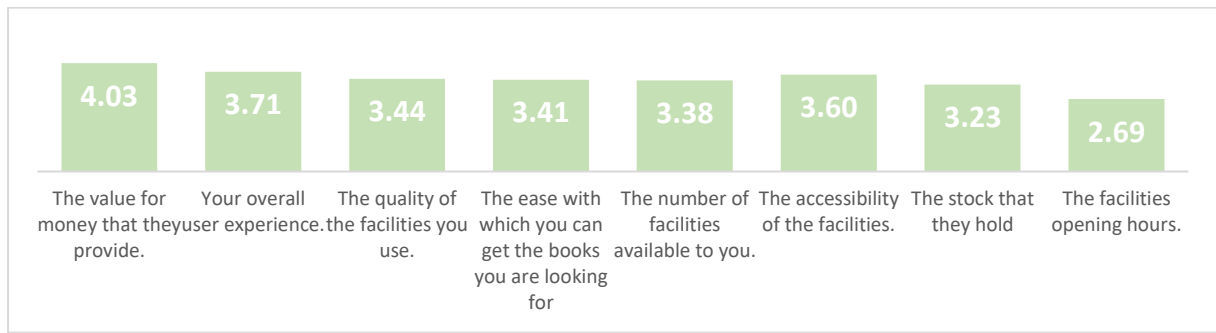


Respondents were asked to rate key elements of the provision, specifically thinking about the Live Borders Libraries that they or their family use. Each element was scored between 1 and 5 where 5 is the highest, and the average scores are outlined below:

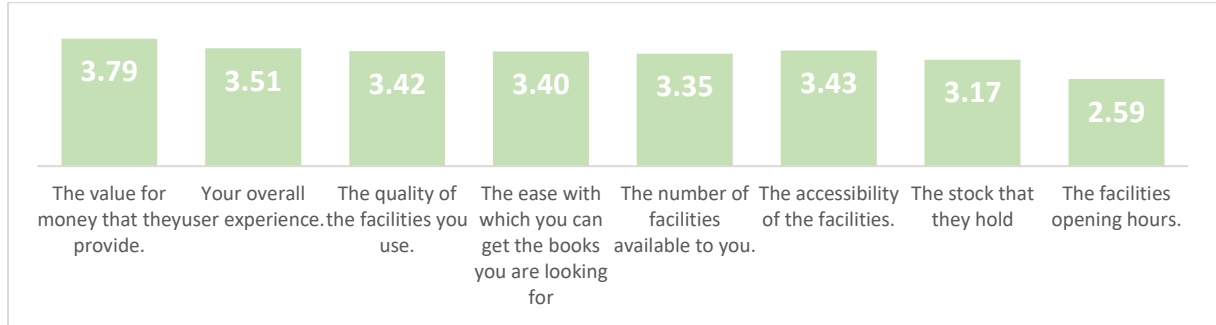
### Overall Results (Area Wide)



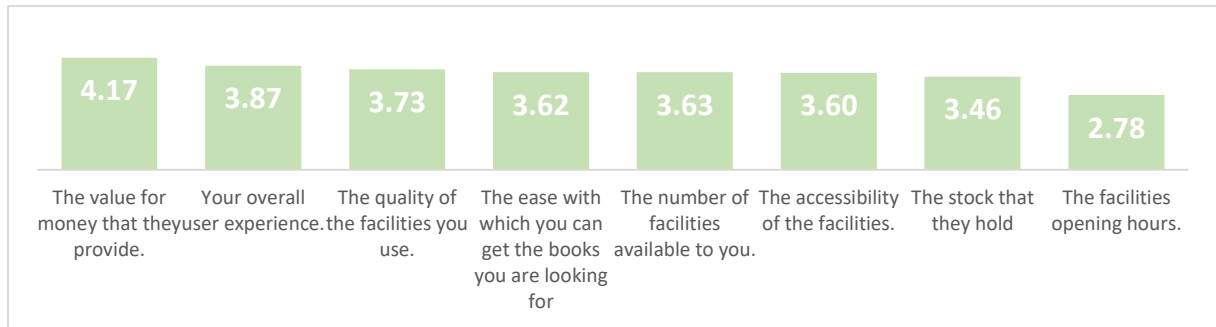
**Berwickshire**



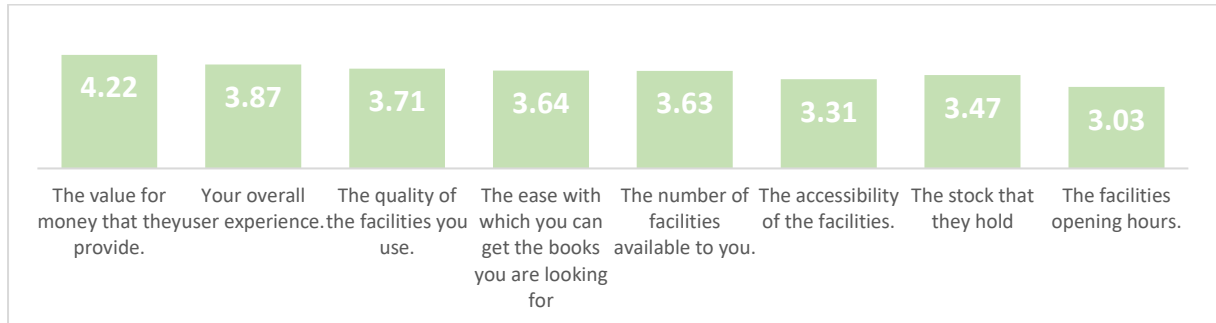
**Cheviot**



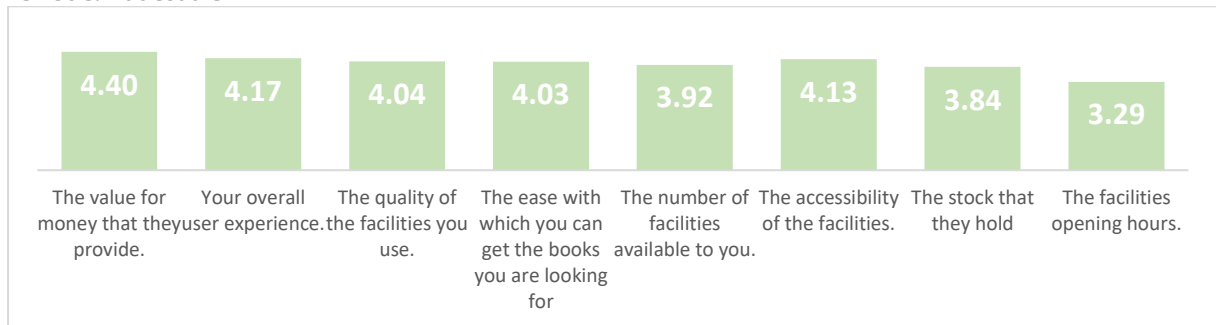
**Eildon**



**Tweeddale**



**Teviot & Liddesdale**



**Live Borders Town Halls or local Community Centres**



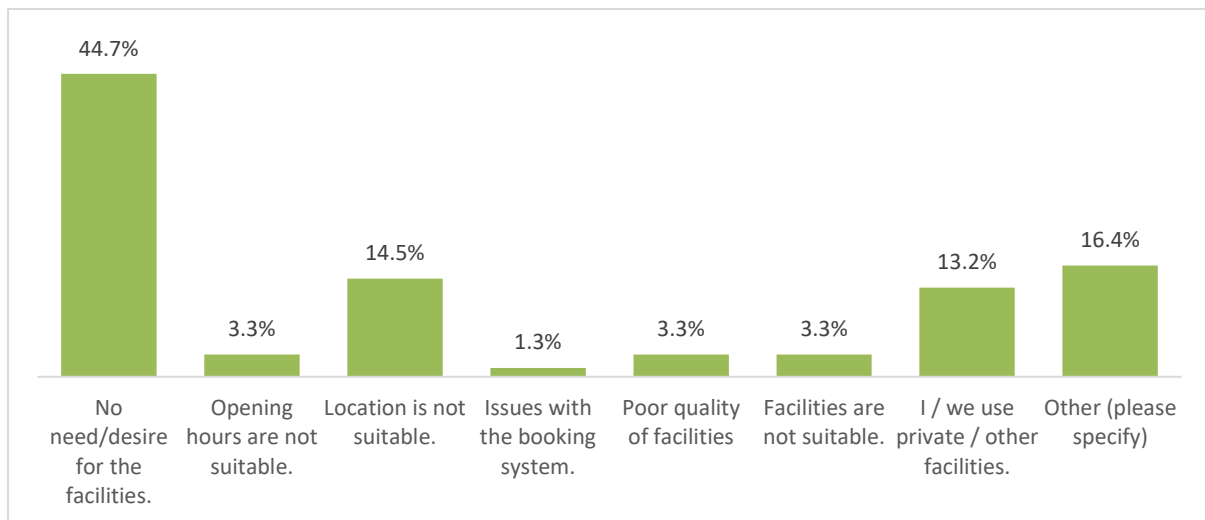
### Participation

Respondents were asked whether they, or their family use Live Borders Town Halls or local Community Centres. As shown below, 53% of the respondents indicated that they did.



### Barriers to Use

Those who do not current make use of the facilities were asked to indicate why; the results are shown below:



For those who noted “other” a full list of feedback has been retained within the survey data report.

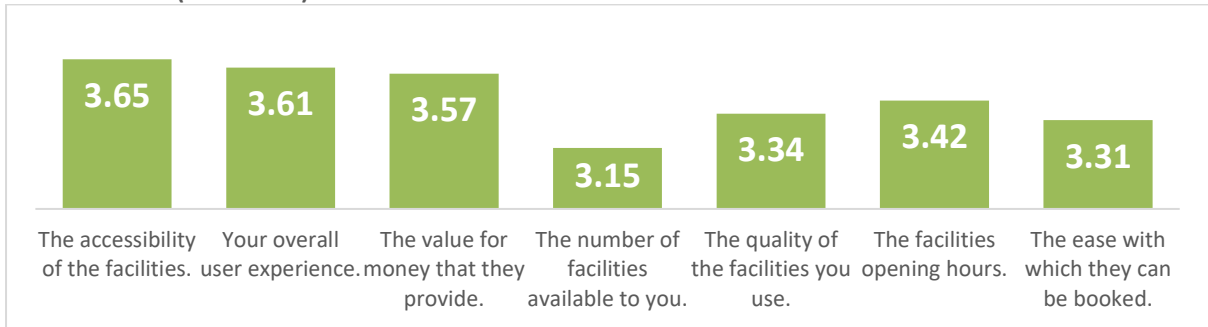
### Perception of The Service

Respondents were then asked to rate the extent to which Live Borders Town Halls and Community Centres achieved key aims. Each aim was scored between 1 and 5 where 5 is the highest, and the average scores are outlined below:

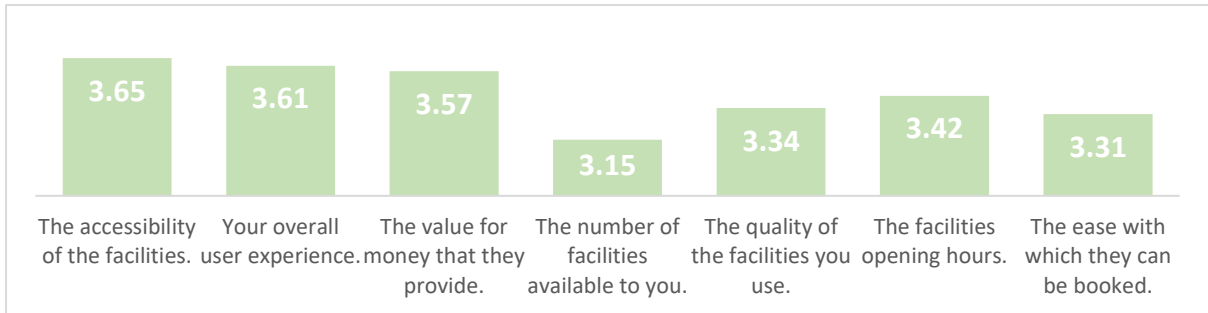


Respondents were asked to rate key elements of the provision, specifically thinking about the Live Borders Town Halls and Community Centres that they or their family use. Each element was scored between 1 and 5 where 5 is the highest, and the average scores are outlined below:

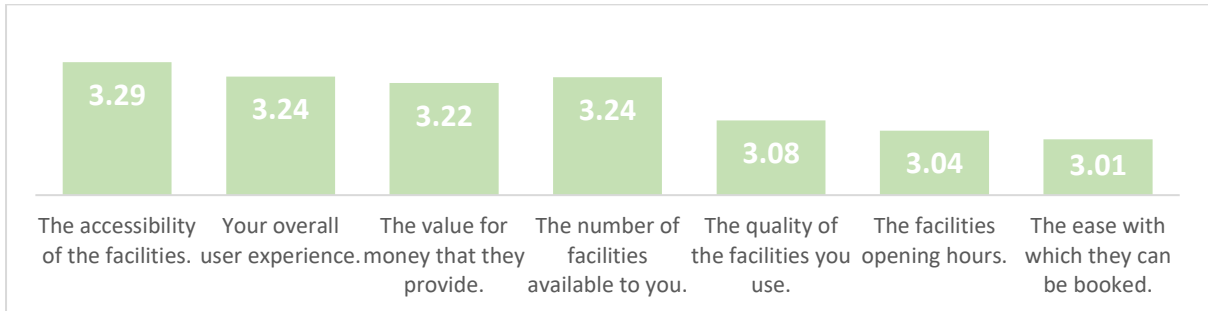
**Overall Results (Area Wide)**



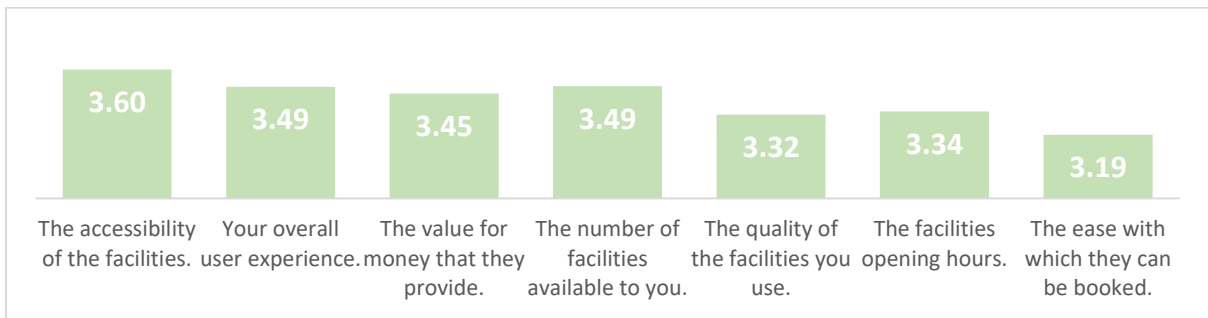
**Berwickshire**



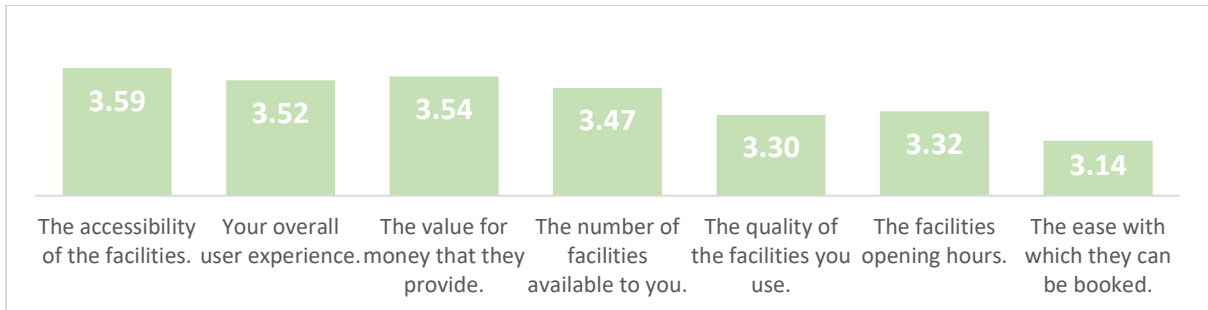
**Cheviot**



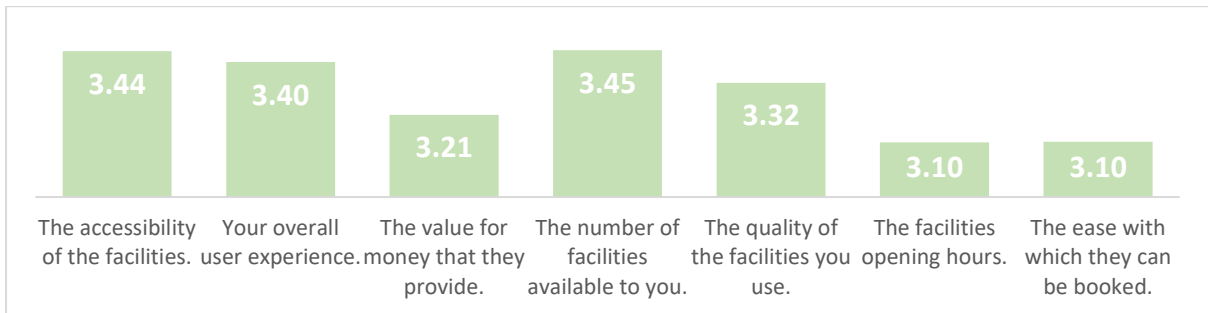
**Eildon**



**Tweeddale**



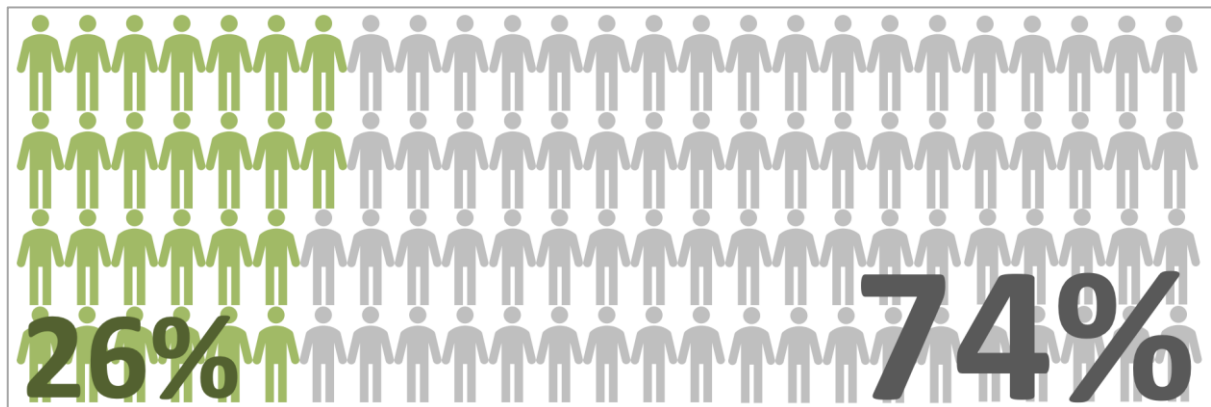
**Teviot & Liddesdale**



**Sports Development, Active Schools or Holiday Programmes**

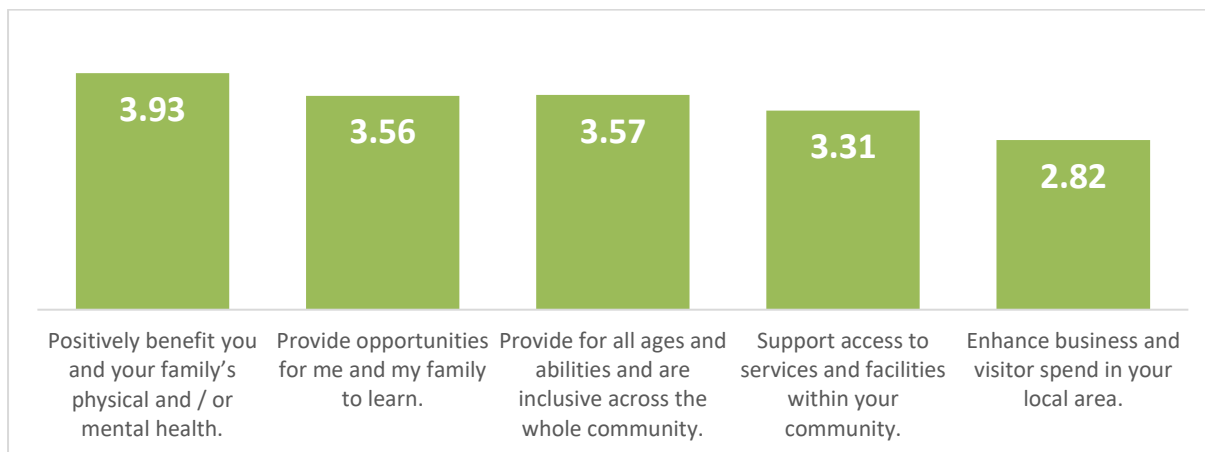
**Participation**

Respondents were asked whether they, or their family use Live Borders Sports Development, Active Schools or Holiday Programmes. As shown below, 26% of the respondents indicated that they did.



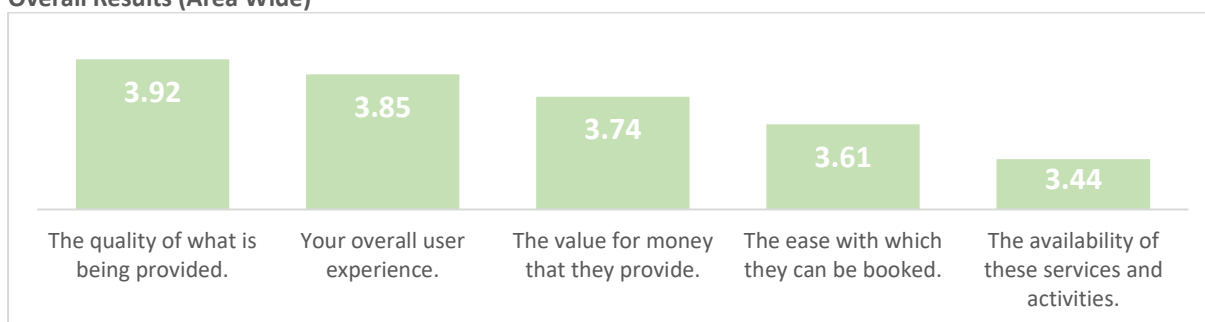
**Perception of The Service**

Respondents were then asked to rate the extent to which Sports Development, Active Schools & Holiday programmes achieved key aims. Each aim was scored between 1 and 5 where 5 is the highest, and the average scores are outlined below:

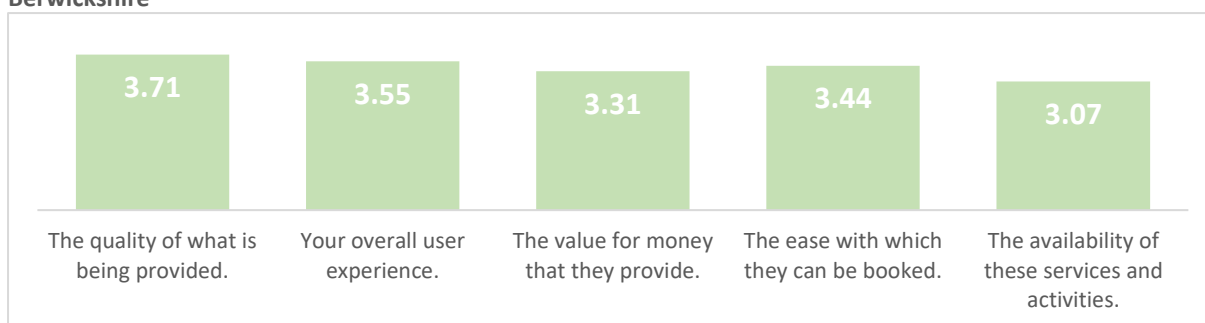


Respondents were asked to rate key elements of the provision, specifically thinking about the Sports Development, Active Schools & Holiday programmes that they or their family use. Each element was scored between 1 and 5 where 5 is the highest, and the average scores are outlined below:

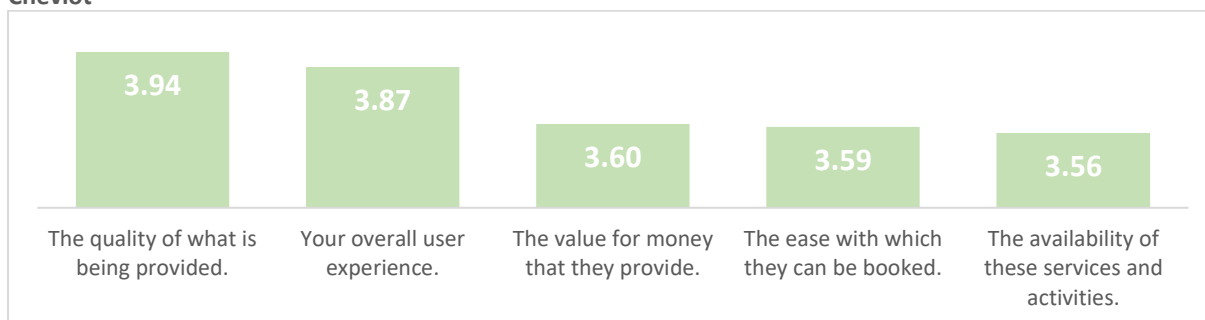
#### Overall Results (Area Wide)



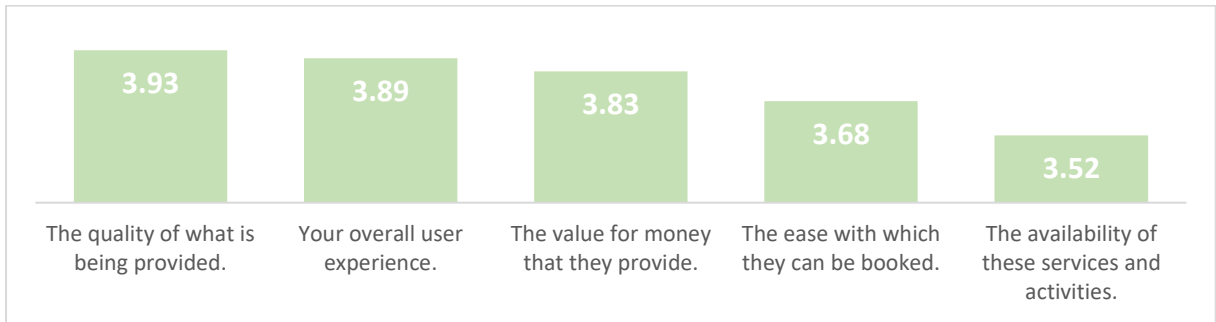
#### Berwickshire



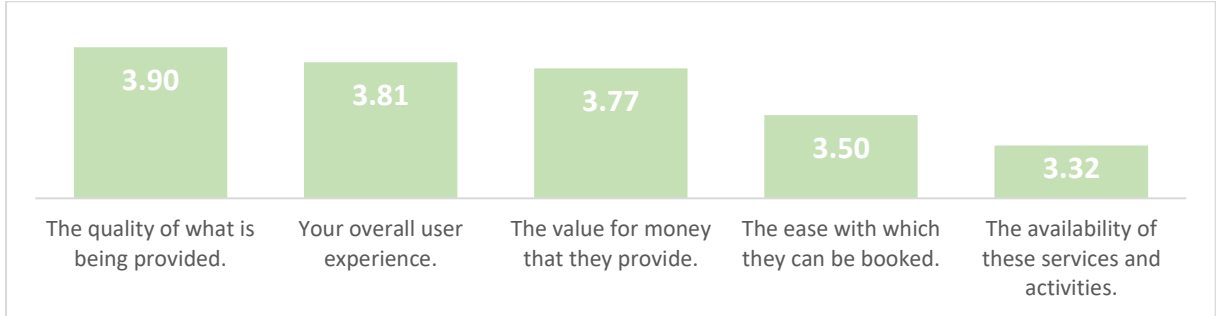
#### Cheviot



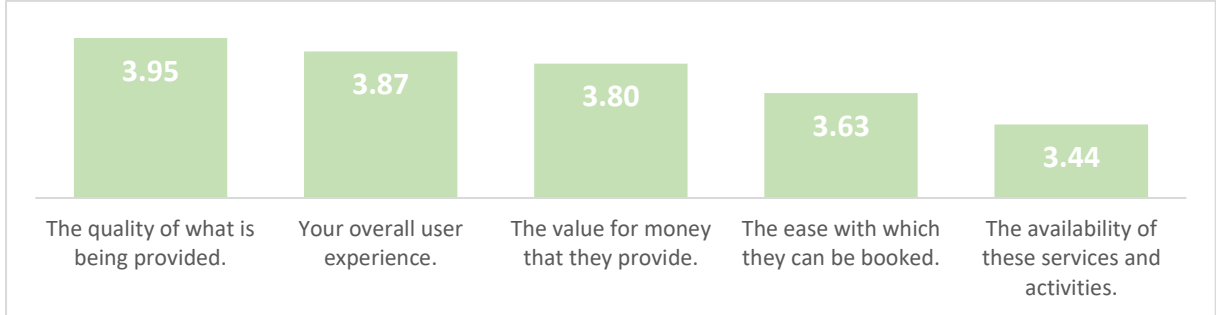
#### Eildon



**Tweeddale**



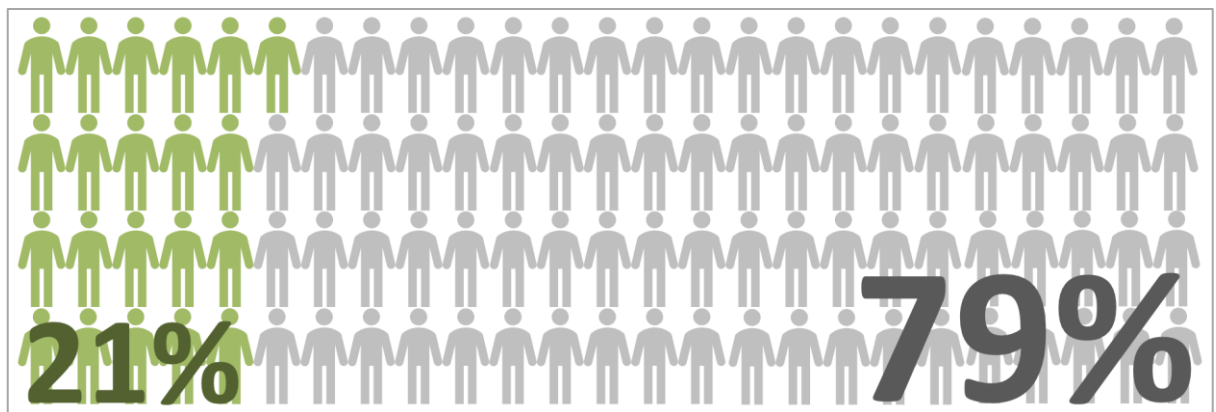
**Teviot & Liddesdale**



**Live Borders Creative / Arts activities**

**Participation**

Respondents were asked whether they, or their family use Live Borders Creative / Arts activities. As shown below, 21% of the respondents indicated that they did.



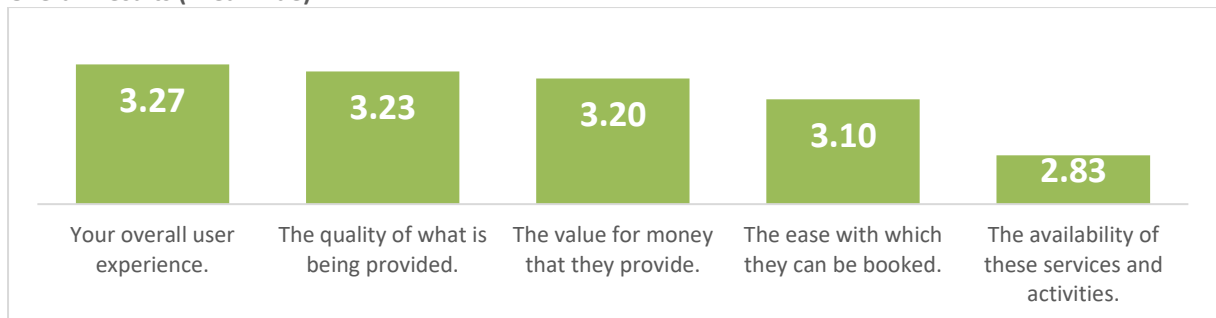
**Perception of The Service**

Respondents were then asked to rate the extent to which Live Borders Creative / Arts activities achieved key aims. Each aim was scored between 1 and 5 where 5 is the highest, and the average scores are outlined below:

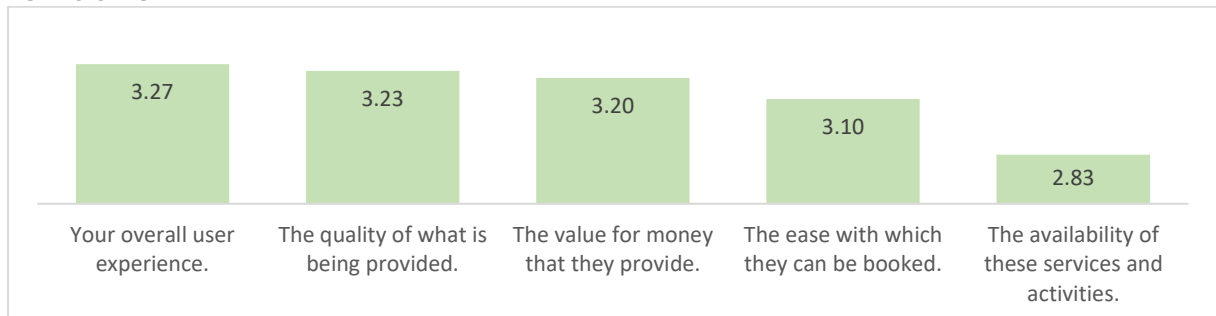


Respondents were asked to rate key elements of the provision, specifically thinking about the Live Borders Creative / Arts activities that they or their family use. Each element was scored between 1 and 5 where 5 is the highest, and the average scores are outlined below:

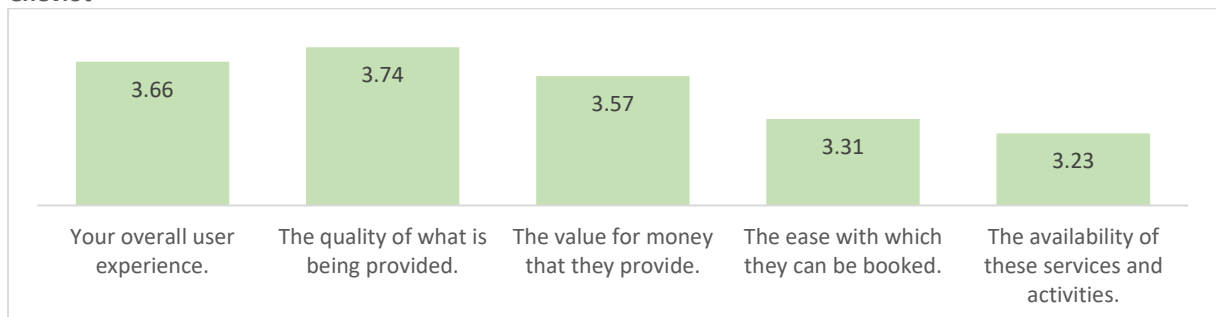
#### Overall Results (Area Wide)



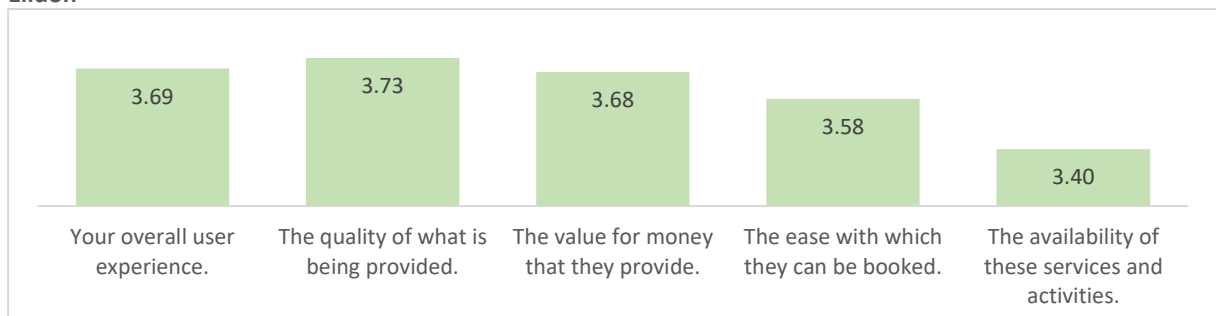
#### Berwickshire



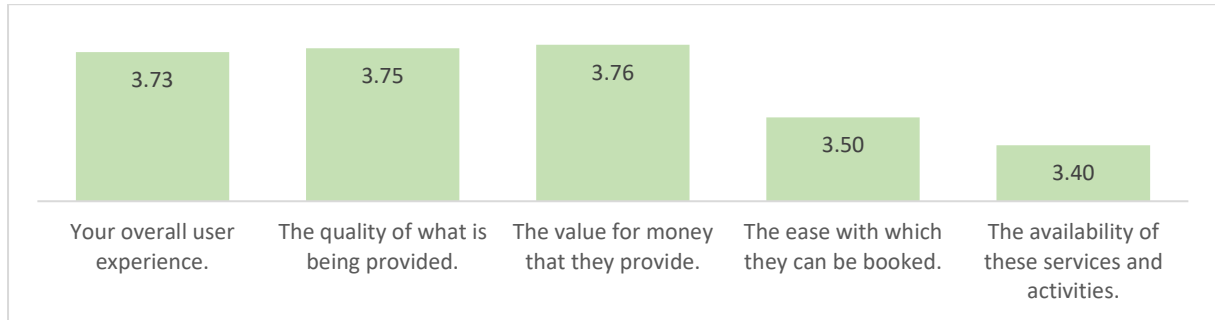
#### Cheviot



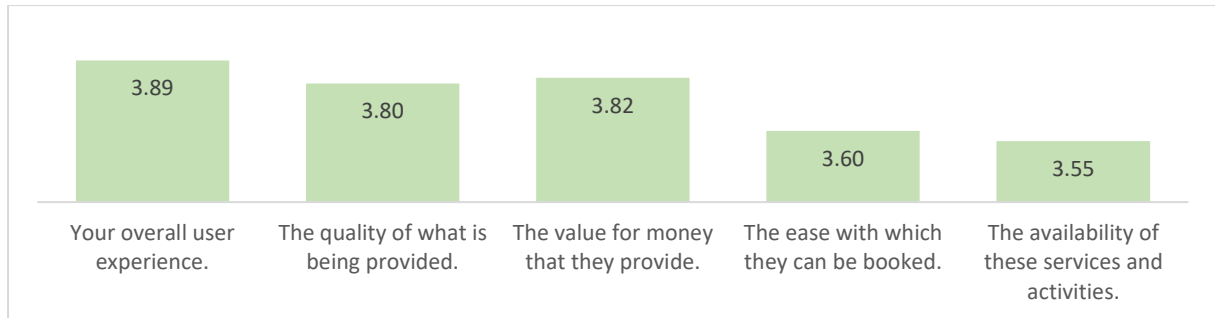
#### Eildon



### Tweeddale



### Teviot & Liddesdale



## Live Borders Concerts & Live Events

### Participation

Respondents were asked whether they, or their family use Live Borders Concerts & Live Events. As shown below, 40% of the respondents indicated that they did.



### Perception of The Service

Respondents were then asked to rate the extent to which Live Borders Concerts and live events achieved key aims. Each aim was scored between 1 and 5 where 5 is the highest, and the average scores are outlined below:

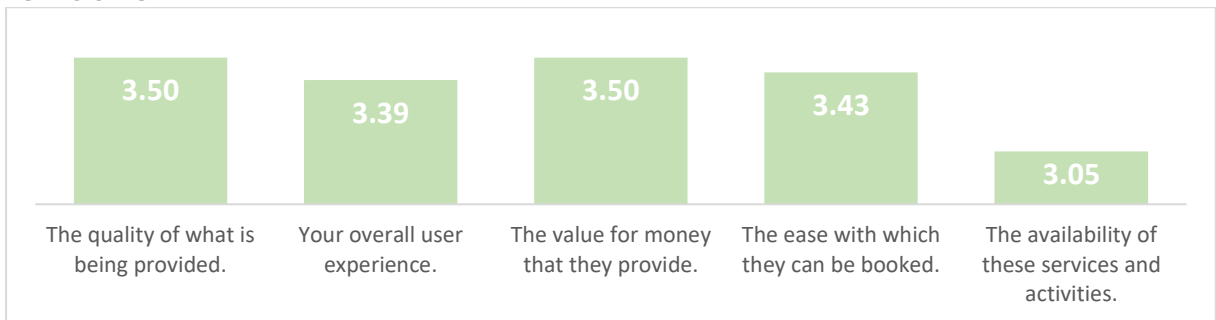


Respondents were asked to rate key elements of the provision, specifically thinking about the Live Borders Concerts and live events that they or their family use. Each element was scored between 1 and 5 where 5 is the highest, and the average scores are outlined below:

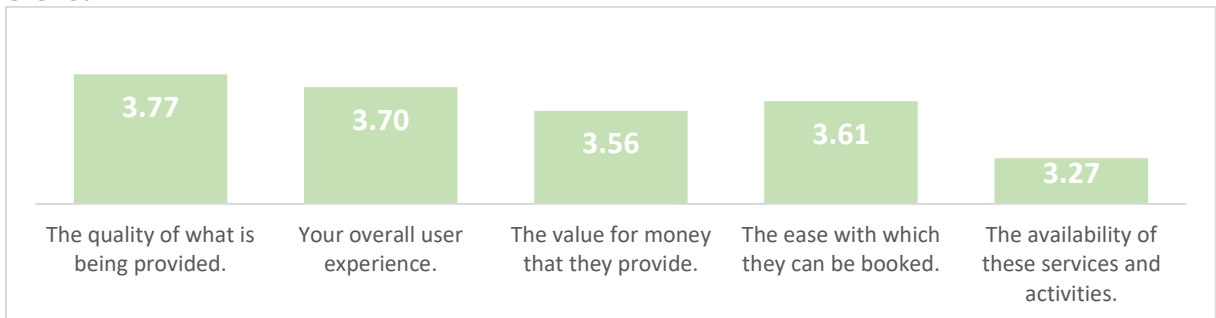
#### Overall Results (Area Wide)



#### Berwickshire

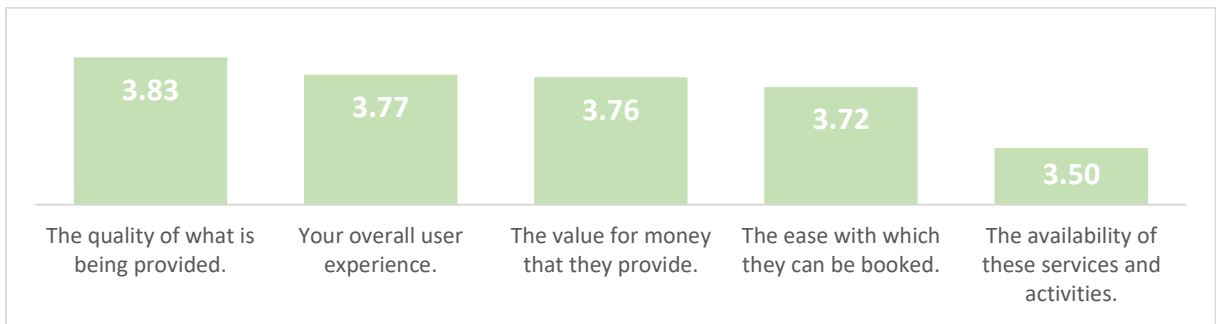


#### Cheviot

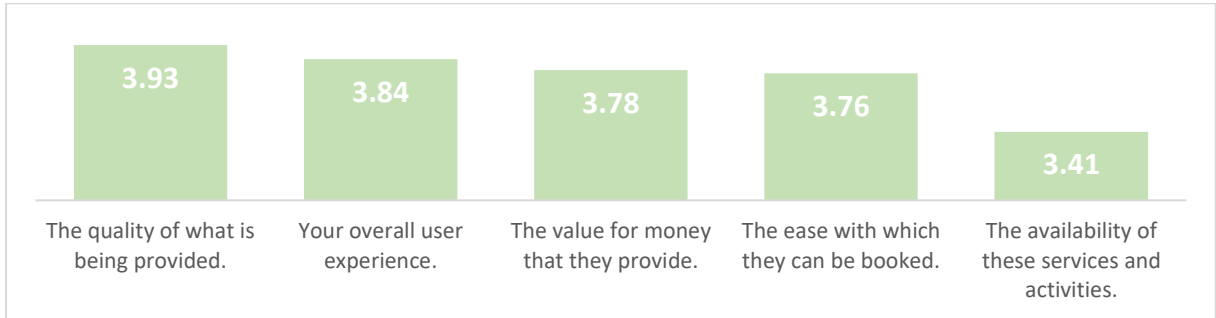


#### Eildon

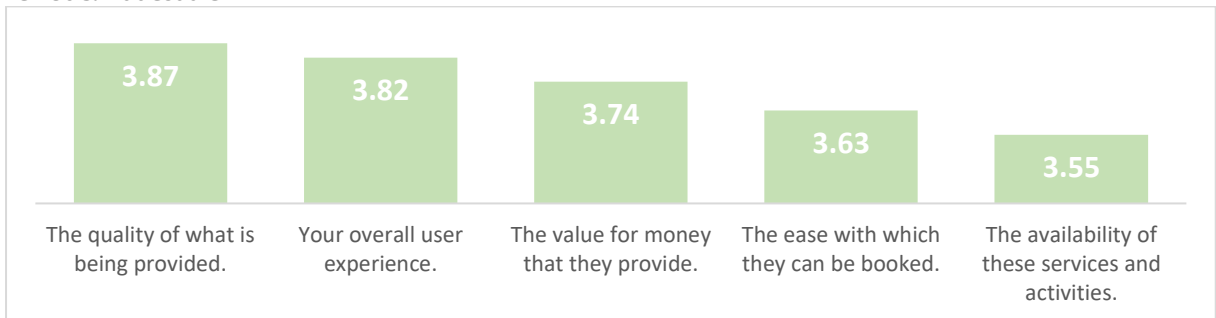




**Tweeddale**



**Teviot & Liddesdale**



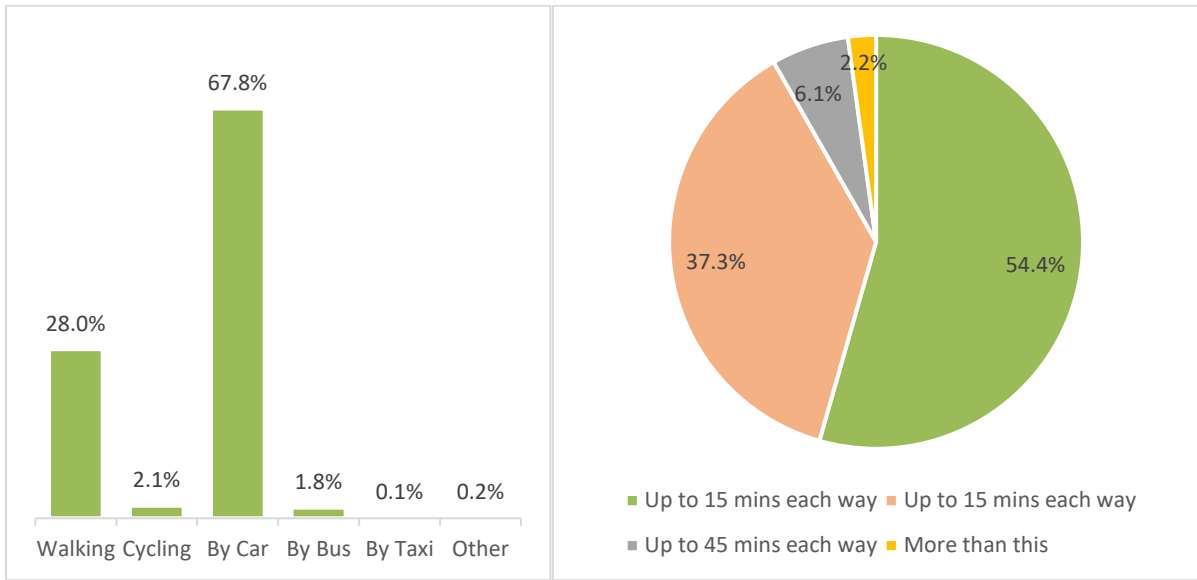
## Travelling to Facilities & Services

Respondents were asked two questions in relation to their travel behaviours relating to using Live Borders facilities and services.

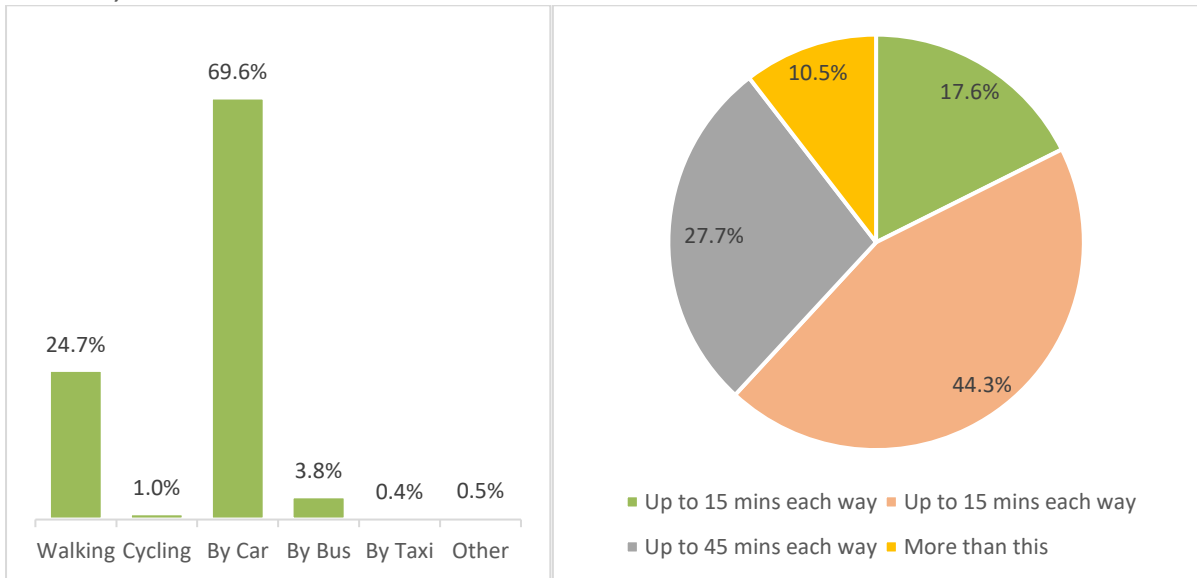
- **“In visiting facilities and services, how do you and your family usually travel to these?”**
- **“how far would you and / or your family be willing to travel to make use of the following facilities and service?”**

The results from these two questions are presented by service / activity below and show a clear dependence on car use for sports, museums, arts and events facilities and activities, but a prevalence for walking to use libraries and town halls.

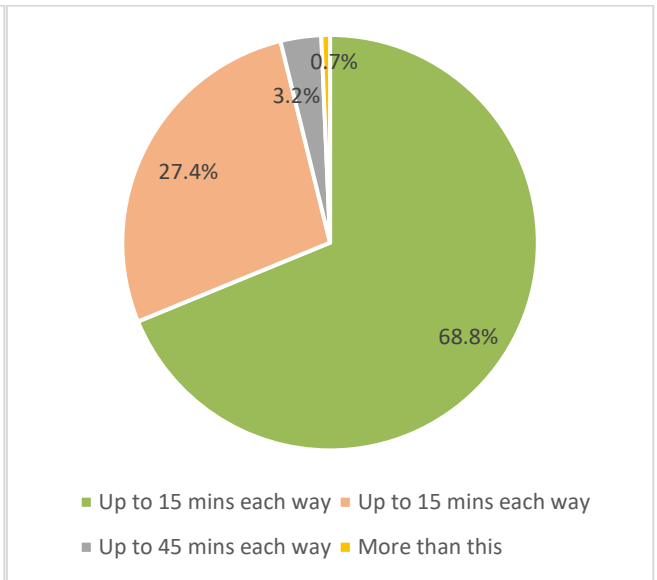
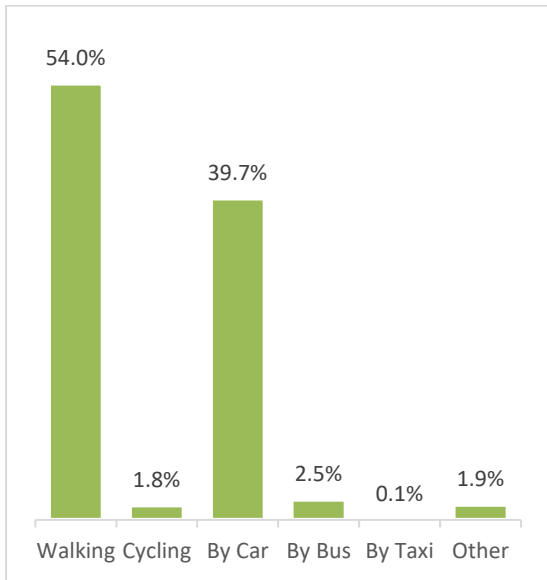
**Swimming Pools & Leisure Centres**



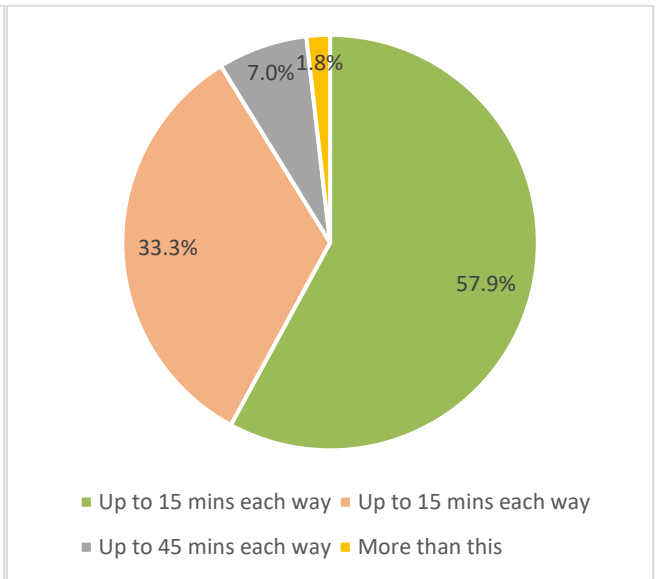
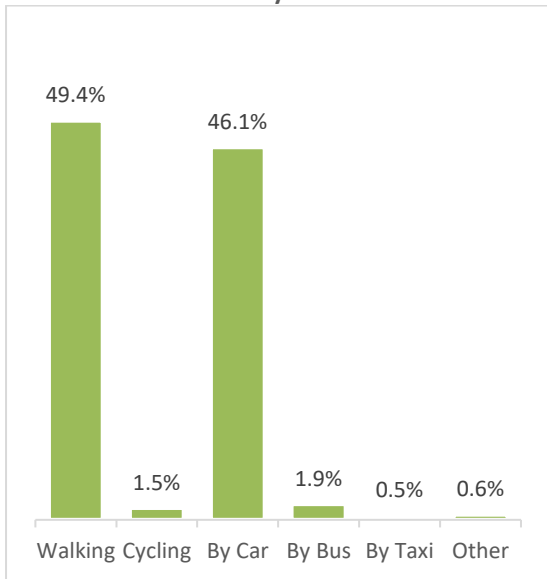
**Museums, Galleries & Visitor Attractions**



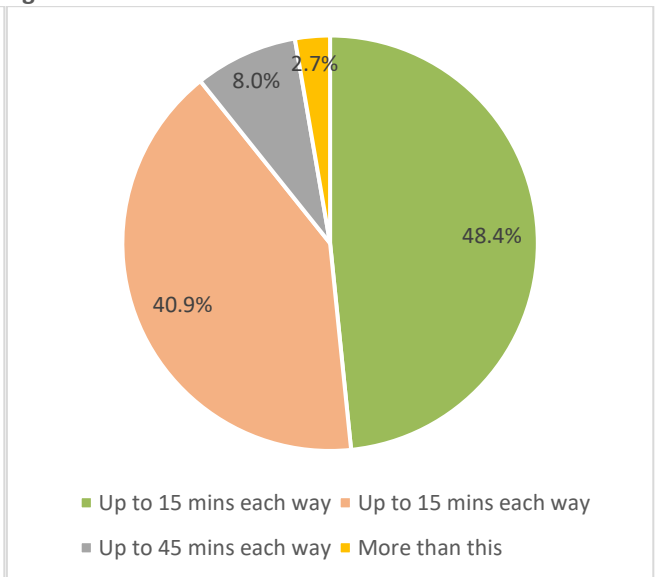
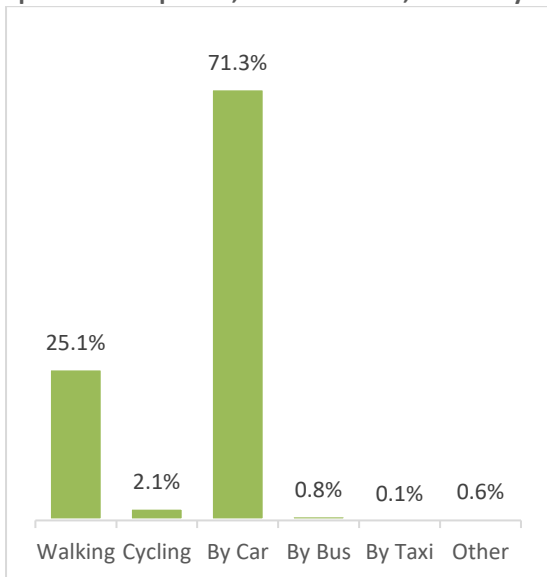
**Library Services**



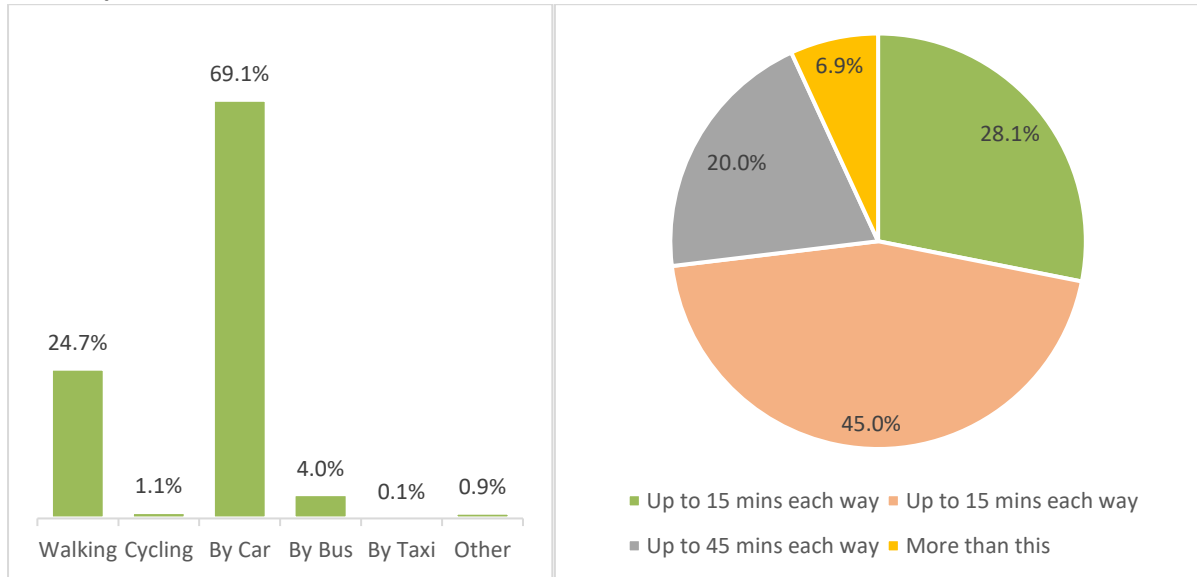
**Town Halls & Community Centres**



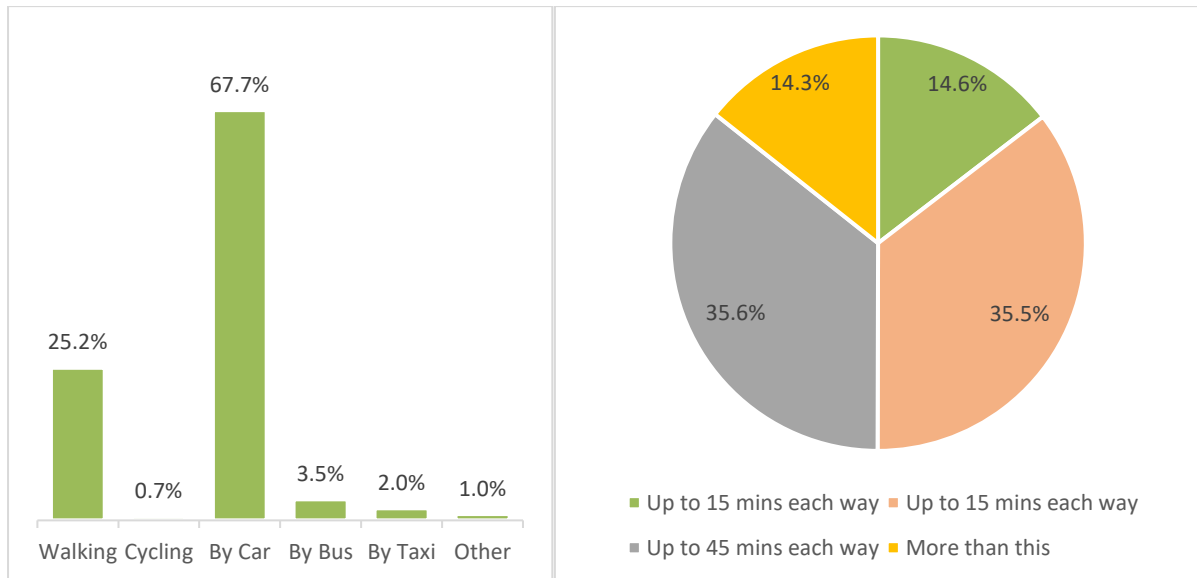
**Sports Development, Active Schools, & Holiday Programmes**



### Creative / Arts Activities



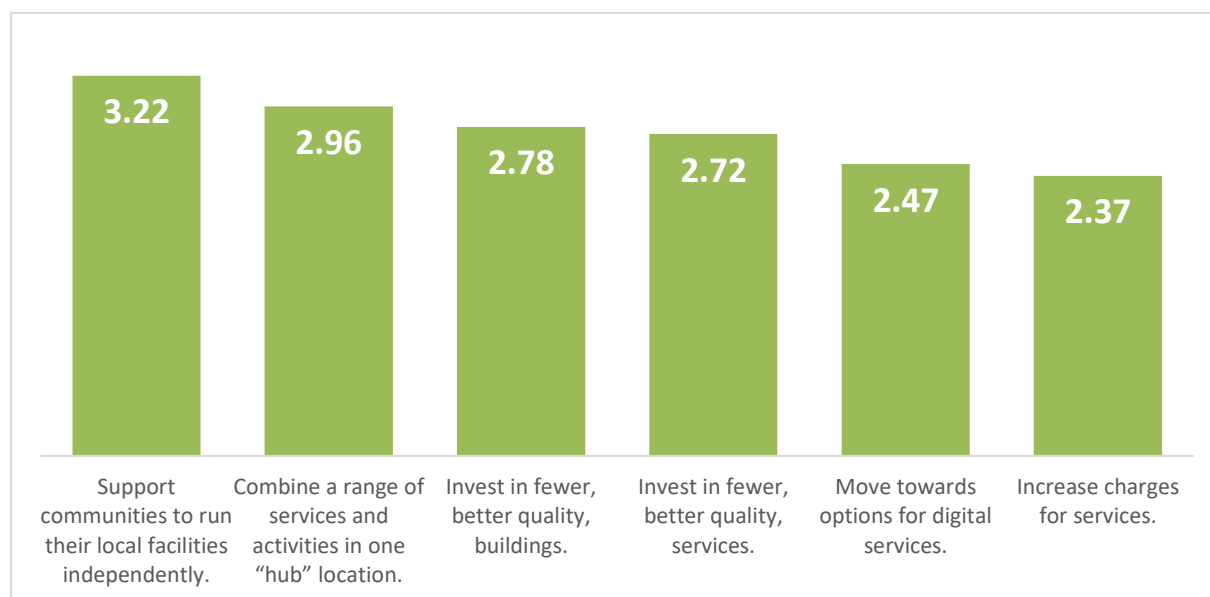
### Concerts & Live Events



## Views on Strategic Direction

### Strategic Options

Respondents were asked to rate a number of potential strategic changes between 1 and 5 where 5 is the highest. The results below show these strategies ranked by highest average score.



### Community Operation & Asset Transfer

To further explore the concept of "Supporting communities to run their local facilities independently", respondents were asked whether there were any facilities in their area that they felt could be considered for transfer to the Community.

The following table outlines the most frequently indicated location, and the most frequency of more generic comments:

Generic Responses	
Community Centres (General)	17
Town Hall (General)	17
Libraries (General)	15
Sports and Leisure (General)	6
Museums (General)	4
Swimming Pools (General)	4
Location Specific Responses	
Gytes Centre	13
Eyemouth Community Centre	11
Jedburgh Library	11
Selkirk Leisure Centre	11
Jedburgh Town Hall	9
St Ronan's Well	9
Focus Centre	8
Teviotdale Leisure Centre	8
Abbey Row	6
Southfield Centre	6
Eastgate Theatre	5
Lauder Public Hall	5

**Under One Roof – The Hub Concept**

To further explore the idea of combining facilities and service under one roof, respondents were asked to provide comment around whether there are services in their area that could be brought together under one roof? The following comments were provided, grouped by locality (comments deemed not relevant to this question have been removed).

**Berwickshire**

- A library in or near a school
- Add sports centres onto high schools.
- All community activities
- Banking, social services
- Classes such as Pilates or Yoga for people with disabilities and autoimmune conditions
- Community Centre and Library (x 7 comments)
- Community Centre. Library, leisure centre information centre, education centre
- Concerts and live events, creative arts in Coldstream Community Centre
- Could you not create a hub similar to the ones by Active Northumberland? I currently travel to Berwick to use the splash pool for my toddler, it also has a decent sized soft play and gym facilities. If it was closer, I would regularly attend the gym and soft play. But going more than once a week is expensive for fuel, and a long round trip for around one hour of use. If there was something in Duns for Berwickshire for example if imagine it would be widely used by the surrounding towns.
- Distribution through the area is already poor - especially in the East Ward. Further consolidation would just reduce access for most.
- Eyemouth and surrounding villages are and always have been out on a limb. Services suffer due to the fact it's so far away from central Borders. Playparks, tennis courts, swimming pool have been neglected when other areas of the Borders have been prioritised. The Highlands and Islands communities are so much better off when it comes to rural services and attention should be cast to these projects as a plan for funding and to see how other rural areas cope.
- Eyemouth Community Centre and Library (x2 comments)
- If we had a bigger, better equipped community centre then yes.
- In Eyemouth the Library could be moved into the Community centre if there is a spare, large enough room. That way maybe the opening hours could be extended.
- Kelso would be a good hub location for the Eastern side of the Borders as it already has a number of facilities and attracts tourists.
- Leisure centres, swimming pools, libraries and halls could be brought together in local areas. It's important to maintain services in local areas but if new buildings are invested in, these could house multiple services. Sell older buildings and those on prone land to build new facilities.
- Libraries are already contact centres -- so this has already been done, to the detriment of specialist library staffing.
- Libraries could be combined and made into a mobile service going round the towns. That would save money on buildings.
- Live Borders could use other organisations' community buildings, such Duns volunteer hall, to hold music concerts and arts.
- Make use of Grew law building on the green!?
- Need holiday clubs after school clubs for children desperately.
- No - to provide quality services there needs to be more and better provision of dedicated facilities not bringing unrelated services into a hub.
- No option in Eyemouth that I can see - community centre couldn't take the library and vice versa. Leisure centre is tiny.
- No, results in fewer services. Leisure is most important to me, Kelso High School could be utilised, instead of Tait Hall.
- Please don't destroy the facilities that give local kids the opportunity to be interested in what is around them and the chance to develop without the need for a parent to be hovering because of transport. Pingu is great but you can't always rely on a lift home (even before 6pm)
- Pool, gym, keep fit classes all in one larger centre.
- Swimming, library in Eyemouth?
- The current booking system for e.g. the community schools is not supportive of the community - either for groups or individual sports

- The keep fit classes in the community centre.
- The library and Studio could move to the community centre in Eyemouth.
- The library could be integrated into either the sports centre or the High School
- The library we have in Coldstream is not a library but a housing office with some books - found out tonight is council led not live borders but if our local school could be given the outreach to teach kids the joy of reading on site in the school or Coldstream larder that would be much better for me than the poor service we have now - there is a limit to how many buildings the community can run though
- There are draft plans to combine the provision of the Citizens Advice Service and BAVS at Southfield Community Centre in Duns, but these plans are currently making little progress.
- there are hardly any to bring together.
- There is nothing in this area for people with disability problems such as MS or stroke or hip replacement, I mean in the way of Pilates or yoga.
- This would leave small towns with no services. This is a rural area. This would leave people without a car stranded and would increase the number of car journeys for everyone else.
- This would mean fewer local facilities and more people having to travel. Young people such as school children and elderly would then be excluded .
- Town Hall
- We already have a magnificent hub in Duns at the Southfields Community centre. It is very well utilised and it's hard to see how it could accommodate more. We could do with ADDITIONAL, smaller venues in less centralised locations so that those without transport could take advantage of events. I have to drive a minimum of 3 miles just to GET a bus so if I didn't have a car I would be utterly lost.
- We don't have a suitable hub facility in Coldstream. Can't even find a car park space when event is on
- We have a community centre in Coldstream, but this is not council funded. It would be better to have a Hub here where people could access lots of different services and different age groups could mix.
- We should have been getting a new school building that was a community hub, the right information was not brought to the community during consultation so people were confused as to what that would mean.
- we would offer to use our Village Hall as a Hub facility offering classes/advice/services in one location.
- Bowling clubs have some great facilities for use around sport.
- Eyemouth Library is poor quality and too small to be of any real use to the community. As SBC provides very few services in our area, I cannot think what else could be put into a "hub".
- If the distances from the so-called hubs are too far from villages and rural populations, they won't be used by the people who probably need them most.
- It would actually be nice to have the area recognised. Here they try to offer ex amount. Unfortunately even down to SBC councillors co path is always omitted from any crucial votes, meetings etc. Elsewhere in the Borders places have mention of visits or meetings. Alas the forgotten place I live is always left out.
- We already have one 'hub' with Heart of Hawick. In fact, this seems to already be the main 'hub' with heavily funded resources and with Alchemy Film Festival the focus is becoming biased towards Hawick. Then there is Eastgate Theatre but not much in the Berwickshire area. Duns with the Volunteer Hall is trying to compete, but this is already falling heavily on the community and individual initiatives.

#### Cheviot

- A leisure centre in Kelso with a pool, gym, sports hall that could be bookable for various sports groups.
- Abbey Row Community Centre. Needs a revamp, could include the library, venue space, contact centre.
- Additional services within the local library (Kelso) so that its opening hours can be extended.
- Banking facilities as there is soon to be no banks at all in Jedburgh.
- Community hall, library, fitness centre
- Community LGBT+ services
- Could maybe combine library and leisure centre?

- Exercise classes, live events and creative crafts / arts events could share space if the 'user requirements' can be appropriately met (and not shoe-horned into a space which is not suitable just for the sake of it) - access, flooring, ventilation, services are all of paramount importance.
- Have police, ambulance service and others at the largely empty regional offices at Newtown.
- I think the library could have larger premises and it would then be possible to offer a more far-ranging service. I am concerned that those who come for advice at the contact centre part of the library do not have confidential and it is all muddled with book queries. The space is really not adequate, and the opening hours are awful.
- Jedburgh could have a combination of library and some other facilities in the town. The campus is incredibly inaccessible to most people.
- Kelso is already a hub. But it's inevitable if Live Borders reduce facilities or services, it'll all be focused from Gala and Hawick- and traveling to those towns for any activities is just not fair. We have a library that never has events on. The pre-school activities gave up on Kelso (despite there being a huge number of children here) Live Borders needs to broaden their horizon, because for anyone Kelso and further east, Gala and Hawick aren't viable options when petrol is so expensive. And Eyemouth is an awful journey from here.
- Library/films/concerts
- Libraries, museums, and galleries
- Library and community centre
- library, contact centre, drop-in centre for the aging population and people living alone any age.
- Library, Council contact centre, Meeting room hire.
- Make better use of Abbey Row by bringing together as many services as possible in thus hub. Try to keep charges to a minimum to encourage and increase usage, possibly optimising income in this way.
- Mobile libraries and contact centres, sell off buildings currently used for these.
- More classes in Kelso swimming pool ,yoga maybe? The room is used for spinning only .
- More combined sports facilities?
- More facilities need to come to Kelso. We will not drive to Gala and Hawick for things that have a possible venue in Kelso.
- More use of the pool. Maybe pool Zumba ,or yoga.
- Museum Library
- Museums/Libraries/Town Hall
- No combining places together has a negative effect on families and children that may not can afford to travel or unable to travel out with their town.
- No, because Kelso High School is already designed as a sports hub, and we don't have much more than that. PLEASE bring more events to Kelso Library. We cannot travel to Gala and Hawick and feel constantly neglected that Kelso Library never has holiday events.
- No, Jedburgh has nothing other than the pool which is always closed. There are no public gyms, tennis courts, nothing! I'm getting bored of walking around the town for exercise.
- no, not appropriate especially libraries in school campus as access is severely limited especially for those who do not have their own transport.
- None and not at the school, no atmosphere, not a building suitable for purpose.
- None as big is not always beautiful.
- Perhaps in one of our empty Jedburgh buildings (e.g., Legion Social Club, old library building, old SBC building, old grammar school buildings) or better use of our mainly empty town hall. Services that could come together under one roof: SBC contact centre, public library, a local town museum, cinema, low rent space for local artists/charities/social groups who cannot afford high street rents, a cafe that stays open after 4pm, indoor farmers market space, just to name a few.
- Really depends on where the one hub is.
- Some groups run in community centres could be linked to leisure or library facilities.
- Sports development and leisure centres, arts and creative with visitor and museum
- Swimming pool build at the new Kelso high school would Be better. Current pool is out of date and too small.
- Swimming pool, gym,
- swimming pools & sport centres libraries & museums
- Swimming, gym sports,
- Swimming, gym, social space, local gallery
- Tait Hall needs rearranging. Uncomfortable and cramped seats. Have fewer, much more comfortable seats. Civic Week events are embarrassing with beautifully dressed people crammed



into a cinema-like seating structure. Needs to have more space for tables Library barely used. Kelso needs a museum more than a library. Loads of tourists and bus/coach parties but no obvious place to learn about Kelso's and the Scottish Borders' fabulously rich history and contribution to the world.

- The current location of the library is unsuitable; this should be relocated in the centre of town, either back in the original premises or perhaps within the town hall or the premises in Exchange St.
- There is scope for the library to be moved to the town hall. The most important consideration is for properly qualified professional staff to run the facility e.g. sports trainers, qualified librarians, and community development officers.
- This has happened at Jedburgh Grammar Campus, and it has been a complete failure.
- This is a difficult one. I think the halls could be used to support local businesses in renting out office space (and help cover costs). Need to think about getting people through the doors of the facilities you have, and the more people use the more they will see what else is available there. Consider using the space to host community groups/ organisations.
- Town Hall / Library / Community Space in one place in Jedburgh
- Unless public transport is significantly improved Borders wise this option would seriously disadvantage a large section of our population and further remove accessibility to healthy living options.
- Unless you are looking at building purpose-built facilities, I cannot suggest any roof sharing of facilities in Kelso.
- Yes Gym, fitness and swimming pool could be located at Kelso swimming pool.
- Yes, our Town Hall is mostly closed but possibly already plans to transfer to the community (not sure how this is progressing). The library could be put in there if it works out.
- Library. SBC questions. room hire, small organisations. Visitor centre. Abbey Row,
- Maybe Library and Museum/galleries
- Swimming pool to the high school

#### Eildon

- A hub in each community - with space for performance and also sports/leisure proportionate to the size of the community and proximity to others.
- A library, gallery, education room for running community courses and tourist info. facilities would all fit together logically to form a community hub.
- A sports hub with athletics track, swimming pool and gym (if space allowed!).
- Activities in the queen's centre
- Again this is not about helping this is a money saving activity.
- Already does with Tweedbank Centre
- Aquafit is a very popular class and they run in Gala Selkirk and Hawick it would be great if these classes could be increased as they are popular and very good for health for the older community.
- arts/libraries and museums should be combined.
- Bring NHS health testing services to the leisure centres such as breast screening etc.
- combine libraries and museums or community halls.
- Combine museums to form a Borders Museum. I suggest you have a look at the Coastal Museum in North Berwick, and you can get the idea. Good luck to you working out what time it should be based in! The North Berwick museum is based in a new build along with the library. It is staffed by volunteers and access is free.
- Community centres activities in to large halls
- Community centres and libraries
- Community Centres are inaccessible at present .Make them more user friendly and local.
- Concerts, sports development, community cafes, library's, creative arts
- Could Kelso have something similar to Heart of Hawick?
- Could library services be brought into other places i.e. body and mind under 1 roof in a few different towns in the Borders?
- Create a good quality restaurant or cafe at Tweedbank sports complex. It is busy almost every night yet there is nothing that offers food and drink. This would be a good revenue generator for you.
- Cultural services should be separated from sport at all times.
- Day care and family support to the Focus Community Centre
- Disagree that fewer facilities should be available but agree that the quality of the buildings, amenities and service needs to improve...any facilities outsourced to the community would realise the hub ambition as would be a balance of business and community at a fair price, community run

facilities naturally increase community engagement thus support, Live Borders is poorly managed and local people avoid using for this reason alone.

- football, rugby, cricket. St Boswells
- Galashiels - sports & leisure - there are a number of separate buildings dotted around Gala for example that are well beyond their sell-by date (the swimming pool, Queens Leisure Centre etc.). A single sports, leisure, arts, and community hub should be built to bring all the services Live Borders offer under one roof in a modern, multi-use, fit for purpose, energy efficient property. If possible, it would be a good idea to construct such a facility as part of the new Academy (this could be replicated at the various High Schools around the Borders if such community facilities have not already been included) to benefit the pupils at the school as well as the local community. One building should hopefully mean reduced maintenance / repair expenditure etc. and means the asset (i.e. the school) is being made to "sweat" by being in use more often and for longer. The High Schools would effectively become community sports, leisure and arts hubs which already benefit from good transport links, connectivity, infrastructure, and parking etc. with some new buildings requiring to be built, some extensions added to existing buildings or a retro fit to turn existing school facilities into community facilities. The old / existing facilities could be sold off, transferred to community ownership, or repurposed to generate an income (i.e. build social housing with any profits generated being reinvested into sports, leisure, and the arts on a social enterprise type basis).
- Galashiels library should be in the new Gala Academy. I would do this in each town when a new school is built. In the same way sports facilities are used. Close the queen centre as well.
- Galashiels swimming pool should have a gym and fitness studio.
- Galashiels swimming pool, high school, and library
- Geographical spread of club members could make travelling to expensive or impossible by public transport.
- GP's, councillors' surgeries, funding/Grant opportunities, Local area networks.
- gym and sport facilities. I feel that the current provision of gym facilities is poor in the Borders, the only "good" gym facility is Tri-Fitness, and it is lacking a pool, sauna, steam room as larger gym facilities in cities would offer. The prices are disproportionate for the quality of the service. I would rather have a single facility that had all activities than small gyms spread across all towns which are poorly used.
- Gym/swimming pool/sports facilities in one location Existing buildings/ services could be multi use rather than be empty or underused.
- gymnastics and rugby tots
- Hawick is an example of this but needs to be better advertised and managed.
- I don't think hub facilities work for most communities.
- I don't think facilities should be combined in hubs.
- I don't agree with this policy. Hub facilities are often bland and sterile. I want to go to more, smaller, independent and we'll supported facilities with their own identities.
- I hate this idea. Driving is essential for most in the borders as it is. A hub approach will disadvantage certain people even further.
- I really dislike the 'campus' model - if I want to go to the library or gym, I don't want to have to run the gamut of high school lunch time to get there (like you do in Midlothian). Let the YP have their space and me have mine.
- I think better use could be made of Heart of Hawick. It's a fantastic facility but seems to me to be underused. Selkirk Victoria Hall is also underused. We used to have a film club in Selkirk and a folk club, but both "died" during Covid and could be resurrected in the Victoria hall if it were available for hire at low cost.
- I think it would be reasonable to bring together services such as libraries with health facilities, schools, swimming pools etc if there is future capital expenditure.
- In a rural area with limited public transport this seems inappropriate. Libraries already bring a number of groups into one place and that seems to work well in existing facilities.
- In Selkirk there doesn't seem to be an option to combine a range of services using any of the existing buildings. This idea could only be considered if there was a capital project to either add to existing buildings or create a new hub. Combining services into a single hub also creates a problem of what to do with "redundant" buildings, many of which have a strong cultural /historical/ community importance.
- It always happens that services end up away from the eastern area of the Borders e.g. Eyemouth. Hutton and rural areas have no Borders area bus transport system for Borders services. You are already isolating people that need these services during a cost of living crisis. Car travel is

expensive. Services are needed in each community. Village halls are an ideal place for hub services in each community. You need to offer more visiting services to small rural communities and less town hub services requiring car travel.

- It does seem an attractive and sensible suggestion to create a one hub facility and within Galashiels there are opportunities at either the new proposed high school, or Netherdale sports complex.
- It's too late now, but the Tapestry could have also housed the library and a good quality hall (to replace Volunteer Hall). It could have had smaller spaces for hire e.g. for Scouts, creative activities etc and been a real benefit to the community in a high-quality modern building allowing the older, expensive to run buildings to be sold off.
- Lauder PS facilities and the sports pitches. Running club and cycle club meet there too. Could create a hub to provide even more sports.
- Leave well alone. If it's not broken don't fix it.
- Leisure Centre in Lauder could be increased to use as a hub, swap shop, library, cafe, soft play, improve gym facilities, host live borders classes there.
- Libraries and toddler groups, community centres and holiday clubs.
- Libraries and museums
- Libraries within school buildings and more athletic type tracks within schools
- Libraries, hub, CAB, community centre, council offices, MP centres
- Libraries, live events,
- Library
- Library and archives in Hawick. Live Borders Management and Administrative Staff could be based at a leisure centre or other facility, and they could also provide reception services at those centres.
- Library and museum
- Library and museums into tapestry building in Gala area, how many museums does one area need. Need to do more for sports clubs as well, the wee district sports council does a great job, but they need more resources.
- Library and Ormiston. Better showers in gala pool Selkirk pool could have gym and outdoor yoga etc. Could pool be built at Tweedbank? Develop a site.
- Library and Sports Facilities like in Northumberland in Morpeth and Ashington
- Library could go into new school, with swimming pool, then sell off the old library.
- Library service could move into the Ormiston Institute. Upstairs but there's a stair lift.
- Library, bequest halls, community help/support.
- Library, arts
- Live Borders should only have one facility plus a swimming pool where applicable in each town.
- Look at Northumberland centres. Berwick and Cramlington centres are all in one fantastic centre, soft play, pool, bowling. Courts, classes, gym
- Looking at the creative sector in the Borders, there is scope (a) for better partnership working between SBC, Live Borders and independent providers in order to develop an integrated offer on events, activities and services; and to achieve more efficiency on planning, promotion and evaluation; (b) for some segmentation of events and services across the whole region, to enable more effective partnership and co-operation within a manageable area (e.g. Tweeddale, Central Borders, Berwickshire) - while still retaining strategic networking relationships (such as the model developed by Creative Arts Business Network); (c) to pursue fundraising in a more strategic and collaborative way; (d) to recruit, train, deploy and support volunteers more effectively across a wider range of activities, thereby benefiting more substantially from 'in kind' support, skills and expertise, engagement and advocacy
- Make better use of school buildings and make them more affordable to rent/hire.
- Make sense to optimise use of libraries.
- Mobile library is the service to visit us.
- More info is needed about what is going on in the community.
- more use made of the tapestry building in Gala. use of old Sainsburys building in Selkirk. Odd question, since there aren't many cultural services, I can think of. We need more live theatre, music, art. There is a dearth in the Borders.
- Move Tri fitness to Near Tweedbank running track and build a new swimming pool there, combine it with a community centre, café, and perhaps even a day centre for the elderly and disabled.
- Museum and library
- Museum and library in Selkirk
- Museums
- Needs a lot of thought - not just to save money.

- New Gala School should do that in Gala, but I suspect the operational issues of public day time access might not work too well.
- New school in Gala would have been a great opportunity for improved athletic facilities.
- Newtown St Boswells is in dire need of a community hub/centre for the children and young people in this area. It is in dire need of this for infants and parents (single parents and couples alike for baby groups) - also the elderly people are isolated there and would benefit from a hub of some description. Nothing is in Newtown area for families who may find finances and transport an issue.
- No services in my area which are run by Live Borders - there are however many successful and joined up services provided by local groups, and which shows this can be successful.
- No, unless existing Town Hall facilities are structurally untenable.
- No. Accessibility, as in proximity, to make usage attractive has to be considered.
- None, this would lead to poorer services and reduced choice. Need to be able to develop new skills and keep active close to home especially during cost-of-living crisis and poor transport options. There is also the social aspect of meeting up with other local people for community spirit.
- Nope. I would highly recommend converting the Queens Centre into a Rock-Climbing centre. I would pay £50 a month for Trifitness and a Rock Climbing. Ratho and Alien Rock are too far away. This is a real opportunity for yourselves.
- Not sure about this one - in a rural area in sometimes makes sense but also takes away from local community.
- Not sure this would work.
- Nothing comes to mind.
- Oh heck no!
- Possibly an overall sports facility in Galashiels including swimming, tennis, badminton, gym etc.
- Possibly within the new Galashiels school Campus. I'd like to see the Community have a voice on how the new facilities will be operated, including charges, opening hours and the range of activities that will be on offer.
- Presumptuous question - community transfer and amalgamating services into hubs seem to be the outcomes this is leading into. Services should be near the centre of town. There are not many places you could put a swimming pool, library, large town hall, museum, and kids sports programme "under one roof".
- Probably some events in community halls. They are all big, high-maintenance buildings, with relatively low usage.
- Probably too many public buildings in some towns
- Providing more regular and extending public transport timetables into late evening and Hubs, Community Centres, Libraries etc with longer opening hours
- Public halls could combine with libraries. Public halls could also run fitness classes, especially in Selkirk where the local pool is far too small to host gym classes successfully. What would happen to the old/unused buildings though?
- Put council contact points and community spaces in libraries (stop putting community libraries in high schools - totally off-putting) and close Newtown, have libraries open every week day and Saturdays.
- Quite a few services in Galashiels spread out, could they be combined? Focus centre and swimming pool - one gets extended to host a leisure centre as well.
- Schools both secondary and primary together so all facilities available to all kids not just ones with a new school.
- See response to the original question!
- Selkirk library to move within Sir Walter Scott's courtroom area, underneath the courtroom would work well and be far more prominent and accessible. Make it a community hub and footfall would increase.
- Since the Borders is a rural community with limited public transport, this move may adversely impact people who rely on the services, making them less accessible, further away, more expensive to get to
- Single combined swimming pool with additional facilities such as gym, sauna etc and longer opening hours, ideally Galashiels or Selkirk
- Small exhibitions within the library building
- Some specialist services (e.g. Archives) need specialist centralised facilities.
- Speak to the community and actually listen to what they have to say.
- Specialist services require specialist facilities, in other local authority areas hub style set ups have led to reduced level of service. The geography of the Scottish Borders does not allow for hub style services to be provided effectively, this has been investigated previously in the days of Borders

Regional Council and found to be non-viable. Many people do not have access to their own cars and bus services are significantly reduced. Local services are essential for this survival of local communities.

- Sport and library Close small halls and museums
- Sports - Earlston school. Swimming - Galashiels or Kelso.
- Squash Courts re-integrated back into Leisure centres and/or Clubs. Current choice is terrible.
- swimming and gym etc
- Swimming and gyms - 3 hubs - east central and west
- Swimming pool and gym together.
- Swimming pool and large gym together
- Swimming pool, library, gym, theatre, sports hall
- Swimming pool/gym/community space and playing fields could all be accommodated in 1 hub, so long as it's not only open around school days and use.
- Swimming Pools and Fitness Centres (Tri-Fitness & Gala Pool) get rid of Queens Centre, and your HQ, either move to St. Marys Mill or Melrose Road there is no need for 2 facilities!!
- Tennis, gym, badminton, squash, fitness e.g. aerobics, Zumba, martial arts e.g. kick boxing, judo, basketball
- The creation of a centre for sport excellence for the area would be amazing, combining swimming, rugby, football, tennis, martial arts, gymnastics etc. Also, the creation of a digital hub where children can learn about STEM in a fun and interactive way.
- The geographical area of the Borders does not allow this option. It's less inclusive, which is surely something you wish to avoid?
- The Greenyards, Melrose
- The new Galashiels academy should be considered for joint sports are white and swimming.
- the Tapestry building has space to have more activities going on in it, related to local history and arts and crafts. This would increase footfall.
- There are examples already - joint school/public libraries; library contact centres; the new Jedburgh Community school. Problem is that budget cuts and savings have severely reduced the number of professionally qualified and specialist staff, and reduced services' capacity to maintain services, improve service quality and deliver innovation, across Cultural Services. Maybe there needs to be a consistent approach and a more holistic view of all Council Services, to see where synergies lie. I think the review is an opportunity for SBC/Live Borders to examine sport, leisure and cultural services management and provision, as well as the culture and attitudes of the organisation. I don't think there is very much appreciation or understanding within the Council or Live Borders of how much libraries, in particular, could be contributing to the delivery of Council objectives, nor is there a vision of what they could be. Maybe look at what's happening in other authorities, and other countries, where libraries play a key role in their local communities, and budgets are maintained at a consistent level, instead of suffering death by a thousand cuts. Digital services are not the answer - not everyone has the skills or access to technology to use them, they may not be able to afford them, or may choose not to use them in favour of face-to-face interaction - digital doesn't help mental health or reduce isolation or loneliness, so needs to judiciously be applied.
- There are no services in my area, aside from Stow Town Hall.
- There are none that we know of.
- There are very few services in Melrose unless you like sport. I'm not sure a hub would be of benefit, unless you're developing another use for the very expensive tapestry in Galashiels,
- There is no room for my views on the survey. I live in the valleys and have to travel 30 min by car to ANY council facility. Invest in the existing infrastructure heavily, charge according to means I certainly do not mind paying realistic rates. The creative offering is extremely poor and does don't serve my needs and I travel to Edinburgh Glasgow London Dundee to get that fulfilment. Invest and good things happen. To say fewer facilities but higher quality offerings earlier in the survey is an admission of future failure. It is the lack of ambition to invest in the programming and infrastructure of culture and leisure. I attended the UCI event this weekend and it was testament to the forestry commission and the cycling community that brought the world to the borders. Get off your knees and invest. It will take times but will ultimately pay massive dividends not only to the borders residents but visitors who will see that Scottish borders is a thriving place full of life and vibrancy.
- There should be one central leisure centre with a much better pool. All the pools are so old and shabby, and frankly all feel quite unclean. Moray leisure Centre is a great example of a fantastic leisure centre.
- Think they would need a new space. Perhaps libraries located within schools.

- This sound a terrible idea. It would force the closure of everything local and move things to one or two larger and overcrowded places.
- Tri fitness and Gala swimming pool under one roof would be great.
- Tweedbank
- Tweedbank could be a great sports complex. Athletics track, gym, indoor hall/arena, cafe, sports pitches.
- Tweedbank for sports, proper swimming facilities, sports, and recreation, invest to attract visitors to the area, encourage rail travel. Having multiple local facilities is a drain on resources and not an attractive proposition.
- Tweedbank is an opportunity for all under one roof-if travel accessibility improved & utilise vacant buildings
- Use library services as community hubs, where a whole range of services can come together - libraries can support a whole range of health, well-being, information, and advice services, if there is proper investment, rather than the programme of budget cuts and restructurings that have been a constant over the last 10 years. When I first came to the Borders in 2000, there was a drive to improve the range and quality of services provided, and senior management within Community Services had a vision and ambition for the services. This seems to have disappeared, and there is no longer any vision , commitment or ambition within SBC or Live Borders for library and cultural services, the staff that are left are doing their best with ever diminishing resources and increasing pressures to do the same or more with even less. As it is seven years since Cultural Services moved out of the Council to join the Sport and Leisure Trust, it strikes me that a new management and delivery model is called for - one that employs managers and staff who hold professional qualifications, and understand the principles and practice of the various specialisms, rather than general managers who have no experience in the specialist service areas, or who have tended to focus on their own area of experience and interest. I feel that the specialist knowledge required to run services effectively and efficiently has been steadily eroded through budget cuts and restructures and with it, the quality and the level of provision has deteriorated. I agree that a new model is needed - volunteers can be a great asset, but they are not a no-cost option, in terms of recruitment, management and training, and should be used to add value , rather than be used as a replacement for professionally qualified and trained staff. The existing staff are doing an excellent job delivering services to their local communities , but they could be doing so much more to maintain and improve services if they were given the necessary resources to do so.
- Use the tapestry building.
- Utilise the new swimming pool being built and make it a centre for library and finding out about local services available, making it a hub such as in Ashington in Northumberland. Have sports areas that can be hired for concerts or shows as well.
- Volunteer hall could be utilised every day and night for various groups rather than complicated overpriced booking system which deters use. Library building has many rooms that could be used for community groups throughout day and night. Opening hours should not be stuck at 9 to 5.
- We are too large an area. Centralisation disadvantages lower income families from participating.
- Whilst a hub facility might be a theoretical positive, the opportunities have been completely missed with the proposed new school builds. These would have been the ideal opportunity to combine schools with true community facilities (libraries, community centres, halls, and venues, fewer but higher quality sports facilities). A true hub isn't just about bricks and mortar. Whilst over time, they are most likely more financially efficient and viable, the non-bricks and mortar services (Active Schools, arts, and creativity, TSI organisations, Sports Development) need to be appropriately funded in order to provide a true hub environment.
- With investment and new buildings this could be achieved in most towns with sports facilities.
- Woman's art classes, adult education, community outreach classes, play groups, toddler groups.
- Would be good to have indoor tennis courts, basketball, netball courts, gymnastics. This could be alongside a larger more high-tech gym, spin bike space etc. my concern about making it all into one hub is that given the borders geography, it may mean those further out will miss out as it's not accessible to them.
- Yes, in Earlston which is a suitable distance from Lauder. Lots of services in Galashiels but not a good road to travel, too far and no bus alternative.
- Yes, why is the Galashiels High School being built in the Scott park and not at Netherdale? The Scott Park would be a perfect location to attract more visitors, play areas for children and green space for walkers. Netherdale is underused and could accommodate school, sports facilities without being in the very centre of town!

- You have a danger of excluding a lot of people from facilities if you do this, and they're probably the people in most need.
- You haven't asked for other suggestions however better care of and training for staff to manage productive centres/businesses might be useful to generate local and tourist business, improve retention and job satisfaction and develop future Borders stars.
- always bad putting things under 1 roof.
- If there's an opportunity to bring together some sports facilities into a hub building that could be a good opportunity- Galashiels?
- improved bus services would increase use and viability of all existing services. Best hub would be Library with increased opening hours and virtual 'tours' of local museums and places of interest - this would also make things more accessible to disabled/ the elderly/folk on benefits/etc.
- There is a distinct lack of clear visitor information points other than Jedburgh. Visitor Information Hubs within museums would help promote the museums and the area's economic offer. Whilst I support the hub idea being investigated, please make sure combining services does not reduce the quality of any one service (e.g. noisy services in a library, being able to accommodate vulnerable adults/children alongside others). Many of the existing buildings are also at the heart of the community; creating a 'hub' on the outskirts of a town or less accessible location is not effective. Opportunity to access spaces on an ad hoc basis is also important to combatting isolation and creating a sense of community. The Heritage Hub in Hawick is a fantastic resource in itself, but also does provide a service for the many people who pop in from the street for a chat and to find out what's going on.
- Try to bring age groups together, with sport and creative activities.
- Tweedbank would be an ideal place to have an all singing all dancing sports complex, gym, spin studio, studios for classes, swimming pool, running track etc.

#### Teviot and Liddesdale

- Art / workshops - Under the Museum hub
- Arts and creative
- Arts services could perhaps be combined in the Town Hall/Library. Operating from one 'hub' does not always work unless the facilities will be as good as they were previously e.g. space available to run activities/sessions.
- Book bug session at the leisure centre, so you can access swimming and soft play all in one place after the session.
- Combine the Hawick Library with the Leisure Centre. There is easier parking and easier access.
- Creative Arts
- creative arts and concerts
- Definitely strongly disagree.
- diverse services should not be combined, need specialist, informed, enthusiastic, well-trained staff
- Doing this reduces the number of people able to access as capacity only holds so much and most services are already fully booked!
- Family and child orientated services such as sports, creative arts, soft play, sensory rooms etc.
- Good to look at those in close proximity to each other, for this to be viable there needs to be sufficient underutilised floorspace or new purpose-built facilities created. Rationalising properties should create better services and not compromise through space restrictions.
- Hawick 3G and a Gym facility to make one fitness centre which would benefit rugby and football greatly.
- Hawick already acts as a hub to largest town in Borders but could become a larger hub for the surrounding towns e.g. Teviot leisure centre is only 20 minutes from Selkirk.
- Hawick library combined with leisure centre. At least then it might open at the weekend and cater for those in full time employment...
- Hawick Library is a great building with good spaces for various groups or activities. I think we could/should make the most of the resource we have there.
- Hawick library is such a huge building is there any way it could be used for art exhibitions, learning facilities, such as computer skills, languages, etc. A cafe . Share/hire a desk for work.
- Hawick's leisure centre is massive! There could far be more activities/groups in here. If the place had more/better staff, opening hours/food facilities it would thrive!! Huge potential to be a very well-run leisure centre but it's just not.
- Hub facilities seem to lean towards the closest resident community and often less welcoming to others.

- I personally feel you should review the library opening time - I usually want to go on a Wednesday and it is always shut which is really frustrating. The facilities in Hawick are excellent - brilliant library & archive service (when open!) - I like the leisure centre but I find the booking system rubbish and really annoying to navigate. I'd go much more if the sauna was open (it was closed last time I went in April). I'd say Live Borders Heart of Hawick programmes a great deal of events - I don't find it very easy to find out what's on - owing, I think due to lack of social media use / easy to navigate website.
- I'm unsure what could be combined if anything but not having the services all together would be a shame for the creative arts and development of children and wider communities.
- In Hawick they are building a new school, if the railway comes the current TLC will need to be moved. Why not combine the two, a school being built doesn't come round often, why not make the two work together. The TLC is not in good condition, it's very tired & will cost a fortune to run so it would seem a sensible solution.
- In Hawick, swimming ,indoor bowling, and gym, soft play, cafeteria is all housed under one roof successfully.
- In Hawick, the library and Wilton Lodge Park museum might be an appropriate merge, other than the fact that it takes the library out of the town and would make it less accessible for members of the community who, for a number of reasons, may not be able to get to the park. The library could also go into Heart of Hawick ... is there not a lot of unused space in that building upstairs ?
- Library and heart of Hawick
- Library and heritage hub Hawick.
- Library service
- Library, arts, museum. All major towns.
- Library, cinema, cafe, theatre
- Library/Heart of Hawick
- Library/town halls/Community Centres in one building would be good.
- More services could be offered within Teviotdale Leisure Centre
- Move the Heritage Hub to Hawick Library.
- Museum and Archives
- No every border town should have the same options because it's not as easy to travel to the other towns.
- No the hub idea is not good trying to put a hub into secondary schools and close town halls if bad weather accessibility is awful For the new school In Jedburgh
- None in my location
- Not in Hawick
- Plenty in and around Hawick
- Sport
- Teviotdale leisure centre could be used for so much more.
- The library in an extended leisure centre or school or in Heart of Hawick? Exhibition spaces in libraries/hub spaces?
- The Tapestry should be managed by SBC not LIVE Borders. The cost deficit in running this facility should not be imposed on to other LIVE facilities throughout the Borders, thus the closure of Teviotdale Leisure Centre.
- The TLC is a space that is currently being mismanaged and could be used as one such facility, if only you had the brains to understand that in order for people to come you need to be there to deliver the service rather than constantly having to book for a public service.
- There are already hubs in my local area, and they are well used but try to do everything and mostly for children and families. There still needs to be investment in arts/culture/live events and accessible venues for the night time economy, so sadly lacking.
- Town hall, library,
- Using proposed new High School to house library, Active Schools, creative events. Swimming pool?
- Well-being, creativity, and art - the old Wilton school
- Win some situations this might be feasible However I strongly believe Hawick library should continue to operate in that lovely building it's a great pleasure to browse in that building perhaps more creative arts could be situated there.
- Working with NHS and SBC to provide hubs which can cover a number of things under one roof - wellness classes, social work, community nursing, advice, library, community kitchen, antenatal classes, mother & baby etc.



- You should consider not just your own services & facilities, but those provided by others - including sub-letting (for example the radio station within Hawick Library).
- Depends by what you mean by one hub facility. If it remains in Hawick, the bringing local boxing clubs, gyms, and football/rugby clubs into the large hall for foul weather training and removing the bowlers from this hall. Having the canteen open at all times the facility is open, have the facility open when people are not at work, Saturday, and Sunday afternoons. If you're going to have one HUB in the central borders, don't bother.
- Leisure, library, arts,
- Please don't close the libraries.
- Put a new pool and gym in the new high schools.
- Put the dated gym/pool facilities in the new school. Teviotdale leisure centre is beyond functional use. Time for a new idea, community campus has worked elsewhere.
- Support rural communities to attend venues discounts etc.

### **Tweeddale**

- A decision like this would surely come down to how often a service is used and by the same people enabling easier access in one place.
- A place-based approach should be taken in Peebles. The community has suffered considerable after the slow mobilisation of the pool after Covid and roof fire. Offering swimming lessons 40mins away is not a sustainable option and little/no community or place solutions were considered. The Gytes facilities are good but with such few classes and group activities the facilities are vastly underutilised.
- All sport facilities, one manager to oversee.
- Already happening with library and cultural services/museum/gallery all in one building
- Art and crafts
- As above, however, this should be about communities not centralisation.
- Chambers Institution - enhanced museum/ library/ art gallery/ education and learning/ town hall/ concert hall/ community facilities/ tourist info/ etc
- Chambers Institution and Burgh Hall Peebles
- Combine the Gytes and swimming pool in Peebles and combine into a state-of-the-art destination leisure complex. There's enough local sports talent in this area and it could easily be a regional centre of sporting excellence. Our High School and primary schools consistently turn out athletes/sports kids who compete for their COUNTRY let alone their clubs/schools so let's see some focus and decent investment here, please. There is NOTHING in our area and our massive region has suffered a lack of investment since the genesis of time. It's about time we got into the modern age and had serious facilities provided, not the pitiful offerings we currently are stuck with.
- Community delivered classes at the Drill hall Peebles i.e. computer classes delivered in the Library and offer space to enhance building for a better purpose or a sports hub for the local clubs i.e. rugby, football, and cricket. Move the youth club and afterschool club to the church about to be stopped being used in the town. If the project to redevelop the offering isn't going ahead, the drill hall is within walking distance for the sports clubs.
- Could run local activities for SEN children and adults in the Eastgate Theatre space.
- Creative/arts/community events could be housed in a hub type facility. E.g. Eastgate theatre
- Cultural services including performance and arts development training should all be brought together under the Eastgate umbrella - a professional, fully equipped and internationally recognised centre of arts.
- disagree with a hub facility as depending on location of the hub, it could be a long distance away for many people due to large geographical area of the Borders, this would disadvantage some people. Also may cause increased need for parking facilities.
- Don't spent time or money on a hub, invest in the buildings and facilities you already have to make them better!
- Drill Hall, Gytes L C, Borough Hall,
- Eastgate theatre and Peebles library, to enable longer opening hours for the library.
- Eastgate Theatre is already a dynamic Hub that needs support to continue providing its varied services to the community. Opportunities for increased collaboration with other services would be useful.
- Football and rugby could be centralised into a gala hub but please bring back libraries to local communities.
- football cricket rugby pitches
- gym, soft play, citizens advice and library services in Peebles

- Gytes - library, sports, cafe.
- Gytes and swimming pool in Peebles . At opposite ends of the town - what exactly were the councillors thinking ?! Very backward decision
- Hope LB and SBC will give money to help the Eastgate Theatre and Cafe to keep it going as they have a great variety of entertainment throughout the year.
- How is that going to be of use?
- I can't see the point of the central management from Newton St Boswells or wherever it is. Let local staff get on with the job. This survey is extremely frustrating. The questions are vacuous. I do not accept the premise that halls, library cultural events are principally there to improve my physical or mental health. That is the job of the NHS.
- I don't think this is a good idea unless the "hub" is very local. Galashiels is not local to Peebles by the way.
- I don't think this is a viable option due to the geographical spread of the Scottish Borders
- I would be concerned that this option would result in a few 'hubs' in a few towns and reduce the availability of local services.
- I would love to have sports & swim facilities under one roof, but this currently isn't possibly in our area.
- Ideally pool and leisure centre under one roof in Peebles (isn't going to happen !!) ridiculous that two different facilities were built at opposite ends of the town.
- If it could help save the Eastgate theatre, I would be more than happy to visit it more often for various activities. Again, I don't have enough knowledge of the way it works to weight on this. All I know is the EG is very important.
- In Peebles it would have been brilliant to combine the swimming pool, gym, and library together, as has been done in other areas creating a really useful and exciting hub. Could have had a cafe too to encourage spending. It would have made sense long term to incorporate the swimming pool, gym and high school together to provide a massive and high-quality facility to children and local people. These facilities could then be rented out to independent swim schools/sports clubs etc when they are not open to the public which makes them much more financially viable.
- Large soft play, tennis courts, communal and organised places to play frisbee, fly kites, healthy activities that are not sport for people who don't enjoy sport, supervised youth services, family support e.g. crèche so parents can have time to exercise and be physically and mentally healthy. Community dances, singing events that are not religious, small cinema and theatre.
- Library and arts could be under one roof and in a better and more accessible venue. The library in Peebles is truly awful and surveys indicate that the Borders libraries are the worst in Scotland.
- Library, Gytes and swimming pool all separate in Peebles but missed the opportunity to combine in new school.
- Library/Memorial Hall.
- March Street Mill
- More community engagement/ holiday clubs/disability programmes at the Innerleithen library.
- Most of the survey wasn't relevant to me as I use the Eastgate Theatre on Peebles. Is this funded by the Council? For most other things I go to Edinburgh.
- Move libraries to digital and postal. Keep one mobile for schools.
- No but please just focus all your money on children and youths. There needs to be loads of sports options available for every child!
- No hub please. Most stuff is in Gala/Melrose area as it is. None of your events are Peebles based, doesn't matter, we've got the Eastgate doing that. Peebles used to have a great wee pool and library and we'd love them brought back to life please.
- No, this disadvantages people in towns like Innerleithen and Walkerburn, adding travel costs and reducing walking. E.g. car or bus to play parks in Peebles instead of walking.
- Not aware as swim and leisure are in two distinctly different buildings.
- Not everything has to revolve around key areas in the east of the Borders, no one ever cares about what happens up in the West Linton area. We're one of the wealthiest areas of the Borders, yet we have the poorest services!
- Not in Peebles I don't think. Can't combine the pool and the gym as not enough room on either site for expansion. Peebles High School assembly Hall, as well as being perfect for Peebles High School productions, music concerts, debating chamber and prize presentations, could be used as rehearsal hall for the Peebles Pipe Band, Live Borders classes could be held there in the evenings, could be let out over weekends for bake sales, coffee mornings, parties and dances, like the Burgh Hall but bigger and with more/closer parking facilities, could be used for council consultations, as a concert

venue... the possibilities are endless! Please let the community have the use of this fabulous building!

- Not really - I think the services in Peebles are already combined as much as is logistically possible.
- Not suitable in Peebles
- Peebles high school and Peebles swimming pool should be combined. Taking the model Midlothian have used in Penicuik to great success. The library however should remain on the high street to drive footfall into the town centres and shops which in turn generate revenue for stores, keep them open and provide business rates and rent to SBC.
- Peebles high school had the option to do this, missed opportunity.
- Peebles pool, Gytes Leisure Centre, Peebles synthetic pitches
- Peebles Swimming Pool and Library should have been amalgamated into the new Peebles High School build, especially considering the flood site on which the existing pool sits.
- Peebles swimming pool and the Gytes should be co-located in the new high school.
- Poor decision making in the past limits this happening e.g. pool, sports facilities etc all spread out across Peebles. Major missed opportunity. More focus should have been on how to make Gytes a hub. Instead services fragmented across Peebles.
- Possibly Eastgate Theatre could be funded to curate local cultural, creative activities in Tweeddale Eastgate is CENTRAL to this provision, NOT peripheral.
- Possibly, but a complex issue requiring serious analysis.
- Recently in Peebles, we spent a lot of money refurbishing an old swimming pool following the fire. While I'm delighted to see the pool reopen this week, I do think that the community would have been better serviced longer term by taking the opportunity to relocate alongside the new high school and integrating with the PHS facility that Live Borders also operate.
- Reconfigure Chambers Institution after decades of neglect. Provide High Street access to museum and library. Make use of High Street shops wasted on SBC offices; provide these with access from quadrangle.
- School and Live Borders Libraries
- Services have already been "hubbed" enough and if there are further uses of this strategy then more rural areas and people with disabilities will be further marginalised. I think this option should not be considered at all.
- Similar to the Loanhead centre - pool, gym, library, cafe, soft play, dance & sports studios housing local dance/martial arts schools etc. Very popular and widely used.
- Social services, Health Centre
- Sport & leisure - e.g. Tweedbank, an excellent though limited multi-sport example. NB: Scottish Borders is the only mainland regional authority lacking an all-weather indoors multi-sport facility, despite the area's rich sporting ethic & history. Libraries, galleries & museums can be cost-effectively combined in a "hub" type of provision.
- Sports and swimming,
- Sports clubs & activities, gyms and swimming should be together.
- Sports Hub at the Gytes has been mentioned multiple occasions. Requires an invested and coordinated group to achieve this.
- Sports pitches
- St Ronan's Wells is a listed building, unique to Innerleithen, that has been almost uninvested for many years. The building boasts a beautiful garden that has been developed by a strong team of volunteers. There are tangible mental health benefits to this enterprise. There is an unoccupied residential building attached to The Wells in need of complete refurbishment. It offers a golden opportunity to be utilised as a commercial hub for small businesses, clamouring for space, along with homeworkers who would benefit from a local space outside the home in support of good mental health. The historical nature of the building lends itself to a sensitive reinterpretation of its place in Innerleithen's history, giving a sense of continuity. With a mix of tourist and commercial purposes it could be totally revitalised and be a jewel in the crown of this cohesive community.
- Swimming pool and sports centre. While the redevelopment of the Burgh Hall is good, there are already a number of halls and arts facilities in the town. Having too many competing venues in a small town is not a good idea.
- The Eastgate theatre should be supported and invested in to help it fulfil its aim as the dynamic creative heart of the community. It is an invaluable resource and community hub for the creative arts & education, striving to enhance and increase community physical and mental health, learning and development.
- The East Gate theatre in Peebles is a wonderful one-stop hub for Peebles and the wider community, already providing a wide range of classes for all ages, stages, and abilities. Music for dementia,

Dance for Parkinson's, variety of adult dance classes, creative activities for kids' clubs, films, live performances, children's dance shows, coffees, lunches with staff and volunteers going 'the extra mile' for many of the elderly. Making them feel welcome, cared for and giving them much needed conversation. Seems to me this is exactly what you would like to do more of in more towns and for more rural communities too. Absolutely wonderful! Thank you for caring in the community.

- The Graham Institute could be used more if it was promoted more by LIVE Borders. It is on the edge of the borders and forgotten about.
- The leisure facilities in Peebles could all be delivered from one hub but the investment in the roof of the pool won't allow that to happen. The Gytes centre needs investment and opening hours are particularly poor.
- The local primary school, visitors centre, church hall and Graham Institute have several classes run by private individuals and groups but there is no central information point for any of them. It would be helpful to know what is on, when where and how much rather than having to track it all down separately. Perhaps this would be helped if there was an outreach facilitator or single hub that could provide this information and advice on alternatives.
- The new Peebles High School development.
- The sun-text here, your "agenda" in the questionnaire is biased by this question... that we accept any reduction. I don't... For me, my opinion is that you must prioritise services of these kinds at the expense of services that may promote inequality. Without access to your overall budget, I can't be specific.
- The village hall is already a hub for a range of services for the community.
- There seems to be quite a lot of halls and not sure if they could be streamlined into fewer facilities.
- These are exciting and expensive plans already for the Chambers Institute to be converted into a Hub. I'm keen on this. Phase 1 has removed the Hall's false ceiling which reveals a magnificent room which is now highly unsuitable for events due to the appalling acoustics of the Room. Publicity was last minute, but it was heartening to see so many people at the Peebles event and it shows how much we care.
- They already are under one roof in Peebles, e.g. library, tourist information.
- This means that people have to potentially travel further due to geographical factors access services and Disadvantages some vulnerable groups. Think about where facilities are used/ needed e.g. children's play areas x3 large children's playgrounds in Peebles, one new one recently added with no investment in local play areas e.g. Innerleithen. Local play areas that encourage children and parents to walk and be active close to home. Consider how to link facilities for multi-use e.g. Peebles has a high school and leisure centre, and pool could be used by all the community as in Innerleithen were school also as community activities.
- Unsure - but it shouldn't be to the detriment of the more economically challenged areas of the Borders e.g. community centres. In fact the community centres could be the "hubs" and improved to take on more services.
- Use local community centres.
- Use the Eastgate theatre more for local schools.
- We have no services here run by live borders, Apart from the village hall and occasional active school clubs for children.
- Yes, a library, gym, and swimming pool in West Linton
- You had a prime opportunity to do to this in Peebles with new high school but ignored local community. There are two empty fields that could have been used for new community facilities. Instead we get a grass running track on a waterlogged pitch. Any new facilities should be provided in town centres, not on outskirts of towns. 20-minute neighbourhood etc. Safe active travel routes. Cost of travel by bus in Borders for non-concession people (working age adults) deters its use.
- Community Council and development trust Walkerburn and district.
- New Peebles high school could have plans in for a multi-use facility - swimming pool, sports and gym facility that is used by schools and general public this has been done and is successful in other areas.
- Sports, community, learning and events could be offered in a better hub facility. Argyll did this really well in places like the Aqualibrium Leisure Centre in Campbeltown. A well serviced community hub. We need a sauna! adult evening classes, libraries opened one evening, cafe for youngsters. Doesn't seem to be any art sessions offered in Peebles? etc.
- The Eastgate currently fulfils this function. Within the one building is a theatre, a cinema, classes for adults and children, an outreach programme, and a cafe. The cross fertilisation which emerges is invaluable.
- The Gytes leisure centre and swimming pool

- The services in my local area which I feel could come together are the Gytes and the swimming pool it would be beneficial to have these two facilities under one roof instead of opposite sides of the high Street. But because of the large financial input the pool has just received that is very unlikely to ever happen.

This page is intentionally left blank

# Annex Four

## Joint Review of Culture, Sports & Leisure Services School Survey Feedback

Alan Jones Associates

September 2023

## Overview & Reach

Scottish Borders Council and Live Borders, in partnership, are responsible for delivering a broad range of valued culture, sport and leisure and community services throughout the Scottish Borders. Recognising the challenges facing the Council and the Trust, it was agreed that a joint review would be undertaken in relation to the funding and strategic direction of activities and services.

The review acknowledges the concerns of providing quality leisure services and facilities in a challenging and changing financial climate. The sharp rises in energy bills coupled with an aging property portfolio, the general cost of living increases and pressures on the Council's budgets, means the facility operator (Live Borders) is facing the twin challenges of significantly increased costs and reducing customer income.

As part of this review, a detailed programme of community and stakeholder engagement was undertaken. As part of this engagement, a survey was undertaken of all Secondary aged pupils across the nine secondary schools in the area.

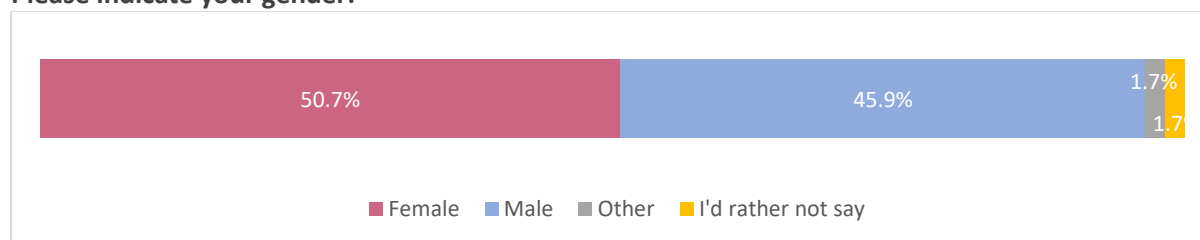
The following report presents the results and findings of this survey as an Annex to the Strategic Review report. A full data file and dashboard from the survey has been provided to the Joint Working Group as part of this work.

Working with the support of the School head teachers, and the Local Authority, this survey was completed by 2,981 pupils.

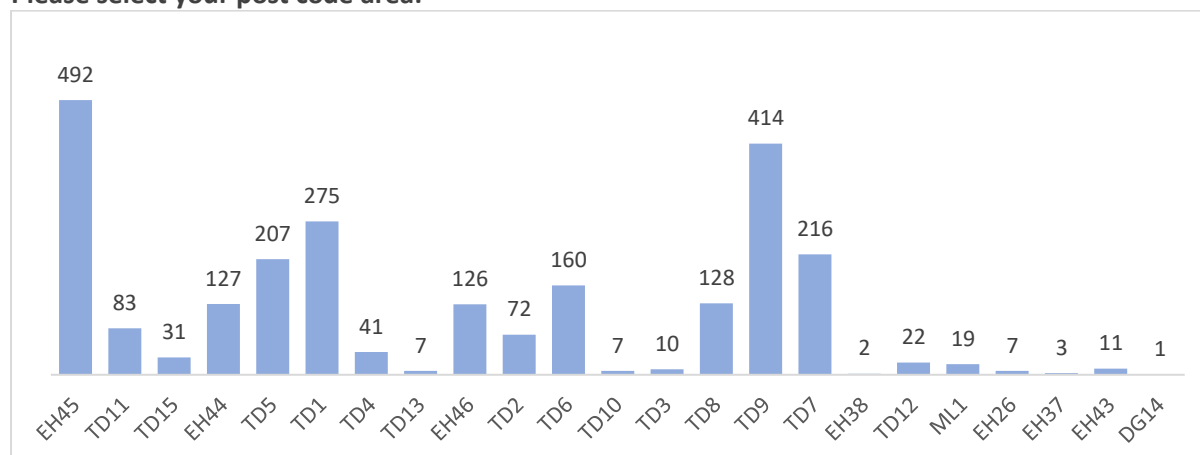
## Respondent Demographics

The following graphs show the gender, age and geographic breakdown of the pupils who respondents who took part in the survey:

**Please indicate your gender:**

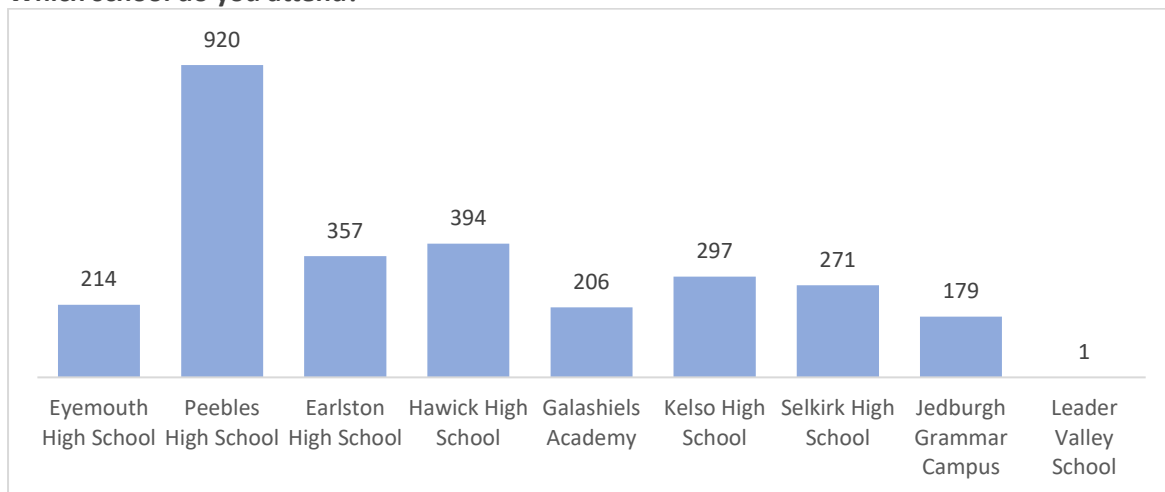


**Please select your post code area:**

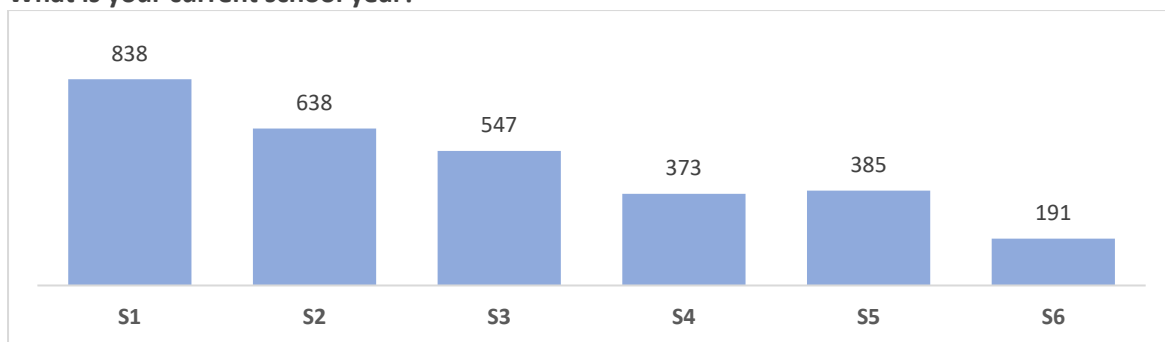




### Which school do you attend?

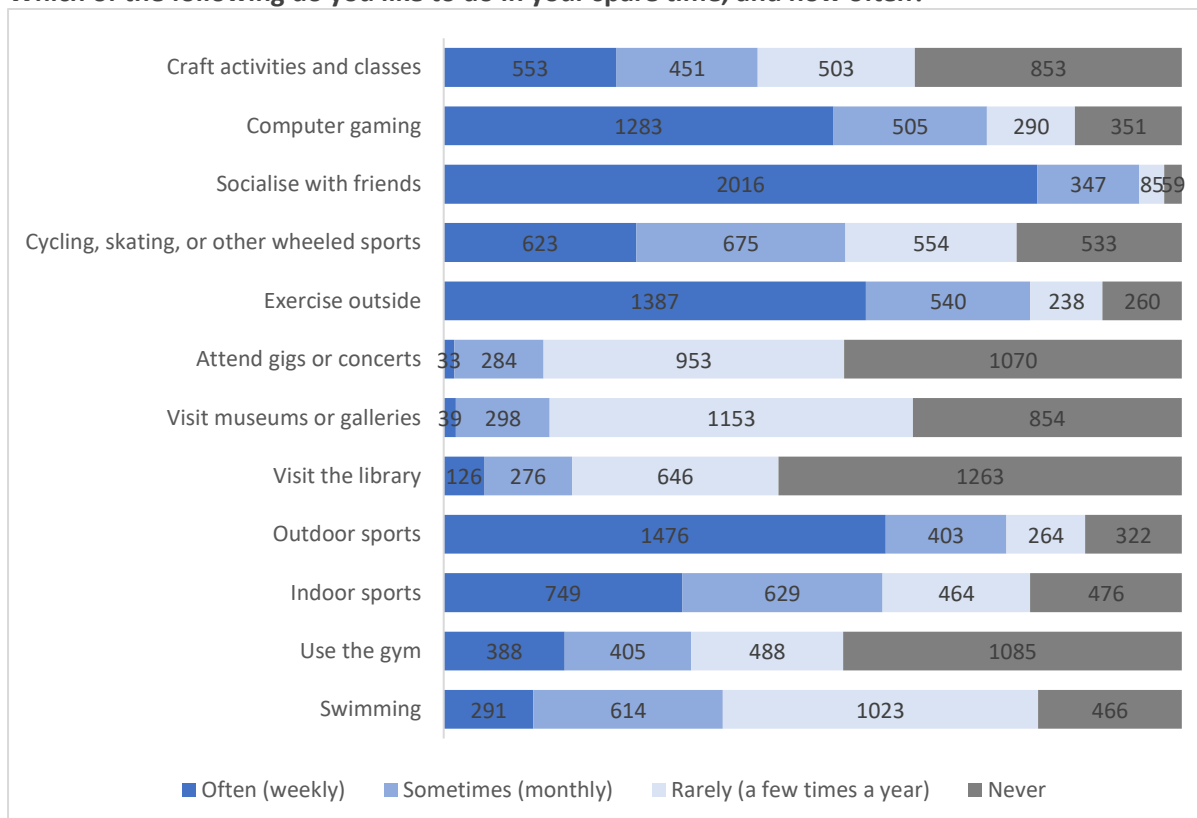


### What is your current school year?



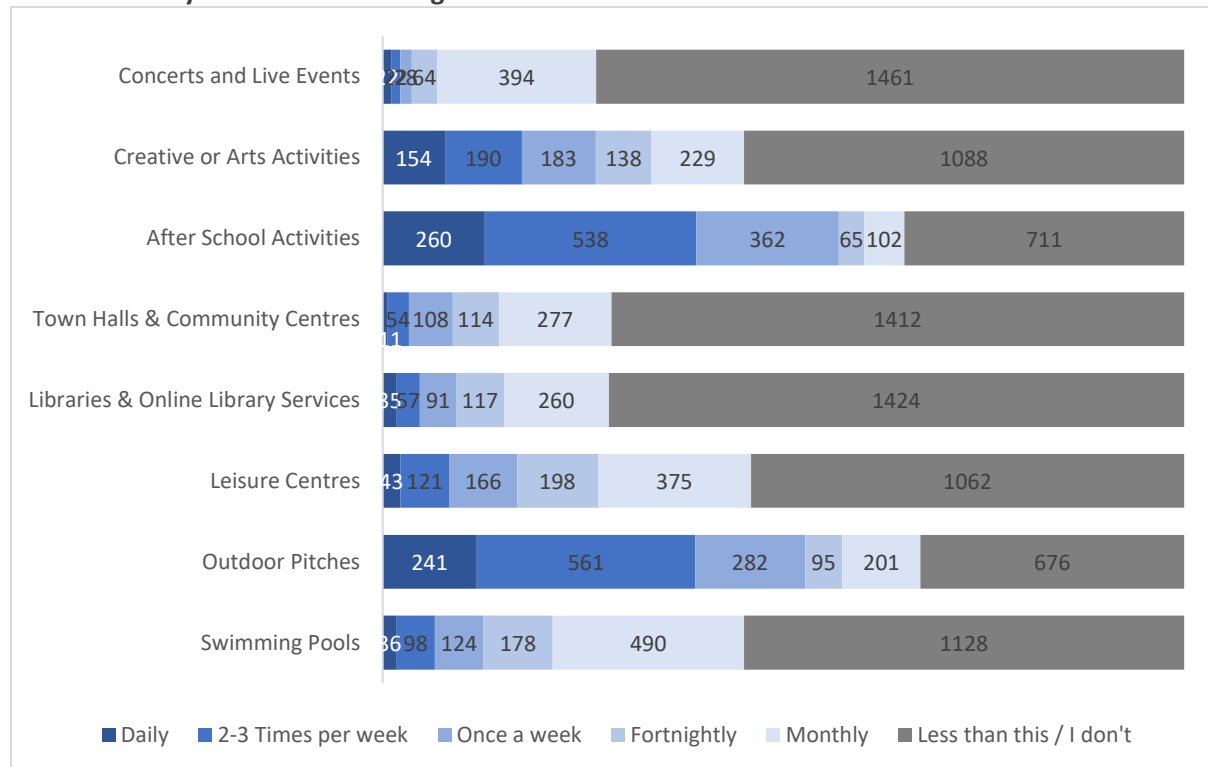
## Current Behaviours

### Which of the following do you like to do in your spare time, and how often?

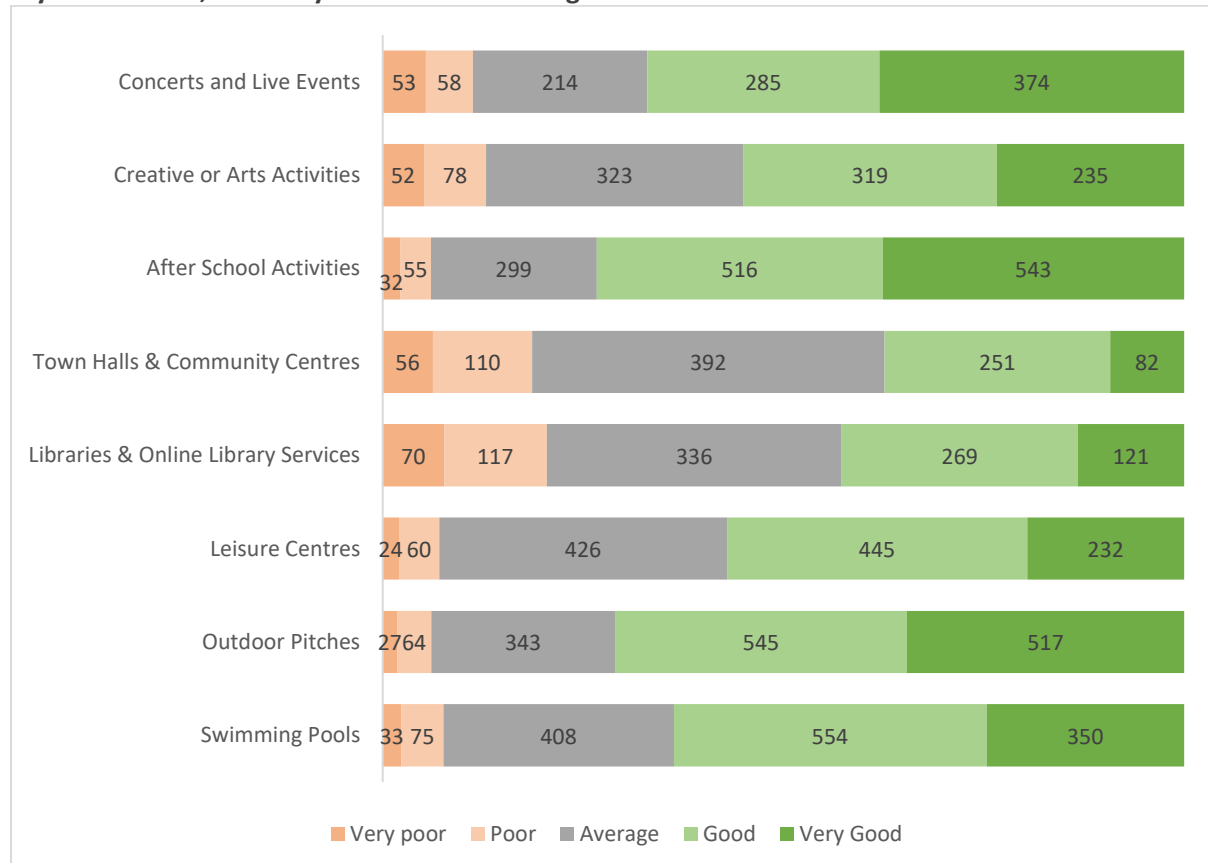


Respondents also listed a number of “other” activities, including Horse Riding (47), Football (26), Dance (25), Music (21), Hockey (18), Rugby (17).

### How often do you use the following?

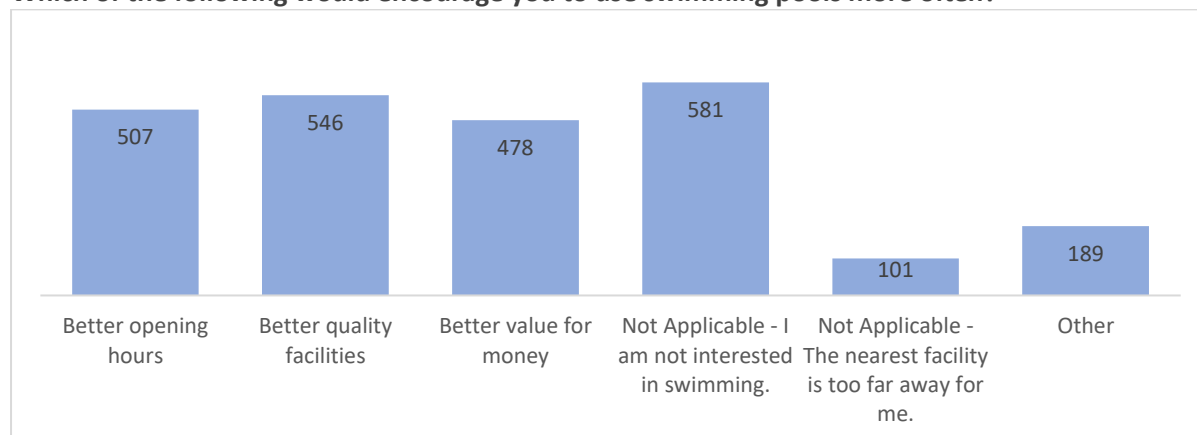


### If you use them, how do you rate the following?



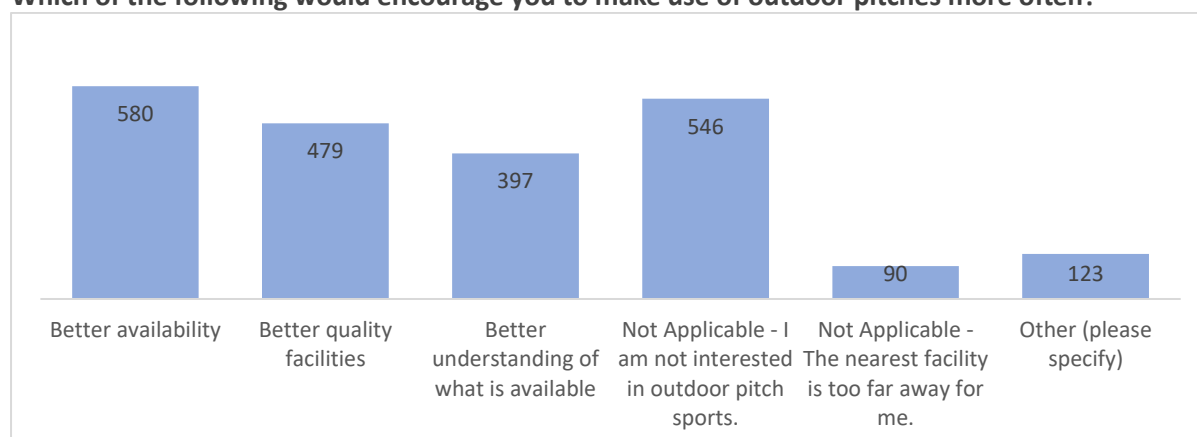
## Feedback by Service / Function

### Which of the following would encourage you to use swimming pools more often?



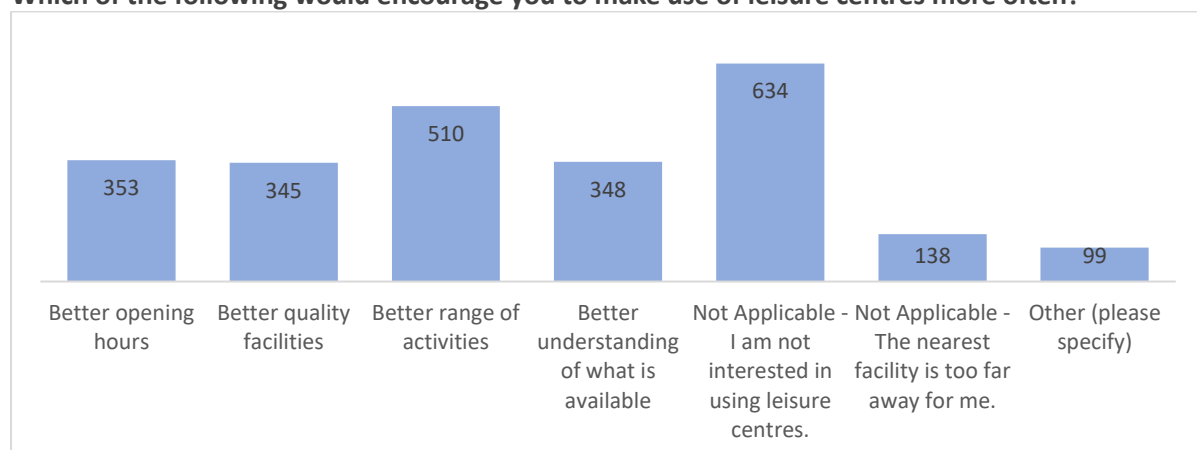
For those who indicated other, common responses include comments on pool temperature, cleanliness and price.

### Which of the following would encourage you to make use of outdoor pitches more often?



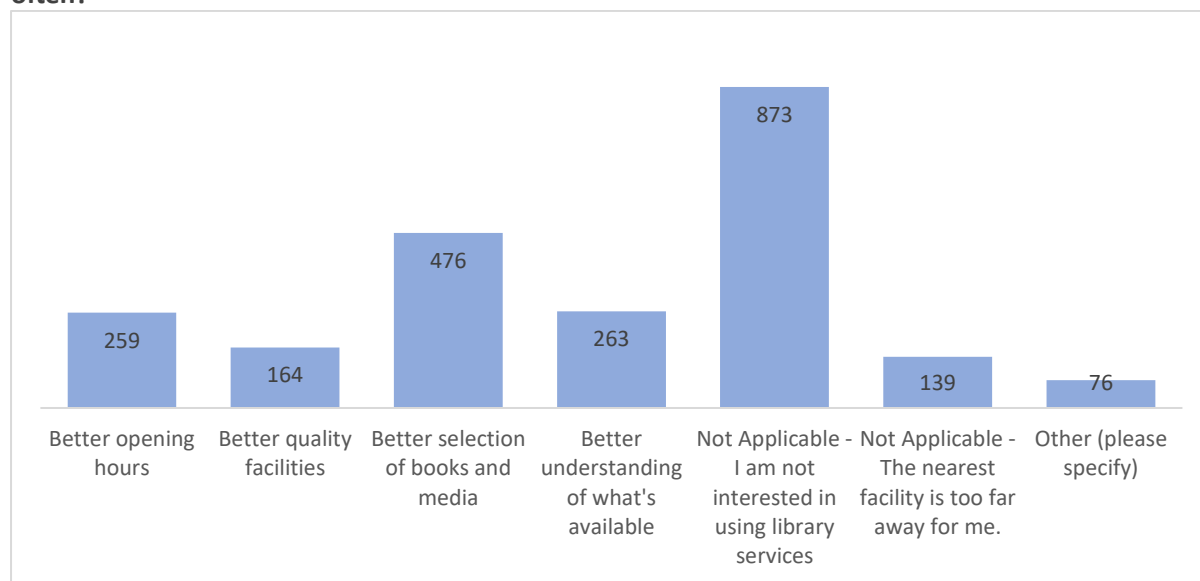
For those who indicated other, common responses include comments on the quality of equipment such as goals, and the pitch surfaces.

### Which of the following would encourage you to make use of leisure centres more often?



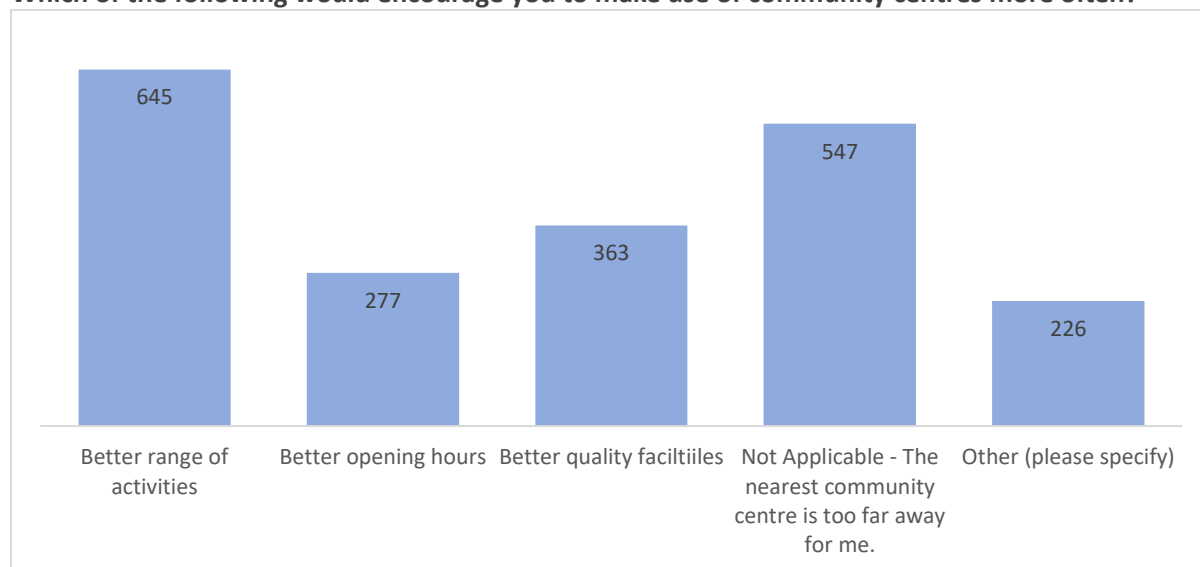
For those who indicated other, common responses include comments on access for younger teenagers, and the facility cleanliness.

**Which of the following would encourage you to make use of libraries & online library services more often?**



For those who selected other, the feedback included comments on opening hours, and variety of books on offer.

**Which of the following would encourage you to make use of community centres more often?**



**Active Schools** - Respondents were asked to comment on any potential to improve the provision of Active Schools activities, these open-ended comments have been listed by school in Appendix One.

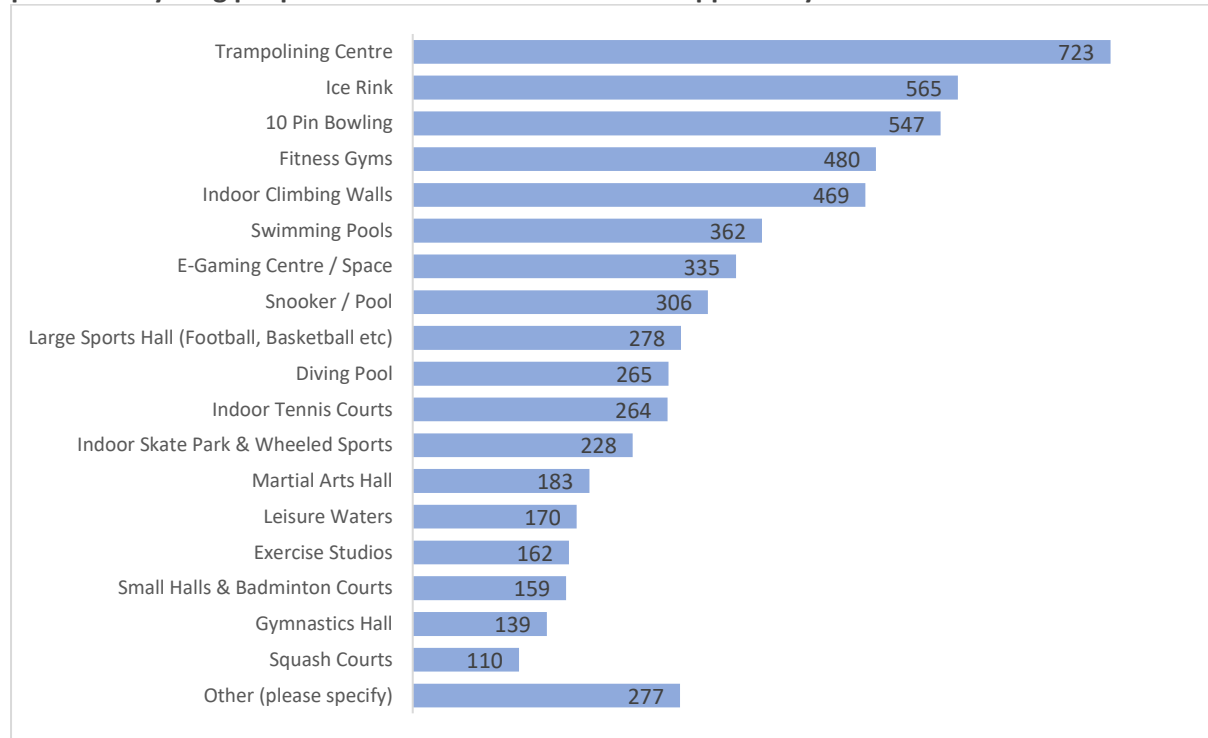
**Concerts & Events** - Respondents were asked to comment on any potential to improve the provision of Concerts & Events, these open-ended comments have been listed by school in Appendix Two.

**Arts & Creative Activities** - Respondents were asked to comment on any potential to improve the provision of Art and Craft Activities, these open-ended comments have been listed by school in Appendix Three.

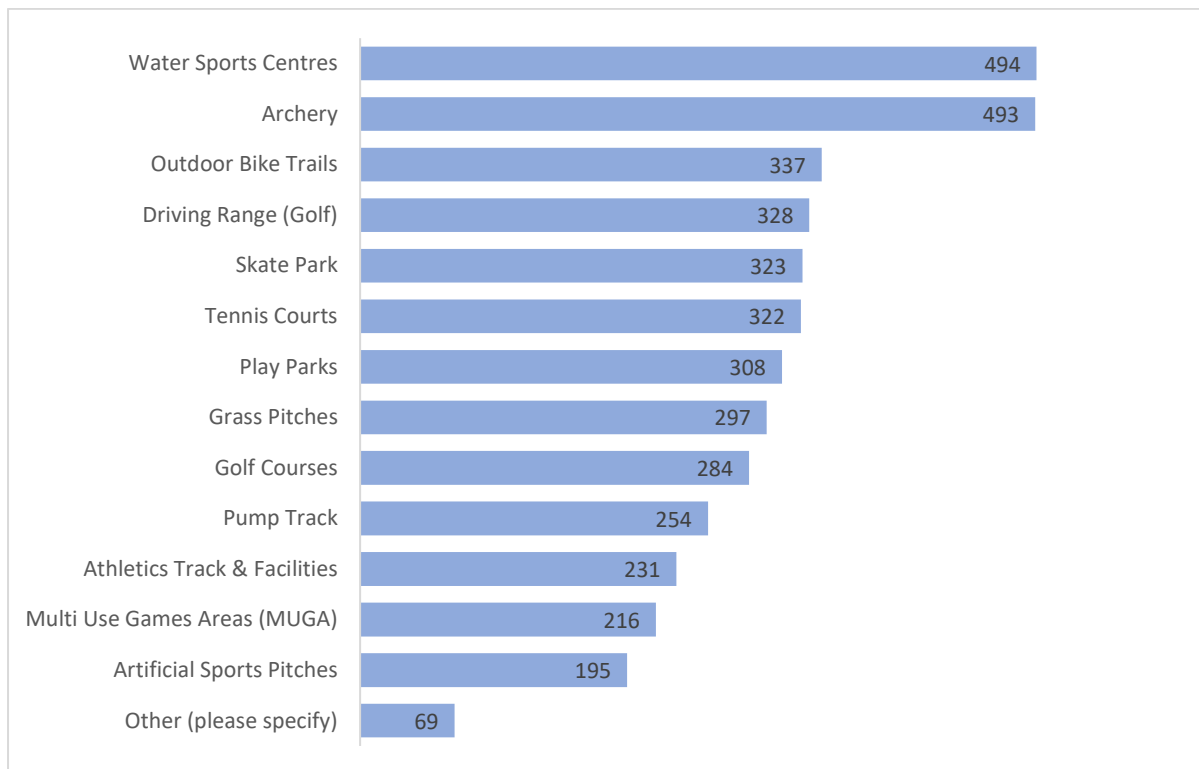
Respondents were then asked if there were any facilities or activities you think there are too many of, not enough of, or are missing? The feedback for this open ended question is presented by school in Appendix Four.

## Looking to The Future

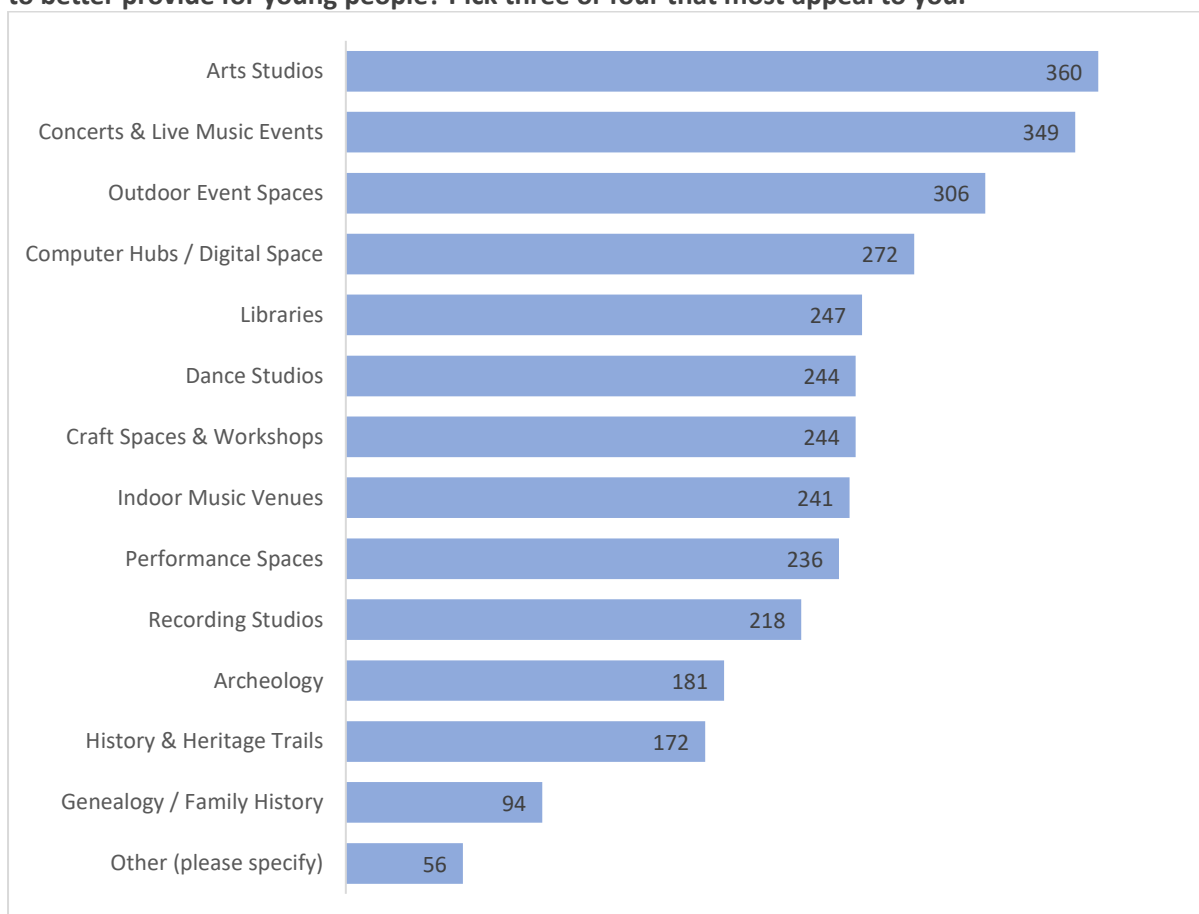
**What indoor sport facilities could Scottish Borders Council and Live Borders invest in to better provide for young people? Pick three or four that most appeal to you.**



**What outdoor sport facilities could Scottish Borders Council and Live Borders invest in to better provide for young people? Pick three or four that most appeal to you.**



**Which arts, creative, and heritage facilities could Scottish Borders Council and Live Borders invest in to better provide for young people? Pick three or four that most appeal to you.**





## Appendix One: Active Schools Feedback

### Berwickshire High School

S1	A service to get home.
S1	Better warm up games
S1	Different times
S1	Everything is already good
S1	I am not sure
S1	I would take part in them if they had a crafting club after school
S1	More affordable and closer to where others live
S1	Nothing it's as good as it is because I'm with my friends
S3	Better communication -Transport for those who can't get there un aided
S3	I play football outside the borders
S3	Right after school and no spare time between
S4	More hockey weekly not just once
S4	Proper Hockey Coach
S5	Better hours, actual coach and more supportive
S5	More support such as gym equipment for rugby
S5	More training a week
S5	Regular coach
S6	More hours

### Earlston High School

S1	Add chess
S1	Basketball
S1	Being longer
S1	Better facilities
S1	Better opening hours
S1	Better pitches
S1	Better toilets and more availability
S1	I would like to seem more football
S1	If it was longer
S1	If they weren't all sport.
S1	Longer training sessions.
S1	More heart pumping activities
S1	More heart pumping games.
S1	More hours
S1	more services
S1	more times a week
S1	Nothing they r good
S1	They're already good enough.
S1	To make a club for people that are not interested in any club
S2	Basketball
S2	Being able to get home or being close to home



S2	Being more inclusive when it's a male dominated sport
S2	Better equipment
S2	Better equipment and more advertisement.
S2	Better pitches
S2	Better range of activities for people who like different things
S2	Better rugby posts
S2	Better training and coaches
S2	Better training skills
S2	Better transport after school
S2	Fun activities to make training fun
S2	Have fun and Learn new stuff
S2	Having coaches more involved
S2	Hockey
S2	I think they are quite good
S2	If they were longer and have more freedom
S2	If you had more knowledge of what was happening
S2	It would be cool if we had more competitions involving other schools.
S2	Longer time doing them and more days they are on
S2	More activities.
S2	More choices
S2	More effort at training
S2	More games and to play games on Astro for S2and S1
S2	More people from my year and less form higher years
S2	More specific details about when it's on
S2	More variety of sports
S2	More/longer training sessions
S2	Needs bus transportation
S2	Not much
S2	Nothing I like it the way it is
S2	Nothing that I can think of
S2	Nothing they are good
S2	Ok as they are
S2	Open more
S2	Playing netball against other schools
S2	Swimming
S2	They're good
S2	They are all pretty good
S2	We could play netball against other schools
S3	Better advertisement so more people will go to them
S3	Better equipment
S3	Better equipment so more people will join
S3	Better facilities
S3	Better hours
S3	Better pitch
S3	Better quality pitches
S3	Better resources

S3	Cheaper 3G so football club can afford it
S3	do it more often
S3	Doing them more than 1 time a week
S3	Don't know.
S3	Good arrangement
S3	Have football more times a week
S3	have it better things for them
S3	If they were longer
S3	Less distance to travel.
S3	longer hours and more days
S3	Longer hours or more days that we could go
S3	More equipment
S3	More equipment
S3	More facilities
S3	More openings for people interested if they want to start
S3	More people to attend
S3	Nothing comes to mind
S3	Nothing comes to mind
S3	Nothing I really enjoy them
S3	Opening hours
S3	The activity starts later on in the day
S3	There is good enough
S3	Training more than once a week
S4	Better activities and closer to when I live. Better value for money.
S4	Better quality
S4	Better timings
S4	Closer to where I live
S4	Having it more often
S4	Less
S4	Longer time
S4	More selection of activities and better facilities
S4	More times a week
S4	Starting later
S4	They're already good enough
S5	Don't do them
S5	More staff

### Eyemouth High School

S1	Art activity's craft etc
S1	Chose when you leave
S1	Having longer time
S1	If there are more
S1	If they were on longer
S1	Lego club
S1	Longer time

S1	More sports
S1	More time to play
S1	tournaments
S2	Food
S2	Have sports and outdoor activities
S2	Less people in one group or more coaches
S2	Lots of different activities
S2	More choice of activities
S2	More range of activities or better funnier things
S3	Better funding
S3	More hockey
S4	football team
S4	Funding
S4	Having a netball team
S4	More availability in activities
S4	More choice of it and not expensive
S5	Food 🍔
S5	Food 🍔 😞
S5	Have a larger range of them
S5	If more people attended
S5	Longer than an hour
S5	More motivation
S6	More being on

### Galashiels Academy

S3	All good
S3	Better facilities
S3	Better outdoor pitches because pot holes everywhere
S3	getting the hockey pitches longer.
S3	More attendance
S3	More game time
S3	More people doing it
S3	More time maybe make them longer
S3	More training
S3	More variety of the arts clubs
S3	Nothing they are good
S4	better activities
S4	Better hours
S4	Better organisation
S4	better quality of the pitches
S4	Better time
S4	closer
S4	football
S4	Hockey is good already
S4	longer sessions

S4	More
S4	More activity's per activity
S4	More days
S4	More frequent
S4	more funding
S4	More of a variety in my interests
S4	More people and telling people that it exists
S4	More people going to it and being aware it's on
S4	More pitches for the badminton
S4	More training Time
S4	More variety in school activities
S4	Rugby - nothing would
S4	Running Rugby Golf
S4	Transportation
S5	Better quality facilities
S5	Better quality facilities
S5	Better quality facilities
S5	I don't do activities with the school
S5	I don't other than for work
S5	I enjoy them anyways
S5	More information spread about them
S5	More non-sport

### Hawick High School

S1	A bit longer
S1	Better supplies
S1	By having more footballs
S1	Couches
S1	Girls' rugby
S1	Go on for longer amount of time
S1	Guitar lesson
S1	Gymnastics 🤸! I saw one in the school, but I don't really know whether it's open...
S1	I like them how they are.
S1	I love after school activities
S1	If it was mixed gender
S1	If more people got picked about things
S1	If there was a running club
S1	If there were more activities available there would be a wide range of people interested in them and would become more popular.
S1	If they could have more options of what activities that you can do so that it covers a wider of peoples proffered activities.
S1	If they make sure they do stuff everybody likes
S1	If we could do more of them.
S1	It lets you interact with differ people
S1	Lego
S1	Longer periods of time.

S1	Longer time
S1	Longer times
S1	Make them last longer
S1	Make then hourly
S1	More activities
S1	More after school activities
S1	More equipment
S1	More equipment
S1	More girl sports with better backup
S1	More girl's rugby
S1	More hours of it.
S1	More people go
S1	More people there
S1	More people to attend
S1	More time for them
S1	More video games
S1	Mother they are good.
S1	No location switching
S1	Not cancelled as much
S1	Nothing really
S1	Nothing really their all amazing.
S1	Played more matches
S1	Rugby
S1	Swimming
S1	Teamwork
S2	Better funding
S2	Better Selection Of Clubs And Activities
S2	For longer than an hour
S2	Free transport to matches
S2	I love it the way it is XD
S2	If there are different kind of activities to choose from.
S2	If they are different options of sports to choose from at the same time.
S2	Later after school so not straight after
S2	Letting everyone play instead of a handful
S2	Longer
S2	Longer
S2	Longer
S2	Longer training or more training days
S2	Make it a little bit longer
S2	Make them have longer time limits and make it more fun for people who actually want to have fun like what they want to do.
S2	Make things more available like the pitches
S2	More and better training
S2	More and better training
S2	More coaches
S2	more days of training or longer training

S2	More funding
S2	More opportunities
S2	More opportunities
S2	More opportunities
S2	More or better training
S2	More people being selected for football
S2	More people to be interested and get games for football.
S2	More range of sports.
S2	more time
S2	more time
S2	More time
S2	More time for training
S2	More training days or longer training
S2	Nearer
S2	Not as much pressure
S2	There fine
S2	They are good
S2	They are good but only one a week could do to be twice a week for extra training, if you're want us to keep fit it's a good idea.
S2	They are great already
S2	They are longer
S3	A water filler station nearby
S3	Better quality on the Astro
S3	Having more sports
S3	Hocky
S3	I don't know I already think it's good
S3	if they were more frequent
S3	Longer rugby sessions
S3	Make them cheaper
S3	more frequently
S3	More fun
S3	More volunteer helpers,
S3	Nothing it's good already
S3	Open for longer
S4	Better rugby balls and kit
S4	Don't know
S5	Better facilities
S5	I would like for there to be more different types
S5	If I didn't have to travel

### Jedburgh Grammar Campus

S1	better quality
S1	Better quality
S1	Better quality
S1	Captains and coaches (pupils)
S1	Finish on time because some people have to get to places !! And more notice !!

S1	I don't take part in after school activities at the moment, I'm waiting for basketball to open.
S1	I take part in horse riding netball and hockey they would be better if you did more activities lately you just do basic things like in netball, I'd like to be able to do more games that practice
S1	I would like hockey to be more than once a week
S1	More football balls
S1	More notice
S1	More of a variety
S1	More often
S1	More people at s1-2 football
S1	more time to change
S1	Netball and hockey
S1	New things to do like basketball cricket and swimming
S1	Nothing there amazing
S1	nothing wrong with them
S1	some more activities
S1	Sunny weather. Do it inside and outside.
S1	There's Nothing wrong with them
S1	Younger pupils
S2	Better hall quality
S2	Different activities to do and not the same each week
S2	More than once a week
S5	Better coach
S5	Better rugby pitches
S5	Closer
S5	More often
S5	Timing
S6	A better building more people
S6	Better facilities
S6	Better opening hours
S6	Don't do them
S6	I'm missing Football
S6	More competitions between schools
S6	More people doing this activity
S6	More people( more recognition)
S6	More time to use
S6	More time to use hockey pitch.

### Kelso High School

S1	Basketball Football Rugby
S1	Better times as all my hobby's clash.
S1	Bigger facilities
S1	Do more exciting stuff that's not boring .
S1	Floorball
S1	Football
S1	Go on trips and more exciting stuff
S1	If they were on more nights of the week

S1	If we did more games
S1	Just have fun because there will be new people that aren't very experienced.
S1	Karate: nothing I think it is perfect
S1	Longer
S1	Longer
S1	Longer
S1	Longer classes
S1	Longer period of time
S1	Longer time.
S1	Make a little longer
S1	Making them have longer hours.
S1	Making them longer.
S1	More
S1	more activities
S1	More choosing from the kids to pick what they want to do
S1	More doing stuff And more time to do it
S1	More games
S1	More people joining them
S1	More sessions
S1	not much, I do school and club hockey and I wouldn't say much would make them better
S1	Nothing it's good as it is for me
S1	Nothing there good already
S1	Rugby- Grass Pitches Judo- I'm not sure
S1	The times of the activities and the days that there on
S1	Timing of events
S2	Longer
S2	Longer
S2	Longer times. For hooky
S2	More facilities
S2	Not sure already good
S2	Nothing it's all fine
S2	Nothing really
S2	Nothing scouts is fun
S2	nothing there great
S2	nothing they are good
S2	Open longer
S2	They are already very good
S3	Higher budget
S3	More swimming club hours
S3	Stay for a bit longer
S3	Too see all the options available.

### Peebles High School

S1	Better availability
S1	Better equipment



S1	Better facilities
S1	Better facility's
S1	Better football pitches
S1	Better pitch for football outdoor netball courts
S1	Different days and better times
S1	Earlier
S1	I do hockey and I think it could be longer
S1	I don't do any after school activities
S1	I play football and nothing would make it better
S1	I think they are as good as they can be
S1	If clubs were on different days.
S1	If it were easier to sign up for them.
S1	If they were longer
S1	Longer football training
S1	Maybe having something specific to do?
S1	More available
S1	More of them
S1	More often
S1	More opportunities
S1	More options for girls sport e.g., cricket , rugby
S1	More supplies to use.
S1	Nothing 😊
S1	Sports for more hours
S1	The timings
S1	There is nothing I would do to make them better they are already very good
S1	Times
S1	To do what we want to do
S1	Try and get more people involved
S1	We could choose what we want to do
S2	More money / investment
S2	Swimming
S2	Being on more days
S2	Better equipment
S2	Better selection of activities
S2	Cheaper More range
S2	don't make them clash times much
S2	Facilities
S2	Food options
S2	Give them more money to get more things
S2	Have food
S2	Hockey after training if there was a close place at the school to fill your water bottle
S2	hockey-better hockey sticks for the school.
S2	Longer time
S2	More
S2	More
S2	More coaches/trainers

S2	More days of it
S2	More equipment
S2	More games
S2	More information about them if you want to join a new one
S2	More money into keeping the pitches and stuff
S2	More options
S2	More practice time
S2	More practice tome
S2	no clashing times
S2	Not needing to go every day
S2	not straight after school
S2	Nothing because it's really good
S2	Nothing there already good
S2	Nothing, they are good
S2	Them being closer
S2	Turn the heating up a bit
S2	Turn up the heating
S3	Better bus times to get home
S3	better money
S3	Better range of activities
S3	Better stuff
S3	Better things to do in activity's
S3	Bus Times more often
S3	Competition or bands
S3	Free food
S3	Friends
S3	I do netball and at the Gytes the bathrooms smell really bad.
S3	I don't do any after school clubs with live borders
S3	More often clubs
S3	More options
S3	More times a week
S3	More times a week
S3	More training
S3	Nothing there good enough
S3	Swimming
S3	Swimming pool changing rooms should be improved
S3	There fine as they are
S3	They're pretty good at the moment but more awareness that they're on
S4	Better facilities
S4	Better facilities and timings
S4	Better teaching and understanding
S4	Flatter pitches, goal posts available
S4	Having some where primary and high school students are together/ there's no specified age
S4	Having some where primary schoolers and high schoolers are not separated
S4	If they were advertised more allowing new members to join, information about what other clubs areala available in the specific area allowing you to do more of whatever it is.

S4	Look after the football pitches
S4	More
S4	More availability
S4	more matches ( for sports)
S4	More people
S4	More people I enjoy being with being there
S4	Not having homework to compete my time with
S4	Nothing my after-school activities are fine
S4	outside activities
S4	Routine
S4	wider range/ better hours
S5	Better facilities/places
S5	Getting more people along
S5	Improve facilities
S5	Just better I guess
S5	More clarity on what is available and about timing
S5	more clubs and stuff in Peebles because its closer than Penicuik
S5	More information available
S5	Nothing they are already really good
S5	open to the participants to have ideas for the training
S5	They are already great, they don't need improving
S5	they are already quite good
S6	Better pitch
S6	Close to avoid time wasting by bus travel
S6	Don't know
S6	More accessible transportation to villages
S6	Nothing I really enjoy them
S6	the fact I didn't live so far away with a terrible bus timetable

### Selkirk High School

S1	Already really good
S1	better axes
S1	If there were more interesting stuff that isn't that basic and more unique
S1	If they do, then more often
S1	It's already good
S1	longer
S1	More activities, better equipment
S1	More selection of times
S1	Nothing because its good
S1	nothing there good
S1	Nothing, they're all great
S1	They are good
S2	Better quality facilities
S2	Hockey
S2	More variants of the activist

S2	No I'm not going u can't make me
S2	Not much
S2	they are pretty perfect
S3	Bigger budget
S3	Different warm ups
S3	Fun stuff
S3	I don't do after school activities
S3	If it wasn't all the way in Edinburgh.
S3	make the sessions longer
S3	More training in hockey
S4	Don't know
S4	more inclusive
S4	More sessions of them a week
S4	They need to be more consistent
S5	Coaches
S5	Longer
S5	Nothing, I enjoy them
S5	Understanding of neurodivergent conditions
S6	A better knowledge of what's going on.
S6	Don't do it
S6	More notice about them
S6	Resources

## Appendix Two: Concert & Event Feedback

### Berwickshire High School

S1	Again more affordable
S1	More for the younger kids
S3	Better information of what's available.
S3	Cheaper tickets
S4	Louder/ More interactive
S5	More mixed groups
S5	Nothing really, I think they're quite good

### Earlston High School

S1	Better hours
S1	Better quality sound
S1	Cheaper stuff
S1	Glow sticks
S1	I want to listen to bands that are actually good.
S1	More fun
S1	More interesting
S1	The toilets and the food
S2	Better advertising
S2	Better music sometimes it's quite dodgy
S2	Better staff.
S2	Cheaper
S2	If cheaper
S2	Kinder, not mean staff.
S2	Less expensive and more of them
S2	More bands
S2	More of them more often
S2	More of them more often
S2	More often
S2	More places so sit
S2	More staff
S2	Nothing they are good the way they are, but maybe making them closer
S2	Ok as they are
S2	They are good
S2	To make music quieter and less expensive
S3	Better advertisement.
S3	Better control at them.
S3	Better control of the amount of people
S3	Do them more often
S3	Good enough
S3	More activities
S3	More concerts and better artists

S3	more energetic things
S3	More often
S3	More people
S3	More toilets spread around the place so that the queues aren't that long
S3	Nothing they're perfect the way they are
S4	Better facilities
S4	Better prices
S4	Cheaper
S4	Cheaper and better.
S4	If there were more posters about so I can find out about them
S4	More local
S4	Them being better
S5	They're already fine

### Eyemouth High School

S1	Better seats
S1	Closer and cheaper
S1	Depending on who is in it
S1	If it's someone I like
S1	More activities
S1	More foreign artists
S1	More of them
S1	Nothing, there awesome
S2	Better selection
S2	Better venue space
S2	Less people
S2	More and better people or celebrities
S2	More of them
S2	More selection
S4	everything is fine
S4	More range of events
S5	Being able to attend one idk
S6	Nearer to Eyemouth

### Galashiels Academy

S2	Trying to get more newer artists involved and, in the country,
S3	All good
S3	Nothing they are really fun
S3	Very good
S4	attract better artists
S4	If it was less crowded and loud
S4	more of them and more known people
S5	Louder music
S5	Bigger spaces, free water
S5	Less expensive

S5	More singer
----	-------------

### Hawick High School

S1	Free food and activities for children, like water balloon fights, nerf wars and hide and seek(Extreme)
S1	Have more of them
S1	Less expensive
S1	Less noise more singing
S1	Lower people
S1	Make them more fun
S1	Make them not so expensive
S1	More bands
S1	More bands
S1	Louder
S1	More often
S1	More often
S1	More people available
S1	Seats
S1	Seeing my idols
S2	Fun things to do , longer time
S2	Big area
S2	Earlier
S2	If it's safe and a good amount of money for entering.
S2	If the money for entering wasn't so expensive and there are better sits for all.
S2	longer r time
S2	Make rubbish bins more available
S2	More child friendly
S2	More often
S2	More opportunities
S2	Nearer
S2	Nothing, I don't use them
S2	They are good
S3	Better range of music
S3	Easier to get to
S3	Famous songs
S3	Food stalls
S3	Louder
S3	More advertising
S3	More often
S4	More in my area
S4	More in the area
S4	More in the area.
S5	Better facilities

### Jedburgh Grammar Campus

S1	Food and drinks
S1	more active
S1	More celebs
S1	More often
S1	Opening time
S1	Opening time
S4	More stuff for teenagers
S6	More of them
S6	Slightly better prices
S6	Slightly lower prices

### Kelso High School

S1	better songs
S1	Having a chance to see the people that's performing
S1	Less lights beaming into my eyes
S1	Less violence
S1	Louder music
S1	More
S1	They're already good
S2	Good singers
S2	Maybe more a month
S2	More of them
S2	More opportunities
S3	Crowd control
S3	Maybe More seats
S3	Seeing what times they would be at and where.

### Peebles High School

S1	Better organised
S1	Better toilet cleanliness
S1	I rarely at a concert or events like that
S1	More friendly games
S1	More of them
S1	Probably lasting longer or shorter
S2	Being able to know about more.
S2	Better food and better seats
S2	Closer to home and on a weekend
S2	closer to Peebles
S2	Food
S2	Good food
S2	More frequently
S2	More of them and a wider variety
S3	Being in a band
S3	Better availability
S3	Free drinks



S3	Listening
S3	More interesting ones
S4	availability
S4	Better
S4	Having more available
S4	Knowing where they are
S4	Make the timing last longer
S4	more frequently
S4	More range of acts
S4	They are amazing
S5	Better
S5	better bands playing
S5	cheaper, more range or showings, better timings
S5	I don't attend them; more publicity would make me more likely to though
S5	More information available
S5	Raise more awareness of what is happening and when it is on
S6	Better selection of events
S6	Easier to find information
S6	More publication about the events

#### Selkirk High School

S1	Better facilities
S1	better times
S1	For free
S1	more of them for cheaper price
S1	Nothing, they're all great
S2	Cheaper prices
S3	be less expensive so more people can attend them
S3	Small crowds
S4	Better things to do
S6	Things people know about

## Appendix Three: Arts & Creative Activity Feedback

### Berwickshire High School

S1	Clubs
S1	Going to see artwork first hand.
S1	In school times and affordable and if free being able to have say in what you do
S1	More different types of things.
S1	More supplies
S3	Better information of what's available.
S3	Transport More selection More advertising
S4	Better supplies

### Earlston High School

S1	Art is already great 👍
S1	Better paint brushes
S1	If more people went
S1	If they had a crochet/ knit course and how to improve you art work
S1	Less talking
S1	More availability
S1	More availability
S1	More brushes
S1	More fun
S1	More pens, pencils
S1	More range of products
S1	Nothing they are too good
S2	Better places to host them
S2	Better supplies
S2	Better to do things
S2	Have more
S2	Have more resources and more time and friends there
S2	If we had better tools and weren't held back by others
S2	Make stuff I like about
S2	Maybe more art equipment
S2	More equipment to use.
S2	More options
S2	More projects and reason to do art
S2	More regularly
S2	More supplies.
S2	Nothing I love my cheeky wee drama workshops and productions
S2	Nothing that I can think of
S2	Ok as they are
S3	Also more people to attend to keep it up and running
S3	Better resources
S3	Good enough

S3	If the amps would work
S3	More activity's
S3	More advertising and 3D work
S3	More available stuff
S3	More
S3	More things to do
S4	Having a wider range of medias
S4	If they were better
S4	More awareness of them, I don't really hear about them very often
S4	More medias to work with
S4	More of them
S5	They're already fine

### **Eyemouth High School**

S1	Clay pottery
S1	Lego club
S1	More creative drawings
S1	More options of stuff to do
S1	More up to date stuff
S1	Pencil drawing
S2	Better equipment
S2	Better quality stuff less of people talking for ages
S2	Different crafts
S2	Different things
S2	Lego
S2	More arty things
S2	More of them
S2	More supplies
S2	To make things out of clay
S4	More of them around areas
S5	More time
S5	To have a group of people to do them with.
S6	Nearer to Eyemouth

### **Galashiels Academy**

S4	More range of activities
S4	More time to work on them
S5	More range in activities and materials

### **Hawick High School**

S1	Do it more often
S1	Essay for everyone to join
S1	Have more art stuff
S1	If they did more sketching

S1	If we could draw whatever we wanted
S1	If we could draw what we wanted
S1	Just more of them
S1	Make me learn new things
S1	Make them build/ Paint/draw what they want to
S1	Making cooler things
S1	More art
S1	More art stuff
S1	More art supplies please
S1	More competitions to enhance a child's artistic abilities
S1	More equipment
S1	More information
S1	More options of stuff to do
S1	More options of what you can do or make.
S1	More paint
S1	More people should be approved for their art even if it's really bad 😊
S1	More specific times
S1	More supplies
S1	Nothing because they are already good
S1	Paint
S2	Again, more funding if possible
S2	Do it more often
S2	If there is more time for children to learn how to be creative.
S2	Make art supplies cheaper
S2	Make them more fun and make cool things
S2	More opportunity
S2	more time
S2	No pressure and more time to do the work.
S2	Some more activities
S2	They are good
S3	Better equipment
S3	Better pencils, pen and paints
S3	Better supplies
S3	More freedom in what you do and more paint or drawing tools
S3	More fun
S3	More often
S3	More variety
S3	Nothing I do them at my house
S4	Paint
S5	More access to materials

#### Jedburgh Grammar Campus

S1	Art wall and displays in Jed
S1	Having more independence
S1	If we could do our own arty things once in a while

S1	More actives
S1	More activities
S1	More crafty stuff
S1	More paint
S1	More painting/drawings, less history
S1	More supplies
S1	starting off with beginners
S2	More activities
S4	More time to do it
S5	A 3D printer
S5	More interesting
S6	More opportunities
S6	More opportunities

### Kelso High School

S1	A better range of supply.
S1	Better equipment
S1	Better pens
S1	Just practice
S1	More art supplies
S1	More time
S1	Nothing this is a perfect hobby I do & it's really good
S2	More range of stuff for different people
S2	More supplies
S2	Nothing really
S3	See what type of art and crafts you would do.

### Peebles High School

S1	A better range of supply.
S1	Better equipment
S1	Better pens
S1	Just practice
S1	More art supplies
S1	More time
S1	Nothing this is a perfect hobby I do & it's really good
S2	More range of stuff for different people
S2	More supplies
S2	Nothing really
S3	See what type of art and crafts you would do.

### Selkirk High School

S1	More of them
S2	Better quality facilities
S2	Nothing it's perfect


S2	Times
S3	Easy art
S3	More fun art
S3	more options of arts
S5	More frequent and varied
S6	Actually have drama courses available

## Appendix Four: Feedback on Existing Provision

### Berwickshire High School

S1	I think we need more swimming pools cause the nearest one is in duns we live past Longformacus so I think there should be one in Longformacus
S3	Missing arcades/ bowling centres Skate park
S3	Not enough gymnastics clubs
S3	Pools with slides, kids' pools, cinemas, indoor facilities for winter, more info through school about what's available.
S3	We don't have any public football pitches in dunks to play on
S4	Gyms
S5	A library in Chirnside would be good.
S5	Duns is missing a gym as the nearest one is in Berwick, Eyemouth or gala
S5	I don't know of many around, they need to advertise them more
S5	Music events,
S5	There aren't many gyms near duns other than the one in Berwick and the one in the school
S5	Volleyball not enough
S6	Gyms

### Earlston High School

S1	A gym and activities
S1	Better football facilities
S1	Community sports and events
S1	Hockey  and tennis I would like to do more of it.
S1	I live in the countryside so there is none around me, but I do go for a run every day
S1	Lauder is missing a swimming pool. It would be so cool if they had one.
S1	More swimming pools and parks
S1	No interesting parks in Earlston
S1	Not enough Football pitches
S1	Not enough games like bowling.
S1	Not enough Tennis
S1	Tennis courts
S1	There are no swimming pools/leisure centre, no creative arts
S1	There is only football and bowling
S1	There not any swimming pools in Melrose so when I want to swim, I have to go to gala
S1	Trampoline parks
S2	Archery
S2	A horse-riding school and a hockey pitch
S2	An Astro in Lauder instead of the 7 a side mud pitches
S2	Astro Bike trail
S2	Basketball court
S2	Football pitches
S2	I can go out for a bike and go for a walk or go down to see my friends
S2	It's just right for our wee quint village
S2	Kelso has everything

S2	Live in the middle of nowhere so there's nothing
S2	More actives like hockey.
S2	More libraries
S2	More netball teams to play against
S2	Need more gyms. To many grass football pitches.
S2	Not enough swimming pools
S2	Not really. The nearest swimming pool us 35 minutes away and it is often closed. It would be cool if there were more activities in the borders.
S2	Rugby pitch multi use Astro
S2	Swimming pool since there isn't one
S2	The library in Kelso is closed whenever anyone tries to access it.
S2	There are not any facilities near to me
S2	There are not enough football pitches
S2	There are not many swimming pools in the area that I live in.
S2	There could be more to do to appeal to everyone
S2	There is enough facilities and activities to do
S2	There is practically only one where I live
S2	Track and swimming pool
S2	We have a town hall and a community shop, but I think the community should hold more activities
S3	A gym
S3	a MUGA
S3	An Astro turf is missing as well as a good gym
S3	Biking trails we need
S3	Bowling alleys
S3	I don't think there is enough activities in my area in general
S3	I live far from any towns.
S3	I think that the area I live in lacks having more sport opportunities for people.
S3	I think there is a reasonable number of things to do in my area.
S3	I think there should be more available places to go with your friends
S3	I think there should be more tennis courts or maybe even cycling trails.
S3	I think there should be sports
S3	I think there's too much football pitches (4), they could be turned into something else that others that don't like football could enjoy
S3	More Race course (horse)
S3	More sports and events and concerts at the castle
S3	Pool
S3	Swimming pool
S3	Swimming pool
S3	There are none of these facilities
S3	There are not very many facilities near where I live at all.
S3	There could be more swimming pools
S3	There is lots of activities and places to go, like swimming pools, rivers, pitches etc
S3	There's a good amount of everything
S4	A football pitch that is playable on
S4	A swimming pool closer to the Lauder area.
S4	Missing art and craft facilities



S4	Not enough outdoor facilities
S4	Nothing really, they are all fine
S4	Running track
S4	Swimming pools , trampoline centre
S4	There aren't any facilities, or they are poor
S5	Could be gym

### Eyemouth High School

S1	Not enough gyms
S1	More horse riding
S1	Not enough horse competitions
S1	Not many library's/book shops/record shops
S1	Swimming pools
S2	Better park
S2	I live on a farm so there is nothing and it's fine that way
S2	Not enough facilities or activities in Coldingham
S2	Not enough- Malls, shops, fun things, parks, trampoline parks, ice skating places etc.
S2	Shops Parks
S2	There missing bike parks and tracks and rugby pitches
S3	Football pitch in Eyemouth
S3	Missing
S5	More out of school clubs like netball, basketball etc
S5	Nothing really fun to do for older teens. Also more Amy Browns please 🙏🙏🙏
S6	Not enough competitions for sports

### Galashiels Academy

S2	Concerts and music events
S3	I don't live in gala, so I don't have any facilities near me
S3	Not enough clubs open
S3	Not enough of parks
S3	Not enough of places to do outdoor sport such as basketball or football
S3	Ski slope
S3	Swimming pool
S4	A good amount
S4	a water park near me please
S4	Better track facility
S4	Could do with more activities for weekends
S4	Floodlights on stow park would be good
S4	I don't think there's enough activities.
S4	More rugby and football facilities
S4	Not enough facilities
S4	Not enough football pitches
S4	not enough football pitches
S4	Not enough gyms
S4	Not enough gyms

S4	Not enough opportunities for girls' rugby in schools or art clubs
S4	not enough tennis courts
S4	public parks too many neds
S4	Rock climbing
S4	Rock climbing
S4	There is a swimming pool and cycling paths
S4	There are enough activities in Tweedbank: a gym, outdoor pitches and a community centre
S4	There is nothing that has to be changed
S4	Too many grass pitches not enough rock-climbing bouldering facilities
S4	Too many sports activities, not enough activities for other things like art and drama / theatre
S5	Bring geek retreat back
S5	Fitness and sports targeting girls 14-18
S5	I think there should be more activities for teens to do because it's boring and we have to go to city for fun
S5	I wish there was more tennis courts
S5	I wish there were more areas for football such as cages and pitches
S5	Ice rinks
S5	Need more Free, public toilets To many sports
S5	Not enough around Gala, nothing for people to do our age.
S5	Not enough I need an ice-skating rink which could provide more activities for young people
S5	There are plenty of activities to do
S5	They're a lot
S6	Not enough tracks

### Hawick High School

S1	Fast food places are missing and fun activity centres
S1	Football clubs
S1	Football clubs
S1	Football pitches
S1	I don't now
S1	I don't think there is anything wrong
S1	I think it's fine we're they are
S1	I think there are not enough of facilities in Hawick
S1	I would a football pitch for the public
S1	Ice Rink.
S1	More football pitches
S1	Park football and rugby pitch
S1	There are no gymnast Facilities
S1	There are not many spaces to play
S1	There are loads of activities, football, netball, basketball, hockey, tennis
S1	There is no running facility
S1	There should be more shops like sports direct
S1	There are not enough places to play more sports
S2	10 pin bowling
S2	Around my area there is not many activities or facilities except the library, and it can be very boring.

S2	Baking club
S2	Golfing
S2	Gyms For U14
S2	I would say parks, but I do have parks were I live (I say this as a lot of areas I spend a lot of time in don't have many parks or activities to do)
S2	More things do to
S2	Need girls football team in Hawick
S2	No pool, we need more parks and have too many houses
S2	Not enough Astros
S2	Not enough Astros
S2	Not enough golf
S2	not enough shops maybe like savers or semi hem
S2	Not enough sports things in the park
S2	Parks, rubbish bins
S2	Rugby clubs, and I think there should be more sports clubs
S2	There are not enough clothing shops.
S2	Too many supermarkets not enough clothes shops for teens/ young adults
S2	Too much rugby and not enough golf
S2	We should have some fun things to do like ice rinks, bowling and trampoline parks.
S2	Where I live there are really not much leisure centres or gyms around.
S3	Bits to cycle around
S3	Clothes and makeup shops, places to do activities, restaurants, shopping centre
S3	Not much like 2 parks
S3	Nothing really about Basketball
S3	Perfect amount
S3	Pools
S3	Rugby pitches
S3	There's nothing really only hockey and netball
S3	Too many sports things
S4	Driving range in Hawick More golf courses
S4	In Newcastleton there is basically nothing. We have a park that is it
S4	Not a lot for teenagers
S4	Not a lot for teenagers to do. Upgrade the cinema
S5	Anything to do with football is just non-existent really
S5	Football pitches
S5	Football pitches

### Jedburgh Grammar Campus

S1	Dog training. School park bigger.
S1	Hockey to many Footballs not enough Basketball are missing
S1	I want an art shop
S1	missing tennis
S1	Not enough after school activities for older pupils
S1	Not enough of, I live in Jedburgh... that says enough
S1	Public toilets.
S1	Roller skating

S1	The skatepark/pump track
S1	The swimming pool is at the other side of town
S1	There are perfect facilities
S1	There is a pool and a school not much else I'd like there to be a big park and pool also more things to just have fun and do with your friends
S1	They are perfect facilities
S1	Where missing places like indoor soft plays and summer activities
S2	I want more swimming pools
S2	More social things
S4	Not enough gyms for teenagers
S5	Better 3G access, more value for your money
S5	Fun activities for friends
S5	Gyms
S5	I don't look for facilities because I don't do any of these things.
S5	Missing
S5	More golf facilities
S5	Need. More things like pitches
S5	Not interested
S5	Toilets
S5	Writing groups
S6	Not enough gyms
S6	Good sports clubs.
S6	I don't think there is
S6	Ice seating is missing
S6	No opportunity for u18's who don't like sport and enjoy more academic extracurriculars
S6	Too much Rugby I'm missing Football

### Kelso High School

S1	Badminton
S1	Fencing/kendo
S1	I think it's just right
S1	Leave the nets on at Woodside for the goals
S1	Missing town hall events
S1	There are not enough gyms
S1	There's not many, there all in town
S1	Too much rugby
S2	Leisure centre
S2	More outdoor pitches
S2	No I think it's great
S2	Not enough football goals with nets
S3	basketball
S3	Basketball
S3	Chess clubs
S3	I think they should try and build horse riding in Kelso if that is possible
S3	Ice rink/ roller skating The prices to get drinks too expensive
S3	Public running track (like a loop one)

S3	There are no activities where I live that I would like to do, but I do lots of thinks in Kelso like dance classes and girl guiding
----	--

### Peebles High School

S1	I think there should be a leisure centre where I live because whenever I go swimming, I have to travel quite far to get to one
S1	More sports each day
S1	More swimming pools
S1	Not enough football pitches there only 1 I Innerleithen and if it rains the pitch is waterlogged
S1	Pool
S1	Public toilets, travel, public bins
S1	Rugby in summer
S1	Swimming
S1	Swimming pools
S1	The Gytes Astro would be good if it opened again, and you didn't have to book it
S1	There is not enough cricket or softball activities
S1	There should be more Busses that come back from Edinburgh later in the night.
S1	Trampoline/sports centre
S1	Where I live there should be better bus stop shelters
S2	ARTS GROUPS
S2	Astro turf pitches that can be used without charge
S2	Climbing walls are missing, more swimming,
S2	Clubs
S2	Football pitches with nets instead of just open goals because then you can use them more
S2	It's good selection
S2	More basketball
S2	Need more area for dance Need a climbing facility close to me
S2	Need more swimming pools
S2	Not enough facilities for athletics
S2	Not enough volleyball and gymnastics
S2	Swim
S2	There isn't ANYTHING closer than a 15 drive from me. So almost everything
S2	There could be more hall's available
S2	There is not enough in estates
S2	There is too much cycle events
S3	A sports pitch like 4g
S3	Be able to rent out football pitches
S3	Football pitches for rent
S3	Girl's football is missing in Peebles
S3	Gym
S3	Horse riding
S3	I live in Innerleithen
S3	I live in West Linton so there are basically no facilities.
S3	I think there should be volleyball areas .
S3	It would be nice to make a ballroom dance class
S3	No I live in the middle of no where

S3	Not enough gyms that allow teenagers
S3	Not enough Motocross tracks
S3	There aren't any facilities in my village. But there's a library and swimming pool 10 minutes away
S3	There is plenty of facilities or activities near where I live
S4	I think there is a moderate spread of facilities I just wish that it was made more aware of what you can do in these facilities
S4	Football pitches
S4	Galleries
S4	Gyms
S4	Library
S4	Literally nothing in Walkerburn
S4	maybe some more in different parts of town
S4	Not enough sprint clubs
S4	Places for teenagers to hang out without being labelled as a nuisance
S4	Pool
S4	Rugby posts in Innerleithen
S4	Shops, parks
S4	there are no venues for live music in Peebles and the nearest climbing wall is a 40min drive away
S4	There r football pitches and tennis courts
S4	There should be a diving pool and a climbing wall and a bigger soft play
S4	there's no 3g 4g Astro pitches in Peebles
S4	We've got everything
S5	better bus timetable
S5	Don't have Quality football pitch
S5	Good amount of swimming pools Not any climbing facilities There are gyms, but it would be better if more had a wider range of equipment and activities to do
S5	Gym- Innerleithen
S5	Half pipe
S5	I feel as if the sporting facilities have been improved in the local area. However they have not been of good quality for example the basketball court in Peebles doesn't have nets and there is not even a full court more like 2 half courts facing each other.
S5	I live at Kirkdean and due to it being a rural place there's barely any people around let alone public/community facilities
S5	I want there to be more access to climbing walls
S5	In Innerleithen there is not many or any facilities
S5	in the facilities there's so much for kids, nothing much for teens and then loads for 16+
S5	Just not enough in general a gym or proper rugby pitch would be great
S5	No libraries
S5	Not enough Basketball
S5	Not enough concerts or live events
S5	Not enough of everything it's a small village
S5	Put a football pitch in EDDLESTON
S5	Sports halls, library
S5	We need a bouldering wall!!
S6	A gym in West Linton - A bus route more frequently to Peebles
S6	A velodrome would be very good as there are none nearby

S6	Better transport timings
S6	Bigger gym
S6	Gyms
S6	I am happy to live close to a library however I feel like I could make more use of it if the opening hours were extended
S6	I live in a quiet area
S6	I live in Peebles and there's a lot here
S6	I would really like to use the gym at the Peebles leisure Centre but I'm not really aware of who to contact to gain access or how expensive it is. I've heard the prices for it and it's quite expensive for me and considering what's available I don't think it's value for money.
S6	Missing swimming pool and gym
S6	More volleyball
S6	Not enough swimming pools Not enough concert halls No cinemas in local areas
S6	there is literally nothing around me
S6	There is nothing to do in Cardrona

### Selkirk High School

S1	A better swimming pool or a computer games shop and a SKATEPARK!!
S1	Astros, park, swimming pool, idk
S1	Boxing
S1	not enough biking parks
S2	Pool
S3	Cinemas
S3	Not enough basketball/ not good enough basketball courts.
S3	there needs to be more football my little brother has to stop next year as it only goes to p7
S4	Need more football pitches, gyms etc
S4	Not much cos I live up the Ettrick valley
S4	there aren't many facilities so make the swimming pool better, a big gym for everyone and just lots of stuff for the young folk because everyone is bored
S4	There aren't many ne'er me where I could cycle or walk or get the bus to
S5	More clubs
S5	No I think there is a good number of facilities
S5	Not enough of anything in Liliesleaf
S5	Public facilities
S6	I have no facilities or activities where I live.
S6	I live too far away
S6	Some more youth centres here would be nice since there aren't any

This page is intentionally left blank



# Annex Five

## Strategic Review of Sports, Leisure, Culture & Community: Building Audits

Page 329

**Alan Jones Associates**  
September 2023

## Table of Contents

---

<i>Overview</i> .....	3
<i>Borders Textile Towerhouse</i> .....	4
<i>Chambers Institute Museum &amp; Library</i> .....	6
<i>Eyemouth Community Centre</i> .....	8
<i>Eyemouth Leisure Centre</i> .....	10
<i>Eyemouth Library</i> .....	11
<i>Galashiels Library</i> .....	14
<i>Galashiels Swimming Pool</i> .....	16
<i>Galashiels Volunteer Hall</i> .....	18
<i>Galashiels Focus Centre</i> .....	19
<i>Halliwell’s House Museum</i> .....	22
<i>Hawick Library</i> .....	24
<i>Hawick Museum</i> .....	25
<i>Hawick Town Hall</i> .....	28
<i>Heart of Hawick &amp; Heritage Hub</i> .....	30
<i>Innerleithen Library Contact Centre</i> .....	34
<i>Innerleithen Memorial Hall</i> .....	36
<i>Innerleithen St Ronan’s Well</i> .....	37
<i>Jedburgh Castle Jail</i> .....	39
<i>Jedburgh Mary Queen of Scots House</i> .....	40
<i>Jedburgh Town Hall</i> .....	42
<i>Jim Clark Motorsports Museum</i> .....	44

<i>Kelso Abbey Row Community Centre</i> .....	46
<i>Kelso Swimming Pool</i> .....	49
<i>Kelso Tait Hall</i> .....	52
<i>Lauder Public Hall</i> .....	54
<i>Melrose Library</i> .....	56
<i>Old Gala House</i> .....	57
<i>Ormiston Institute &amp; Corn Exchange</i> .....	59
<i>Peebles Burgh Hall</i> .....	61
<i>Peebles Gytes Leisure Centre</i> .....	63
<i>Queen’s Leisure Centre</i> .....	65
<i>Selkirk Library</i> .....	67
<i>Selkirk Swimming Pool &amp; Leisure Centre</i> .....	69
<i>Selkirk Victoria Halls</i> .....	71
<i>Sir Walter Scott’s Courtroom</i> .....	73
<i>Southfield Community Centre</i> .....	75
<i>Stow Town Hall</i> .....	77
<i>Teviotdale Swimming Pool Leisure Centre</i> .....	79
<i>Tweedbank Bowling Club</i> .....	82
<i>Tweedbank Community Centre</i> .....	83
<i>Tweedbank Sports Club</i> .....	87
<i>Peebles Drill Hall</i> .....	89

## Overview

---

Scottish Borders Council and Live Borders have agreed to a partnership review into the strategic future direction of the Trust, the facilities they manage on behalf of the Council, the services they provide, and its formal working arrangements with the Council.

Noting that Live Borders currently manages in excess of 60 assets, it was agreed that a significant proportion of these should be visited. This resulted in visits being undertaken to 46 buildings owned by the Council or Common Good that are managed and operated by Live Borders. As agreed, the visual audit only considered the areas accessed by customers in a range of sports, museums, libraries, halls, and community centres. Each facility was given a visual walk through, photographed, with each customer accessible area graded as

- A – Fit for purpose,
- B – Needing some investment, or
- C – Not fit for purpose.

The findings of this audit reaffirm the concern that a lack of investment in pre-planned maintenance is already having an impact on the estate and with a further lack of investment, will in turn result in longer term escalation of more significant problems, and associated costs. Examples of this can be found across the whole portfolio that was visited.


The definition of “fit for purpose” is a complex one and while the audit was assessing individual areas within building, the whole building needs to be considered in the context of being fit for purpose and several factors contribute to this consideration.



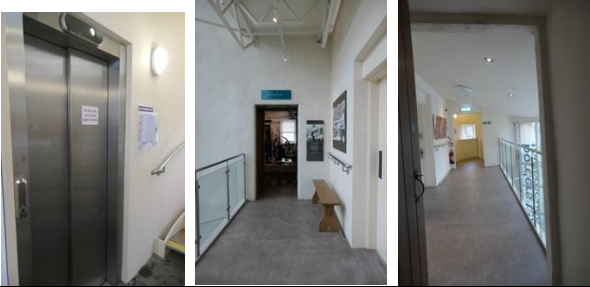

1. Design and Layout: The building's design and layout, should align with the intended use. The problem with many of the buildings visited is that their original intended use is no longer their purpose, e.g. as residential property.
2. Safety and Compliance: The building must comply with safety regulations and building codes relevant to its purpose. This includes fire safety, accessibility for people with disabilities, and compliance with any other statutory requirements.
3. Structural Integrity: The building should be structurally sound to withstand the loads and stresses associated with its intended use and again, this comes back to the intended use not being the current use in a number of properties.
4. Functionality: All systems and components within the building, such as HVAC (heating, ventilation, and air handling), plumbing, and electrical systems, should work correctly and efficiently to support the intended functions.
5. Accessibility: The building should provide ease of access and use for all individuals who need to use it. This includes ramps, lifts, stair lifts and ramps.
6. Aesthetics: While the primary focus is on functionality, the appearance and aesthetics of the building can also be considered.
7. Adaptability: A building that is fit for purpose should also have some degree of adaptability or flexibility to accommodate future changes or modifications in its use. Many of the buildings have been adapted from their intended use and while this has been done with some success, there is often a compromise being made between functionality and adaptability.

In summary, in describing a building as "fit for purpose," it means that the building meets all the necessary requirements above (1-7) to effectively serve the specific functions or activities it was designed for while ensuring safety, functionality, and compliance with relevant regulations. The overall scope of this visual audit did not consider critical elements of this “fit for purpose” definition above, including **Structural Integrity, Functionality, Safety and Compliance**. No survey work was undertaken to any of the facility plant, mechanical and electrical, air handling units, or structural condition and these were outwith the scope of this engagement.

We recommend that these matters and others deemed necessary by a qualified team of building survey specialists is carried out.


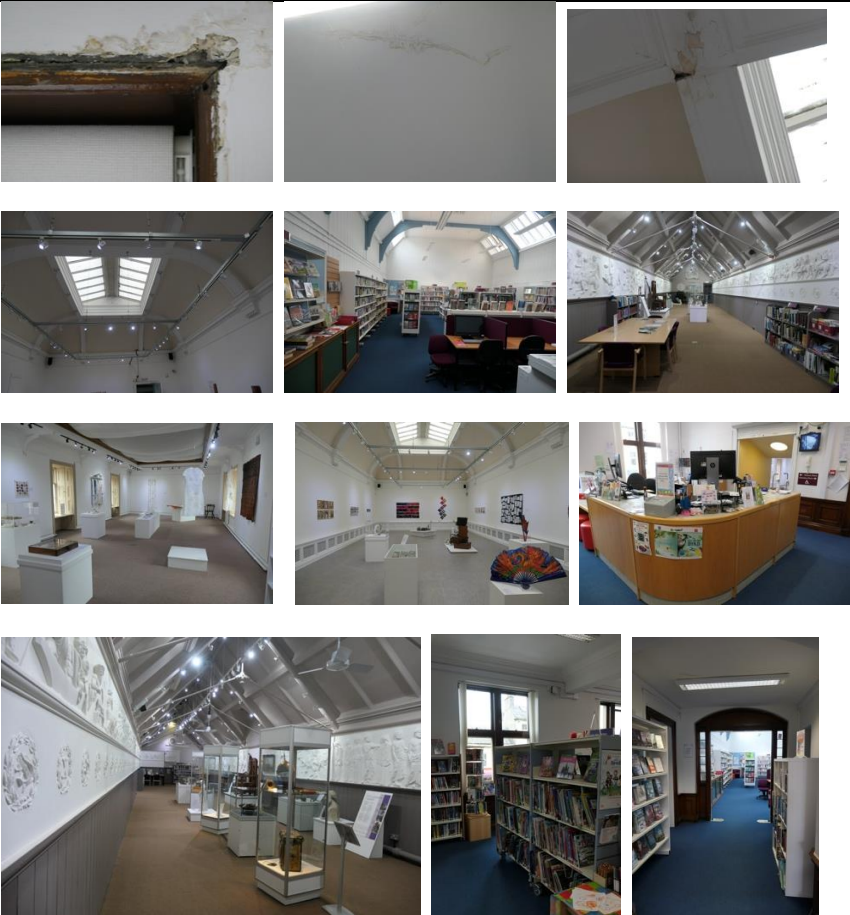
## Borders Textile Towerhouse


<b>Visual Audit 4 August 2023</b>		<b>Location:</b>	1 Tower Knowe, Hawick		
<b>Border's Textile Towerhouse</b>		<b>Facility Age:</b>	1700		
		<b>Ownership</b>	Scottish Borders Council		
		<b>Size:</b>	532m <sup>2</sup>		
		<b>Accessibility</b>		<b>Key Notes</b>	
<b>Car Parking &amp; Public Transport</b>		Very limited access particularly for wheelchair users		The building was generally in a good condition for its age. Normal age-related deterioration, maintenance issues	
No parking available					
<b>AUDIT TABLE</b> <b>Ratings</b> - A - Good condition / fit for purpose. B - Required moderate to significant investment C - question whether fit for purpose					
Facility Aspect	Current Condition	Operational Rating	Photographic Evidence		
Exterior fabric	Evidence of lime plasterwork failure on the facade	<b>B</b>			

<p>Reception</p>	<p>In good condition for age and use as a reception for the museum.</p>	<p>A</p>	
<p>Gallery/ display areas</p>	<p>Good condition but evidence of some water ingress</p>	<p>B</p>	
<p>Corridors and Access</p>	<p>Disables access via lift</p>	<p>A</p>	
<p>Toilets</p>	<p>Good condition</p>	<p>A</p>	

# Chambers Institute Museum & Library

<b>Visual Audit 27 July 2023</b>		<b>Location:</b>	High Street, Peebles	
<b>Chambers Institute Museum &amp; Library</b>		<b>Facility Age:</b>	1859	
		<b>Ownership</b>	Scottish Borders Council	
		<b>Size:</b>	705m <sup>2</sup>	
		<b>Accessibility</b>		<b>Key Notes</b>
<b>Car Parking &amp; Public Transport</b>		Disabled access to the library only through a lift accessed via an adjacent property.		The building was generally in a good condition for its age but evidence of water penetration.
On-street parking				
<b>DETAILED AUDIT TABLE</b> <b>Ratings - A - Good condition / fit for purpose.</b> B - Required moderate to significant investment C - question whether fit for purpose				
Facility Aspect	Current Condition	Operational Rating	Photographic Evidence	
Exterior fabric	Generally in good for its age condition with ongoing maintenance required	<b>B</b>		






<p>Access</p>	<p>Access is difficult via steep staircase. The lift is accessed through the adjacent tourist information office which is not always open at the same time as the library and institute. The lift only gives access to the library floor and not the Institute Museum/gallery. There is a platform lift in the library to access a gallery space</p>	<p>C</p>	
<p>Gallery/ display areas</p>	<p>Evidence of water ingress and maintenance required and inadequate lighting in the gallery areas. General décor was in good condition</p>	<p>C</p>	

Toilets	Only toilet available is for staff and is occasionally used for members of the public	C		
---------	---	---	--	--

### Eyemouth Community Centre

<b>Visual Audit 17 July 2023</b>		<b>Location:</b>	Albert Road Eyemouth	
<b>Eyemouth Community Centre</b>		<b>Facility Age:</b>	Mid 19 <sup>th</sup> Century	
		<b>Ownership</b>	Scottish Borders Council	
		<b>Size:</b>	610m <sup>2</sup>	
		<b>Accessibility</b>		<b>Key Notes</b>
<b>Car Parking &amp; Public Transport</b>		Disabled access ramp in place		This is a mid-19 <sup>th</sup> century building and was built as a primary school. It is generally in good condition and part of the roof looks as if it has recently been re-slatted.
Car parking to the front and rear of the building				
<b>AUDIT TABLE</b> Ratings - A - Good condition / fit for purpose. B - Required moderate to significant investment C - question whether fit for purpose				
<b>Facility Aspect</b>	<b>Current Condition</b>	<b>Operational Rating</b>	<b>Photographic Evidence</b>	

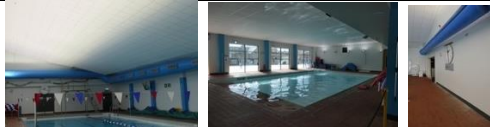






<p>External fabric</p>	<p>The building is generally in good condition for its age with a portion of the roof looking as if it has been relatively recently re-roofed.</p>	<p>A</p>	
<p>Reception area</p>	<p>The area is generally in good condition</p>	<p>A</p>	
<p>The main rooms/former classrooms</p>	<p>These are generally in good condition with evidence of recent refurbishment to some.</p>	<p>A</p>	
<p>Kitchen area</p>	<p>The kitchen area is generally in good condition</p>	<p>A</p>	
<p>Small rooms</p>	<p>These are generally in good condition</p>	<p>A</p>	

Toilets	These are generally in good condition	A	
Parking	Parking was to the front but limited and extensive parking to the rear	A	



## Eyemouth Leisure Centre



<b>Visual Audit 17 July 2023</b>	<b>Location:</b>	North Street, Eyemouth	
<b>Eyemouth Leisure Centre</b>	<b>Facility Age:</b>	Unknown	
	<b>Ownership</b>	Scottish Border Council	
	<b>Size:</b>	1,018m <sup>2</sup>	
		<b>Accessibility</b>	<b>Key Notes</b>
	<b>Car Parking &amp; Public Transport</b>	Good accessibility with ramp in place.	The facility is generally in good condition, particularly the reception area. The Centre was recently refurbished following the need to replace ceiling tiles over the pool.
Parking for visitors around the centre			
<b>AUDIT TABLE</b> <b>Ratings</b> - A - Good condition / fit for purpose. B - Required moderate to significant investment C - question whether fit for purpose			


Facility Aspect	Current Condition	Operational Rating	Photographic Evidence
Pool and poolside	The pool and poolside were generally in a good condition with no visible signs of problems	A	
Changing rooms	The changing rooms were generally in a good condition	A	
Reception area	The reception area had signs of refurbishment and was generally in a good condition. Problems with the air circulation unit requires maintenance as the area was uncomfortably warm for the staff	B	
Exterior fabric	General condition was good and there were no signs of significant problems	A	
Parking	The parking area and surface was adequate with two entrances/exits	A	

## Eyemouth Library

<b>Eyemouth Library</b>	<b>Visual Audit</b> <b>17 July 2023</b>	<b>Location:</b>	Manse Road Eyemouth
	<b>Facility Age:</b>	1970's	
	<b>Ownership</b>	Scottish Borders Council	
	<b>Size:</b>	70m <sup>2</sup>	

		Accessibility	Key Notes
		Ramp at front door but door does not open automatically	The building appears to be generally sound. The building appears to be fit for purpose, but on speaking to the librarian, it has significant challenges with heating, draughts, suitability of the reception desk, insufficient storage, inadequate staff toilets. Inadequate and ineffective electric storage and fan heaters
<b>Car Parking &amp; Public Transport</b>			
On-street parking			
<b>AUDIT TABLE</b> <b>Ratings</b> - A - Good condition / fit for purpose. B - Required moderate to significant investment C - question whether fit for purpose			
Facility Aspect	Current Condition	Operational Rating	Photographic Evidence
External	No defects noted	B	
Internal	Overall, a very small space with racking that is difficult to move for any potential events or groups. The reception desk does not allow for anyone to sit at the desk for any length of time and the storage space is almost non-existent. The hot water in the toilet is from a small boiler which must be set to "scalding" for Legionella which makes it almost impossible to use in the small sink.	C	

Heating	Very inadequate. Storage heating and 2 electric wall-mounted fans	C	
Windows	Metal frame windows are not sealed to the internal wall in places which allows draughts to come in. In addition, the windows can't be opened in the summer when the library needs ventilated.	C	




Rear of building	Dedicated staff parking is taken over by care home adjacent and a skip in one of the spaces	C	
------------------	---	---	--


### Galashiels Library

<b>Visual Audit 2 August 2023</b>	<b>Location:</b>	Lawyers Brae, Galashiels	
	<b>Facility Age:</b>	1873	
<b>Galashiels Library</b>	<b>Ownership</b>	Scottish Borders Council	
	<b>Size:</b>	504m <sup>2</sup>	
	<b>Accessibility</b>	<b>Key Notes</b>	
<b>Car Parking &amp; Public Transport</b>	There is a ramp for disabled access to the side of the building with automatic door entry.	The building was generally in a good condition for its age but had obvious signs of an ongoing maintenance requirement. Heating via old cast radiators	
There is on-street parking.			

## DETAILED AUDIT TABLE

Ratings - A - Good condition / fit for purpose.  
 B - Required moderate to significant investment  
 C - question whether fit for purpose

Facility Aspect	Current Condition	Operational Rating	Photographic Evidence
Exterior fabric	Requiring ongoing maintenance and evidence of water and vegetation on the façade and at the side emergency exit	B	
Entrance hall	Generally in good condition with a lift to the upper floor where the library hall is.	A	
Ground Floor Room	Generally in good condition and well decorated	A	

<p>Main Library</p>	<p>In good condition and fit for purpose but there is no disabled access to the upper mezzanine floor where there are computers and reference books</p>	<p>A</p>	
---------------------	---	----------	--





### Galashiels Swimming Pool

<p><b>Visual Audit 2 August 2023</b></p>	<p><b>Location:</b></p>	<p>Livingstone Place, Galashiels</p>	
<p><b>Galashiels Swimming Pool</b></p>	<p><b>Facility Age:</b></p>	<p>1984</p>	
	<p><b>Ownership</b></p>	<p>Scottish Borders Council</p>	
	<p><b>Size:</b></p>	<p>802m<sup>2</sup></p>	
	<p><b>Accessibility</b></p>	<p><b>Key Notes</b></p>	
<p><b>Car Parking &amp; Public Transport</b> There is parking within the curtilage of the property.</p>	<p>There is a ramp for disabled access and automatic door opening.</p>	<p>The building was generally in a good condition for its age. The pool was not accessible for photographs</p>	



## DETAILED AUDIT TABLE

Ratings - A - Good condition / fit for purpose.  
 B - Required moderate to significant investment  
 C - question whether fit for purpose

Facility Aspect	Current Condition	Operational Rating	Photographic Evidence
Exterior fabric	Evidence of requiring ongoing maintenance	<b>B</b>	
Reception	Generally in good condition	<b>A</b>	
Changing Areas	Generally in good condition but there is evidence of wet rot around the changing areas	<b>B</b>	
Toilets	Toilets are generally in good condition	<b>A</b>	
Pool	Was not accessible for photographs		


Shower Areas	Generally in good condition	A	
Parking	Within the grounds of the property	A	

### Galashiels Volunteer Hall

<p align="center"><b>Visual Audit 2 August 2023</b></p>	<p><b>Location:</b></p>	<p>St John's Street, Galashiels</p>	
	<p align="center"><b>Galashiels Volunteer Hall</b></p>	<p><b>Facility Age:</b></p>	<p>1874</p>
<p><b>Ownership</b></p>		<p>Scottish Borders Council</p>	
<p><b>Size:</b></p>		<p>724m<sup>2</sup></p>	
<p align="center"><b>Accessibility</b></p>		<p align="center"><b>General Facility Quality</b></p>	
<p align="center"><b>Car Parking &amp; Public Transport</b></p>	<p>There is a ramp for disabled access.</p>		<p>The exterior of the building was generally in a good condition for its age. There was no access to the interior of the property</p>
<p>On-street parking</p>			

### DETAILED AUDIT TABLE

Ratings - A - Good condition / fit for purpose.  
 B - Required moderate to significant investment  
 C - question whether fit for purpose

Facility Aspect	Current Condition	Operational Rating	Photographic Evidence
Exterior fabric	Generally, in good condition with regular maintenance required around guttering, windows stonework, and the whole external fabric	B	






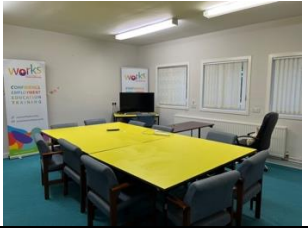


Page 347

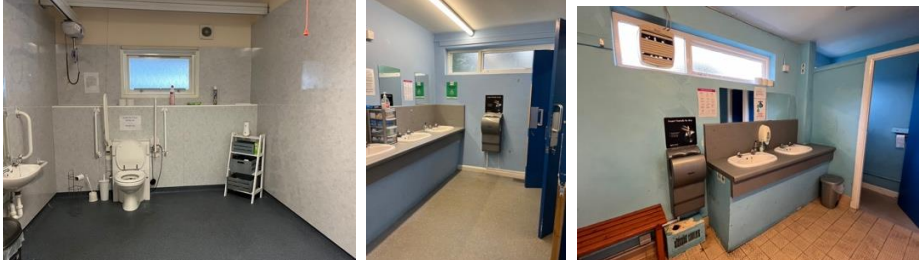



### Galashiels Focus Centre

<b>Visual Audit 2 August 2023</b>	<b>Location:</b>	Livingstone Place, Galashiels
<b>Galashiels Focus Centre</b>	<b>Facility Age:</b>	1971
	<b>Ownership</b>	Scottish Borders Council
	<b>Size:</b>	411m <sup>2</sup>


	<b>Accessibility</b>	<b>Key Notes</b>
<b>Car Parking &amp; Public Transport</b>	There is a ramp for disabled access and automatic door opening	The building is generally in a good condition for its age
There is parking within the curtilage of the property.		

**AUDIT TABLE**  
**Ratings - A - Good condition / fit for purpose.**  
**B - Required moderate to significant investment**  
**C - question whether fit for purpose**

Facility Aspect	Current Condition	Operational Rating	Photographic Evidence		
Exterior fabric	Requiring ongoing maintenance	<b>B</b>			
Entrance hall	Generally in good condition	<b>A</b>			
Rooms	Generally in good condition but one room off the main hall has a window that is single glazed and requires attention	<b>A</b>			


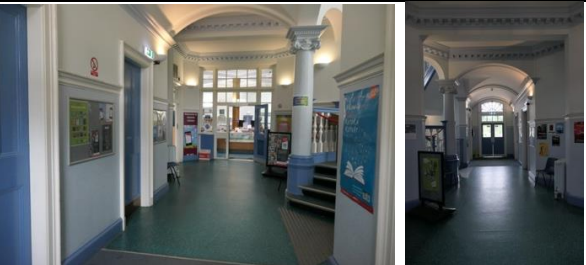
<p>Toilets</p>	<p>Toilets are generally in good condition but require redecoration</p>	<p><b>B</b></p>	
<p>Main Hall</p>	<p>In good condition and fit for purpose</p>	<p><b>A</b></p>	
<p>Kitchen</p>	<p>Requires some modernisation</p>	<p><b>B</b></p>	
<p>Parking</p>	<p>Within the grounds of the property</p>	<p><b>A</b></p>	

# Halliwell's House Museum


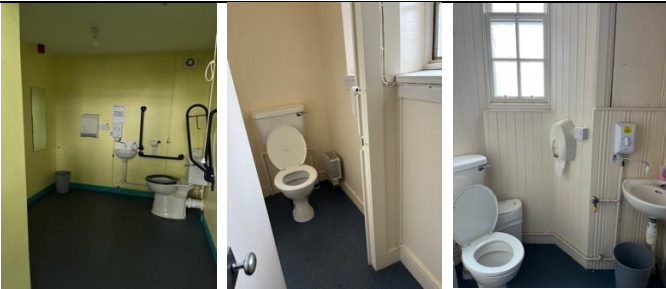
<b>Visual Audit 3 August 2023</b>		<b>Location:</b>	Market Place Selkirk	
<b>Halliwell's House Museum</b>		<b>Facility Age:</b>	1712	
		<b>Ownership</b>	Scottish Borders Council	
		<b>Size:</b>	220m <sup>2</sup>	
		<b>Accessibility</b>		<b>Key Notes</b>
<b>Car Parking &amp; Public Transport</b>		Disabled access is limited, and the cobbled lane would made accessibility difficult for disabled or non-ambulant visitors.		The building was generally in a good condition for its age, Normal age-related deterioration, maintenance issues but there appear to be issues with the valley gutters where there are various points where the buildings meet. Inadequate heating in various rooms is by fan heaters or panel heaters which creates humidity issues for the building and collection
There is parking adjacent to the museum in a public car park.				
<b>AUDIT TABLE</b> Ratings - A - Good condition / fit for purpose. B - Required moderate to significant investment C - question whether fit for purpose				
<b>Facility Aspect</b>	<b>Current Condition</b>	<b>Operational Rating</b>	<b>Photographic Evidence</b>	
Exterior fabric	Generally in good for its age condition with ongoing maintenance required	<b>B</b>		

<p>Reception</p>	<p>In good condition for age and use as a reception for the museum but with limited retail/information space</p>	<p><b>B</b></p>	
<p>Gallery/ display areas</p>	<p>Generally in good condition but with inadequate heating and lighting. Evidence of water ingress at a point in the Robson Gallery where there is likely to be a building join with another building.</p>	<p><b>B</b></p>	
<p>Access areas</p>	<p>Difficult for access and the lift has an operational issue as those using it have to hold the start button rather than it being automatic. Emergency access from the upper floor is via a flight of stairs.</p>	<p><b>B</b></p>	
<p>Parking</p>	<p>Extensive parking in the adjacent public car park</p>	<p><b>A</b></p>	

# Hawick Library

<b>Visual Audit 4 August 2023</b>		<b>Location:</b>	North Bridge Street, Hawick	
<b>Hawick Library</b>		<b>Facility Age:</b>	1904	
		<b>Ownership</b>	Scottish Borders Council	
		<b>Size:</b>	732m <sup>2</sup>	
		<b>Accessibility</b>		<b>Key Notes</b>
<b>Car Parking &amp; Public Transport</b>		There is disabled access to the side of the entrance	The building is generally in a good condition for its age. Normal age-related deterioration, maintenance issues Heating is said to be temperamental	
On-street parking				
<b>AUDIT TABLE</b> Ratings - A - Good condition / fit for purpose. B - Required moderate to significant investment C - question whether fit for purpose				
Facility Aspect	Current Condition	Operational Rating	Photographic Evidence	
Exterior fabric	Stonework and entrance maintenance required	<b>B</b>		
Entrance hallway	Good condition	<b>A</b>		





Library Halls	Good condition	A	
Toilets	Good condition	A	


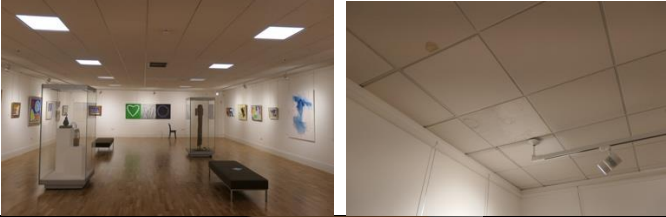

### Hawick Museum

<p><b>Visual Audit 4 August 2023</b></p>	<p><b>Location:</b></p>	<p>Wilton Lodge Park, Hawick</p>	
	<p><b>Facility Age:</b></p>	<p>1859</p>	
<p><b>Hawick Museum</b></p>	<p><b>Ownership</b></p>	<p>Scottish Borders Council</p>	
	<p><b>Size:</b></p>	<p>628m<sup>2</sup></p>	
	<p><b>Accessibility</b></p>	<p><b>Key Notes</b></p>	


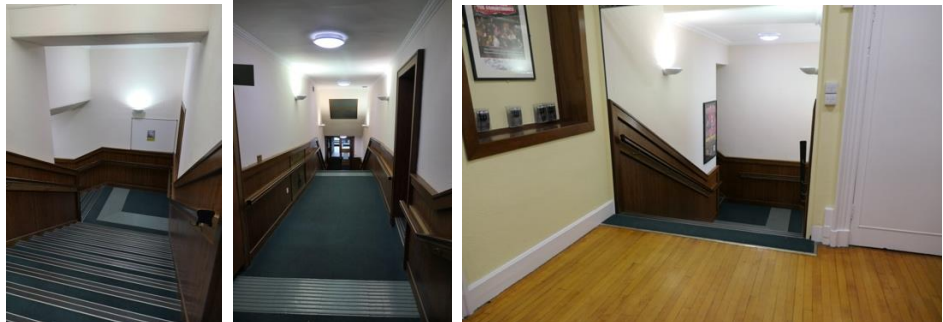
<b>Car Parking &amp; Public Transport</b>	Lift to the upper floors but there are still changing levels which is a challenge to accessibility	The building was generally in a good condition for its age. Normal age-related deterioration, maintenance issues Heating is inadequate and, in most areas, via old cast iron radiators. There is not automatic temperature control which results in areas being too hot/cold.
Only disabled parking close to the building		




**AUDIT TABLE**  
**Ratings** - A - Good condition / fit for purpose.  
 B - Required moderate to significant investment  
 C - question whether fit for purpose



Facility Aspect	Current Condition	Operational Rating	Photographic Evidence
Exterior fabric	Stonework and roof maintenance required	<b>B</b>	
Reception	Good condition	<b>A</b>	

<p>Museum Rooms</p>	<p>Good condition but evidence of water ingress and staining in various locations. Poor lighting and requires to be upgraded. Some lighting cannot be replaced and will mean that eventually, certain exhibits will no longer be accessible. Cracking to plasterwork appearing to be caused by water ingress</p>	<p><b>B</b></p>	
<p>Gallery</p>	<p>Good condition but evidence of water ingress on the ceiling tiles which appear to be caused by problems in the flat roof</p>	<p><b>B</b></p>	
<p>Toilet</p>	<p>Good condition</p>	<p><b>A</b></p>	

# Hawick Town Hall





<b>Visual Audit 3 August 2023</b>		<b>Location:</b>	Cross Wynd, Hawick	
<b>Hawick Town Hall</b>		<b>Facility Age:</b>	1886	
		<b>Ownership</b>	Scottish Borders Council	
		<b>Size:</b>	1,140m <sup>2</sup>	
		<b>Accessibility</b>		<b>Key Notes</b>
<b>Car Parking &amp; Public Transport</b>		There is disabled access to the side and rear of the property		The building is generally in a good condition for its age. Normal age-related deterioration, maintenance issues
On-street parking				
<b>AUDIT TABLE</b> Ratings - A - Good condition / fit for purpose. B - Required moderate to significant investment C - question whether fit for purpose				
Facility Aspect	Current Condition	Operational Rating	Photographic Evidence	
Exterior fabric	Good condition with some vegetation evident on stonework	<b>B</b>		
Entrance	Good condition and series of stairs	<b>A</b>		


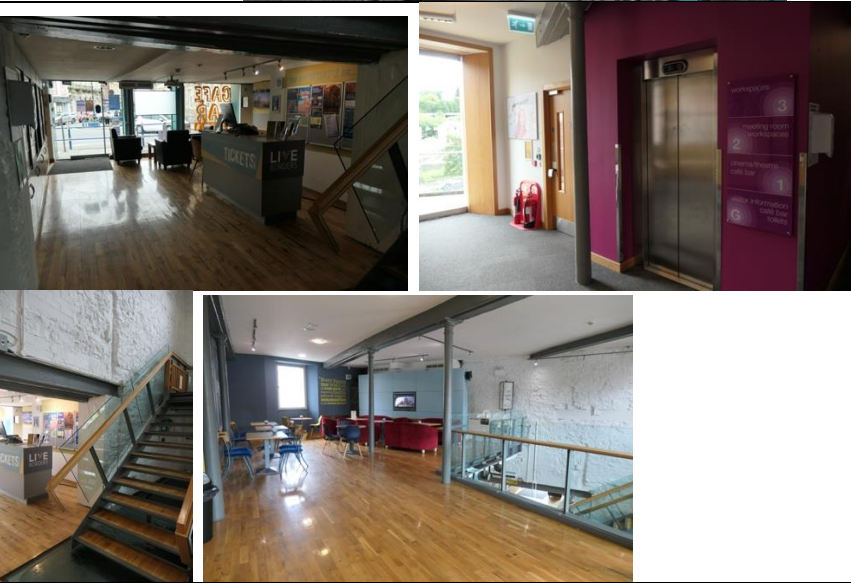
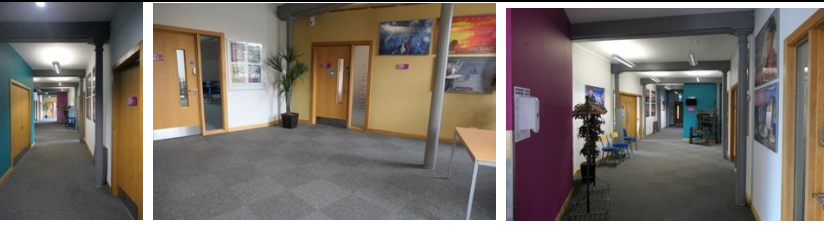
<p>Auditorium</p>	<p>Good condition with areas of the floor needing sanded and resealed</p>	<p>B</p>	
<p>Secondary Hall</p>	<p>Good condition</p>	<p>A</p>	
<p>Corridors</p>	<p>Good condition</p>	<p>A</p>	

Toilets/Cloakroom	Generally good condition	B	
Upper floor	Generally needing refurbishment	B	


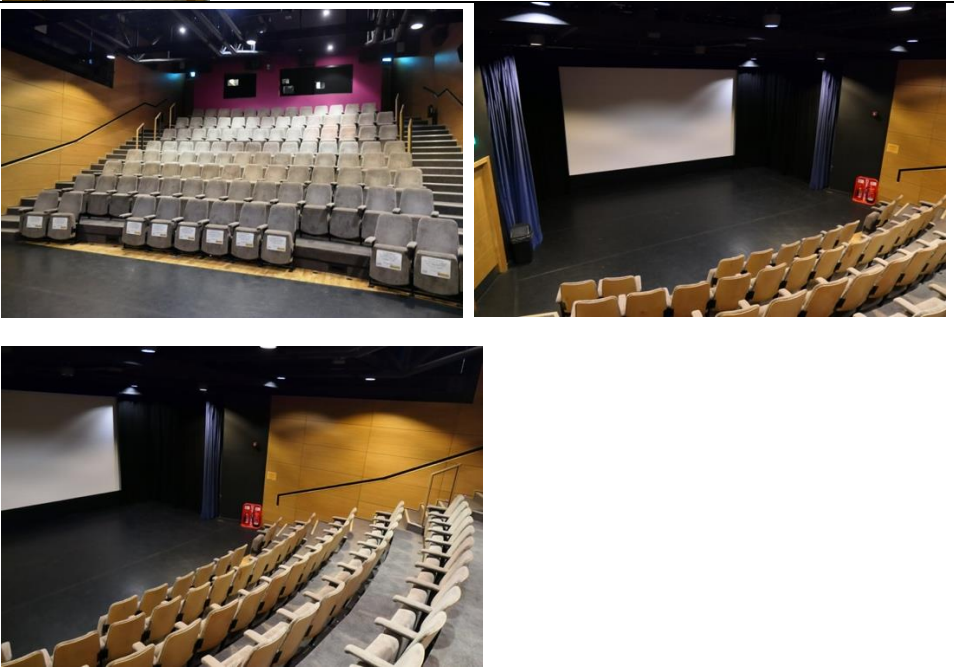
## Heart of Hawick & Heritage Hub

<b>Visual Audit 4 August 2023</b>	<b>Location:</b>	1 Tower Knowe, Hawick	
<b>Heart of Hawick &amp; Heritage Hub</b>	<b>Facility Age:</b>	Unknown	
	<b>Ownership</b>	Scottish Borders Council	
	<b>Size:</b>	1,628m <sup>2</sup>	
		<b>Accessibility</b>	<b>Key Notes</b>
<b>Car Parking &amp; Public Transport</b>	The ground floor is accessible (Heritage Hub) and there is a lift for the upper floors (Heart of Hawick)		The buildings are generally in a good condition. These are two separate buildings
No parking available			
<b>AUDIT TABLE</b> <b>Ratings</b> - A - Good condition / fit for purpose. B - Required moderate to significant investment C - question whether fit for purpose			

Facility Aspect	Current Condition	Operational Rating	Photographic Evidence
Exterior fabric (Heritage Hub)	Good condition	A	
Reception (Heritage Hub)	Good condition	A	
Hub workspace (Heritage Hub)	Good condition	A	
Toilets (Heritage Hub)	Good condition	A	





<p>Exterior fabric (Heart of Hawick)</p>	<p>Good condition</p>	<p>A</p>	
<p>Reception/Cafe (Heart of Hawick)</p>	<p>Good condition with lift access to the upper floors</p>	<p>A</p>	
<p>Corridors (Heart of Hawick)</p>	<p>Good condition</p>	<p>A</p>	





<p>Toilets (Heart of Hawick)</p>	<p>Good condition</p>	<p>A</p>	
<p>Cinema (Heart of Hawick)</p>	<p>Good condition</p>	<p>A</p>	





## Innerleithen Library Contact Centre

<b>Visual Audit 27 July 2023</b>		<b>Location:</b>	Buccleuch Street, Innerleithen		
<b>Innerleithen Library Contact Centre</b>		<b>Facility Age:</b>	Unknown		
		<b>Ownership</b>	Scottish Borders Council		
		<b>Size:</b>	Unknown		
		<b>Accessibility</b>		<b>Key Notes</b>	
		There is only disabled access to the reception area.		The building is generally in a good condition for its age. Normal age-related deterioration, maintenance issues. Library occupies the ground floor	
<b>AUDIT TABLE</b> <b>Ratings - A - Good condition / fit for purpose.</b> <b>B - Required moderate to significant investment</b> <b>C - question whether fit for purpose</b>					
<b>Facility Aspect</b>	<b>Current Condition</b>	<b>Operational Rating</b>	<b>Photographic Evidence</b>		
Exterior fabric	Generally in good for its age	<b>B</b>			

<p>Reception</p>	<p>In good condition, with access to the upper floor which does not form part of the library.</p>	<p><b>B</b></p>	
<p>Main library</p>	<p>Generally in good condition</p>	<p><b>B</b></p>	
<p>Interview Room</p>	<p>Generally in good condition</p>	<p><b>B</b></p>	
<p>Toilets</p>	<p>The toilet is located in the main hallway and requires upgrading</p>	<p><b>C</b></p>	

# Innerleithen Memorial Hall

<b>Visual Audit 27 July 2023</b>		<b>Location:</b>	Leithen Road, Innerleithen	
<b>Innerleithen Memorial Hall</b>		<b>Facility Age:</b>	1922	
		<b>Ownership</b>	Scottish Borders Council	
		<b>Size:</b>	372m <sup>2</sup>	
		<b>Accessibility</b>		<b>Key Notes</b>
<b>Car Parking &amp; Public Transport</b>		There is only disabled access to the reception area and main hall.		The building is generally in a good condition for its age. Normal age-related deterioration, maintenance issues
There is parking on street and to the front of the building.				
<b>AUDIT TABLE</b> Ratings - A - Good condition / fit for purpose. B - Required moderate to significant investment C - question whether fit for purpose				
Facility Aspect	Current Condition	Operational Rating	Photographic Evidence	
Exterior fabric	Generally in good for its age condition with ongoing maintenance required	<b>B</b>		
Hallways	There were two main stairwells which require upgrading and maintenance attention	<b>C</b>		



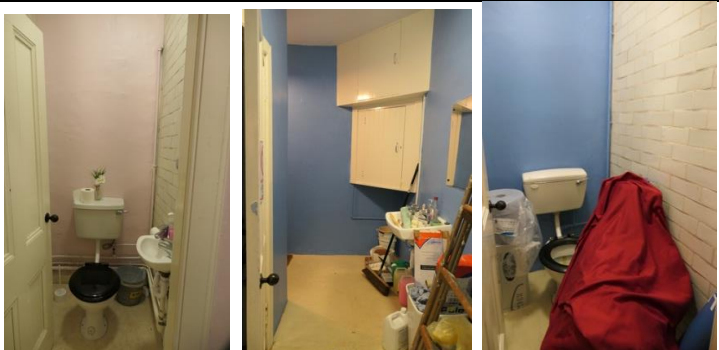
Main Hall	Generally in good condition	A	
Toilets	Toilets require upgrading	B	
Rooms	General maintenance required in all rooms	B	
Chamber Room	In good condition as a meeting room	A	

### Innerleithen St Ronan's Well

<b>Visual Audit 27 July 2023</b>	<b>Location:</b>	Well's Brae, Innerleithen
	<b>Facility Age:</b>	
	<b>Ownership</b>	Scottish Borders Council
	<b>Size:</b>	163m <sup>2</sup>
<b>Innerleithen St. Ronan's Well</b>		

	Accessibility	Key Notes
<b>Car Parking &amp; Public Transport</b>	There is disabled access, but not to the toilet area. The emergency exit is not suitable for disabled access as there are steps up to the corridor leading to the exit.	Evidence of significant investment required to upgrade the building fabric. The building is part of a larger building footprint which has a residential property in need of complete renovation and building works.
There is parking within the curtilage of the museum.		

**AUDIT TABLE**  
 Ratings - A - Good condition / fit for purpose.  
 B - Required moderate to significant investment  
 C - question whether fit for purpose



Facility Aspect	Current Condition	Operational Rating	Photographic Evidence
Exterior fabric	Generally in poor condition with evidence of a lack of maintenance. Car park requires maintenance as large potholes fill with water.	C	
Main hall/gallery	In fair condition for age but inadequate heating and lighting for a gallery space.	C	
Toilets	No disabled access to toilets as there is steps up to the corridor where they are situated. Two of the three toilets are being used for storage.	C	



# Jedburgh Castle Jail

<b>Visual Audit 18 July 2023</b>	<b>Location:</b>	Castlegate Jedburgh	
<b>Jedburgh Castle Jail</b>	<b>Facility Age:</b>	1823	
	<b>Ownership</b>	Scottish Borders Council	
	<b>Size:</b>	420m <sup>2</sup>	
	<b>Accessibility</b>		<b>Key Notes</b>
<b>Car Parking &amp; Public Transport</b>		There is only disabled access to the reception area.	
There is parking within the curtilage of the museum.			
The building was generally in a good condition for its age but operates as attraction that is supposed to be how it operated when opened in the 19 <sup>th</sup> century. Normal age-related deterioration, maintenance issues with the pointing and sandstone deterioration to the main building and external wall protecting the jail.			

## AUDIT TABLE

Ratings - A - Good condition / fit for purpose.  
B - Required moderate to significant investment  
C - question whether fit for purpose







Facility Aspect	Current Condition	Operational Rating	Photographic Evidence	
Exterior fabric	Generally in good for its age condition with ongoing maintenance require, particularly to the stonework and pointing	<b>B</b>		
Reception	In good condition for age and use as a reception for the museum. Very inadequate heating with very low temperatures at the end of the season	<b>B</b>		


<p>Gallery/ display areas</p>	<p>Generally in good condition but with very inadequate heating and lighting. Evidence of internal stonework maintenance required</p>	<p><b>B</b></p>	
<p>Toilets</p>	<p>Shared toilet available with disabled access</p>	<p><b>C</b></p>	

### Jedburgh Mary Queen of Scots House

<p><b>Visual Audit 18 July 2023</b></p>	<p><b>Location:</b></p>	<p>Queen Street Jedburgh</p>
<p><b>Mary Queen of Scot's House</b></p>	<p><b>Facility Age:</b></p>	<p>15<sup>th</sup> Century and opened in 1930 as a museum</p>
	<p><b>Ownership</b></p>	<p>Scottish Borders Council</p>
	<p><b>Size:</b></p>	<p>216m<sup>2</sup></p>


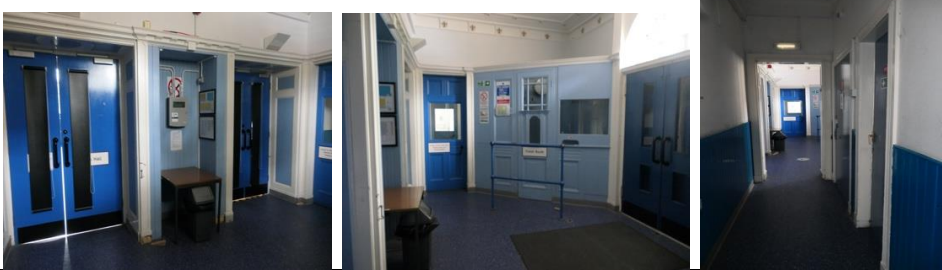




		Accessibility	Key Notes
		There is only disabled access to the reception area.	The building was generally in a good condition for its age. Normal age-related deterioration, maintenance issues
Car Parking & Public Transport			
There is parking within the curtilage of the museum.			
<p style="text-align: center;"><b>AUDIT TABLE</b></p> <p style="text-align: center;">Ratings - A - Good condition / fit for purpose. B - Required moderate to significant investment C - question whether fit for purpose</p>			
Facility Aspect	Current Condition	Operational Rating	Photographic Evidence
Exterior fabric	Generally in good for its age condition with ongoing maintenance require, particularly to the stonework and pointing	B	
Reception	In good condition for age and use as a reception for the museum. Very inadequate heating with very low temperatures at the end of the season	B	 
Gallery/ display areas	Generally in good condition but with very inadequate heating and lighting. Evidence of internal stonework maintenance required	B	  

			
Toilets	No toilet provision for the public	<b>C</b>	

## Jedburgh Town Hall




<b>Visual Audit 18 July 2023</b>	<b>Location:</b>	Abbey Place Jedburgh	
<b>Jedburgh Town Hall</b>	<b>Facility Age:</b>	1900	
	<b>Ownership</b>	Scottish Borders Council	
	<b>Size:</b>	696m <sup>2</sup>	
	<b>Accessibility</b>		<b>Key Notes</b>
<b>Car Parking &amp; Public Transport</b>	There is a ramp for disabled access.		The building is generally in a reasonable condition for its age. Normal age-related deterioration, maintenance issues
There is parking in adjacent public car park.			
<b>AUDIT TABLE</b> <b>Ratings</b> - A - Good condition / fit for purpose. B - Required moderate to significant investment C - question whether fit for purpose			

Facility Aspect	Current Condition	Operational Rating	Photographic Evidence
Exterior fabric	Generally in reasonable for its age condition with maintenance required	B	
Entrance hall	Generally in good condition with a platform lift to access the main auditorium/hall	B	
Auditorium/Main Hall	Generally in good condition	B	
Toilets	Very Poor condition and access	C	


Upper floor room	In good condition for the age and type of building but showing signs of requiring maintenance.	B	
------------------	--	---	--



## Jim Clark Motorsports Museum

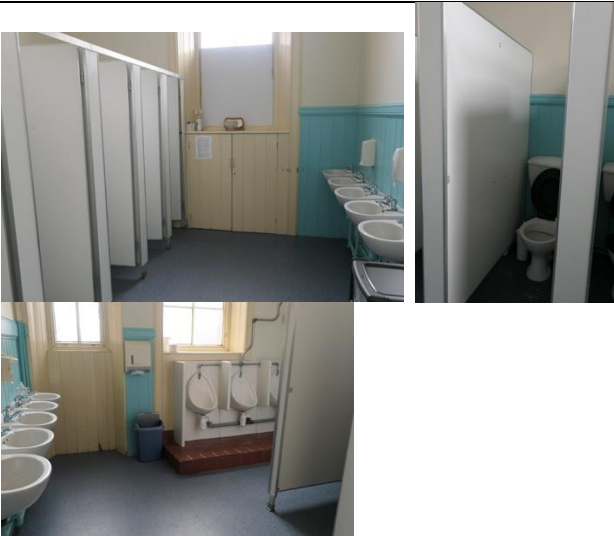


<b>Visual Audit 17 July 2023</b>	<b>Location:</b>	44 Newtown Street Duns	
<b>Jim Clark Motorsport Museum</b>	<b>Facility Age:</b>	Mid 19 <sup>th</sup> century with refurbishment and extension opened in 2019	
	<b>Ownership</b>	Scottish Borders Council	
	<b>Size:</b>	351m <sup>2</sup>	
<b>Opening Hours</b>	<b>Accessibility</b>		<b>Key Notes</b>
.	There is a disabled ramp and access through automatic doors.		Very good being refurbished and extended recently. Settlement cracks in extension floor
<b>Car Parking &amp; Public Transport</b>			
On-street car parking			
<b>AUDIT TABLE</b> Ratings - A - Good condition / fit for purpose. B - Required moderate to significant investment C - question whether fit for purpose			
<b>Facility Aspect</b>	<b>Current Condition</b>	<b>Operational Rating</b>	<b>Photographic Evidence</b>

External fabric	Very good with some problems with downpipes blocking, causing water to run over stonework.	A	
Internal spaces	Very good but evidence of settlement cracking in floor of the extension	A	
Toilets	Very good and to a high standard	A	





# Kelso Abbey Row Community Centre

<b>Visual Audit 18 July 2023</b>		<b>Location:</b>	The Knowes Kelso	
<b>Abbey Row Community Centre</b>		<b>Facility Age:</b>	1873	
		<b>Ownership</b>	Scottish Borders Council	
		<b>Size:</b>	601m <sup>2</sup>	
		<b>Accessibility</b>		<b>Key Notes</b>
<b>Car Parking &amp; Public Transport</b>		There is a ramp for disabled access and automatic door opening.		The building is generally in a good condition for its age. Normal age-related deterioration, maintenance issues and poor energy efficiency. The heating was difficult to control with a central thermostat for the whole building situated in reception
There is parking within the curtilage of the property.				
<b>AUDIT TABLE</b> <b>Ratings</b> - A - Good condition / fit for purpose. B - Required moderate to significant investment C - question whether fit for purpose				
Facility Aspect	Current Condition	Operational Rating	Photographic Evidence	
Exterior fabric	Generally, in good condition with regular maintenance required around guttering, windows stonework, and the whole external fabric	<b>B</b>		

<p>Entrance hall</p>	<p>Generally in good condition for a converted building with multi use purpose. A lift was available for disabled access to the upper floor. At time of visit, there was a painting programme in place for the hallway. Heating is by old and inefficient radiators</p>	<p><b>B</b></p>	
<p>Rooms</p>	<p>Generally in good condition but require regular maintenance and an updated heating system. Not flexible in terms of layout or size.</p>	<p><b>B</b></p>	

<p>Toilets</p>	<p>Require upgrading to modern standards</p>	<p><b>C</b></p>	
<p>Upper hallway</p>	<p>In good condition for the age and type of building but showing signs of water ingress</p>	<p><b>B</b></p>	
<p>Parking</p>	<p>Within the grounds of the property</p>	<p><b>A</b></p>	






Annex	A separate building in good condition for its age. Could benefit from improvements to the internal fabric	B	   
-------	---	---	--


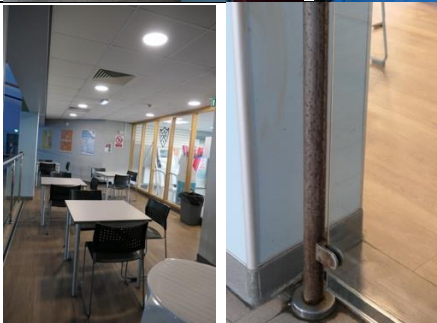
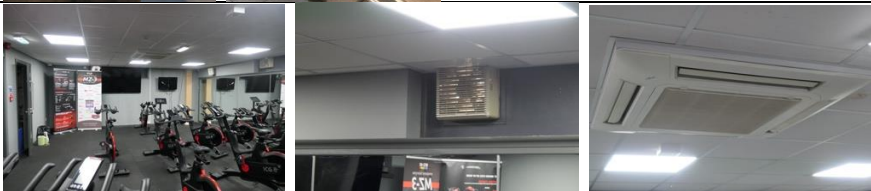


### Kelso Swimming Pool

<p><b>Visual Audit</b> 18 July 2023</p>	<p><b>Location:</b></p>	<p>Inch Road Kelso</p>	
	<p><b>Kelso Swimming Pool</b></p>	<p><b>Facility Age:</b></p>	
<p><b>Ownership</b></p>		<p>Scottish Borders Council</p>	
<p><b>Size:</b></p>		<p>668m<sup>2</sup></p>	
<p><b>Accessibility</b></p>		<p><b>Key Notes</b></p>	
<p><b>Car Parking &amp; Public Transport</b></p>	<p>There is a disabled access ramp.</p>		<p>The swimming pool is requiring upgrading as there are obvious problems with the internal fabric of the building, particularly in the changing areas. Significant internal maintenance and upgrading required</p>
<p>Large car park to the rear of the pool</p>			


## AUDIT TABLE





Ratings - A - Good condition / fit for purpose.  
 B - Required moderate to significant investment  
 C - question whether fit for purpose



Facility Aspect	Current Condition	Operational Rating	Photographic Evidence
External fabric	Generally in fair condition with no obvious issues visible	A	
Reception area	Generally, in good condition but reception desk and associated area requiring maintenance/upgrading.	B	
Changing area	These areas are in poor condition with an obvious lack of maintenance. A significant number of lockers were unusable as keys were broken, flaking paint work was in evidence in most cubicles, tiles missing or not fixed to the wall, a cubicle not in use to a more significant problem with a leak from the roof/waste. Wet wall taped with "gaffer" tape which was no longer adhesive to the board	C	

<p>Poolside</p>	<p>Generally in fair condition but with a lack of storage</p>	<p>B</p>	
<p>Viewing area</p>	<p>Staff noted that this was inadequate as there was no full barrier between the pool and the visitor viewing which created operational problems during lessons. Poor maintenance evident in rusting of barrier stands.</p>	<p>B</p>	
<p>Gym</p>	<p>Generally, in good condition but the central air-cooling unit was not operating and needed maintenance as two external fans had to be used to cool the gym by drawing external fresh air into the gym.</p>	<p>B</p>	
<p>Disabled toilet/changing.</p>	<p>The staff pointed out that the electric shower switch was in a location which may be hazardous</p>	<p>C</p>	
<p>Parking</p>	<p>There was parking to the rear of the building</p>	<p>A</p>	




## Kelso Tait Hall

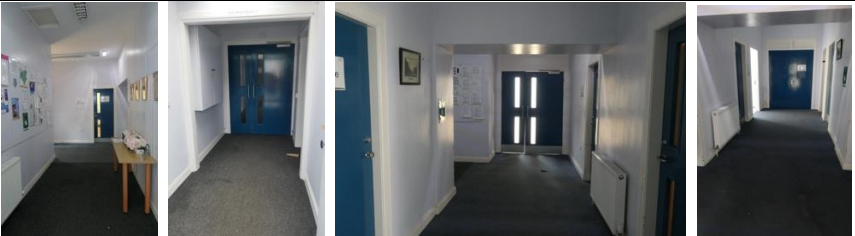



<b>Visual Audit 18 July 2023</b>		<b>Location:</b>	Edenside Road Kelso	
<b>Kelso Tait Hall</b>		<b>Facility Age:</b>	1935	
		<b>Ownership</b>	Scottish Borders Council	
		<b>Size:</b>	879m <sup>2</sup>	
		<b>Accessibility</b>		<b>Key Notes</b>
<b>Car Parking &amp; Public Transport</b>		There is a ramp for disabled access and a platform lift in the reception hallway for access to auditorium.		The building is generally in a good condition for its age. Normal age-related deterioration, maintenance issues and poor energy efficiency. The heating was difficult to control with a central thermostat for the whole building situated in reception
There is parking within the curtilage of the property.				
<b>AUDIT TABLE</b> <b>Ratings - A - Good condition / fit for purpose.</b> <b>B - Required moderate to significant investment</b> <b>C - question whether fit for purpose</b>				
<b>Facility Aspect</b>	<b>Current Condition</b>	<b>Operational Rating</b>	<b>Photographic Evidence</b>	
Exterior fabric	Generally in good condition with regular maintenance required	<b>B</b>		

<p>Entrance hall</p>	<p>Generally in good condition with a platform lift to access the main auditorium/hall</p>	<p><b>A</b></p>	
<p>Auditorium/Main Hall</p>	<p>Generally in good condition</p>	<p><b>A</b></p>	
<p>Toilets</p>	<p>Generally in good condition</p>	<p><b>B</b></p>	
<p>Upper floor rooms</p>	<p>In good condition for the age and type of building but showing signs of water ingress</p>	<p><b>B</b></p>	



Parking	Within the grounds of the property	A		
---------	------------------------------------	---	--	--

## Lauder Public Hall

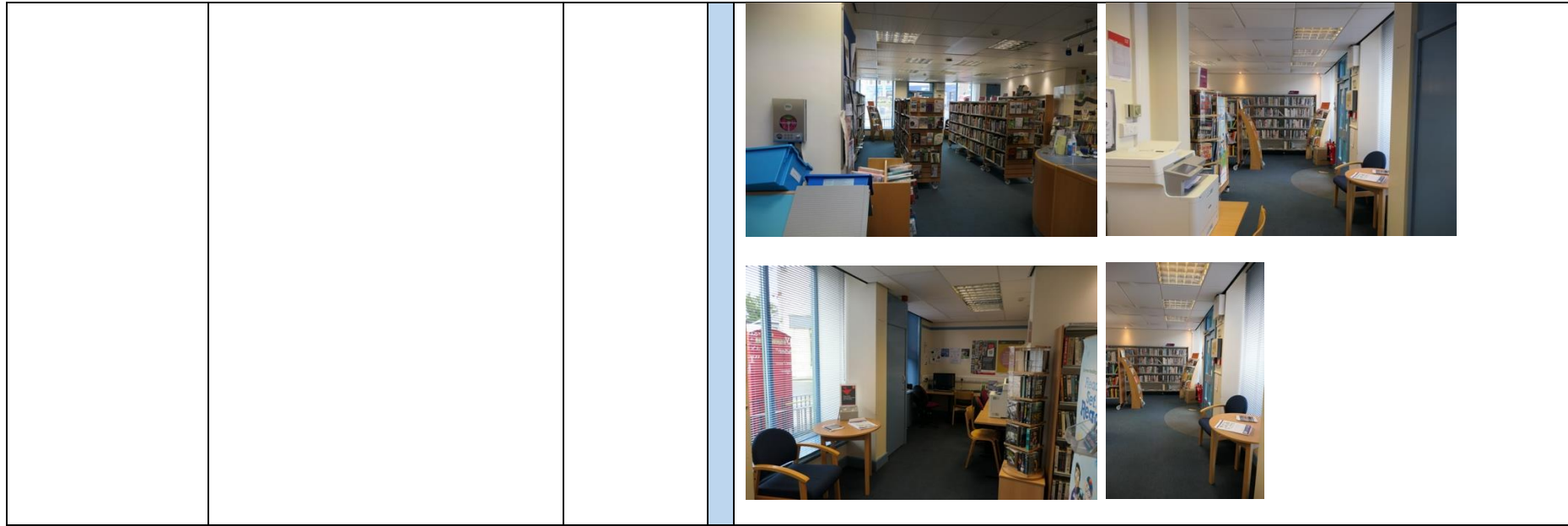
<b>Visual Audit 4 August 2023</b>		<b>Location:</b>	The Avenue Lauder	
<b>Lauder Public Hall</b>		<b>Facility Age:</b>		
		<b>Ownership</b>	Scottish Borders Council	
		<b>Size:</b>	244m <sup>2</sup>	
		<b>Accessibility</b>		<b>Key Notes</b>
<b>Car Parking &amp; Public Transport</b>		Disabled access by ramp and internally, partially accessible but with disabled access to the main hall		The building is generally in a good condition for its age. Normal age-related deterioration, maintenance issues
There is on-street parking adjacent to the building.				
<b>AUDIT TABLE</b> <b>Ratings</b> - A - Good condition / fit for purpose. B - Required moderate to significant investment C - question whether fit for purpose				
<b>Facility Aspect</b>	<b>Current Condition</b>	<b>Operational Rating</b>	<b>Photographic Evidence</b>	
Exterior fabric	Generally in good for its age condition with ongoing maintenance required	B	  	

<p>Hallway/entrance</p>	<p>Generally in good condition but with carpeting needing attention and signs of water ingress on the ceiling and general redecoration required</p>	<p><b>B</b></p>	
<p>Main Hall</p>	<p>Generally in good condition with electric heaters. The floor needs sanded and sealed</p>	<p><b>B</b></p>	
<p>Toilets</p>	<p>Toilets in good condition but with one of them having a step up to access. Disabled toilet available</p>	<p><b>C</b></p>	
<p>Kitchen</p>	<p>Kitchen requires upgrading to current standards</p>	<p><b>C</b></p>	

# Melrose Library

<b>Visual Audit 2 August 2023</b>		<b>Location:</b>	18 Market Square, Melrose	
<b>Melrose Library</b>		<b>Facility Age:</b>	Mid 19 <sup>th</sup> Century	
		<b>Ownership</b>	Scottish Borders Council	
		<b>Size:</b>	89m <sup>2</sup>	
		<b>Accessibility</b>		<b>Key Notes</b>
<b>Car Parking &amp; Public Transport</b>		There is disabled access via ramp.		The building is generally in a good condition for its age. Normal age-related deterioration, maintenance issues
On-street parking				
<b>AUDIT TABLE</b> <b>Ratings - A - Good condition / fit for purpose.</b> <b>B - Required moderate to significant investment</b> <b>C - question whether fit for purpose</b>				
Facility Aspect	Current Condition	Operational Rating	Photographic Evidence	
Exterior fabric	Generally in good for its age condition with ongoing maintenance require, particularly to the stonework. Front windows starting to mist and there has been a repair to rot around the window.	<b>B</b>		
Main Library Area	In good condition for age	<b>B</b>		




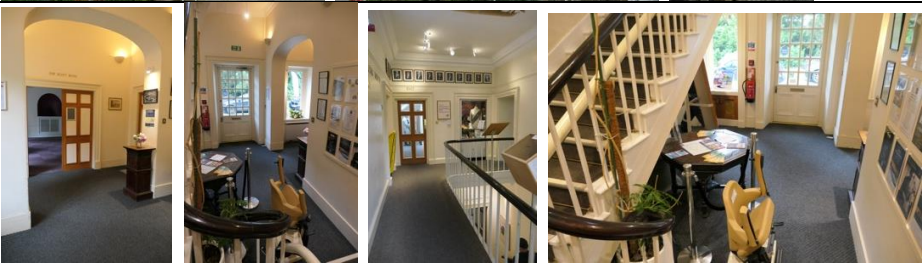



**Old Gala House**

<b>Visual Audit 2 August 2023</b>	<b>Location:</b>	Scott Crescent, Galashiels	
<b>Old Gala House</b>	<b>Facility Age:</b>	1457	
	<b>Ownership</b>	Common Good	
	<b>Size:</b>	563m <sup>2</sup>	
	<b>Accessibility</b>	<b>Key Notes</b>	
<b>Car Parking &amp; Public Transport</b>	Some parts of the building had limited or no disabled access due to the design and layout. Only one disabled parking bay for disabled visitors at the rear of the property		The building is generally in a good condition for its age. Normal age-related deterioration, maintenance issues. The building is a shared space for events/halls lettings and for museum/arts. Gutter cleaning needs to be carried out on a regular basis given the number of trees in the gardens. The lights need upgrading to contemporary museum/gallery standards.
There is parking within the curtilage of the property.			

## AUDIT TABLE

Ratings - A - Good condition / fit for purpose.  
 B - Required moderate to significant investment  
 C - question whether fit for purpose

Facility Aspect	Current Condition	Operational Rating	Photographic Evidence
Exterior fabric	Generally in good condition with regular maintenance required around the whole external fabric.	<b>B</b>	
Entrance hall	Generally in good condition for a converted building with multi use purpose. A stair lift was available for disabled access to the upper floor.	<b>B</b>	
Rooms	Generally in good condition but require regular maintenance and an updated heating system. Not flexible in terms of layout or size and the lighting requires upgrading to contemporary museum standards. Previous water ingress on the front-facing wall and appears to be due to pointing defects.	<b>B</b>	


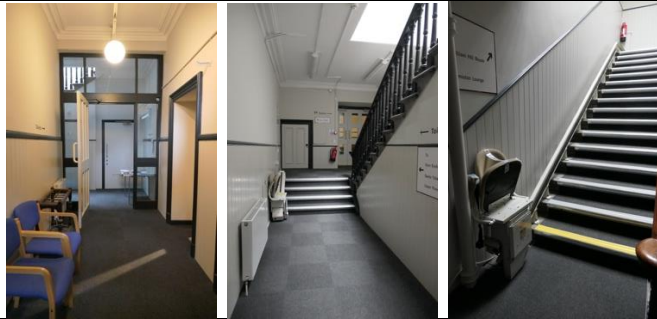

Toilets	Require upgrading to modern standards	C	
Kitchen	Requires upgrading	B	
Parking	Within the grounds of the property. Evidence of root disruption to the surface/paviors of the parking area and concerns were expressed about the long-term impact on the property. Car parking can be difficult as it is used as an unauthorized car park by the adjacent bowling green members	A	



### Ormiston Institute & Corn Exchange

<b>Visual Audit 18 July 2023</b>  <b>Ormiston Institute &amp; Corn Exchange</b>	<b>Location:</b>	Market Square, Melrose, TD6 9PN
	<b>Facility Age:</b>	Mid 19 <sup>th</sup> Century
	<b>Ownership</b>	Scottish Borders Council
	<b>Size:</b>	549m <sup>2</sup>

	<b>Accessibility</b>	<b>Key Notes</b>
	There is disabled access to upper floors via stair lift	The building is generally in a good condition for its age. The property was listed as two separate buildings but in inspection was treated as one
<b>Car Parking &amp; Public Transport</b>		
On-street parking		





**AUDIT TABLE**  
**Ratings** - A - Good condition / fit for purpose.  
 B - Required moderate to significant investment  
 C - question whether fit for purpose

Facility Aspect	Current Condition	Operational Rating	Photographic Evidence
Exterior fabric	Generally in good for its age condition with ongoing maintenance required	<b>B</b>	
Hallway	Recently refurbished	<b>A</b>	
Hall	Recently refurbished Evidence of internal stonework maintenance required	<b>A</b>	

<p>Upper Room/Marriage Room</p>	<p>Recently refurbished but with evidence of staining from dampness/water ingress</p>	<p>A</p>	
<p>Toilets</p>	<p>Recently refurbished</p>	<p>A</p>	

**Peebles Burgh Hall**


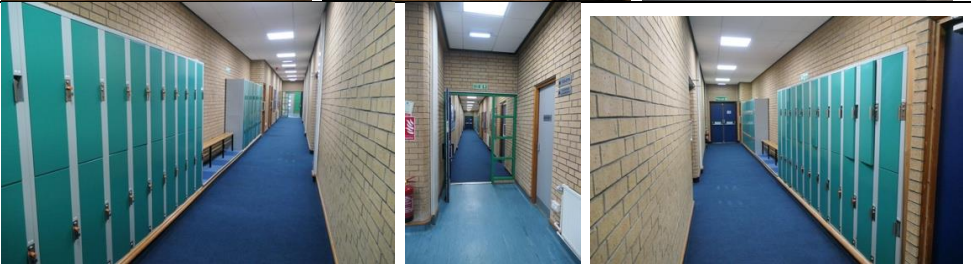
<p><b>Visual Audit 27 July 2023</b></p>	<p><b>Location:</b></p>	<p>High Street, Peebles</p>	
<p><b>Peebles Burgh Hall</b></p>	<p><b>Facility Age:</b></p>	<p>1911</p>	
	<p><b>Ownership</b></p>	<p>Scottish Borders Council</p>	
	<p><b>Size:</b></p>	<p>327m<sup>2</sup></p>	
	<p><b>Accessibility</b></p>	<p><b>Key Notes</b></p>	
<p><b>Car Parking &amp; Public Transport</b></p>	<p>All facilities are on ground floor level.</p>		<p>The building is generally in a good condition for its age. There was no access to the Registrar's Office which is adjacent to the Marriage Room. No access to the Ante Room of the Main Hall as this was in use.</p>
<p>On-street parking</p>			
<p align="center"><b>AUDIT TABLE</b>  <b>Ratings - A - Good condition / fit for purpose.</b>  <b>B - Required moderate to significant investment</b></p>			

Facility Aspect	Current Condition	Operational Rating	Photographic Evidence
Exterior fabric	Generally in good for its age condition with ongoing maintenance required	B	
Marriage Room	Good condition	A	
Hallway/Link corridor	Good condition	A	
Main Hall	Recently refurbished	A	



## Peebles Gytes Leisure Centre

<b>Visual Audit 27 July 2023</b>		<b>Location:</b>	Walkershaugh, Peebles	
<b>Gytes Leisure Centre</b>		<b>Facility Age:</b>	Unknown	
		<b>Ownership</b>	Scottish Borders Council	
		<b>Size:</b>	1,388m <sup>2</sup>	
		<b>Accessibility</b>		<b>Key Notes</b>
<b>Car Parking &amp; Public Transport</b>		There is disabled access.		The building is generally in a good condition.
There is parking adjacent to the building.				
<b>AUDIT TABLE</b> <b>Ratings - A - Good condition / fit for purpose.</b> <b>B - Required moderate to significant investment</b> <b>C - question whether fit for purpose</b>				
Facility Aspect	Current Condition	Operational Rating	Photographic Evidence	
Exterior fabric	Generally in good condition with ongoing maintenance required.	<b>B</b>		

<p>Reception</p>	<p>Good condition</p>	<p>A</p>	
<p>Main Hall</p>	<p>In good condition</p>	<p>A</p>	
<p>Toilets</p>	<p>Good condition</p>	<p>A</p>	
<p>Fitness Suite</p>	<p>Good condition</p>	<p>A</p>	
<p>Corridors</p>	<p>Good condition</p>	<p>A</p>	





Car park	Extensive car park adjacent to the building					
----------	---	--	--	--	--	--

## Queen's Leisure Centre

<b>Visual Audit 2 August 2023</b>	<b>Location:</b>	Melrose Road, Galashiels			
	<b>Facility Age:</b>	Unknown			
<b>Queen's Leisure Centre</b>	<b>Ownership</b>	Scottish Borders Council			
	<b>Size:</b>	760m <sup>2</sup>			
	<b>Accessibility</b>	<b>Key Notes</b>			
<b>Car Parking &amp; Public Transport</b>	There is a ramp for disabled access.		The building had evidence of requiring ongoing maintenance. The flooding at the entrance requires investigation and resolution given the damage being cause to the reception area carpeting		
There is parking within the curtilage of the property.					
<b>AUDIT TABLE</b> <b>Ratings</b> - A - Good condition / fit for purpose. B - Required moderate to significant investment C - question whether fit for purpose					
<b>Facility Aspect</b>	<b>Current Condition</b>	<b>Operational Rating</b>	<b>Photographic Evidence</b>		


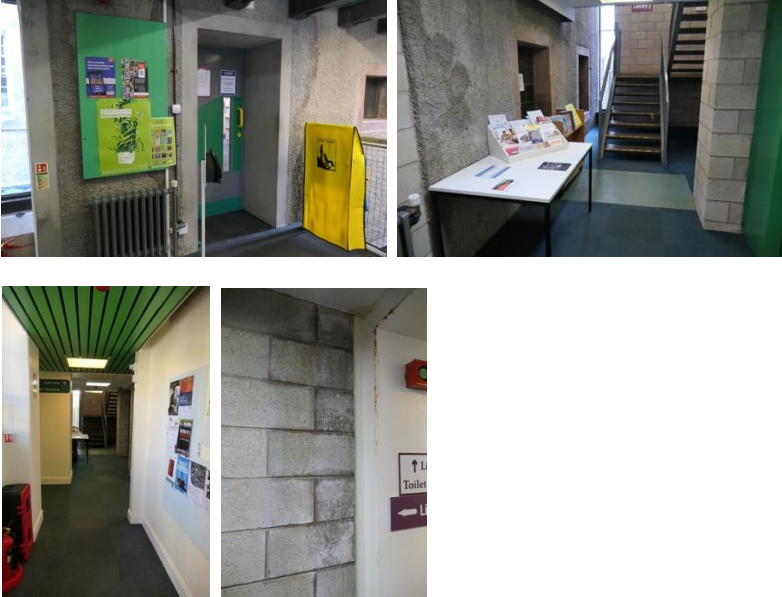
<p>Exterior fabric</p>	<p>Evidence of the building requiring ongoing maintenance and flooding at the main entrance with sandbags required</p>	<p><b>B</b></p>	
<p>Reception</p>	<p>Generally in good condition but evidence of regular flooding across the entire reception area cause by water coming in the front door</p>	<p><b>B</b></p>	
<p>Toilets</p>	<p>Water pressure is low and do not flush as efficiently as they should.</p>	<p><b>A</b></p>	
<p>Corridors Main Hall and viewing area</p>	<p>Generally in good condition but the roof leaks in heavy rain</p>	<p><b>B</b></p>	



Shower/Changing Areas	Generally in good condition	B	
Parking	Within the grounds of the property	A	

### Selkirk Library

<p><b>Visual Audit 3 August 2023</b></p>	<p><b>Location:</b></p>	<p>Ettrick Terrace, Selkirk</p>	
	<p><b>Selkirk Library</b></p>	<p><b>Facility Age:</b></p>	<p>1803 and 1888</p>
<p><b>Ownership</b></p>		<p>Scottish Borders Council</p>	
<p><b>Size:</b></p>		<p>140m<sup>2</sup></p>	
<p><b>Accessibility</b></p>		<p><b>Key Notes</b></p>	
<p><b>Car Parking &amp; Public Transport</b></p>	<p>There is disabled access to library via lift, but there have been problems with its reliability.</p>		<p>The building was generally in a good condition for its age but with evidence of water penetration. Age-related deterioration, maintenance issues. There is evidence of significant water ingress at the lift on both the blockwork and the metal frame of the lift. Advised that there are several low maintenance works that do not get carried out.</p>
<p>On-street parking</p>			
<p><b>AUDIT TABLE</b></p>			




**Ratings** - A - Good condition / fit for purpose.  
 B - Required moderate to significant investment  
 C - question whether fit for purpose

Facility Aspect	Current Condition	Operational Rating	Photographic Evidence
Exterior fabric	Ongoing maintenance required, particularly to the stonework and pointing. Evidence of internal water damage and ingress. There is standing water on the flat roof, possibly with blocked gutters and downpipes.	C	
Reception Hallway	Generally in good condition but with evidence of water ingress. From the lift into the extension, there is a significant smell of dampness.	B	

<p>Library Hall</p>	<p>Generally in good condition</p>	<p>B</p>	
<p>Toilets</p>	<p>Toilets were locked so there was no access</p>	<p>C</p>	

### Selkirk Swimming Pool & Leisure Centre

<p><b>Visual Audit 3 August 2023</b></p>	<p><b>Location:</b></p>	<p>Victoria Park, Buccleuch Road, Selkirk</p>
<p><b>Selkirk Swimming Pool</b></p>	<p><b>Facility Age:</b></p>	<p>Unknown</p>
	<p><b>Ownership</b></p>	<p>Scottish Borders Council</p>

	<b>Size:</b>	683m <sup>2</sup>	
	<b>Accessibility</b>		<b>Key Notes</b>
	There is disabled access via ramp.		The building is generally in a good condition for its age
<b>Car Parking &amp; Public Transport</b>			
There is parking within the grounds of the building.			
<b>AUDIT TABLE</b> <b>Ratings</b> - A - Good condition / fit for purpose. B - Required moderate to significant investment C - question whether fit for purpose			
Facility Aspect	Current Condition	Operational Rating	Photographic Evidence
Exterior fabric	Generally in good for its age condition with ongoing maintenance require, particularly to the stonework and pointing. Extensive parking available	A	
Reception	In good condition and appearing to be recently refurbished. In the summer the reception area is too warm, and, in the winter, there is significant condensations between the internal and external doors.	A	
Changing areas	Good condition	A	

Toilets	Good condition	A	
Pool	Good condition but with evidence of the wet wall in the shower area separating from the wall	A	
Fitness Suite	Good condition	A	



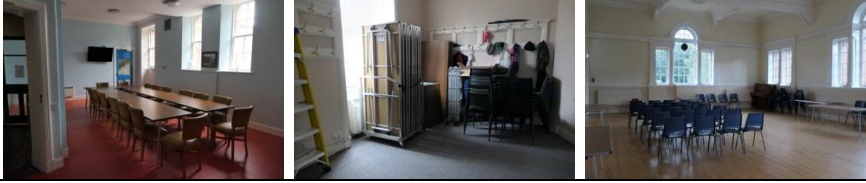
### Selkirk Victoria Halls

<b>Visual Audit 18 July 2023</b>	<b>Location:</b>	Scott's Place, Selkirk
	<b>Facility Age:</b>	1895
	<b>Ownership</b>	Common Good
	<b>Size:</b>	929m <sup>2</sup>
<b>Selkirk Victoria Halls</b>		





	<b>Accessibility</b>	<b>Key Notes</b>
	There is disabled access to the side of the building.	The building is generally in a good condition for its age. Normal age-related deterioration, maintenance issues
<b>Car Parking &amp; Public Transport</b>		
There is parking within the grounds of the building.		

### AUDIT TABLE

**Ratings** - A - Good condition / fit for purpose.  
 B - Required moderate to significant investment  
 C - question whether fit for purpose

Facility Aspect	Current Condition	Operational Rating	Photographic Evidence
Exterior fabric	Generally in good for its age condition with ongoing maintenance required	B	
Reception Hallway	Good condition	A	
General Purpose Rooms	Good condition	A	



Toilets	Ladies toilets showing evidence of water ingress and dampness. And require upgrading	C	
Kitchen	Requiring modernisation	B	
Auditorium	Good condition	A	
Changing Rooms	Require upgrading and some are under the stage	C	




### Sir Walter Scott's Courtroom

<b>Visual Audit 3 August 2023</b>	<b>Location:</b>	Market Square, Selkirk
<b>Sir Walter Scott's Courtroom</b>	<b>Facility Age:</b>	1804
	<b>Ownership</b>	Scottish Borders Council
	<b>Size:</b>	97m <sup>2</sup>

	<b>Accessibility</b>	<b>Key Notes</b>
	No disabled or semi-ambulant access to the building	The building is generally in a good condition for its age. Normal age-related deterioration, maintenance issues Underfloor heating in the main courtroom with the lighting a mixture of chandelier and led.
<b>Car Parking &amp; Public Transport</b>		
Parking is adjacent to Halliwell's House Museum in the public car park.		

### AUDIT TABLE





Ratings - A - Good condition / fit for purpose.  
B - Required moderate to significant investment  
C - question whether fit for purpose



Facility Aspect	Current Condition	Operational Rating	Photographic Evidence
Exterior fabric	Generally in good for its age condition with ongoing maintenance required	<b>B</b>	
Reception	In good condition for age and use as a reception for the museum.	<b>B</b>	
Gallery/ display areas	Good condition	<b>B</b>	

Access	No disabled access and for non-ambulant, the access is very challenging. The emergency exit is via former toilets which result in the toilets not being used/available. The emergency exit is on to a set of stone steps.	C	
--------	---	---	--

## Southfield Community Centre

<b>Visual Audit 17 July 2023</b>	<b>Location:</b>	Station Road, Duns	
	<b>Facility Age:</b>	1840 (?)	
<b>Southfield Community Centre</b>	<b>Ownership</b>	Scottish Borders Council	
	<b>Size:</b>	396m <sup>2</sup>	
	<b>Accessibility</b>	<b>Key Notes</b>	
<b>Car Parking &amp; Public Transport</b>	There is a disabled access ramp	This is a mid-19 <sup>th</sup> century building and was built as a home, then converted into a hotel and other public sector office/community uses. There is no disabled access to the upper floors. Original Boiler converted to oil and serviced from separate oil tank. Poor and inefficient lighting in the main rooms.	
Car parking to the front of the building			
<b>AUDIT TABLE</b> <b>Ratings</b> - A - Good condition / fit for purpose. B - Required moderate to significant investment C - question whether fit for purpose			

Facility Aspect	Current Condition	Operational Rating	Photographic Evidence
External fabric	The building is generally in good condition for its age	B	
Reception area	The area is generally in good condition but has poor/no disabled access to various parts of the entrance hallway	C	
The main rooms	These are generally in good condition	C	
Kitchen area	The kitchen area is generally in good condition but there is no disabled access due to the step down	C	





Toilets	These are generally in poor condition and require significant upgrading	C	
Parking	Parking was to the front but limited and extensive parking to the rear	A	

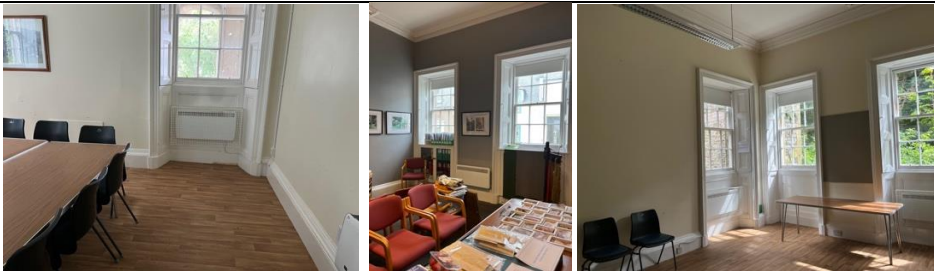

## Stow Town Hall

<b>Visual Audit 4 August 2023</b>	<b>Location:</b>	Earlston Road, Stow	
<b>Stow Town Hall</b>	<b>Facility Age:</b>	1857	
	<b>Ownership</b>	Scottish Borders Council	
	<b>Size:</b>	266m <sup>2</sup>	
	<b>Accessibility</b>		<b>Key Notes</b>
<b>Car Parking &amp; Public Transport</b>	There is a ramp for disabled access to the side of the main entrance and a lift for access to main hall.		The building is generally in a good condition for its age. Electric panel radiators
On-street parking			

## AUDIT TABLE


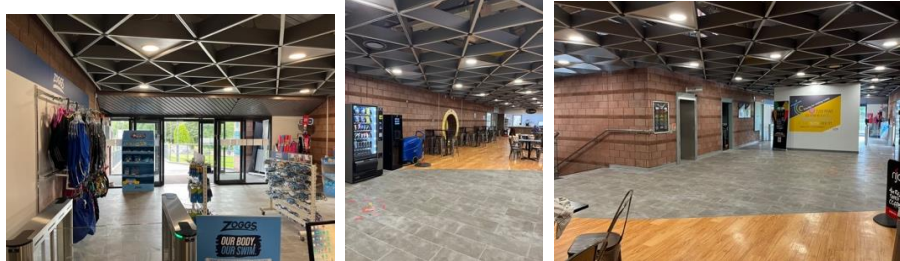


Ratings - A - Good condition / fit for purpose.  
 B - Required moderate to significant investment  
 C - question whether fit for purpose

Facility Aspect	Current Condition	Operational Rating	Photographic Evidence
Exterior fabric	Generally in good condition with regular maintenance required	B	
Entrance hall	Generally in good condition but with decoration required	B	
Auditorium/Main Hall	Generally, in good condition but redecoration required, and the floor sanded and resealed.	A	
Toilets	Generally in good condition but with some modernisation required	B	

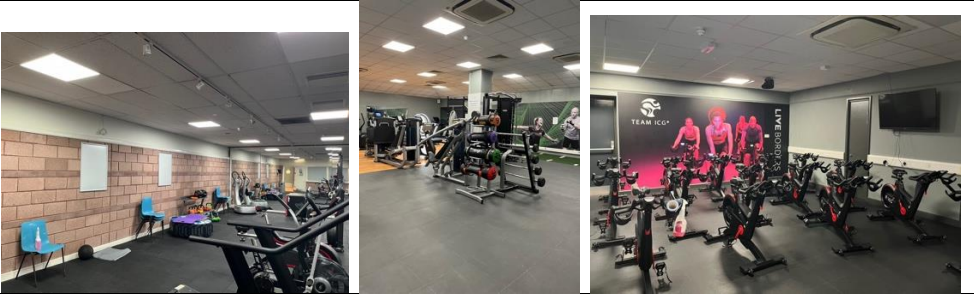

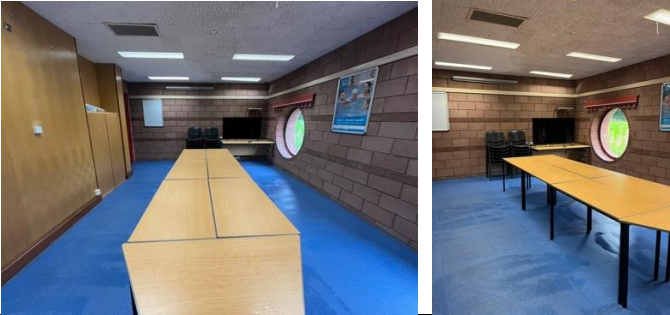

General purpose rooms	Generally in good condition	B	
Kitchen	In good condition but unclear if it meets current catering standards	B	

### Teviotdale Swimming Pool Leisure Centre



<b>Visual Audit 4 August 2023</b>	<b>Location:</b>	Mansfield Road, Hawick
	<b>Facility Age:</b>	Unknown
	<b>Ownership</b>	Scottish Borders Council
	<b>Size:</b>	2,297m <sup>2</sup>
	<b>Accessibility</b>	
There is full disabled access		The building is generally in a good condition. The pool could not be photographed as it was being used
<b>Car Parking &amp; Public Transport</b>		
Public car park adjacent to the building		
<b>AUDIT TABLE</b> <b>Ratings</b> - A - Good condition / fit for purpose. B - Required moderate to significant investment C - question whether fit for purpose		

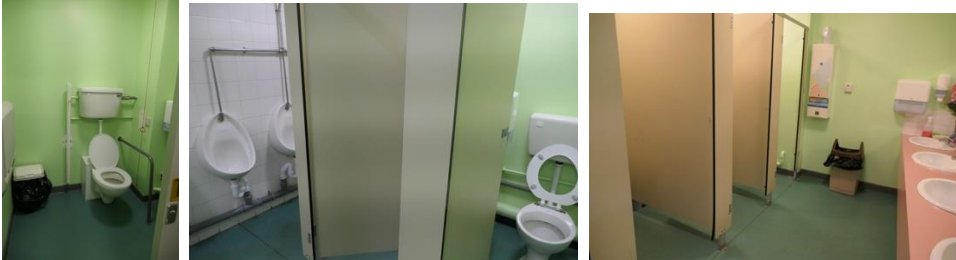


Facility Aspect	Current Condition	Operational Rating	Photographic Evidence
Exterior fabric	Good condition	A	
Reception and soft play area	Good condition but a leak identified in the roof above the soft play area which is causing problems on the floor of the play area	A	
Corridors	Good condition	A	
Changing Rooms	Good condition	A	



<p>Fitness Suite</p>	<p>Good condition</p>	<p>A</p>	
<p>Toilets</p>	<p>Good condition</p>	<p>A</p>	
<p>General Purpose Room</p>	<p>Good condition</p>	<p>A</p>	
<p>Parking</p>	<p>Large public car park adjacent to building</p>	<p>A</p>	

## Tweedbank Bowling Club

<b>Visual Audit 3 August 2023</b>		<b>Location:</b>	Tweedbank Industrial Estate, Galashiels	
<b>Tweedbank Bowling Club</b>		<b>Facility Age:</b>	Mid- 1980's	
		<b>Ownership</b>	Scottish Borders Council	
		<b>Size:</b>	1,235m <sup>2</sup>	
		<b>Accessibility</b>		<b>Key Notes</b>
<b>Car Parking &amp; Public Transport</b>		There is a ramp for disabled access.		
There is parking within the grounds of the property.				
<b>AUDIT TABLE</b> Ratings - A - Good condition / fit for purpose. B - Required moderate to significant investment C - question whether fit for purpose				
Facility Aspect	Current Condition	Operational Rating	Photographic Evidence	
Exterior fabric	Generally in good condition	<b>B</b>		
Reception	Generally in good condition	<b>A</b>		


Toilets	Toilets are generally in good condition	A	
Main hall and viewing area	In good condition	A	
Parking	Within the grounds of the property	B	


### Tweedbank Community Centre

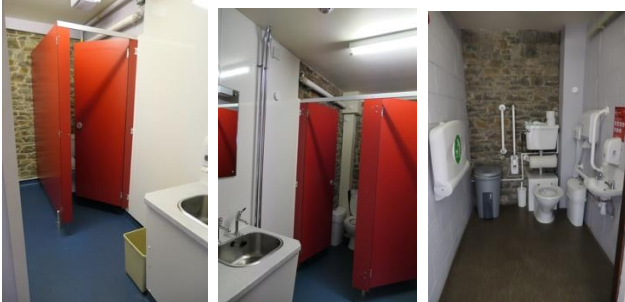


<p style="text-align: center;"><b>Visual Audit</b> <b>3 August 2023</b></p>	<b>Location:</b>	Essenside Drive, Tweedbank,
	<b>Facility Age:</b>	Unknown
	<b>Ownership</b>	Scottish Borders Council
	<b>Size:</b>	530m <sup>2</sup>
<b>Tweedbank Community Centre</b>		

	<b>Accessibility</b>	<b>Key Notes</b>
	There is a ramp for disabled access.	The building has evidence of requiring ongoing maintenance to gutters, paths and paintwork
<b>Car Parking &amp; Public Transport</b>		
There is parking within the curtilage of the property.		



**AUDIT TABLE**  
**Ratings** - A - Good condition / fit for purpose.  
 B - Required moderate to significant investment  
 C - question whether fit for purpose

Facility Aspect	Current Condition	Operational Rating	Photographic Evidence
Exterior fabric	Evidence of the building requiring ongoing maintenance to the stonework, external stairs, and external paintwork	<b>B</b>	

<p>Rooms</p>	<p>Generally in good condition for the age of the building</p>	<p>A</p>	
--------------	--	----------	---

Toilets	Toilets are generally in good condition	A	
Auditorium	Good condition	A	
Parking	Within the grounds of the property		


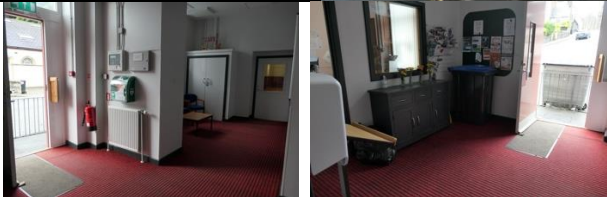
## Tweedbank Sports Club

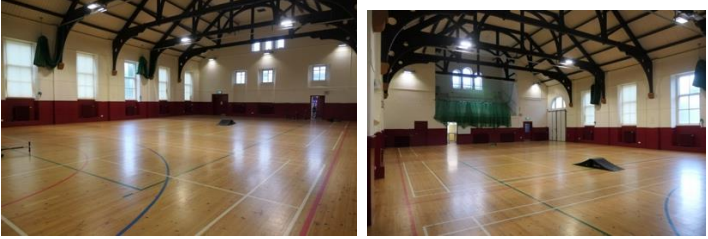



<b>Visual Audit 3 August 2023</b>		<b>Location:</b>	Tweedbank Industrial Estate	
<b>Tweedbank Sports Club</b>		<b>Facility Age:</b>	Unknown	
		<b>Ownership</b>	Scottish Borders Council	
		<b>Size:</b>	265m <sup>2</sup>	
		<b>Accessibility</b>		<b>Key Notes</b>
<b>Car Parking &amp; Public Transport</b>		There is disabled access to the building.		The building has evidence of requiring ongoing maintenance and in the case of the showers, significant refurbishment. Inadequate heating throughout
There is parking within the grounds of the property.				
<b>AUDIT TABLE</b> <b>Ratings - A - Good condition / fit for purpose.</b> <b>B - Required moderate to significant investment</b> <b>C - question whether fit for purpose</b>				
Facility Aspect	Current Condition	Operational Rating	Photographic Evidence	
Exterior fabric	Evidence of the building requiring ongoing maintenance	<b>C</b>		
Reception/corridor	Requiring upgrading	<b>B</b>		


<p>Toilets</p>	<p>Toilets require upgrading</p>	<p><b>B</b></p>	
<p>Gym 1</p>	<p>Generally in good condition but with inadequate heating system</p>	<p><b>B</b></p>	
<p>Gym 2</p>	<p>In good condition</p>	<p><b>A</b></p>	
<p>Shower/Changing Areas</p>	<p>Require complete and immediate refurbishment</p>	<p><b>C</b></p>	
<p>Parking</p>	<p>Within the grounds of the property</p>	<p><b>A</b></p>	



**Peebles Drill Hall**

<b>Visual Audit 27 July 2023</b>		<b>Location:</b>	Walkershaugh, Peebles	
<b>Peebles Drill Hall</b>		<b>Facility Age:</b>	Circa 1900	
		<b>Ownership</b>	Scottish Borders Council	
		<b>Size:</b>	754m <sup>2</sup>	
		<b>Accessibility</b>		<b>Key Notes</b>
<b>Car Parking &amp; Public Transport</b>		There is disabled access to the ground floor.		The building is generally in a good condition for its age
On-street parking				
<p><b>AUDIT TABLE</b></p> <p>Ratings - A - Good condition / fit for purpose.                  B - Required moderate to significant investment                  C - question whether fit for purpose</p>				
Facility Aspect	Current Condition	Operational Rating	Photographic Evidence	
Exterior fabric	Generally in good condition for its age	A		
Reception	Good condition	A		

Main hall	In good condition	A	
General Purpose Rooms	Good condition	A	
Changing Rooms	Good condition	A	
Toilets	Good condition	A	

Kitchen	Good condition	A			
---------	----------------	---	--	--	--

This page is intentionally left blank

# Strategic Review of Sports, Leisure, Culture & Community



# 1 Contents

<b>1</b>	<b>Contents</b>	<b>2</b>
<b>1</b>	<b>Foreword</b>	<b>4</b>
<b>2</b>	<b>Developing A Joint Vision</b>	<b>5</b>
<b>3</b>	<b>Executive Summary</b>	<b>5</b>
3.1	Overview	5
3.2	Recommendations	6
	Strategic Property Related Recommendations	6
	Operational Recommendations	7
	Income Generating Recommendations	7
<b>4</b>	<b>Introduction &amp; Background</b>	<b>8</b>
4.1	Live Borders	8
4.2	The Rationale For The Review	8
4.3	Relevant Previous Work	9
	Kit Campbell Report	9
	Service Redesign Work	10
	Live Borders Strategic Plan 2018-2023	10
4.4	The Benefits of a Trust	11
4.5	The Benefits of Sport, Leisure, and Culture	11
4.6	Challenges Facing The Trust	12
	External Challenges	13
	Budgetary Challenges Revenue and Capital	14
	Immediate Property/Plant Challenges	15
<b>5</b>	<b>Revised Performance Outcomes</b>	<b>15</b>
<b>6</b>	<b>Strategic Context</b>	<b>17</b>
6.1	The Legislative Context	17
6.2	Fit For The Future: The Health Value of Wellbeing & Leisure Services (2022)	17
6.3	Association for Public Service Excellence (APSE) State of The Market Survey 2021	18
6.4	Community Leisure UK – Scotland	19
6.5	Scottish Borders Council Plan 2023 Onwards	19
6.6	Creative Scotland Strategic Plan	20
6.7	Scotland's Museums and Galleries Strategy 2023-2030	21
6.8	Scotland's Public Library Strategy 2021-2025	22
6.9	Sportscotland Business Plan 2022 Onwards	22
6.10	Sportscotland Sport For Life	23
6.11	Benchmarking	23
<b>7</b>	<b>Community &amp; Stakeholder Engagement</b>	<b>25</b>
7.1	Engagement Overview	25

7.2	Activity & Reach .....	25
7.3	Integrated Impact Assessment (IIA) .....	25
<b>8</b>	<b>Previous Facilities Review and Visual Audit .....</b>	<b>26</b>
8.1	Overview .....	26
8.2	Background and Context .....	26
	2010 Kit Campbell Report .....	26
	Service Redesign Report 2021 .....	27
8.3	2023 Visual Audit .....	29
<b>9</b>	<b>Review of Financial Information .....</b>	<b>29</b>
9.1	Current Financial Context .....	29
9.2	Comparative Pricing .....	31
<b>10</b>	<b>A Forward Thinking Strategic Approach .....</b>	<b>33</b>
10.1	Property .....	33
	Repairs, Maintenance & Leases .....	33
	Community Centres .....	34
	Property Rationalisation .....	34
	Further Development of the Hub Concept .....	35
10.2	Management & Operations .....	36
10.3	Revenue Generation .....	39
	Live Borders Management Fee .....	39
	Sport & Leisure .....	40
	Museums .....	41
	Grant Aid & Social Prescribing .....	42
	Membership .....	43
	Summary of Income Generating Initiatives .....	44
10.4	Future Aspirations Young People .....	44
10.5	Service Provision Agreement .....	45
<b>11</b>	<b>Great Tapestry of Scotland .....</b>	<b>46</b>
<b>12</b>	<b>Further Work .....</b>	<b>46</b>
<b>13</b>	<b>Summary of Strategic Recommendations .....</b>	<b>48</b>
	Recommendations .....	48

DRAFT CONFIDENTIAL



## 2 Developing A Joint Vision

This review identifies the need to develop a focused and encompassing vision for the partnership between Live Borders and Scottish Borders Council. Distilling the findings in this report, and considering the community, staff and stakeholder views, the following Vision and Objectives for the review were agreed:

**Vision:** “To be *Healthier, Happier, Stronger*”

**Objectives:** This vision supports the development of a forward plan through consultation with communities and stakeholders throughout Scottish Borders on their needs and aspirations for sustainable leisure, sport, and cultural provision, by the following key objectives:

- Deliver Sports, Leisure, Community and Cultural services that are aligned with the needs of customers and communities throughout the Scottish Borders.
- Ensure accessibility for all to these services and facilities.
- Promote and support positive physical and mental health for Scottish Borders residents.
- Deliver a portfolio of sustainable high-quality facilities.
- Deliver a variety of high-quality programmes and activities for Sport, Leisure, Community, Arts and Creative Services.
- Empower and nurture a skilled workforce to deliver the needs of service and facility users.
- Provide services and facilities for local, national, and international visitors to the Scottish Borders.
- Minimise our environmental impact by implementing energy efficient technologies and practices in buildings.
- Recognise the changing environment in which we operate, developing new activities and services to react to changing customer needs.
- Balance our commitment to providing accessible and affordable activities and services with the need to remain financially sustainable and competitive across the sports, leisure, community, and cultural services market.
- Work effectively in partnership to meet the needs of the public, and to support, promote, and enhance the above objectives.

## 3 Executive Summary

### 3.1 Overview

---

Across all Local Authorities, and their relevant Trusts, there have been significant budgetary challenges, with consequent reductions in available finances, and for many, including Scottish Borders Council, a reduction in the annual management fee paid to Live Borders. Furthermore, there are critical challenges around increasing energy costs, rising minimum wages, and the impact that the cost-of-living crisis is having on service users and customers. In addition, the participation in sports, leisure and cultural activities has changed in nature for many people following the Covid-19 pandemic, and with the changes in technology.

The cumulative result of this, is that Live Borders and Scottish Borders Council cannot continue to deliver their Culture, Sports, and Leisure provision sustainability in its current form without increasing the levels of financial investment. This further reinforces the previous work done around Service

Redesign (2021) and the Kit Campbell Associates 2010 report, both of which highlighted the burdens and significant impacts associated with managing a declining and aging property portfolio.

Scottish Borders Council and Live Borders have agreed to a partnership review into the strategic future direction of the Trust, the facilities they manage on behalf of the Council, the services they provide, and its formal working arrangements with the Council.

The review comes at a time of unprecedented financial pressures on Live Borders as well as across the entire leisure sector, due to high inflation, fast rising energy costs, a changing picture of service usage post pandemic, an ageing property portfolio and the need to work towards Net Zero targets.

The review concludes the following recommendations which, if approved, would inform a new Service Provision Agreement, clarify future roles and responsibilities of both partners, and identify options for buildings that are surplus to the requirement of providing the services managed by Live Borders. It identifies what further work is required to improve income generation and implement costs savings, whilst seeking to address governance and communication concerns, resulting in a stronger partnership approach for meeting future community needs and aspirations and service delivery.

## **3.2 Recommendations**

---

### **Strategic Property Related Recommendations**

It is recommended that:

1. All repairs and maintenance responsibilities relating to council owned buildings, currently leased to Live Borders, reverts to Scottish Borders Council. This should be reflected in all future leases, and in the Service Provision Agreement.
2. Full buildings condition and structural surveys are carried out on all buildings leased to Live Borders.
3. A full energy audit is carried out on all buildings leased to Live Borders and from this, a programme for investing in more effective and efficient green energy solutions can be developed.
4. All existing leases should be reviewed in line with the recommendations above, and these should be for a period of 25 years, commencing 1<sup>st</sup> April 2024.
5. When the current energy provider contracts expire in March 2024, that the responsibility for all future utilities and energy costs transfers to the Council. It is recognised that this will result in this cost being removed from the annual management fee.
6. The future responsibility for all Community Centres reverts to the Council pending further work to support community ownership options.
7. A further detailed options appraisal and associated consultation is undertaken on the future of buildings identified as meeting the following criteria:
  - a. High repair and maintenance cost
  - b. Decreasing user numbers
  - c. Increasing running costs
  - d. Potential to relocate or co-locate services locally (e.g., school estate, consolidation etc.)
8. A strategic approach for future shared school/community use of campus-based sports and cultural activities should be continued and expanded by the Council, based on existing successful models.

## Operational Recommendations

It is recommended that:

1. Live Borders create a 10-year Business Plan and a Business Continuity Management Plan.
2. Live Borders create and implement a robust Marketing and Communications Strategy and Implementation Plan to support the Business Plan.
3. That the current booking systems are reviewed and a single booking system is created that is easy to use and links to a revised and updated website and App.
4. That the Council and Live Borders jointly consider whether Elected Members should continue to sit on the Live Borders Board.
5. That a skills audit of Live Borders trustees and Senior Managers is carried out to assess if there are any skill gaps in the Board and Management Team. Where skills gaps are identified, the appropriate recruitment and or training should be undertaken.
6. A process is set up by which staff are actively encouraged to bring forward ideas and innovations, and as a result feel an increased sense of appreciation, and value for their work. Underpinning this, a staff incentive scheme should be considered.
7. Live Borders continue to develop and implement a robust staff performance appraisal system in order support staff training opportunities, and effective succession planning.
8. That an independent review of support service operations (payroll, IT, Human Resources etc) be carried out to assess if there are economies of scale for the Council and Live Borders.
9. A new post of Business Development Director is created for Live Borders to focus on commercial revenue growth opportunities and future income generation.

## Income Generating Recommendations

It is recommended that:

- (1) The Council transfers to Live Borders the full management fee at the start of each financial year.
- (2) The price for sports and leisure activities is reviewed, with a view to increasing income by 10%.
- (3) The café facilities currently operated in-house at Teviotdale Leisure Centre are considered for a lease arrangement with a third party in return for an annual rental fee.
- (4) Where space allows, third party services such as sports clinics, physiotherapy and other treatment providers are offered rental agreements to provide income and enhance the breadth of services offered within Live Borders sports, leisure, and community facilities.
- (5) That Live Borders and the Council consider the introduction of an admission charge for all museums for visitors who do not live in the Scottish Borders Council catchment area.
- (6) Live Borders set a target figure for bringing in external grant aid and consider appointing a fund raiser on a commission only basis as part of an overall strategy for accessing grant aid funding.
- (7) Scottish Borders Council works with Live Borders to deliver a proactive programme of social prescribing activities in their facilities. This could be funded through the Scottish Government's Healthier, Happier, Stronger Fund.
- (8) A full review of the One Club scheme is undertaken including a review of the quality of facilities, with a view to develop a more appropriate and attractive sports, leisure, and culture package.

- (9) A Salary Sacrifice Scheme is considered providing employees of key businesses low cost or subsidised access to sports, leisure and cultural services and membership schemes.

## 4 Introduction & Background

### 4.1 Live Borders

---

The Live Borders Trust arrangements were originally established in 2003 (with the formation of Borders Sports and Leisure Trust). The services delivered have been expanded over the years, including the addition of Cultural and Community services in 2016, community sports provision at several high school campuses and the addition of the Great Tapestry of Scotland in 2020. They are the culture, sport, and leisure charity trust for the Scottish Borders, with a commitment to make communities healthier, happier, and stronger.

Currently, Live Borders delivers a wide range of services and facilities across the region, including:

- Active Schools
- Archives
- Arts & Creativity
- Community Access to School Facilities
- Concerts & Live Events
- Community Centres
- Leisure Centres & Gyms
- Museums & Galleries
- School Holiday Programmes
- Sports Development
- Swimming Pools
- Synthetic Pitches
- Town Halls
- Visitor Attractions (including the Great Tapestry of Scotland)

The Trust currently receives an annual management fee from Scottish Borders Council to deliver this range of services in line with the 2016 Service Provision Agreement. In addition, a further payment is agreed with the Scottish Borders Council to meet the operating deficit of the Great Tapestry of Scotland.

Through bookings, memberships and other commercial activity, the Trust currently has a turnover of £10,775,000 (FY2022/23). As a result of unprecedented financial challenges, further financial support has been provided by the Council, and the proposed reduction in management fee has been reversed for 2023/24 pending this review.

### 4.2 The Rationale For The Review

---

To effectively deliver a range of Sports, Cultural and Leisure Services, Scottish Borders Council created Live Borders as an Arm's Length External Organisation (ALEO), operating to deliver the relevant facilities and services in line with a Service Provision Agreement. Notwithstanding the findings of the 2017 Barclay report, this governance model, common throughout Scotland, allows savings and efficiencies around removal of the Non- Domestic rates on leisure buildings resulting in a year-on-year saving to the Council of £1,373,668.

Scottish Borders Council and Live Borders, in partnership, are responsible for delivering a broad range of valued culture, sport and leisure and community services throughout the Scottish Borders. Recognising the challenges facing the Council and the Trust, it was agreed that a joint review would be undertaken in relation to the funding and strategic direction of activities and services.

This Strategic Review of Culture, Leisure and Sport will provide a route map to shape future of leisure provision based on evidence derived from community feedback drawn from proactive community consultation work undertaken throughout the summer of 2023.

The review acknowledges the concerns of providing quality leisure services and facilities in a challenging and changing financial climate. The sharp rises in energy bills coupled with an aging property portfolio, the general cost of living increases and pressures on the Council's budgets, means the facility operator (Live Borders) is facing the twin challenges of significantly increased costs and reducing customer income.

The purpose of the review is to set a framework to guide the Council's investment in, and provision of, culture, leisure, and sport throughout the Scottish Borders for the next ten years.

'Culture, leisure and sport' is defined as encompassing a vast range of services that includes Sports facilities, Leisure Centers and Swimming Pools, Libraries, Museums and Visitor Attractions, Community Centers and Public Halls, Creative Services and Events and our communities' expressed needs and aspirations. The positive impact of the strategy is intended for everyone who lives, works, visits or volunteers in the Borders, and is as much for those who do not yet participate in culture, leisure, and sport, as those that do.

### 4.3 Relevant Previous Work

---

In undertaking this review, acknowledgement was given to previous work undertaken in relation to Live Borders, and their services and facilities. These reports were considered as part of this work, to provide the retrospective context.

#### **Kit Campbell Report**

In 2010 Kit Campbell Associates completed a Sports Facilities Strategy for the Council. This was a significant report, however a key message within it needs to be reiterated as the Council and Live Borders move towards the future service delivery plan. The Report states:

*"We therefore conclude that the Borders needs substantially to re-invent its pattern of provision. It can adopt one of two mutually exclusive strategic directions:*

- (1) Continue with the Status Quo:** *two key factors have driven the planning of sports provision in the Borders. The first is the determination of local communities to stand up for their own interests, sometimes while taking little or no notice of wider considerations.*

*Given the state of sports provision in the Borders, and the looming severe constraints on public expenditure, the approach currently undertaken is no longer tenable and will simply impoverish everyone as the Council is forced to manage decline in its major built sports provision.*

**(2) Think strategically:** *this means concentrating on getting the big decisions right and adopting a set of policies that will guide all subsequent decisions. The Council is already committed to this approach and should make a conscious decision to move away from “It’s ay been.”*

*Within its theme of developing facility provision and community access, the Strategy for Sport, Health, and Physical Education (SHAPE) strategy states that the Council should abandon its implicit policy of ensuring that each of the main settlements has its own indoor sports provision and aim to deliver a network of strategically sited facilities over the next decade.”*

We endorse the findings of the Kit Campbell Report and given that a decade has passed with little or no implementation of the recommendations we are of the opinion that maintaining the status quo is no longer an option, and that the rationalisation of facilities needs to be considered and implemented as part of future service delivery.

### **Service Redesign Work**

The Service Redesign work is rooted in the Fit for 2024 Programme as agreed by the Council in February 2019, and the Live Borders Strategy (2018-2023). The Service Redesign report set out the challenges and opportunities facing both SBC’s Customer Advice and Support Service (CASS) and Live Borders in aligning services with rapidly changing customer needs and expectations.

This report was drafted jointly with Live Borders as the Council’s Strategic Partner in the delivery of Culture and Sport services. The report recognised that both organisations face many of the same challenges in terms of how services are developed and sustained at a time of unprecedented change and recognises the interconnectedness of both current service delivery arrangements and future redesign opportunities.

The case for service redesign is built around 8 shared redesign principles:

- Community Engagement and Participation
- Meeting customer needs and expectations
- Improving and simplifying services and service access
- Sustainability
- Equality of access
- Alignment with local and national strategy
- Making the most of investment – including external Place-Based funding opportunities
- Sustainable recovery following the Covid-19 pandemic

This report concluded several recommendations around Service Redesign across the various services offered by Live Borders, including the idea of concentrating activity, investment, and footfall in community hubs where possible.

### **Live Borders Strategic Plan 2018-2023**

The 2018-2023 Strategic Plan sought to map the direction of travel for Live Borders following its early years of operation. The plan highlighted the organisation’s strengths (their people, the spread of services and locations, and the breadth of culture assets) and noted challenges (the ageing estate, the wide portfolio of activities, service delivery obligations, and their promotion of their charitable aims). At a strategic level, this plan identified the key context within which the organisation was working, recognising the importance of health, wellbeing, community safety, neighbourhood, and community.

This strategy highlighted the alignment with key policies and organisations such as Active Scotland, Creative Scotland, and the Community Planning Partnerships.

#### 4.4 The Benefits of a Trust

---

The creation of Arm's Length External Organisations (ALEO's) such as leisure trusts is widespread within Scotland and throughout the UK resulting in significant benefits and savings for local authorities.

- **Rates Relief** – Where a local authority pre-Barclay review (2017) created an arm's length organisation with charitable status (Trust) to manage and operate the council's leisure facilities and services, the Trust will receive exemption from paying the Non-Domestic rates on the buildings it manages. For Scottish Borders this results in **an annual year-on-year saving of £1,373,368 (£114,447/month)**
- **Access to Funding and Investment** - An arms-length organisation with charitable status may have greater flexibility in accessing external funding and investment opportunities compared to a local authority. This can include securing grants, sponsorship, and partnerships, which can contribute to financial savings by reducing reliance on public funds. The Trust can explore revenue-generating opportunities through commercial ventures, such as facility rentals, partnerships with private operators, or sponsorship arrangements, generating additional income for the Trust and reducing the burden on the local authority's budget.
- **Increased Operational Flexibility** - An arms-length organisation can operate with greater flexibility and agility compared to a local authority, allowing for more efficient decision-making processes and adaptability to changing circumstances. This flexibility can lead to operational improvements, cost savings through innovative service delivery models, and the ability to respond to community needs more effectively.

Whilst the Barclay Review (2017) suggested that ALEOs should be subject to non-domestic rates, as they were seen as providing unfair competition to private sector businesses, the Scottish Government expressed caution about imposing rates on ALEOs, as it could impact the delivery of essential services and hinder community participation in sport and leisure activities. As a result, the Scottish Government has retained the rates relief for existing Trusts, however notes that new ALEO's will not be provided with the same financial benefit, and as such Scottish Borders Council will not have a further opportunity to benefit from the creation of a new Trust.

#### 4.5 The Benefits of Sport, Leisure, and Culture

---

Leisure activities offer many significant non-financial benefits that contribute to overall wellbeing and personal development. The provision of leisure services play a key role in enabling equality of access to activities which promote population health and acts as a catalyst for engaging communities at a local level.

Leisure Services are aimed at increasing participation in physical and social activities for individuals, families and communities who would otherwise find it hard to access services for cultural, geographical, or financial reasons.

Scottish Borders Council and Live Borders are uniquely positioned to increase general and targeted participation levels, co-ordinate, and leverage community assets, and participate in specific health initiatives such as social prescribing and (p)rehabilitation exercise referral schemes.

Public sport and leisure services are a part of the social infrastructure of the nation. They support work to tackle loneliness and health inequalities that have been exacerbated by the pandemic. They bring communities together, promote healthier lifestyles and contribute a wealth of social value such as reducing crime and improving educational attainment.

The provision of affordable public leisure facilities is essential for reducing growing health and social inequalities.

Public sport and leisure services do not target people simply for membership for a commercial purpose, but rather have a unique role in engaging communities to be active, healthy and to connect communities and improve wellbeing. This enables them to offer discounted or free access to those members of the community who may not otherwise be able to afford access to activities, whether the unemployed, families on low incomes, veterans, or disabled residents.

They also offer outreach and wrap-around services, reaching out to engage communities in the places that feel comfortable for them to be active in. Leisure Services correlate highly with Place Making initiatives.

**Put simply, public sport and leisure services and activities are those which may not otherwise be commercially viable for other providers, who, by necessity, operate on market-based demand models for profit.**

Public sport and leisure services provide the facilities, pitches and services that support and are relied upon by grassroots clubs, elite athletes, schools, the NHS, and performance sports such as swimming, athletics, tennis, and rugby. Alongside this they also provide community sports and physical activity development, which are not simply offered through facility-based services, but through outreach development activities that are delivered within and throughout communities.

***“Without the support of councils these sports and wider activities could not survive in a purely commercial sport and leisure marketplace”*** (Association for Public Service Excellence, Local Government Association and Chief Cultural and Leisure Officers Association September 2021)

Independent research on the social and economic value of sport undertaken by Sheffield Hallam University estimates that community sport and activity generate a return on investment of £3.91 for every £1 spent.<sup>1</sup>

#### **4.6 Challenges Facing The Trust**

---

Discussions with the senior management and Board trustees at Live Borders have highlighted the serious financial position that the Trust faces, with the current operational set up being unsustainable. Without substantial changes to the income and/or the costs facing the organisation, **it is predicted that available funds and existing reserves will run out within the next financial year.**

---

<sup>1</sup> [Sport Industry Research Centre at Sheffield Hallam University](#)



The following summary of challenges (both internal and external) provide an understanding of the Trust's position.

## External Challenges

Like many private and public sector organisations, Live Borders is facing a number of external challenges over which they have no control. Each of these challenges has impacted on their customer base, and the organisation, affecting both the income and expenditure of the operation of the business.

**Energy Costs** – Just as households are facing rapidly increasing energy costs, leisure trusts face the same volatile pricing market, without the security of price caps. Facilities that have high energy use have more than doubled and the impact on having and managing Six swimming pools, is significant.

**Cost of Living** – Nationally, the public are facing an increase in cost of living, with increases in food, energy bills, mortgages costs and fuel. As a result, many individuals and households are forced to make decisions on spending, acknowledging a significant reduction on disposable income, and the ability to spend on leisure. Where savings need to be made, many people are cancelling memberships and subscriptions, and looking for lower cost or free activities in relation to their leisure needs. In addition, the capacity for customers to spend more in leisure centre and museum cafes, retail and add on sales has reduced.

**Interest Rates** – Over the past year there has been a significant rise in interest rates, and whilst these have slowed down, they are forecasted to remain higher than previous years for some time. The result of this is twofold. Firstly, customers are faced with increases in their mortgage costs, and tighter household budgets, and second, local authorities, trusts and organisations are faced with reducing budgets, and therefore lower capital for investing in repairing and maintaining facilities.

**Minimum & National Living Wage** – Increases in the minimum and national living wage have negatively impacted on the cost of front-line staffing across all sectors.. Further to the increase in costs, these increases have resulted in lower differentials between the lower and higher bands of wages across industries, reducing career ambitions to move towards middle management and skilled roles. In addition, the reduction in differentials increases competition in the employment sector with similar rates of pay available in retail and other sectors.

**Trending Towards Net Zero** – All organisations have a duty to target carbon net zero across their operations. This has become an increasing priority, and with the Scottish Government leading on progress, there will be greater legislative requirements in the coming years. As such, any development, improvement, and investment in facilities will require to focus on improved energy efficiency, reducing emissions, and limiting the environmental impact of the facilities they operate. Whilst investing in greener energy may in time reduce revenue costs, the capital cost associated with installing new more energy efficient solutions will also be a significant challenge.

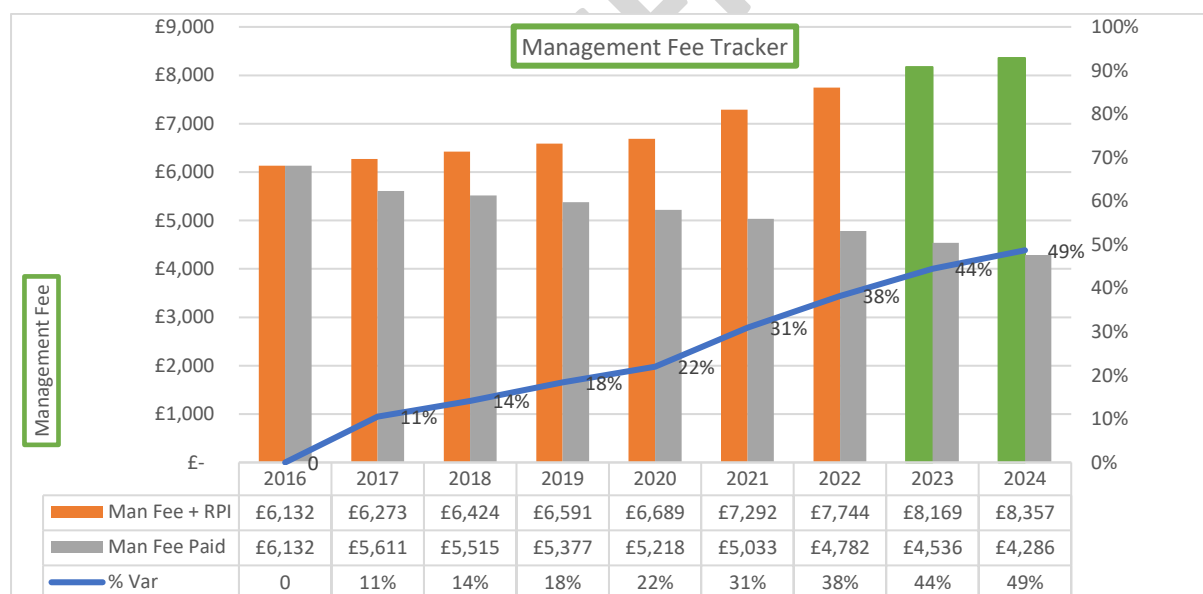
**Commercial Competition** – With a particular focus on the sports, leisure and fitness, the community engagement and discussions with the Trust has identified an increase in commercial competition with larger branded gym operators, and smaller local organisations increasing their offerings available to customers. With limited resources to invest and improve some of the fitness suites and gym spaces in the current buildings, there is a risk of losing customers to newer and more state of the art facilities in Borders communities and in particular where there are pay-as-you-go and 24hour accessible facilities available.

**Internet Use & Technology** – Internet access and the availability of information, including tablet, phone and streaming services continues to impact on the popularity of traditional information services including libraries. Figures for the years leading up to the pandemic demonstrate a decline in library attendances, offset with an increase in the electronic library services. Furthermore, community feedback demonstrates a desire towards effective online booking systems and customer service channels. This trend creates a need to undertake further consideration of the functions of the more traditional services such as those provided by libraries, service points.

### Budgetary Challenges Revenue and Capital

The above challenges have significant impacts on both the income and expenditure streams for Live Borders, ultimately eroding the financial sustainability of the organisation. The acceleration of many of these challenges in recent months has now put the Trust on an unsustainable footing. This is particularly the case for the cost of energy, and while additional funds have been provided by Scottish Borders Council during 2022-23 to alleviate this, the challenge is ongoing. A review of the existing relationship and funding should be considered to ensure the required services can continue to be provided.

Live Borders are conscious of the Council’s continuing a financial management fee commitment, but it is worth noting this has been eroded over recent years when plotted against the Retail Price Index figures. The graph below highlights the year-on-year impact of the reduction in Council’s annual management fee.



In terms of capital commitment, recent breakdowns in plant and machinery has resulted in the Council having to find significant sums for emergency repairs at the Gytes Leisure Centre, Eyemouth Leisure Centre, and Teviotdale Leisure Centre.

The new Service Provision Agreement should be clear on where the landlord (Council) and tenant (Live Borders) roles and responsibilities lie in relation to all repairs and maintenance of facilities.

## Immediate Property/Plant Challenges

As reported to the Joint Officers Group on the 11<sup>th</sup> September 2023, there are imminent challenges identified within several properties operated by Live Borders.

Across the Sports and Leisure Centres, there is a current repairs and maintenance estimate of around £2m. However, recently, Eyemouth Leisure Centre, Gytes Leisure Centre and Teviotdale Leisure Centres have experienced significant plant and machinery failure, resulting in an unplanned expenditure of approximately £1m. There is concern that further unplanned expenditure will be required unless a comprehensive survey of plant and buildings is undertaken without delay, and the relevant investment identified and scheduled into future capital plans.

## 5 Revised Performance Outcomes

The undernoted Performance Outcomes are recommended and if agreed will form the basis of the Service Provision Agreement between the Council and Live Borders.

<b>Sport &amp; Leisure</b>	
<b>Outcome</b>	<b>Indicator</b>
<b>Increased Participation</b>	The number of people accessing and using sports and leisure facilities and programmes (footfall)
<b>Reducing Inequality</b>	Participation numbers from lowest (10%) SIMD areas. (surveyed)
<b>Increased financial sustainability</b>	Improvement around subsidy cost per visit
<b>Improved customer experience</b>	Visitor satisfaction % (surveyed)
<b>Increased school-aged participation</b>	The number of pupils taking part in active school delivered activities.
<b>Libraries</b>	
<b>Outcome</b>	<b>Indicator</b>
<b>Increased Participation</b>	The number of people accessing and using libraries and digital library services (footfall / numbers)
<b>Reducing Inequality</b>	Attendance numbers from lowest (10%) SIMD areas. (surveyed)
<b>Increased financial sustainability</b>	Improvement around subsidy cost per visit
<b>Improved customer experience</b>	Visitor satisfaction % (surveyed)
<b>Museums, Galleries &amp; Visitor Attraction</b>	
<b>Outcome</b>	<b>Indicator</b>
<b>Increased Participation</b>	Tracking the number of people accessing museums, galleries, and visitor attractions
<b>Reducing Inequality</b>	Attendance numbers from lowest (10%) SIMD areas. (surveyed)
<b>Increased financial sustainability</b>	Improvement around subsidy cost per visit
<b>Improved customer experience</b>	Visitor satisfaction % (surveyed)

<b>Retention and Improvement of visitor ratings</b>	Number of facilities with a 4- or 5-star VisitScotland rating.
<b>Creative Arts</b>	
<b>Outcome</b>	<b>Indicator</b>
<b>Increased Participation</b>	Tracking the number of people taking part in creative arts activities.
<b>Reducing Inequality</b>	Attendance numbers from lowest (10%) SIMD areas. (surveyed)
<b>Increased financial sustainability</b>	Improvement around subsidy cost per visit
<b>Improved customer experience</b>	Visitor satisfaction % (surveyed)
<b>Community Centres &amp; Town Halls</b>	
<b>Outcome</b>	<b>Indicator</b>
<b>Increased Participation</b>	Tracking the number of people accessing community centres and town halls.
<b>Reducing Inequality</b>	Attendance numbers from lowest (10%) SIMD areas. (surveyed)
<b>Increased financial sustainability</b>	Improvement around subsidy cost per visit
<b>Improved customer experience</b>	Visitor satisfaction % (surveyed)
<b>Events</b>	
<b>Outcome</b>	<b>Indicator</b>
<b>Increased Participation</b>	Tracking the number of people attending LB organised events.
<b>Reducing Inequality</b>	Attendance numbers from lowest (10%) SIMD areas. (surveyed)
<b>Increased financial sustainability</b>	Subsidy cost per visit compared to national average / target
<b>Improved customer experience</b>	Visitor satisfaction % (surveyed)
<b>Membership Scheme</b>	
<b>Outcome</b>	<b>Indicator</b>
<b>Increased Membership Numbers</b>	Growth in membership numbers – One Card or new membership programme.
<b>Improved Membership Retention</b>	Retention of members – measured by % retained (quarterly)
<b>Social Health &amp; Wellbeing</b>	
<b>Outcome</b>	<b>Indicator</b>
<b>Increased number of GP referrals</b>	Tracking the number of GP & NHS referrals managed
<b>Increased activity delivered for Social Health &amp; Wellbeing</b>	Tracking the number of hours delivered specifically with a focus on social prescribing, and social health and wellbeing improvement
<b>Participant Perception of Improved Health</b>	Survey of participants before and after.
<b>Finance</b>	
<b>Outcome</b>	<b>Indicator</b>

<b>Increased Earned Income</b>	% Growth in earned income measured against set target
<b>Increased External Funding</b>	% Growth in externally sourced grant aid funding
<b>Staff</b>	
<b>Outcome</b>	<b>Indicator</b>
<b>Retention</b>	% retention measured
<b>Staff Satisfaction</b>	Surveyed
<b>Staff Development</b>	% Staff reviewed conducted (target 100%)

## 6 Strategic Context

In writing the Strategic Review, it is necessary to understand the strategic context within which Borders Council and Live Borders operates. The context serves as the backdrop against which strategic decisions need to be made and executed, providing a crucial framework for success. An examination of the strategic context sets the stage for effective strategy development. It should equip both organisations with the contextual knowledge required to make the necessary informed decisions, align resources with objectives, and adapt to a dynamic political and business landscape. Without a clear understanding of this context, this Strategic Review and the implementation of the recommendations may lack direction and fail to achieve their intended outcomes.

### 6.1 The Legislative Context

The Local Government and Planning (Scotland) Act 1982 states that: *“a local authority shall ensure that there is adequate provision of facilities for the inhabitants of their area for recreational, sporting, cultural and social activities”*.

The issue with this legislative statement is there is no definition of what is “adequate” is, so local authorities need to make a value judgement on what they feel is adequate provision for their residents.

The Community Empowerment (Scotland) Act 2015 places a duty on local authorities to promote the well-being of their communities, including facilitating access to and participation in sport and physical activity. It encourages local authorities to work collaboratively with community bodies and stakeholders to enhance the provision of leisure facilities and services.

The purpose of The Public Health etc. (Scotland) Act 2008 was to facilitate improvement in public health and well-being, including promoting physical activity and healthy lifestyles. It empowers local authorities to develop and implement strategies to promote physical activity and reduce health inequalities.

### 6.2 Fit For The Future: The Health Value of Wellbeing & Leisure Services (2022)

Commissioned by the District Councils Network and produced with Health Economics Consulting at University of East Anglia, Economics By Design published a report with the aim of evidencing the health economic value of their members’ leisure and wellbeing services, and the further impact they could

potentially have on reducing health inequalities. The report includes estimates of the potential impact of increasing physical activity on health, the healthcare sector, and the wider economy. It demonstrates the potential benefits that accrue from introducing a sustainable programme of physical activity for a cohort of otherwise inactive adults.

The results show that improving physical activity especially among the most deprived, should lead to a reduction in diseases (thereby saving the healthcare system the cost that would have been incurred in treating the diseases) and improved quality of life and the associated economic returns (improved health means people can be more productive for longer). In addition, it would lead to a reduction in health inequalities.(by reducing the gap in healthy life expectancy between the lower and higher social economic group). It also estimates the potential reduction in NHS expenditure as a result.

#### Impact on Diseases & The Health Sector (NHS)

For a sample population of one million, the following table outlines the cost reduction to the NHS, and the health improvements specific to 8 key illnesses and injuries (Type 2 Diabetes, Coronary Heart Disease, Stroke, Breast Cancer, Colorectal Cancer, Dementia, Depression, and Hip fracture):

Duration (years)	Cumulative diseases avoided	Reduction in NHS health expenditure	
		Discounted prices*	Undiscounted current prices
1	6,882	£21,285,458	£22,030,450
5	28,572	£133,117,713	£158,102,085
10	44,885	£222,324,514	£313,610,684
15	54,157	£242,862,691	£406,879,725
20	59,820	£232,559,159	£462,743,625

*\*These discounted costs have been calculated from the output (actual values) of the model and presented separately as the model recognises these costs as freed up resources that will be diverted to other needs and used up within the year in which they are saved. They are however presented here to provide clearer perspective for planning purposes.*

	Cumulative QALY's Gained	Health Value
1 Year	1,721	£33.3m
5 Years	23,383	£393.8m
10 Years	70,239	£995.9m
15 Years	121,056	£1.5b
20 Years	193,850	£1.7b

### 6.3 Association for Public Service Excellence (APSE) State of The Market Survey 2021

APSE conducted an online survey between August and September 2021 in which a series of questions were asked covering a range of issues of interest to those officers, managers, and councillors responsible for Sports and Leisure services. Some of the key findings of this report are listed below:

- 83% expect the workload of the leisure section to increase over the next 12 months.
- 38% of note that staff absence levels are 'slightly above average' or 'too high'.
- 74% have difficulty recruiting lifeguards.
- 73% of respondents with difficulty recruiting instructors
- 31% of respondents with difficulty recruiting technical / managerial staff

- 55% expecting the leisure budget to either decrease or decrease substantially.
- 50% of respondents expecting reductions in Council subsidy
- 38% of respondents expecting reductions in management
- 33% of respondents expecting reduced opening hours
- 44% of respondents expect that income from charges will increase, with 30% thinking it will stay the same and 26% expecting it to decrease.
- 43% of respondents expect that funding from Health & Wellbeing boards will increase, 52% think it will stay the same, and 5% think it will decrease.
- 39% expect that funding from GP Commissioning will increase, with 50% thinking it will stay the same, and 11% expecting this to decrease.
- 15% expect their funding from direct council budget to increase, 28% expect this to stay the same and 57% expect their direct council budget to decrease.
- 62% of respondents have been commissioned by their local Health Board to provide GP referral services, 44% to provide exercise programmes, 34% to provide weight loss programmes, 8% to provide pupil weight and measurement services and 2% to provide day care services.

#### **6.4 Community Leisure UK – Scotland**

---

Based on feedback from members in March 2023, Community Leisure UK recognised that the landscape in Scotland is increasingly challenging, with many of the risks previously highlighted now credible and impacting on Trusts and services.

In particular, the report notes the following key statistics and findings:

- For 2023-24, 50% of members who receive a management fee from their Authority have received a flat fee, which represents a real terms reduction. The remaining 50% have received a reduction in their management fee ranging from 5% to 33%.
- The majority of Covid and cost of living additional support for trusts has stopped, making the reduction in local authority funding more acute than reductions in management fees alone.
- The impact of the increase (9.7%) in the National Living Wage is challenging for Trusts as for many this will apply to a large proportion of frontline staff - approximately 60-70% of the workforce.
- The living wage increase will, in turn, impact pay awards for other salary bands, reducing the differentials and increasing challenges around staff recruitment, retention and satisfaction.
- Many Trusts are implementing reductions in opening hours across libraries, museums, and swimming pools.
- There have also been some facility closures across the country, including community halls, school libraries, a small museum over winter months, a leisure centre and community pool.
- Most Trusts indicated that there are other facilities and services that are subject to review and dependent on financial pressures and discussions with local authorities, there will likely be further closures this financial year.

#### **6.5 Scottish Borders Council Plan 2023 Onwards**

---

The Council Plan 2023 Onwards and the Administration Policy Plan 2022-2027 identifies the long-term challenges and opportunities they face as a region and as a Council.

The Council's Strategic Context and Values are;

- **People Focused** -working collaboratively with colleagues and partners, everything they do is for the benefit of their communities.
- **Inclusive & Fair** -they ensure everyone has the best opportunities and always seek to act fairly.
- **Agile** -they take advantage of new opportunities to deliver good value for money and maximise the use of all digital opportunities.
- **Sustainable** - they are passionate about the prospects for future generations and demonstrate this in their decisions and delivery and ensure they live within their means.

The Council Plan is based on 6 outcomes that they 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. They need to do this in order to deliver on the other five outcomes. As their aim is to ensure consistently high quality across all they do as a Council, the 'Working Together Improving Lives' theme is reflected in the area-wide outcomes and actions and not within the outcomes and actions set out in 'Locality Outcomes and Priorities'



## 6.6 Creative Scotland Strategic Plan

<https://www.creativescotland.com/resources-publications/publications/plans-and-strategy-documents/strategic-plans>

Creative Scotland have established a refreshed Strategic Framework to guide their work. This Framework is aligned to their formal remit and legislative duties, setting out their broader aims as well as their priorities for supporting future recovery and renewal of the arts, screen, and creative industries across Scotland.

Creative Scotland, incorporating Screen Scotland, is the national body which supports the arts, screen, and creative industries across all parts of Scotland. They are a Non-Departmental Public Body, sponsored by Scottish Government and Scottish Ministers and receive their funding from both the Scottish Government and the National Lottery. Their remit is set out in Part 4 of the Public Services Reform (Scotland) Act 2010 which describes the general functions of Creative Scotland as:



1. Identifying, supporting, and developing quality and excellence in the arts and culture from those engaged in artistic and other creative endeavours.
2. Promoting understanding, appreciation and enjoyment of the arts and culture.
3. Encouraging as many people as possible to access and participate in the arts and culture.
4. Realising, as far as reasonably practicable to do so, the value and benefits (in particular, the national and international value and benefits) of the arts and culture.
5. Encouraging and supporting artistic and other creative endeavours which contribute to an understanding of Scotland's national culture in its broad sense as a way of life.
6. Promoting and supporting industries and other commercial activity, the primary focus of which is the application of creative skills. We support the arts, screen and creative industries as a development organisation, a funder, an advocate, and as a public body that seeks to influence others to increase opportunity and maximise the impact our resources can offer.

Creative Scotland work in partnership with Government, Local Authorities, and the wider public, private, and voluntary sectors to deliver this support.

## 6.7 Scotland's Museums and Galleries Strategy 2023-2030

<https://www.museumsgalleriesscotland.org.uk/news/launch-of-scotlands-museums-and-galleries-strategy-2023>

The new strategy builds on the achievements of the first strategy, which guided the collective work of the sector and Museums Galleries Scotland (MGS) from 2012 to 2022. Following extensive consultation, the 2023- 2030 strategy outlines a shared vision that:

***" Scotland's museums and galleries are thriving, connected, and resilient organisations which are agile in embracing change. Trusted and valued by the widest diversity of Scotland's people, our collections, and the shared stories we tell, are accessible and inclusive to all."***

The strategy supports museums and galleries to meet changing environmental, economic, and social contexts and to strengthen their invaluable role at the heart of Scotland's communities. Consultations with museums, galleries, and a wide range of stakeholders started in December 2021 to understand how to ensure the future success and relevance of the sector. Ten priority areas were identified and the strategy groups these priorities into three interlinking strands of Connection, Workforce, and Resilience.

At the strategy's core is the need to ensure that Scotland's museum and gallery collections are cared for, accessible, and shared through strong partnership working, both within and outside the sector, collaborating on vital and relevant work across the culture, arts, and heritage sector as well as Scotland's wider social and economic economy.



The three strategy strands interlink as do the ten priority areas as development across all these areas will help achieve the strategy vision.

## 6.8 Scotland's Public Library Strategy 2021-2025

---

<https://scottishlibraries.org/media/3344/foward-scotlands-public-library-strategy-digital.pdf>

The Scottish Government's 17 Sustainable Development Goals are a global call to action to achieve a better and more sustainable future for all by 2030. Forward: Scotland's Public Library Strategy 2021-2025 will contribute towards the following goals:

- No Poverty
- Good Health and Wellbeing
- Quality Education
- Decent Work and Economic Growth
- Reduced Inequalities
- Sustainable Cities and Communities
- Responsible Consumption and Production
- Peace and Justice Strong Institutions
- Partnerships for the Goals

Three key themes from Scottish Government (2019) Scotland's Wellbeing: Delivering the National Outcomes underpin the vision for public libraries in Scotland from 2021-2025:

- **People**- Libraries will support people and communities to reach their full potential and celebrate the unique skill set of staff.
- **Place** - Libraries will be recognised as both valued places and place makers, with community led design at the heart.
- **Partnership** - Libraries will deliver on local and national priorities through a strategic approach to collaboration and partnership.

## 6.9 Sportscotland Business Plan 2022 Onwards

---

<https://sportscotland.org.uk/media/7796/business-plan-2022-onwards.pdf>

sportscotland's vision is of an active Scotland where everyone benefits from sport. They are committed to the Scottish Government's vision of a more active Scotland and the Active Scotland Outcomes Framework, which contributes to the National Performance Framework. The Active Scotland Outcomes Framework describes Scotland's ambitions for sport and physical activity. By adding value through investment, partnership working, influence and direct delivery, we lead the sporting system to contribute to all six Active Scotland outcomes:

- We improve opportunities to participate, progress and achieve in sport.
- We support wellbeing and resilience in communities through physical activity and sport.
- We encourage and enable the active to stay active throughout life.
- We improve our active infrastructure – people and places.
- We encourage and enable the inactive to be more active.
- We develop physical confidence and competence from the earliest age.

The corporate strategy, Sport For Life, and this strategic guidance are the key strategic drivers for the sportscotland business plan.

## 6.10 Sportscotland Sport For Life

<https://sportforlife.org.uk/>

The "Sport for Life" strategy by Sport Scotland is a comprehensive approach aimed at promoting and facilitating lifelong engagement in sports and physical activities among the people of Scotland. The strategy focuses on creating an environment where everyone, regardless of age, background, or ability, can participate in sports and lead active lives. It emphasises the importance of physical activity for individual well-being, community development, and societal benefits. The strategy involves collaboration with various partners, organisations, and communities to enhance opportunities for participation, develop talent pathways, and ensure that sports and physical activities are accessible, inclusive, and enjoyable for all throughout their lives.

## 6.11 Benchmarking

The following has been taken from "Local Government in Scotland Overview 2023" Prepared by Audit Scotland

*"Services were severely affected by the pandemic and future risks are significant. The impact on these services was severe in 2020/21 and into 2021/22 as many facilities closed in accordance with Scottish Government guidelines.*

*This impact can be seen in lower attendances and increased costs per visit: leisure services and museums saw a partial recovery in 2021/22, but library services saw little rebound. With little resilience in these services owing to long-term funding reductions, future challenges are significant"*

A recent survey of leisure trusts suggests a high risk of closures as a result of inflationary cost pressures.

	Trusts in Scotland Based on 84% return rate	Live Borders
<b>Financial pressures 2023/24- Management Fee</b>	<ul style="list-style-type: none"> <li>50% had a flat management fee and the other 50% reduction in Management Fee ranging from 5%-33%</li> </ul>	<ul style="list-style-type: none"> <li>CPI at March 2023 was 10.1%. A flat management fee is equivalent to a reduction.</li> </ul>
<b>Pay Awards impact of the increase (9.7%) in the National Living Wage</b>	<ul style="list-style-type: none"> <li>52% of Trusts are meeting these increases.</li> <li>48% are offering 0% - 10% but averaging a 3%-5%</li> </ul>	<ul style="list-style-type: none"> <li>In April 2023/24 Live Borders paid all staff an increase of £1,929. For someone on an hourly rate of £9.90, this increased their wage to an equivalent of the Scottish Living Wage of £10.90. This resulted in a range of pay-rise percentages from 10.1% for Grade 1 employees (142 in total) up to 2.2% for Grade 15 employees (1 in total).</li> </ul>

<b>Increased operating and utilities costs</b>	<ul style="list-style-type: none"> <li>Although some local authorities (42%) pay for utilities for their leisure and culture providers, the remaining 58% of members are fully exposed to the variation in energy prices.</li> </ul>	<ul style="list-style-type: none"> <li>Live Borders operates 60 plus buildings including 6 swimming pools</li> <li>(Staffing costs + cost of sales + overheads) was 20% higher for 2022/23 than in 2021/22.</li> <li>A monetary increase of £1.92m</li> </ul>
<b>Facility closure</b>	<ul style="list-style-type: none"> <li>Most members indicated that there are other facilities and services that are subject to review and dependent on financial pressures and discussions with local authorities, there will likely be further closures this financial year.</li> <li>63% of members are in discussions and planning around the impact of closures.</li> </ul>	<ul style="list-style-type: none"> <li>Live Borders recognise that facility closure may be an option that is required to ensure future sustainability. This works requires a joint review between Live Borders and Scottish Borders Council through which any facility rationalisation may be considered.</li> <li>Live Borders has no authority or control to close any facility. SBC, as landlord has responsibility and control for decisions on closures.</li> </ul>
<b>Customer return rates</b>	<ul style="list-style-type: none"> <li>Returns have been steadily increasing, with most members reporting 80-90% as compared with pre-Covid figures</li> </ul>	<ul style="list-style-type: none"> <li>For the full year 2019/20 (note, the pandemic did have an impact in the final month of the year – March 2020), full year figures were: <ul style="list-style-type: none"> <li>➤ Sport Participation = 1,261,559</li> <li>➤ Sports Members (DD) = 3,320</li> <li>➤ Member Retention = 79%</li> </ul> </li> <li>For full year 2022/23: <ul style="list-style-type: none"> <li>➤ Sport Participation = 1,076,000</li> <li>➤ Sports Members (DD) = 2,283</li> <li>➤ Member Retention = 49%</li> <li>➤ Sports Participation: 15% down</li> <li>➤ Sports Members: 31% down</li> </ul> </li> </ul>

## 7 Community & Stakeholder Engagement

### 7.1 Engagement Overview

The review focussed on engaging the public and key stakeholders on their views on **QUALITY**, **QUANTITY**, **ACCESSIBILITY** and **AFFORDABILITY** of leisure **facilities** and **services** throughout the Scottish Borders.

- **QUALITY** – How good are the facilities and services?
- **QUANTITY** – How many facilities and services are there?
- **ACCESSIBILITY** – How accessible are these both physically and opening times.
- **AFFORDABILITY**- What do they cost and is this value for money.



### 7.2 Activity & Reach

In delivering this review, the following engagement work was undertaken, with the full results available separate to this report.

Engagement	Numbers	Report
3 Empathy Workshops (Live Borders Staff)	14	Annex One: Interim Report
2 Live Borders Trustee Workshops	7	Annex One: Interim Report
2 Elected Members Workshops	31	Annex One: Interim Report
Live Borders and Council Staff Survey	644	Annex One: Interim Report
9 Community Drop-In Sessions	164	Annex Two: Engagement Workshop Report
9 Community Stakeholder Events	201	Annex Two: Engagement Workshop Report
2 Online Public Session	16	Annex Two: Engagement Workshop Report
1 Council Education Staff Engagement Workshop	21	Annex Two: Engagement Workshop Report
Community Engagement Survey	2,516	Annex Three: Engagement Survey Report
Secondary School Pupil Engagement Survey	2,972	Annex Four: School Survey Report
<b>Total Engagement</b>	<b>6,586</b>	

### 7.3 Integrated Impact Assessment (IIA)

At the outset of this work, an Integrated Impact Assessment (IIA) was undertaken. However, the Assessment, as an ongoing sense check will support the Council and Live Borders with the proposed review to assist residents, both those who identify as belonging to an equality group and those who do not, to continue accessing high quality culture, leisure and recreation facilities and service across the Borders.

The existing IIA has been managed as a live document that will be reviewed as an ongoing process. This will help to shape and inform further community engagement, to ensure the most effective reach, and ultimately to allow the Trust and the Council to demonstrate accessibility and transparency in all elements of the process and outputs.

It is essential that the IAA process and report remains as an ongoing element of this work, and any future decision making thereafter. Both Live Borders and the Council should ensure detailed understanding and mitigation of any substantial impact on equality, and on the lives of those marginalised groups.

## 8 Previous Facilities Review and Visual Audit

### 8.1 Overview

The condition of buildings operated by a Trust such as Live Borders is a key factor when considering its financial and operational sustainability.

*“Given that the average lifespan of a leisure facility is 25 years, it is vital that we take a thoughtful, coordinated approach as we rebuild from the pandemic to create the facilities communities need in the long-term, rather than piecemeal closures, refurbishment and replacement which is often focused on the physical asset rather than the combination of both quality infrastructure alongside the wider integration of public sport and leisure services as a conduit to wider public policy outcomes.”<sup>2</sup>*

It should be noted that all Scottish Borders Council’s Swimming Pools and Leisure Centres are more than 25 years old.

### 8.2 Background and Context

#### 2010 Kit Campbell Report

In 2010, Kit Campbell and Associates produced a Facilities Strategy for Scottish Borders Council. Based on condition surveys the report estimated that for just four of the sporting facilities there was a requirement (in 2010) to spend £2.2m to keep these 4 facilities in a “safe and usable condition”

Selkirk Pool	£700,000
Teviotdale Leisure Centre	£1,000,000
Gytes Leisure Centre	£300,000
Queen’s Centre	£200,000

As well as capital investment, the Kit Campbell report also recommended several strategic recommendations for SBC to take forward including:

Strategic Recommendation	Description
--------------------------	-------------

<sup>2</sup> [Securing the Future of Public Sport and Leisure Services](#) (Association for Public Service Excellence, Local Government Association and Chief Cultural and Leisure Officers Association) September 2021

Think Strategically	The Council should abandon its implicit policy of ensuring that each of the main settlements has its own indoor sports provision and aim to deliver a network of strategically sited facilities over the next decade.
Swimming Pools	The Council should review occupancy levels and consider reducing opening hours at pools to minimise uneconomic operation. The Council should consider closing Selkirk Pool or, if greater savings are needed, Teviotdale Leisure Centre.
Regional Sports Centre	The Council should develop a Regional Sports Centre. Because of the limited number of potential users for each activity, it should be designed with facilities that are as multi-purpose as possible while still suitable for high level training and competitions.
Local Provision	The Council should over the next decade:  <b>Swimming Pools</b> Retain the pool in Eyemouth Upgrade the pool in Peebles Upgraded the pool in Kelso Construct a new competition pool (Regional Sports Centre) Close Selkirk pool  <b>Sports Halls</b> Construct a major competition hall with at least six and preferably eight courts as part of the Regional Sports Centre

Following publication of his report, Kit Campbell indicated that failure to implement his recommendations would result in the management of ongoing decline, ultimately leading to facility closure with no appropriate replacement.

The above recommendations were not adopted by Scottish Borders Council. Instead, a Sports Facilities & Pitches Strategy was implemented which planned to:

- Maintain the current level of Swimming Pools provision.
- Produce a long term (10 years +) sustainability plan for Pool provision.
- Commit capital resource of £280,000 per annum over 5 years (£1.4m)
- Establish community hubs.

### Service Redesign Report 2021

The Service Redesign report 2021 was developed following the agreement of the Fit for 2024 Programme in February 2019, and the Live Borders Strategy (2019-23).

It focused on the primary functions of Live Borders – including the following relevant to this strategic review:

- Museums & Galleries
- Sports, Leisure Centres and Swimming Pools
- Library Services
- Public Halls
- Community Centres

### Museums & Galleries

The report set out an aim to develop service arrangement that seek more sustainable solutions for smaller/niche venues – those with a footfall consistently below 5,000/year including, but not limited to:

- Development/investment potential
- Co-location as part of a Community Hub
- Asset Transfer
- Income generation
- Combinations of the above

### **Sports, Leisure Centres and Swimming Pools**

The report sought to continue the provision of current services but with a focus o:

- Maximising the opportunities from investment in the Learning Estate to replace and renewing ageing facilities, increasing usage and participation, and moving services to a more sustainable footing – both environmentally and financially.
- Developing and expanding health and wellbeing provision in partnership with other community planning partners and local communities out with the current sporting estate for example in Community Hubs.
- Better aligning opening hours with demand for services.

### **Library Services**

In considering library services, the report highlighted opportunities for future service delivery include:

- The continued expansion of popular digital services
- Continuity of the existing mobile library service
- Co-location of physical library service with other pubic and community services and facilities – possibly within a Community Hub (which, where suitable, could be based in a library building or within the Learning Estate or any other suitable building)

### **Public Halls**

With a view to focusing investment, activity, and footfall in sustainable, multi-purpose facilities and – recognising that there is no one-size-fits-all – future services opportunities in this report included:

- Seeking to provide a sustainable venue solution in each community where there is currently a public hall and where there is sufficient demand or where the venue is part of a sustainable multi-purpose facility such as:
  - The Learning Estate – including both the existing estate and future investment in the learning estate
  - Community Hub – co-location with other public and community services and facilities
- Support for asset transfers where there is a viable case with sufficient demand.

### **Community Centres**

As above, with a view to focusing investment, activity and footfall in sustainable and flexible facilities, future redesign opportunities included:

- Co-location of services as part of a Community Hub (which could include developing use of – and the fabric of – the Community Centre to incorporate other services and functions)
- Maximising the use of and investment in the learning estate
- Asset Transfer
- Seek to develop a consistent approach to supporting the 10 current community centres. recognising that there are in the region of 90 independent community centres and village halls across the Borders.



The report stated: “On average the Council spends £12m/year (4% of its annual revenue budget) on maintaining and servicing its estate. The sheer size of the estate means that this investment is spread too thinly and, consequently, the maintenance backlog is growing and currently standing at over £22m”

Both the above report, albeit 11 years apart demonstrate a real challenges facing both the Council and Live Borders in terms of redesigning services and meeting the never- ending repairs and maintenance costs for the buildings and continuing to provide value-for-money quality sports, cultural and leisure services.

In delivering this strategic review, the findings note that these challenges still remain, and in many cases have become more profound. Our recommendations seek to embody the rationale behind the above, in the context of further community feedback and research.

### 8.3 2023 Visual Audit

As part of this review, visits to 46 buildings owned by the Council that are managed and operated by Live Borders were made. As agreed, the visual audit only considered the areas accessed by customers in a range of sports, museums, libraries, halls, and community centres.

Each facility was given a visual walk through, photographed, with each customer accessible area graded as

- A – Fit for purpose,
- B – Needing some investment, or
- C – Not fit for purpose.

The findings of this audit are available in a separate report and reaffirm the concern that a lack of investment in pre-planned maintenance is already having an impact on the estate and with a further lack of investment, will in turn result in longer term escalation of more significant problems, and associated costs.

The Visual Audit report is available as Annex Five

## 9 Review of Financial Information

### 9.1 Current Financial Context

In undertaking this review, the financial context and visitor / user numbers, were provided in detail by Live Borders. The following tables summarise the most recent, and relevant figures in relation to operating costs and deficits.

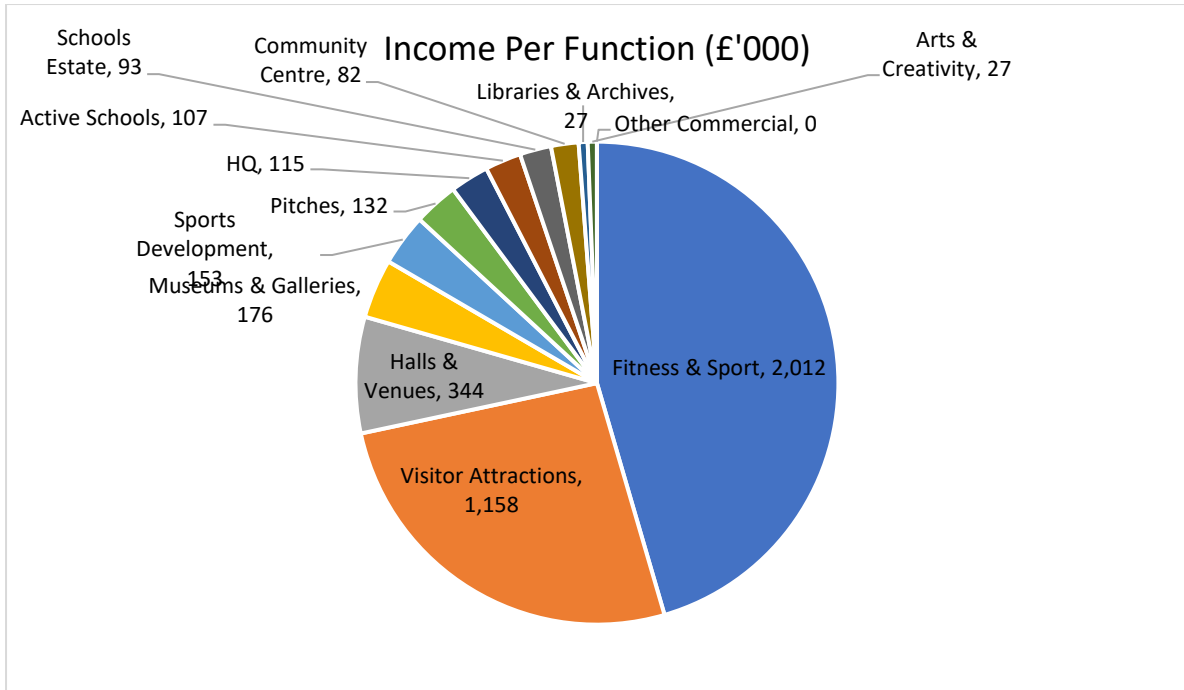
Cost Area (2022/23)	Income	Staffing	Cost of Sales	Overheads	Surplus/ Deficit
Total for HQ	£114,517	£1,025,145	£513	£758,209	‑£1,669,351
Total for Fitness & Sport	£2,012,319	£1,674,169	£103,992	£1,423,310	‑£1,189,152
Total for Libraries & Archives	£26,643	£564,740	‑£849	£313,442	‑£850,690

Total for Museums & Galleries	£175,651	£598,665	£23,266	£269,511	-£715,792
Total for SDU	£152,743	£351,592	£0.00	£200,844	-£399,694
Total for Active Schools	£106,789	£403,596	£0.00	£65,538	-£362,345
Total for Other Commercial	£0.00	£346,995	£0.00	£3,405	-£350,401
Total for Community Centre	£81,502	£170,603	£0.00	£240,758	-£329,859
Total for Arts & Creativity	£27,009	£87,817	£1.28	£131,891	-£192,700
Total for Halls & Venues	£344,278	£156,457	£5,576	£353,728	-£171,485
Total for Pitches	£131,764	£91,705	£512	£81,509	-£41,962
Total for Visitor Attractions	£1,157,920	£621,805	£166,486	£455,950	-£86,322
Total for Schools Estate	£93,164.80	£49,832.55	£0.00	£53,023	-£9,691
<b>TOTAL:</b>	<b>£4,424,304</b>	<b>£6,143,130</b>	<b>£299,500</b>	<b>£4,351,123</b>	<b>-£6,369,449</b>
MANAGEMENT FEE	£5,868,947				£5,868,947
<b>SBC Contract</b>	<b>£10,293,251</b>	<b>£6,143,130</b>	<b>£299,500</b>	<b>£4,351,123</b>	<b>-£500,502</b>

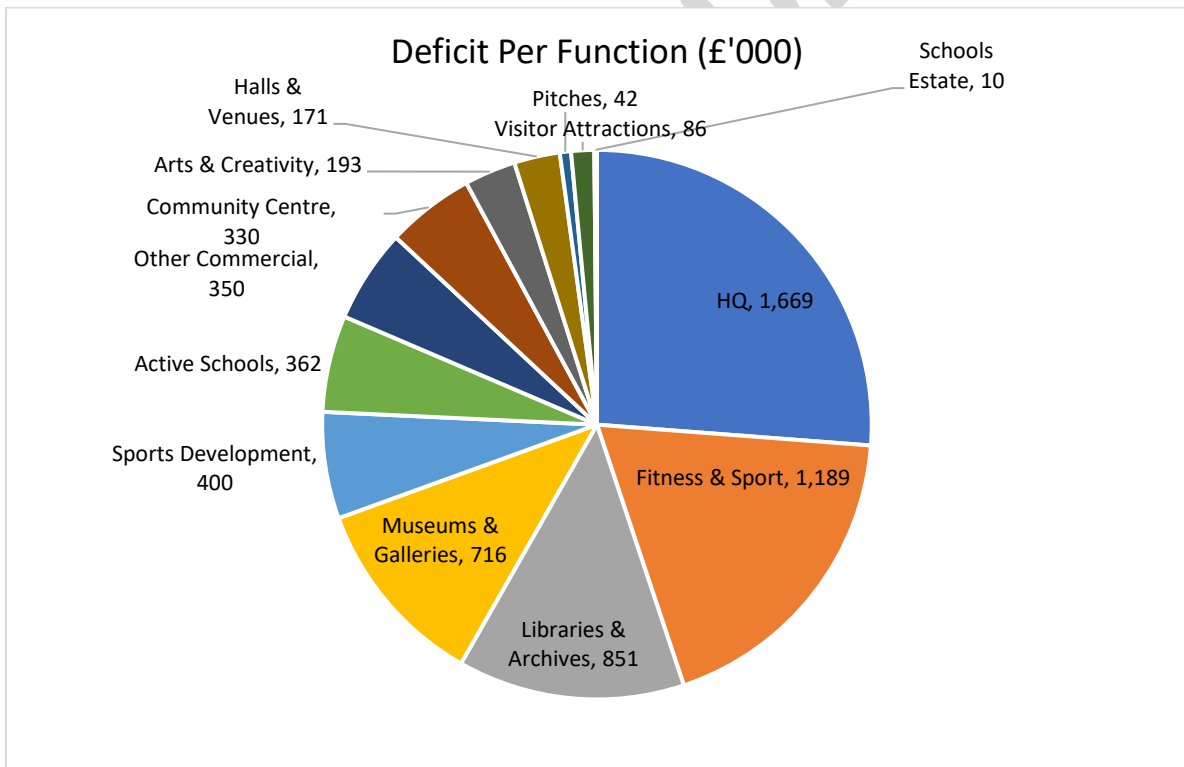
Every service operates at a deficit. The 2022/23 management fee comprised of the base management fee of £4.782m plus Active Schools contribution and 2 x one off payments. The overall operating deficit in 2022/23 was circa £500k. The planned management fee in 2023/24 is £750k less than the 2022/23 fee.

Funding	2022/23 (actual)	2023/24 (estimate)
Base Management Fee	£4.782m	£4.782m
Covd (one off payment)	£483k	£0
Active Schools	£300k	£334k
Energy / Inflation	£330k	£0
Adjustments	(£26k)	£0
Total	£5.869m	£5.116m

### Summary of Income By Function



#### Summary of Deficit By Function



## 9.2 Comparative Pricing

Live Borders benchmark their prices against National data compiled by **sportscotland**  
<https://sportscotland.org.uk/media/7287/facilities-charges-review-2021-22-report.pdf>

By comparison to the national average (for Adult Commercial price rates), Live Borders prices in most cases are marginally less than the National average by approximately £1. The charges where Live Borders pricing varies by more than £1 are:

Activity	Live Borders Prices (2022/23)	National Average	Difference	Reason / Rationale
Gym Visit	£ 6.50	£ 4.37	£ 2.13	Helps to drives users towards the more attractive membership offer (i.e.) weekly gym membership costs just £6.68
Adult swim class (actual tuition, master's, and stroke development)	£ 5.70	£ 7.17	-£ 1.47	National average covers various types of class and sizes of class. It is not a direct comparator
Main pool hire (commercial)	£ 108.00	£ 98.85	£ 9.15	This is commercial rate – local swimming clubs pay the partner rate which is less than national average
3G 1/3 pitch 1 hr (commercial)	£ 35.00	£ 36.12	-£ 1.12	Benchmarked against other similar sized authorities
3G Full pitch (commercial)	£ 91.00	£ 67.55	£ 23.45	Majority of users pay 'partner rate' which is £73 adult/£57 junior. There is also a partner match rate which is £74 (for 1.5hrs)
Five-a-side 1 hr (commercial)	£ 31.00	£ 35.63	-£ 4.63	1 facility only (Gala cage) Rate was dropped from £39 (2018/19) to drive usage
Track event hire (400m) per hr (commercial)	£ 21.90	£ 29.92	-£ 8.02	Majority of users pay 'partner rate' + benchmarked against other similar sized authorities
Indoor Full hall 1 hr (commercial)	£ 38.40	£ 45.56	-£ 7.16	Reflective of local market and other non-LB facilities i.e., school estate managed by SBC charge less for comparable spaces

Most Live Borders users do not pay adult (commercial) rates, but are members of Live Borders and pay a monthly direct debit covering swim, gym, class or 'One Club.' Changing the adult (commercial) rates to bring them all into line with the National average may not result in any significant change to income. Similarly, most of the usage of 3G pitches is from Partnership Clubs who have concessionary rates.

The current health and fitness membership landscape is challenging. Health and fitness prices should not only be benchmarked nationally but by using local competition as a comparator. Since the pandemic, there has been a rise in 'private' sector operators for both gym and group exercise-based facilities. Galashiels is also expecting the arrival of a large national private sector competitor in the next few months. Coupled with the cost-of-living crisis and its impact on consumer expenditure, membership and its perceived value is more important than ever.

A major focus must be on adding value and experience to the membership offer, driving the value of the proposition to increase retention rates and to increase the length of stay and to grow revenue.

## 10 A Forward Thinking Strategic Approach

### 10.1 Property

#### Repairs, Maintenance & Leases

Given the significant number of mid to late 19<sup>th</sup> century buildings, and those buildings which have exceeded their recommended life cycles, there are clear issues around the requirement to fund pre-planned investment repairs and maintenance of the buildings in which Live Borders delivers its services. This was previously highlighted in both Kit Campbell's (2010) report, and in the more recent service redesign work.

This issue has been recently highlighted by the substantial, and unforeseen failures in core plant and machinery at key leisure sites, resulting in significant unbudgeted capital requirement from the Council.

Additionally, the review has identified disparity in the extant leases and the existing Service Provision Agreement, around the respective responsibilities for property repairs and maintenance between the Scottish Borders Council (the landlord) and Live Borders (the tenant). This has resulted in a lack of clarity around reporting, planning, funding, and the implementation of maintenance and repairs in a manner that is effective and efficient for both parties.

In reviewing examples of best practice, it is noted that Highland Council retains the responsibility, resourcing and management of repairs and maintenance across the estate operated by High Life Highland. This allows the Trust to focus on service delivery.

**All repairs and maintenance responsibilities relating to council owned buildings, currently leased to Live Borders, reverts to Scottish Borders Council. This should be reflected in all future leases, and in the Service Provision Agreement.**

To ensure adequate financial planning, and to avoid further unexcepted major capital spend, and mitigate against further property decline, the following recommendations are made:

**It is recommended that full buildings condition and structural surveys be carried out on all buildings leased to Live Borders.**

**It is recommended that a full energy audit be carried out on all buildings leased to Live Borders and from this, a programme for investing in more effective and efficient green energy solutions can be developed.**

Nearly half of Scottish Councils surveyed pay for their Leisure Trust's energy and utility costs. Whilst recognising that this may be reflected in the management fee, it provides economies of scale, and reduces the risks faced by the Trusts in a volatile market. Again, this also allows the Trust to focus resources and expertise of service delivery.

**It is recommended that when the current energy provider contracts expire in March 2024 that the responsibility for all future utilities and energy costs transfers to the Council. It is recognised that this will result in this cost being removed from the annual management fee.**

Noting the above points relating to property there should be a review of the of all leases between the Council and Live Borders. In addition, if Live Borders are to apply for major capital funding, it will be a pre-requisite that a long-term lease is in place.

**It is recommended that all existing leases should be reviewed in line with the recommendations above, and these should be for a period of 25 years, commencing 1<sup>st</sup> April 2024.**

## Community Centres

Live Borders currently provides janitorial and cleaning staff for 10 local community centres and for their utility costs. In turn these centres are operated by local management committees who pay Live Borders a fee. The method of booking depends on the individual community centre and management committee. The community centre management committees generally manage the day-to-day running of the centre, including bookings, rates charged, and income generated.

The social value of halls/community centres includes use of the venues for regular local events & activities, emergency response and Covid-response. Volunteers also regularly fund-raise for improvements to their building and, as a proxy measure, this can inform the community contribution.

Through the community and stakeholder engagement process, it appears that the delivery of community centres by Live Borders does not fit with the service provided across other functions. There is limited scope to standardise the bookings, management, and staffing of these facilities. As a result, there is a negative perception of the Trust's performance in this area.

Considering the community feedback around future community management and ownership of local facilities, the Council should engage with the local management committees who deliver the activities within the Centres throughout the Borders. This consultation should seek to determine whether local communities have the capacity and capability to take on community ownership of these local centres.

The Council would benefit by working with the communities, who could, in turn, purchase the facilities through the Scottish Land Fund, thereby generating a capital receipt for the Council.

**It is recommended that the future responsibility for all Community Centres reverts to the Council pending further work to support community ownership options.**

## Property Rationalisation

Currently Live Borders delivers services from over 60 buildings throughout the Borders. There is a view within the Trust and the Council that services may be better delivered within fewer, better utilised buildings. Through all high-level engagement (Elected members, Trustees and Senior Managers), there is a clear appreciation that the quality and number of the existing buildings managed and operated by Live Borders is not sustainable. Overall, the Board and Senior Managers recognise a need to investigate how services can be delivered in a reduced number of facilities throughout the region.

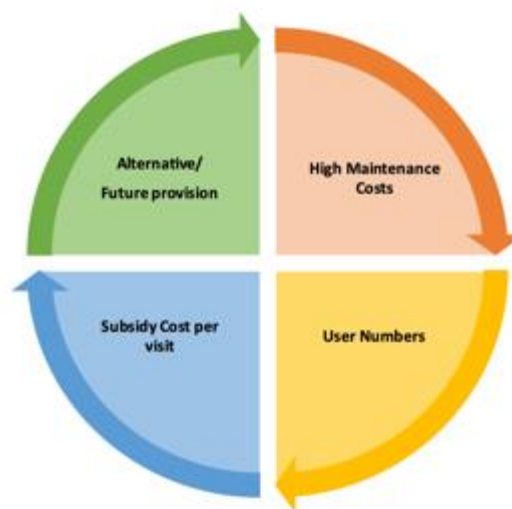
In delivering this review, community and stakeholder engagement was gathered around questions relating to the Quality, Quantity, Affordability, and Accessibility of buildings and services. The result of this engagement supports the view that services are being delivered in too many facilities, many of which have exceeded their intended lifecycle, and as a result the quality of these facilities, the opening hours (accessibility) and the level of service is perceived as poor quality.

Feedback across all engagement activities has highlighted some issues with the declining condition of buildings operated by Live Borders. Whilst there are some facilities that are in good or reasonable condition (as far as public access allows), the general public are not aware of underlying plant and machinery and the future pre-planned repairs and maintenance arrangements for these needs to be agreed.

Consistent feedback through the various community engagement exercises, highlighted the concerns around the number of facilities (quantity), the condition of facilities (quality), the opening hours (accessibility), and the value for money (affordability). From that, it was concluded that the Trust is working to deliver across an aging property portfolio that is negatively impacting the quality and accessibility of services.

Closing buildings that are old typically involves considering various factors to make an informed decision. In addition to the visual audit report and the factors above, we have created a model that the future of existing buildings might be assessed against. Where a building meets three out of four of the following criteria, it should be investigated as an options for repurposing, or sale for a capital receipt.

- High repair and maintenance cost
- Decreasing user numbers
- Increasing running costs
- Potential to relocate or co-locate services locally (e.g., school estate, consolidation etc.)



Live Borders and the Council have opportunities to consider co-location of services and provision, allowing more efficient and effective service delivery. This will support greater access in terms of opening hours and synergy between activities.

**It is recommended that a further detailed options appraisal and associated consultation is undertaken on divesting buildings identified as meeting the criteria above.**

### Further Development of the Hub Concept

Through the engagement with senior managers, board members and elected members, there were a number of discussions and points raised around the provision of services within shared facilities in the community. Feedback from surveys demonstrated the concept of shared services all under one roof was seen to be desirable. The concept of a community hub model was regularly raised, and generally supported as an efficient and effective future model for facility and service provision. This review recognises that the Scottish Borders Council has delivered a shared school/community campus at Jedburgh Intergenerational Campus. Galashiels Campus is now at an advanced design stage and this concept has successfully been delivered elsewhere in Scotland at Brechin and Lasswade High School Community Campuses.

The Turner and Townsend Schools Strategic Brief (2022) further outlines a strategic and operational direction for the development of new schools with shared facilities, including school and community

leisure facilities on a single campus.<sup>3</sup> The brief also advocates concurrent school and community use during the school day.

Through the engagement with senior education staff, there was support for this model of hub provision, albeit with the requirement to ensure there was adequate scale and scope to ensure community access, safeguarding, integration and capacity.

The concept of a Community Hub is already widely recognised in sports and leisure, with examples throughout Scotland also now seeing the integration of library services, contact points, and the wider inclusion of health and community services operating from the same facility. The development of any hub would need to take consideration of appropriate locations, and the breadth of population it may serve.

Whilst a hub concept may be strategically beneficial in larger population communities, the Trust would also have to consider how it continues to serve more rural areas and communities, and as such bespoke hubs need to be developed to accommodate local needs and development.

**It is recommended that a strategic approach for future shared school/community use of campus-based sports and cultural activities should be continued and expanded by the Council based on existing successful models.**

## 10.2 Management & Operations

---

Live Borders has been delivering a high level of service across all functions, albeit with the challenges outlined in this report. This has caused the senior management team to focus on operational proprieties and imperatives rather than on the strategic development of the organisation.

Through engagement with senior staff and Board members, it emerged that there is a need to have a jointly approved 10-year Business Plan and a Business Continuity Management Plan. Having considered this, and given the scale of the Live Borders activities, and the challenging environment, it would be prudent to have in place a business and financial plan which would be in line with private sector businesses of a similar scale as soon as practicable.

The plans above would work towards mitigating future risks and identify the required resources and capacity for Live Borders. This would provide confidence for all stakeholders, and would outline the key business targets, financial forecasting, and risk management associated with delivering a sustainable business model.

**It is recommended that Live Borders create a 10-year Business Plan and a Business Continuity Management Plan.**

From a user and customer perspective feedback suggested a lack of awareness of activities available within the local facilities. Some respondents also highlighted that they were unaware of certain Live Borders facilities and services local to them. However, it should be noted that the awareness feedback in the survey was relatively high.

---

<sup>3</sup> The Turner and Townsend Schools Strategic Brief (2022) Report provided by Scottish Borders Council



Regarding internal communication, staff feedback highlighted the need for greater lead-in times around promotions and messaging, allowing them to be better placed to support the customer facing elements of any promotion or initiative.

In addition, feedback suggested that the Trust could be more proactive in promoting its activities, successes and benefits to Elected Members, and the public. For some, it appeared that there is a lack of understanding of the financial and non-financial benefits provided to the community through Live Border’s activities.

**It is recommended that Live Borders create and implement a robust Marketing and Communications Strategy and Implementation Plan to support the Business Plan.**

Respondents’ feedback indicated that the existing booking systems and processes were very poor. Feedback was provided across all engagement activities around issues with the existing systems, the existence of different or multiple systems, and the difficulty in using them. There was concern that regardless of age or ability, the booking systems were a barrier to accessibility.

Some respondents felt that the booking system, in some places, was a carry-over from Covid-19 processes and mitigations, and that there may now be less need for these. There were comments around the existence of multiple apps and systems for booking sport and leisure, depending on the venues, with resulting confusion.

**It is recommended that the current booking systems are reviewed and a single booking system is created that is easy to use and links to a revised and updated website and App.**

Feedback from discussions suggested that Elected Members’ attendance at Board meetings tended to curtail discussion around certain issues and Councillors felt frustration about having to declare interests and absent themselves from participation in Council discussions and decisions in relation to Live Borders Trust business.

There are advantages and disadvantages of having local councillors as Board members as outlined in the table below.

Advantages	Disadvantages
<ul style="list-style-type: none"> <li>● <b>Accountability and Transparency:</b> Councillors represent the interests of the community and can ensure that the decisions made by Live Borders board align with the needs and preferences of residents.</li> <li>● <b>Policy Alignment:</b> Councillors often have a deep understanding of local policies, regulations, and strategic plans.</li> <li>● <b>Local Knowledge and Insight:</b> Councillors possess valuable local knowledge and insights about the needs, preferences, and challenges of their constituents.</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Conflict of Interest:</b> Councillors may have conflicting priorities, as they are responsible for making decisions in the best interest of their constituents while also serving on the board</li> <li>● <b>Limited Expertise:</b> Some Councillors might not possess the necessary expertise in sport, culture and leisure</li> <li>● <b>Limited Accountability:</b> If councillors are part of the Live Borders board, it might become unclear where primary accountabilities lies.</li> </ul>

<ul style="list-style-type: none"> <li>• <b>Policy Development:</b> Councillors bring political expertise and experience in policy development. Their involvement can contribute to the formulation of effective policies and regulations that guide the operation of leisure facilities and services,</li> <li>• <b>Conflict Resolution:</b> In the event of disputes or conflicts related to leisure services, having councillors on the board can help facilitate communication and resolution.</li> <li>• <b>Public Perception:</b> Councillors' presence on the board can enhance public trust and confidence in the decision-making process of the Live Borders.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Reduced Independence:</b> Live Borders is meant to operate independently to ensure effective management and decision-making. Having councillors on the board might compromise the independence of the trust by introducing external influences and pressures.</li> <li>• <b>Transparency and Public Perception:</b> Councillors' involvement could raise questions about transparency and fairness in decision-making, as the public might perceive their actions as favouring certain interests over others.</li> <li>• <b>Efficiency and Focus:</b> The inclusion of councillors may slow down decision-making processes, as they might have to balance their duties as councillors with their responsibilities on the leisure trust board. This could hinder the trust's ability to respond quickly to operational challenges.</li> </ul>
---	--

**It is recommended, noting the advantages and disadvantages, that the Council and Live Borders jointly consider whether Elected Members should continue to sit on the Live Borders Board.**

In line with good governance practice, the Board of Live Borders should implement an annual skills audit to determine skills gaps, and identify opportunities for recruitment, training, or external support.

**It is recommended that a skills audit of Live Borders trustees and Senior Managers is carried out to assess if there are any skill gaps in the Board and Management Team. Where skills gaps are identified, the appropriate recruitment and or training should be undertaken.**

Feedback suggested that there was a lack of staff empowerment within Live Borders. Comments were provided around the timescales of operational decision-making being too long and limiting, and that greater autonomy at management level could allow for a more proactive organisation.

**A process is set up by which staff are actively encouraged to bring forward ideas and innovations, and as a result feel an increased sense of appreciation, and value for their work. Underpinning this, a staff incentive scheme should be considered.**

Feedback suggested that in line with current practice across the public and private sectors, the staff performance and appraisal process should be rolled out across the whole organisation. This would ensure clarity of purpose as well as ensuring that there is a cohesive approach to the delivery of the business plan.

Staff appraisal processes should consider the following:

- Feedback and Communication

- Goal Setting and Alignment
- Performance Improvement
- Recognition and Motivation
- Identification of Training Needs
- Fairness and Equity
- Documentation
- Legal Compliance
- Succession Planning.
- Overall Organizational Improvement

It is important to note that the effectiveness of staff appraisals depends on how these are conducted. Appraisals should be fair, transparent, and focused on growth and continuing professional development. Additionally, these appraisals should be a part of an ongoing feedback and performance management process.

**It is recommended that Live Borders continue to develop and implement a robust staff performance appraisal system in order support staff training opportunities, and effective succession planning.**

Both Live Borders and Scottish Borders Council have support service staff in payroll, IT, human resources, and finance functions, each of which operates in a similar manner. There may be opportunities for economies of scale by reviewing these functions and identifying any common areas and potential savings.

Given the timescales for this review, it was not possible to investigate these elements of the organisations to a degree that would support a conclusion or recommendation. Therefore, this should be further investigated.

**It is recommended that an independent review of support service operations (payroll, IT, Human Resources etc) be carried out to assess if there are economies of scale for the Council and Live Borders.**

Live Borders have been delivering a high level of service across all functions, albeit with the challenges outlined in this report. As noted, this has caused the senior management team to focus on operational proprieties. By creating a new post of Business Development Director, that role can focus on the overall sustainability of the organisation through additional commercial income streams and other revenue generation opportunities.

**It is recommended that a new post of Business Development Director is created for Live Borders focussing in driving commercial revenue and future income generation.**

### 10.3 Revenue Generation

---

#### Live Borders Management Fee

Currently, the Service Provision Agreement recommends payment of the annual management fee quarterly to Live Borders. Given recent increases in Interest Rates (circa 5%), significant interest could be generated on the full value of the management fee. By paying this management fee in one single

payment at the beginning of each financial year, Live Borders will be able to benefit from this accrued interest over the course of the year. Taking consideration of a monthly outgoing (circa £550,000), it is estimated that over the course of a 12-month period, interest of approximately £150,000 may be generated. In the immediate term (2023), if the Council were to release the remainder of the current year's management fee, this could generate approximately £15,000 in interest.

**It is recommended that the Council pays Live Borders the full management fee at the start of each financial year.**

## Sport & Leisure

As shown in the table below, Sports and Leisure Facilities operated by Live Borders operate at a significant financial deficit, cumulating in an operating loss of over £1m.

Facility	Deficit
Eyemouth Leisure Centre	-£194,499.64
Galashiels Swimming Pool	-£112,011.71
Peebles Swimming Pool	-£161,391.60
Kelso Swimming Pool	-£129,833.32
Selkirk Leisure Centre	-£138,309.63
Teviotdale Leisure Centre	-£323,339.12
Tweedbank Sports Complex	-£39,370.25
Gytes Leisure Centre	-£85,704.38
Queens Leisure Centre	-£5,190.54
<b>Total Deficit</b>	<b>-£1,189,650.19</b>

While it is recognised that the facilities above operate at a deficit, this review provides a significant body of evidence to demonstrate the value of sport and leisure, in relation to improved health, wellbeing and quality of life. As such, it should be recognised that providing these services, on behalf of the Council has a significant non-financial benefit and should not be viewed solely from a cost/benefit perspective.

Community and stakeholder engagement has identified sports and leisure provision as the number one ranked priority across the Borders, and for each individual locality. Across the Borders, the value for money from Sports and Leisure services and facilities was one of the highest scoring metrics, alongside a strong recognition that the services and facilities were vital in benefitting individual's physical and mental health.

As benchmarked in this report (section 9), the current pricing point for several sports facilities and services are lower than the National Average. Throughout Scotland, prices for sports facility use have increased – examples include Glasgow, South Lanarkshire, Highland, and East Renfrewshire.

With a footfall in sport and leisure just over 500,000, and an income of circa £2m, a modest 10% price increase across the sports and leisure activities would generate around £200,000.

**It is recommended that the price for sports and leisure activities is reviewed, with a view to increasing income by 10%.**

It is noted that Live Borders currently operates an in house café in Teviotdale Leisure Centre. This café is currently operating at an annual loss of around £40,000.

Through the community engagement, there were some negative comments around the café provision. From our experience in other similar projects, a solution could be to consider a third-party operator. This would remove the risk of deficit funding and operational risks to Live Borders, improve customer satisfaction, and provide a secure annual rental income for Live Borders, removing the current deficit. An alternative, or short-term option, would be to close the current café and offer smaller scale vending machines as is provided in other Live Borders facilities.

**It is recommended that the café facilities currently operated in house at Teviotdale Leisure Centre are advertised for a lease arrangement in return for an annual rental fee.**

It is understood that some buildings offer opportunities for private sector operators to rent space for activities relating to sports and leisure. Further investigations are required to identify underutilised spaces within leisure centres and community facilities that could be made available for commercial hire. Live Borders would then be able to facilitate a wider range of ancillary services and activities, whilst generating additional income.

**It is recommended that, where space allows, third party services such as sports clinics, physiotherapy and other treatment providers are offered rental agreements to provide income and enhance the breadth of services offered within Live Borders sports, leisure and community facilities.**

## Museums

As shown in the table below most Museums operated by Live Borders operate at a significant financial deficit, cumulating in an operating loss of over £500,000.

Museum	Overall Deficit
Heritage Hub	-£171,899
Coldstream Museum	-£13,991
Old Gala House	-£23,152
Borders Textile Towerhouse	-£47,001
Hawick Museum	-£159,974
St Ronan's Wells (Innerleithen)	-£20,112
Jedburgh Jail	-£31,021
Mary Queen of Scots (Jedburgh)	£4,952
Chambers Institute (Peebles)	-£55,077
Halliwells House (Selkirk)	-£9,147

Sir Walter Scott's Courthouse	-£14,697
	<b>-£541,119</b>
Total Footfall	83,587
Total Cost Per Visit	£8,48
Subsidy Per Visit (Deficit)	£6.47

The following is taken from the “Success Guide Successfully Setting Admissions Policy and Pricing” 2016<sup>4</sup>:

- Museums that have moved from free to charging most commonly report that this has a negative impact on overall visitor numbers, with some reporting notable decreases in visitors, especially in the number of local visitors.
- All of the museums that have moved from free to charging report a positive impact on admissions income, and for some this has been a substantial level of income which has strengthened the overall financial position of the museum.
- There is evidence that visitors to paid admission sites are more likely to visit and buy from the shop, or use on site catering, than those to free admission sites

Glasgow City Council are currently considering charging for access for all non-residents.

Assuming 50% of those visitors are local and retain free entry, then the remaining 50% could generate up to £164,000 (41,000 people paying an average of £4 when considering both full price and concessions). This would likely reduce the donation income, but ultimately provide a larger total revenue. Net estimate £100,000.

**It is recommended that Live Borders and the Council consider the introduction of an admission charge for all museums for visitors who do not live in the Scottish Borders Council catchment area.**

Notwithstanding the recommendation above, Live Borders and Scottish Borders Council should also consider a review of the full museum estate and develop a strategy to enable the Council’s collections to be fully accessible and curated to current standards.

### **Grant Aid & Social Prescribing**

The [Scottish Council for Voluntary Organisations \(SCVO\)](#) provides a regular grant update notification service for charitable groups, listing opportunities for various capital and revenue grants across a variety of sectors and activities. A key benefit of delivering sports, leisure, and culture through an arm’s length organisation, is that the organisation (in this case Live Borders) is eligible for a wider range of capital and revenue grants that a local authority cannot access.

In 2022/23, Live Borders secured £260,000 in grants, but recognise that this has decreased over recent years. A focus should be on re-establishing a target figure for securing external funding linked to

<sup>4</sup> [Success Guide Successfully Setting Admissions Policy and Pricing](#) 2016 (Association of Independent Museums/ Dr Stephen Connolly, Jonathan Durin, Chris Berriman, DC Research)

property improvements, moving towards Net Zero, and assisting with the delivery of programmes such as social prescribing, health, and wellbeing.

**It is recommended that Live Borders set a target figure for bringing in external grant aid and consider appointing a fund raiser on a commission only basis as part of an overall strategy for accessing grant aid funding.**

Scottish Borders Health and Social Care Partnership (HSCP) is establishing a 'Social Prescribing Delivery Group' (SPDG) to identify issues relating to Social Prescribing and to oversee the funding and actions to deliver Borders-based solutions.

Social Prescribing enables GPs, nurses, primary care professionals, Social work staff and others to refer people to a range of local, non-clinical services to support their health and wellbeing. As well as providing alternatives to clinical care for people with diagnosed conditions, Social Prescribing can also be used for preventative healthcare initiatives.

Live Borders has operated a social prescription model of exercise referral since 2016 where health professionals can refer clients/customers to Live Borders for subsidised gym/swim membership or into specific classes and programmes to support a variety of physical and mental health outcomes.

Pre Covid, referral numbers received by Live Borders were approaching 700 per year, although since Covid, it is predicted that numbers for 22/23 will peak at about 500. These referrals came from a wide variety of community partners such as GP's, nurses, Area Health Partnerships, Scottish Borders Council and charity organisations. Referrals were triaged internally by a Health & Physical Activity Development Officer and a team of Health Instructors then followed up with calls/contact and inductions.

Live Borders can deliver a wide range of activities and services that relate to social prescribing and recognise that the Council have accessed Scottish Government funding to support this through the Healthier, Happier, Stronger Fund.

**Scottish Borders Council works with Live Borders to deliver a proactive programme of social prescribing activities in their facilities. This could be funded through the Scottish Government's Healthier, Happier, Stronger Fund.**

## **Membership**

Current One Club direct debit memberships are confusing and membership numbers are reducing due to customers not being retained due to the impact in the cost of living. crisis and energy and inflation levels. The following performance data is noted:

### **Retention in memberships**

- 2022/23 annual retention was 51% against a target of 80%.

### **New members recruited in 2022/23**

- 19% of 632 new member sales cancelled before 12 months.
- From the 19% (122)
- 16% of the new members cancelled before month one.
- 46% of the new members left after 3 months.

- Overall, 77% of new members who cancelled, left within 6 months.

Feedback from the community engagement suggested that the price of the membership did not provide good value for money compared to other private sector operators.

In reviewing Trusts and similar providers elsewhere, there are examples of membership schemes with a better value schemes. High Life Highland operates in a similar structure to Live Borders and faces many of the same challenges, A High Life membership provides individuals and families with access to all pools, gyms, fitness classes, and badminton bookings for one monthly cost. It also provides additional benefits with third party businesses and services in the Highlands, including Borrow Box library services, and partnership access to facilities elsewhere in Scotland, including those operated by Live Borders.

**It is recommended that a full review of the One Club scheme is undertaken, including a review of the quality of facilities, with a view to develop a more appropriate and attractive sports, leisure, and culture package.**

Using the premise that employees who regularly participate in physical activity are more likely to be healthier, and therefore less likely to be absent from work through illness, all major employers throughout Scottish Borders should be invited to participate in a salary sacrifice scheme. This is where a small amount is deducted monthly from their salary, matched by their employer's contribution to pay for access to health and wellbeing classes delivered by Live Borders.

This scheme could be used to provide memberships as outlined above, with examples of Trusts and private sector providers engaging in similar initiatives, including via [Incorpore](#) as a trusted third party with an enviable track record in this field.

**A Salary Sacrifice Scheme is considered providing employees of key businesses low cost or subsidised access to sports, leisure and cultural services and membership schemes.**

### Summary of Income Generating Initiatives

Payment of balance of current year's Management Fee	£15,000
Payment of full year Management Fee on 1 <sup>st</sup> April 2024	£150,000
Increase sports charges by 10%	£200,000
Franchise Teviotdale Centre café Reduce deficit £40k New rental £12k	£52,000
Rental underused space for commercial operator	£12,000
Admission charges for Museums	£100,000
Increase grant aid secured	£250,000
Secure Social Prescribing Funding	£200,000
Review One Club Direct Debit To be reviewed	
Introduce Salary Sacrifice Scheme To be reviewed	
<b>Sub Total</b>	<b>£979,000</b>

## 10.4 Future Aspirations Young People

To engage younger people a survey of 10 secondary schools was completed and received 2,981 replies.



From the analysis of results the most popular leisure activities they currently participate in weekly are;

- Socialising with Friends 80%
- Taking part in outdoor sports 60%
- Computer Gaming 53%
- Taking part in indoor sports 32%

Their least favourite activity was visiting a museum or a library.

We asked them what services they rated highest

- Sports Pitches 52%
- After School activities 52%
- Swimming Pools 44%
- Using Leisure Centres 33%

Asked what facilities were missing from their area the top 5 answers were;

- Trampoline Centre 58%
- Pin Bowling 44%
- Ice Rink 44%
- Swimming pools 29%
- E Gaming Facilities 27%

## 10.5 Service Provision Agreement

---

The Service Provision Agreement is the contract for services between Scottish Borders Council and Live Borders, and informs the annual management fee paid by the Council. Below is a summary of the key elements that could be considered as key to a revised future Service Provision Agreement.

This agreement outlines the responsibilities, expectations, and performance standards between the Scottish Borders Council and Live Borders in delivering sport, cultural and leisure and recreational services to the Scottish Borders Council communities.

**Scope of Services:** Live Borders shall provide the following services in return for an annual Management Fee from Scottish Borders Council:

- The operation and management of leisure facilities, including libraries, museums and visitor attractions, sports facilities and leisure centres and swimming pools, fitness facilities, and community centres and halls.
- Development and implementation of recreational and creative programmes and activities.
- Maintenance and upkeep of facilities to ensure a safe and enjoyable environment for users.
- Engagement with the local community to reflect their needs for the provision of inclusive services.
- Compliance with relevant health and safety regulations and industry standards.

**Responsibilities: Scottish Borders Council responsibilities:**

- To provide adequate financial support to Live Borders as agreed in the funding agreement.
- Retain ownership of the leisure facilities and ensure appropriate infrastructure support including landlord responsibilities for repairs and maintenance.

- Set strategic objectives and performance targets aligned with community needs and best practice.
- Monitor and evaluate the performance of Live Borders against agreed-upon performance indicators.
- Work in partnership with Live Borders in decision-making processes and policy development.

**Responsibilities: Live Borders:**

- Manage and operate leisure facilities in accordance with industry standards and guidelines.
- Develop and deliver a diverse range of recreational and creative programmes and activities based on community needs and sustainable income.
- Ensure proper day- to- day maintenance, cleanliness, and safety of the facilities.
- Establish effective communication channels with users, responding to inquiries, feedback, and complaints.
- Establish and implement a robust buildings, plant and machinery reporting process for all premises operated by Live Borders

**Performance Standards: Key Performance Indicators (KPIs):**

- Number of facility users, membership growth, and customer satisfaction ratings.
- Programme and activities attendance and participation rates.
- Financial performance, including revenue generation and cost management.
- Health and safety compliance and incident reporting.

**Reporting:**

- Live Borders shall provide quarterly reports on its financial performance, activities, and progress towards achieving agreed-upon targets.
- An annual review meeting will be held between the Council and Live Borders to assess the overall performance and discuss any necessary adjustments to the SPA.

**Review and Termination:**

- This SPA shall be reviewed annually, with any amendments agreed upon by both parties.
- Either party may terminate this agreement with prior written notice if significant breaches or operational issues arise that cannot be resolved through mutual discussions.

The detailed Service Provision Agreement and supporting Schedules is available as Annex Six and provides more detailed information of service specification, list of facilities, insurance responsibilities and partnership protocol.

## 11 Great Tapestry of Scotland

Early in this review process it was agreed that a review of the Great Tapestry of Scotland would be delivered through an internal working group chaired by an external consultant. At the time of drafting this report this was still work in progress.

## 12 Further Work

Throughout the delivery of this Review a number of additional reviews, reports and strategies were identified to help to support the partners in working towards empowering communities through improved service provision. These include;

- A Property Rationalisation and Disposal Strategy
- A Sports Facilities and Health and Wellbeing Strategy
- A Cultural and Arts Strategy
- A strategic review of museum provision
- A community engagement support plan to enable capacity and capability challenges to be addressed.

DRAFT CONFIDENTIAL

## 13 Summary of Strategic Recommendations

Recommendations	Timescales	Actions
<b>Strategic Property Related Recommendations</b>		
1. All repairs and maintenance responsibilities relating to council owned buildings, currently leased to Live Borders, reverts to Scottish Borders Council. This should be reflected in all future leases, and in the Service Provision Agreement.	On approval of the new leases and Service Provision Agreement but no later than 31 <sup>st</sup> March 2024	SBC to redraft leases
2. Full buildings condition and structural surveys are carried out on all buildings leased to Live Borders.	By the end of 2024/25 Financial year	Independent Building surveyors to be engaged by SBC
3. A full energy audit is carried out on all buildings leased to Live Borders and from this, a programme for investing in more effective and efficient green energy solutions can be developed.	By 31 <sup>st</sup> March 2024	Energy consultants to be engaged by SBC
4. All existing leases should be reviewed in line with the recommendations above, and these should be for a period of 25 years, commencing 1st April 2024.	On approval of the new leases and Service Provision Agreement but no later than 31 <sup>st</sup> March 2024	SBC to redraft leases
5. When the current energy provider contracts expire in March 2024, that the responsibility for all future utilities and energy costs transfers to the Council. It is recognised that this will result in this cost being removed from the annual management fee.	By 31 <sup>st</sup> March 2024	For SBC to consider at Committee/Full Council
6. The future responsibility for all Community Centres reverts to the Council pending further work to support community ownership options.	By 31 <sup>st</sup> March 2024	There will be an issue if buildings revert to council operation of approximately £150,000 of non-domestic rates Possibly Live Borders to retain until communities are consulted on whether they

		have the capacity and ability to assess whether they can become building owners
7. A further detailed options appraisal and associated consultation is undertaken on the future of buildings identified as meeting the following criteria: a. High repair and maintenance cost b. Decreasing user numbers c. Increasing running costs d. Potential to relocate or co-locate services locally (e.g., school estate, consolidation etc.)	By 31 <sup>st</sup> March 2024	Internal analysis of criteria by both SBC and Live Borders.
8. A strategic approach for future shared school/community use of campus-based sports and cultural activities should be continued and expanded by the Council, based on existing successful models.	Ongoing with immediate effect	Staff time by both SBC and Live Borders staff to input into future new build specifications and design briefs
<b>Operational Recommendations</b>		
1. Live Borders create a 10-year Business Plan and a Business Continuity Management Plan.	By 31 <sup>st</sup> March 2024	Either Live Borders internally or use consultants
2. Live Borders create and implement a robust Marketing and Communications Strategy and Implementation Plan to support the Business Plan.	By 31 <sup>st</sup> March 2024	Either Live Borders internally or use consultants
3. That the current booking systems are reviewed and a single booking system is created that is easy to use and links to a revised and updated website and App.	By 31 <sup>st</sup> March 2024	Live Borders
4. That the Council and Live Borders jointly consider whether Elected Members should continue to sit on the Live Borders Board.	By 31 <sup>st</sup> March 2024	Views of Council and Live Borders board to make joint recommendation
5. That a skills audit of Live Borders trustees and Senior Managers is carried out to assess if there are any skill gaps in the Board and Management Team. Where skills gaps are identified, the appropriate recruitment and or training should be undertaken.	By 31 <sup>st</sup> March 2024	Either Live Borders internally or use consultants
6. A process is set up by which staff are actively encouraged to bring forward ideas and innovations, and as a result feel an	By 31 <sup>st</sup> March 2024	Live Borders

increased sense of appreciation, and value for their work. Underpinning this, a staff incentive scheme should be considered.		
7. Live Borders continue to develop and implement a robust staff performance appraisal system in order support staff training opportunities, and effective succession planning.	Ongoing	Live Borders
8. That an independent review of support service operations (payroll, IT, Human Resources etc) be carried out to assess if there are economies of scale for the Council and Live Borders.	By 31 <sup>st</sup> March 2024	Views of Council and Live Borders board to make joint recommendation
9. A new post of Business Development Director is created for Live Borders to focus on commercial revenue growth opportunities and future income generation.	By 31 <sup>st</sup> March 2024	Live Borders
<b>Income Generating Recommendations</b>		
1. The Council transfers to Live Borders the full management fee at the start of each financial year.	By 31 <sup>st</sup> March 2024	SBC
2. The price for sports and leisure activities is reviewed, with a view to increasing income by 10%.	By 31 <sup>st</sup> March 2024	Live Borders
3. The café facilities currently operated in-house at Teviotdale Leisure Centre are considered for a lease arrangement with a third party in return for an annual rental fee.	By 31 <sup>st</sup> March 2024	Live Borders
4. Where space allows, third party services such as sports clinics, physiotherapy and other treatment providers are offered rental agreements to provide income and enhance the breadth of services offered within Live Borders sports, leisure, and community facilities.	By 31 <sup>st</sup> March 2024	Live Borders
5. That Live Borders and the Council consider the introduction of an admission charge for all museums for visitors who do not live in the Scottish Borders Council catchment area.	By 31 <sup>st</sup> March 2024 or at the conclusion of a museum's review	Live Borders in consultation with SBC
6. Live Borders set a target figure for bringing in external grant aid and consider appointing a fund raiser on a commission only basis as part of an overall strategy for accessing grant aid funding.	By 31 <sup>st</sup> March 2024	To be included in new Business Plan

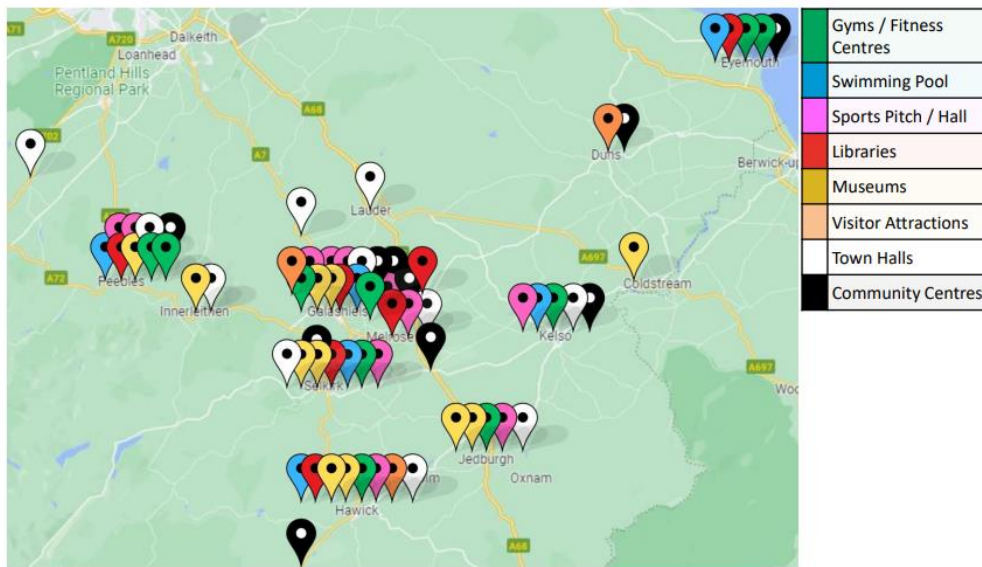
7. Scottish Borders Council works with Live Borders to deliver a proactive programme of social prescribing activities across their facilities. This could be funded through the Scottish Government's Healthier, Happier, Stronger Fund.	By 31 <sup>st</sup> March 2024	Views of Council and Live Borders board to make joint recommendation
8. A full review of the One Club scheme is undertaken, including a review of the quality of facilities, with a view to develop a more appropriate and attractive sports, leisure, and culture package.	By 31 <sup>st</sup> March 2024	Live Borders
9. A Salary Sacrifice Scheme is considered providing employees of key businesses low cost or subsidised access to sports, leisure and cultural services and membership schemes.	By 30 <sup>th</sup> September 2024	Live Borders

DRAFT CONFIDENTIAL

This page is intentionally left blank



## Appendix 4: Live Borders Service Areas & Locations



This page is intentionally left blank

## Integrated Impact Assessment (IIA)

### Stage 1 Scoping and Assessing for Relevance

#### Section 1 Details of the Proposal

<p><b>A. Title of Proposal:</b></p>	<p>Joint Strategic Review of Sport, Leisure and Cultural Services and Facilities</p>
<p><b>B. What is it?</b></p>	<p>A new Policy/Strategy/Practice <input type="checkbox"/>  A revised Policy/Strategy/Practice <input checked="" type="checkbox"/></p>
<p><b>C. 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))</p>	<p>A joint Council/Live Borders Strategic Review to strengthen and improve partnership arrangements and ensure that, through engagement with communities and service users, services are re-established on a sustainable footing and aligned with the needs of customers and communities.</p> <p>The review recognises that the current Service Provision Agreement (2016) needs renewal, and that the operational arrangements and social and economic landscape has changed significantly over the last few years – particularly in terms of the pandemic, cost of living crisis, the striving for net zero and surging fuel costs.</p> <p>Project outcomes:</p>

	<p>An independent consultant's report, including recommendations which is being considered by Council in November 2023 with a proposed 12-month Joint Transformational Change Programme. This IIA will continue to be updated throughout the life of any approved change programme.</p>
<p><b>D. Service Area:</b> <b>Department:</b></p>	<p>SBC Resilient Communities/Live Borders</p>
<p><b>E. Lead Officer:</b> (Name and job title)</p>	<p>Jenni Craig, Director of Resilient Communities</p>
<p><b>F. Other Officers/Partners involved:</b> (List names, job titles and organisations)</p>	<p><b>Joint Steering Group</b></p> <p>Euan Jardine (Chair) - Leader          Julie Pirone - Cllr Executive Member for Community &amp; Culture          Watson McAteer - Cllr Convener          Mark Rowley - Cllr Executive Member for Service Delivery &amp; Transformation          Fay Sinclair - Cllr SNP Representative          Alison Moore - Live Borders Board of Trustees Chair          Ross Gardiner - Live Borders Board of Trustees Vice Chair          Bill White - Live Borders Finance Committee Chair          David Robertson - SBC Chief Executive Officer          Jenni Craig - SBC Director – Resilient Communities          Ewan Jackson - Live Borders Chief Executive Officer          Suzanne Douglas - SBC Director – Finance and Procurement          Laura Steven - Live Borders COO (interim)</p> <p><b>Core Working Group</b></p> <p>Jenni Craig (Chair) - SBC Director – Resilient Communities</p>

	<p>Ewan Jackson (Chair) - Live Borders CEO          Alan Jones / John Humphries - AJA Consultants          James Lamb - SBC Portfolio Manager          Avril Marriott - SBC Programme Manager          Graeme McMurdo - Live Borders Strategic Programme Manager          Lynne Waters - SBC Programme Support</p> <p><b>Specialists - Working Group (as required)</b>          Adam Drummond - SBC Senior Communications &amp; Marketing Officer          Rob Claridge - Live Borders Communications          Tracey Hutchison - SBC Financial Analyst          Laura Steven - Live Borders COO (interim)          Maggie Cripps - SBC Performance          Emily Elder - SBC Risk          Janice Robertson - SBC Strategy &amp; Policy Manager (IIA assistance)</p>
<p><b>G. Date(s) IIA completed:</b></p>	<p>Initiated March 2023          Completed 13 November 2023</p>

**Section 2 Will there be any impacts as a result of the relationship between this proposal and other policies?**

No
If yes, - please state here:

**Section 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.)</i></p>	
Yes	
<b>Equality Duty</b>	<b>Reasoning:</b>
<b>A. Elimination of discrimination (both direct &amp; indirect), victimisation and harassment.</b> <i>(Will the proposal discriminate? Or help eliminate discrimination?)</i>	The outcomes of this project are designed to be inclusive and have a positive influence on all aspects of society regardless of any protected characteristics.
<b>B. Promotion of equality of opportunity?</b> <i>(Will your proposal help or hinder the Council with this)</i>	The outcomes of this project are designed to be inclusive and have a positive influence on all aspects of society regardless of any protected characteristics.
<b>C. Foster good relations?</b> <i>(Will your proposal help to foster or encourage good relations between those who have different equality characteristics?)</i>	The outcomes of this project are designed to be inclusive and have a positive influence on all aspects of society regardless of any protected 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		The outcomes of this project are designed to be inclusive and have a positive influence on all aspects of society regardless of any protected characteristics.
<b>Disability</b> e.g. Effects on people with mental, physical, sensory impairment, learning disability, visible/invisible, progressive or recurring		x		The outcomes of this project are designed to be inclusive and have a positive influence on all aspects of society regardless of any protected characteristics.
<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		The outcomes of this project are designed to be inclusive and have a positive influence on all aspects of society regardless of any protected characteristics.
<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		The outcomes of this project are designed to be inclusive and have a positive influence on all aspects of society regardless of any protected characteristics.
<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 – The IIA will continue to be updated to accompany all approved recommendations (once identified) and as any subsequent implementation project commences.</p> <p><b>If No go to Section 4</b></p>				



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	The review may have implications for pricing/charging arrangements currently in place. Any effect on those affected by Low and/or No Wealth will be taken into account. This links to the proposed recommendation – Income Generation 2 in Appendix 1 of the report.
<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	X	A further options appraisal is also included in proposed recommendation Property 7 in Appendix 1 of the report.
<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			
---	---	--	--	--

### 3.4 Armed Forces Covenant Duty (*Education and Housing/ Homelessness proposals only*)

This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to the three matters listed below in Education and Housing/ Homelessness matters.  
This relates to current and former armed forces personnel (regular or reserve) and their families.

**Is the Armed Forces Covenant Duty applicable?**

**No**

If "Yes", please complete below

Covenant Duty	How this has been considered and any specific provision made:
The unique obligations of, and sacrifices made by, the armed forces;	
The principle that it is desirable to remove disadvantages arising for Service people from membership, or former membership, of the armed forces;	

<p>The principle that special provision for Service people may be justified by the effects on such people of membership, or former membership, of the armed forces.</p>	
---	--

#### Section 4 Full Integrated Impact Assessment Required

Select No if you have answered “No” to all of Sections 3.1 – 3.3.

**Yes (project is conducting a strategic review)**

If yes, please proceed to Stage 2 and complete a full Integrated Impact Assessment

**If a full impact assessment is not required briefly explain why there are no effects and provide justification for the decision.**

The Joint Strategic Review of Sport, Leisure and Cultural Services and Facilities was conducted by an independent external consultant, who produced a report with recommendations which has now been submitted for consideration at November 2023 Council.

This IIA will be further updated once recommendations are approved at Council and throughout the life of the proposed 12-month Transformational Change Programme.

A Stage 2 Integrated Impact Assessment will be initiated once the proposed outcomes of the joint strategic review are known.

<p>Signed by Lead Officer:</p>	<p>Jenni Craig</p>
--------------------------------	--------------------

<b>Designation:</b>	<b>Director of Resilient Communities</b>
<b>Date:</b>	
<b>Counter Signature Director:</b>	
<b>Date:</b>	



---

## **TREASURY MANAGEMENT MID-YEAR REPORT 2023/24**

**Report by Director of Finance & Procurement**

---

**SCOTTISH BORDERS COUNCIL**

**23 November 2023**

---

### **1 PURPOSE AND SUMMARY**

- 1.1 This report presents the mid-year report of treasury management activities for 2023/24, in line with the requirements of the CIPFA Code of Practice, including Prudential and Treasury Management Indicators.**
- 1.2 The report is required as part of the Council's treasury management control regime. It provides a mid-year report on the Council's treasury activity during the six month period to 30 September 2023 and demonstrates that Treasury activity in the first six months of 2023/24 has been undertaken in full compliance with the approved Treasury Strategy and Policy for the year.
- 1.3 Appendix 1 contains an analysis of the performance against the targets set in relation to Prudential and Treasury Management Indicators, and proposes revised estimates of these indicators in light of the 2022/23 out-turn and experience in 2023/24 to date for Council approval.

### **2 RECOMMENDATIONS**

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

- (a) Notes that treasury management activity in the six months to 30 September 2023 was carried out in compliance with the approved Treasury Management Strategy and Policy;**
- (b) Notes that the Audit Committee scrutinised this report on the 13<sup>th</sup> November 2023; and**
- (c) Agrees the Treasury Management Mid-Year Report 2023/24, as contained in Appendix 1.**

### **3 BACKGROUND**

- 3.1 The Council approved the Annual Treasury Management Strategy (the Strategy) for 2023/24 at the Council on 23 February 2023. This report meets the requirements of both the CIPFA Code of Practice on Treasury Management (the Code) and CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code).
- 3.2 As set out in the annual Treasury Strategy, the Audit Committee has a role to scrutinise the Mid Year Report before submission to Council for final approval and as such this report was considered by the Audit Committee on 13<sup>th</sup> November 2023 and recommended for presentation to Council.

### **4 TREASURY MANAGEMENT MID-YEAR REPORT 2023/24**

- 4.1 The Treasury Management Mid-Year Report for 2023/24 (the Mid-Year Report) is contained in Appendix 1. All of the 2023/24 target indicators reported upon are based on the indicators agreed as part of the Strategy approved by Council on 23 February 2023.
- 4.2 The Mid-Year Report has been prepared in compliance with CIPFA's Code of Practice, and covers the following:
- (a) An economic update for the first six months of 2023/24;
  - (b) A review of the Treasury Management Strategy Statement and Annual Investment Strategy;
  - (c) The Council's capital expenditure (prudential indicators);
  - (d) A review of the Council's investment portfolio for 2023/24;
  - (e) A review of the Council's borrowing strategy for 2023/24; and
  - (f) A review of compliance with Treasury and Prudential Limits for 2023/24.
- 4.3 The Mid-Year Report at Annex A contains revised Prudential and Treasury Management Indicators for consideration prior to Council approval.
- 4.4 The Mid-Year Report indicates that the Council's Treasury Management activities are being managed and monitored within the agreed boundaries and indicators approved by the Council.

### **5 IMPLICATIONS**

#### **5.1 Financial**

There are no further financial implications relating to this report. The outcomes from the Council's treasury management activities are explained in detail within Appendix 1.

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

This report is an account of the outcomes delivered at the six month stage from the tightly controlled risk management work that the Council's Treasury staff have carried out; Appendix 1 gives further detail on these controls. The report is an important element of the overall risk management environment but has no specific risk implications of its own.

### 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. Nevertheless, a light touch assessment has been conducted and this will be published on SBC's Equality and Diversity Pages of the website as in doing so, signifies that equality, diversity and socio-economic factors have duly been considered when preparing this report.

### 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 will be reported to the meeting.

### **Approved by**

**Suzy Douglas**

**Signature .....**

### **Author(s)**

Name	Designation and Contact Number
Suzy Douglas	Director of Finance & Procurement - Tel 01835 824000 Ext 5881
Kirsten Robertson	Statutory Reporting and Treasury Business Partner - Tel 01835 824000 Ext 5506

**Background Papers:** Audit Committee 13<sup>th</sup> November 2023

**Previous Minute Reference:** Scottish Borders Council, 23 February 2023

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

Contact us at Finance, Council Headquarters, Newtown St Boswells, Melrose, TD6 0SA. Tel: 01835 824000 Fax: 01835 825166 Email: [t&cteam@scotborders.gov.uk](mailto:t&cteam@scotborders.gov.uk)



## **SCOTTISH BORDERS COUNCIL**

### **TREASURY MANAGEMENT MID-YEAR REPORT 2023/24**

## 1. BACKGROUND

### a) Treasury management is defined 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”.

### b) The Council operates a balanced budget, which broadly means cash raised during the year will meet its cash expenditure. Part of the treasury management operation is to ensure this cash flow is adequately planned, with surplus monies being invested in low risk counterparties, providing security and adequate liquidity, before considering optimising investment return.

### c) The second main function of the treasury management service is the funding of the Council’s capital plans. These capital plans provide a guide to the borrowing need of the Council, essentially the longer term cash flow planning to ensure the Council can meet its capital spending operations. This management of longer term cash may involve arranging long or short term loans, or using longer term cash flow surpluses. On occasion, where favourable conditions exist, any debt previously drawn may be restructured to meet Council risk or cost objectives.

### d) **Annex A** contains a summary of the updated Prudential and Treasury Management Indicators for 2023/24 as highlighted throughout this report.

## 2 ECONOMIC POSITION

### 2.1 ECONOMIC UPDATE *(from Link Group)*

- The first half of 2023/24 saw:
  - Interest rates rise by a further 100bps, taking Bank Rate from 4.25% to 5.25% and, possibly, the peak in the tightening cycle.
  - Short, medium and long-dated gilts remain elevated as inflation continually surprised to the upside.
  - A 0.5% m/m decline in real GDP in July, mainly due to more strikes.
  - CPI inflation falling from 8.7% in April to 6.7% in August, its lowest rate since February 2022, but still the highest in the G7.
  - Core CPI inflation declining to 6.2% in August from 7.1% in April and May, a then 31 years high.
  - A cooling in labour market conditions, but no evidence yet that it has led to an easing in wage growth (as the 3myy growth of average earnings rose to 7.8% in August, excluding bonuses).
- The 0.5% m/m fall in GDP in July suggests that underlying growth has lost momentum since earlier in the year. Some of the weakness in July was due to there being almost twice as many working days lost to strikes in July (281,000) than in June (160,000). But with output falling in 10 out of the 17 sectors, there is an air of underlying weakness.

- The fall in the composite Purchasing Managers Index from 48.6 in August to 46.8 in September left it at its lowest level since COVID-19 lockdowns reduced activity in January 2021. At face value, it is consistent with the 0.2% q/q rise in real GDP in the period April to June, being followed by a contraction of up to 1% in the second half of 2023.
- The 0.4% m/m rebound in retail sales volumes in August is not as good as it looks as it partly reflected a pickup in sales after the unusually wet weather in July. Sales volumes in August were 0.2% below their level in May, suggesting much of the resilience in retail activity in the first half of the year has faded.
- As the growing drag from higher interest rates intensifies over the next six months, we think the economy will continue to lose momentum and soon fall into a mild recession. Strong labour demand, fast wage growth and government handouts have all supported household incomes over the past year. And with CPI inflation past its peak and expected to decline further, the economy has got through the cost-of-living crisis without recession. But even though the worst of the falls in real household disposable incomes are behind us, the phasing out of financial support packages provided by the government during the energy crisis means real incomes are unlikely to grow strongly. Higher interest rates will soon bite harder too. We expect the Bank of England to keep interest rates at the probable peak of 5.25% until the second half of 2024. Mortgage rates are likely to stay above 5.0% for around a year.
- The tightness of the labour market continued to ease, with employment in the three months to July falling by 207,000. The further decline in the number of job vacancies from 1.017m in July to 0.989m in August suggests that the labour market has loosened a bit further since July. That is the first time it has fallen below 1m since July 2021. At 3.0% in July, and likely to have fallen to 2.9% in August, the job vacancy rate is getting closer to 2.5%, which would be consistent with slower wage growth. Meanwhile, the 48,000 decline in the supply of workers in the three months to July offset some of the loosening in the tightness of the labour market. That was due to a 63,000 increase in inactivity in the three months to July as more people left the labour market due to long term sickness or to enter education. The supply of labour is still 0.3% below its pre-pandemic February 2020 level.
- But the cooling in labour market conditions still has not fed through to an easing in wage growth. While the monthly rate of earnings growth eased sharply from an upwardly revised +2.2% in June to -0.9% in July, a lot of that was due to the one-off bonus payments for NHS staff in June not being repeated in July. The headline 3myy rate rose from 8.4% (revised up from 8.2%) to 8.5%, which meant UK wage growth remains much faster than in the US and in the Euro-zone. Moreover, while the Bank of England's closely watched measure of regular private sector wage growth eased a touch in July, from 8.2% 3myy in June to 8.1% 3myy, it is still well above the Bank of England's prediction for it to fall to 6.9% in September.
- CPI inflation declined from 6.8% in July to 6.7% in August, the lowest rate since February 2022. The biggest positive surprise was the drop in core CPI inflation, which declined from 6.9% to 6.2%. That reverses all the rise since March and means the gap between the UK and elsewhere has shrunk (US core inflation is 4.4% and in the Euro-zone it is 5.3%). Core goods inflation fell from 5.9% to 5.2% and the further easing in core goods producer price inflation, from 2.2% in July to a 29-month low of 1.5% in August, suggests it will eventually fall close to zero. But the really positive development was the fall in services inflation from 7.4% to 6.8%. That also reverses most of the rise since March and takes it below the forecast of 7.2% the Bank of England published in early August.

- In its latest monetary policy meeting on 20 September, the Bank of England left interest rates unchanged at 5.25%. The weak August CPI inflation release, the recent loosening in the labour market and the downbeat activity surveys appear to have convinced the Bank of England that it has already raised rates far enough. The minutes show the decision was “finely balanced”. Five MPC members (Bailey, Broadbent, Dhingra, Pill and Ramsden) voted for no change and the other four (Cunliffe, Greene, Haskel and Mann) voted for a 25bps hike.
- Like the US Fed, the Bank of England wants the markets to believe in the higher for longer narrative. The statement did not say that rates have peaked and once again said if there was evidence of more persistent inflation pressures “further tightening in policy would be required”. Governor Bailey stated, “we’ll be watching closely to see if further increases are needed”. The Bank also retained the hawkish guidance that rates will stay “sufficiently restrictive for sufficiently long”.
- This narrative makes sense as the Bank of England does not want the markets to decide that a peak in rates will be soon followed by rate cuts, which would loosen financial conditions and undermine its attempts to quash inflation. The language also gives the Bank of England the flexibility to respond to new developments. A rebound in services inflation, another surge in wage growth and/or a further leap in oil prices could conceivably force it to raise rates at the next meeting on 2nd November, or even pause in November and raise rates in December.
- The yield on 10-year Gilts fell from a peak of 4.74% on 17th August to 4.44% on 29th September, mainly on the back of investors revising down their interest rate expectations. But even after their recent pullback, the rise in Gilt yields has exceeded the rise in most other Developed Market government yields since the start of the year. Looking forward, once inflation falls back, Gilt yields are set to reduce further. A (mild) recession over the next couple of quarters will support this outlook if it helps to loosen the labour market (higher unemployment/lower wage increases).
- The pound weakened from its cycle high of \$1.30 in the middle of July to \$1.21 in late September. In the first half of the year, the pound bounced back strongly from the Truss debacle last autumn. That rebound was in large part driven by the substantial shift up in UK interest rate expectations. However, over the past couple of months, interest rate expectations have dropped sharply as inflation started to come down, growth faltered, and the Bank of England called an end to its hiking cycle.
- The FTSE 100 has gained more than 2% since the end of August, from around 7,440 on 31st August to 7,608 on 29th September. The rebound has been primarily driven by higher energy prices which boosted the valuations of energy companies. The FTSE 100’s relatively high concentration of energy companies helps to explain why UK equities outperformed both US and Euro-zone equities in September. Nonetheless, as recently as 21<sup>st</sup> April the FTSE 100 stood at 7,914.

## 2.2 INTEREST RATE FORECAST

- a) The Council has appointed Link Group as its treasury advisors and part of their service is to assist the Council to formulate a view on interest rates. The PWLB rate forecasts below are based on the Certainty Rate (the standard rate minus 20 bps) which has been accessible to most authorities since 1<sup>st</sup> November 2012.
- b) The latest forecast on 25th September sets out a view that short, medium and long-dated interest rates will be elevated for some little while, as the Bank of England seeks to squeeze inflation out of the economy.
- c) Our PWLB rate forecasts below are based on the Certainty Rate (the standard rate minus 20 bps, calculated as gilts plus 80bps) which has been accessible to most authorities since 1<sup>st</sup> November 2012.

Link Group Interest Rate View	25.09.23												
	Dec-23	Mar-24	Jun-24	Sep-24	Dec-24	Mar-25	Jun-25	Sep-25	Dec-25	Mar-26	Jun-26	Sep-26	Dec-26
<b>BANK RATE</b>	5.25	5.25	5.25	5.00	4.50	4.00	3.50	3.00	2.75	2.75	2.75	2.75	2.75
3 month ave earnings	5.30	5.30	5.30	5.00	4.50	4.00	3.50	3.00	2.80	2.80	2.80	2.80	2.80
6 month ave earnings	5.60	5.50	5.40	5.10	4.60	4.10	3.60	3.10	2.90	2.90	2.90	2.90	2.90
12 month ave earnings	5.80	5.70	5.50	5.20	4.70	4.20	3.70	3.20	3.00	3.00	3.00	3.00	3.00
5 yr PWLB	5.10	5.00	4.90	4.70	4.40	4.20	4.00	3.90	3.70	3.70	3.60	3.60	3.50
10 yr PWLB	5.00	4.90	4.80	4.60	4.40	4.20	4.00	3.80	3.70	3.60	3.60	3.50	3.50
25 yr PWLB	5.40	5.20	5.10	4.90	4.70	4.40	4.30	4.10	4.00	3.90	3.80	3.80	3.80
50 yr PWLB	5.20	5.00	4.90	4.70	4.50	4.20	4.10	3.90	3.80	3.70	3.60	3.60	3.60

## 3 TREASURY MANAGEMENT POLICY STATEMENT - UPDATE

- i. The Treasury Management Policy Statement (the Statement) was approved by Council in April 2010. There have been no policy changes to the Statement. The details in this report update the position in light of updated economic position and budgetary changes.
- ii. Treasury Management Strategy Statement (TMSS) for 2023/24 was approved by Council on 23 February 2023. There are no further policy changes to the Statement. The details in this report including Annexes A, B and C provides an update on Treasury Management activities, including Prudential and Treasury Management Indicators.

## 4 COUNCIL'S CAPITAL EXPENDITURE AND FINANCING 2023/24

4.1 This part of the report is structured to update:

- The Council's capital expenditure plans;
- How these plans are being financed;
- The impact of the changes in the capital expenditure plans on the prudential indicators and the underlying need to borrow; and
- Compliance with the limits in place for borrowing activity.

### 4.2 CAPITAL EXPENDITURE

(Prudential Indicator (PI-1))

- a) The original capital plan for 2023/24 was approved on 23 February 2023. **Table 2** shows the current budgets for capital expenditure compared to the original estimates used in the Treasury Management Strategy report for 2023/24.

<b>Table 2</b>	<b>2023/24 Original Budget</b>	<b>2023/24 Current Approved Budget <sup>1</sup></b>	<b>Variance Original to Current Approved</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>
Assets & Infrastructure	39.9	47.1	7.2
Other Corporate Services	11.1	13.9	2.8
Children & Young People	40.0	37.7	(2.3)
Culture & Sport	0.9	1.0	0.1
Economic Regeneration	18.8	15.2	(3.6)
Housing Strategy & Services	0.6	1.0	0.4
Social Care Infrastructure	14.1	1.6	(12.5)
Emergency & Unplanned Schemes	-1.7	-0.9	0.8
<b>Total Capital Expenditure (PI-1)</b>	<b>123.7</b>	<b>116.6</b>	<b>(7.1)</b>

<sup>1</sup> Executive Committee 14 November 2023

- b) The current approved budget for 2023/24 is less than the original budget mainly due to timing movements in the Care Villages in Tweedbank and Hawick. Detailed explanations of the movements within the planned expenditure have been reported in the quarterly monitoring reports, the last of which was to the Executive Committee on 14 November 2023.

### 4.3 FINANCING OF THE CAPITAL PROGRAMME

- a) **Table 3** draws together the main funding elements of the capital expenditure plans (see 4.2 above), comparing the original components of the funding strategy to those of the latest approved budget for the 2023/24 capital programme.

<b>Table 3</b>	<b>2023/24 Original Budget</b>	<b>2023/24 Current Approved Budget <sup>1</sup></b>	<b>Variance Original to Current Approved</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>
Capital Expenditure (PI-1)	123.7	116.6	(7.1)
Other Relevant Expenditure	-	-	-
<b>Total Expenditure</b>	<b>123.7</b>	<b>116.6</b>	<b>(7.1)</b>
<i>Financed by:</i>			
Capital receipts	-	(1.6)	1.6
Capital from Revenue (CFCR)	(2.9)	(2.7)	(0.2)
Developer Contributions	(0.5)	(0.6)	0.1
Govt. General Capital Grant	(12.0)	(24.6)	12.6
Govt. Specific Capital Grant	(15.0)	(2.3)	(12.7)
Other Grants & Contributions	(20.8)	(21.5)	0.7
Replacement Funds	(2.4)	(5.8)	3.4
<b>Total Financing</b>	<b>(53.6)</b>	<b>(59.1)</b>	<b>5.5</b>
<b>Net Financing Need for the Year</b>	<b>70.1</b>	<b>57.5</b>	<b>(12.6)</b>

<sup>1</sup> Executive Committee 14 November 2023

- b) The decrease in overall financing need is a combination of the reduced projected capital expenditure as detailed in table 2 above, along with a net increase in government grants.

### 4.4 CAPITAL FINANCING REQUIREMENT AND EXTERNAL DEBT INDICATORS

#### CAPITAL FINANCING REQUIREMENT (CFR) (PI-2)

- i) **Table 4** below shows the CFR, which is the underlying need to incur external borrowing for a capital purpose.
- ii) The CFR has been re-calculated in light of the changes to the capital plan and the fixed asset and reserve valuations in the Council's accounts for the year ending 31 March 2023; this has resulted in a variance of £18.8m in the CFR.

<b>Table 4</b>	<b>2023/24 Original estimate</b>	<b>2023/24 Revised estimate</b>	<b>Variance</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>
<b>CFR * (PI-2)</b>	<b>444.4</b>	<b>425.6</b>	<b>18.8</b>

The CFR for this calculation includes current capital expenditure assumptions to 30 September 2023.

**ACTUAL EXTERNAL DEBT (PI-5)**

- iii) Projected external debt for 2023/24 is shown in **Table 5** below and is estimated to remain within the operational boundary.
- iv) **Table 5** also compares the current projected external borrowing estimate with the estimate in the Annual Strategy. In cash terms, the borrowing figure is lower than originally projected in line with the reduced net financing need as detailed above. A variance in cash levels held at the year-end compared to those projected also impact on the variance below.
- v) Due to the overall financial position and the timing of the capital programme, there has been no new external borrowing undertaken so far this year.

<b>Table 5</b>	<b>2023/24 Original estimate</b>	<b>2023/24 Current Approved Budget</b>	<b>Variance</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>
Borrowing	262.8	208.3	(54.5)
Other long-term liabilities	110.3	110.3	-
<b>Total External Debt (PI-5)</b>	<b>373.1</b>	<b>318.6</b>	<b>(54.5)</b>

**(UNDER)/OVER BORROWING AGAINST CFR (PI-6)**

- vi) A key control over treasury activity is a prudential indicator to ensure that, over the medium term, borrowing will only be for a capital purpose. Net external borrowing should not, except in the short term, exceed the total of CFR in the preceding year plus the estimates of any additional CFR for 2023/24 and next two financial years. This allows some flexibility for limited early borrowing for future years.
- vii) **Table 6** compares the prudential indicator for (under)/over borrowing against CFR versus the updated estimate for the year end and shows that the Council's actual debt levels are well within its capital financing requirement. This is primarily driven by the tactical measures which use the Council's surplus cash-flows to finance capital expenditure minimising the need to enter into additional debt financing arrangements.

<b>Table 6</b>	<b>2023/24 Original estimate</b>	<b>2023/24 Current Approved Budget</b>	<b>Variance</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>
<b>Gross External Debt</b>	<b>373.1</b>	<b>318.6</b>	<b>(54.5)</b>
CFR *	444.4	425.5	(18.9)
<b>(Under)/Over Borrowing against CFR (PI-6)</b>	<b>(71.3)</b>	<b>(106.9)</b>	<b>35.6</b>

\* The CFR for this calculation includes the current and two future years projected capital expenditure.

- viii) No difficulties are envisaged for the current or future years in complying with this prudential indicator.



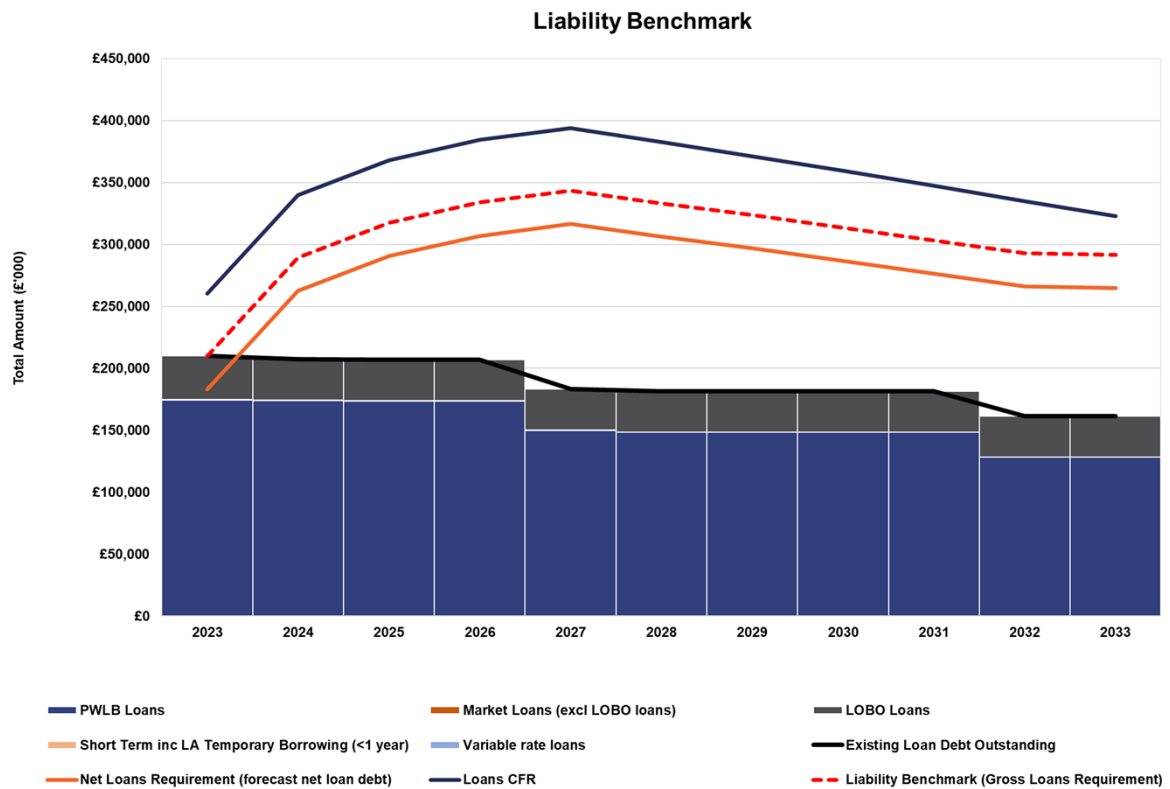
### AUTHORISED LIMIT AND OPERATIONAL BOUNDARY (PI-7 and PI-8)

- ix) Two further prudential indicators control the overall level of borrowing. These are:
- (i) The **Authorised Limit** which represents the limit beyond which borrowing is prohibited and the expected maximum borrowing need for the Council. It needs to be set and revised by Members. The Authorised Limit is the statutory limit determined under the Local Government in Scotland Act 2003.
  - (ii) The **Operational Boundary** which shows the expected operational debt position for the period.
- x) **Table 7** below shows revised estimates for the debt indicators for the 2023/24 financial year and compares them with the original estimates shown in the 2023/24 Treasury Management Strategy Report.

<b>Table 7</b>	<b>2023/24 Original estimate £m</b>	<b>2023/24 Revised estimate £m</b>	<b>Variance £m</b>
<b>Gross External Debt (PI-5)</b>	<b>373.1</b>	<b>318.6</b>	<b>(54.5)</b>
<b>Authorised Limit inc. Long Term Liabilities(PI-8a)</b>	<b>608.0</b>	<b>567.4</b>	<b>(39.6)</b>
<i>Variance to External Debt Estimate</i>	<i>234.9</i>	<i>248.8</i>	<i>8.9</i>
<b>Operational Boundary inc. Long Term Liabilities (PI-7a)</b>	<b>506.6</b>	<b>472.8</b>	<b>(34.1)</b>
<i>Variance to External Debt Estimate</i>	<i>133.5</i>	<i>154.2</i>	<i>20.7</i>

### LIABILITY BENCHMARK

- xi) A new prudential indicator for 2023/24 is the Liability Benchmark. The graph shows the current Liability Benchmark for 2022/23 plus ten years in line with the Capital Plan. This shows the impact of the current position plus approved capital programme (including prudential borrowing). It does not include any projected additional borrowing or requirement beyond that (albeit that borrowing may well be required depending on plans at the time).
- xii) The graph shows the Council to be in an under-borrowed position with a requirement for further borrowing in future years.



## 4.5 DEBT RESCHEDULING

Debt rescheduling opportunities have been very limited in the current economic climate and following the various increases in the margins added to gilt yields which have impacted PWLB new borrowing rates since October 2010. No debt rescheduling has therefore been undertaken to date in the current financial year.

## **5 INVESTMENT ACTIVITY**

### **5.1 INVESTMENTS**

- a) In accordance with the Code, it is the Council's priority to ensure security of capital and liquidity, and to obtain an appropriate level of return which is consistent with the Council's risk appetite. 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, using the Link suggested creditworthiness approach, including a minimum sovereign credit rating and Credit Default Swap (CDS) overlay information.
- b) The Council held £51.0m of balances in interest bearing accounts as at 30 September 2023 (£27.0m at 31 March 2023). As a result of current market uncertainties, the Council has been prioritising the security of deposits by investing surplus balances with money market funds and the UK Government's Debt Management Office (DMO).
- c) The increase in the level of balances invested from March to September, highlighted above, are due to timing differences between the receipt of grant funding and corresponding capital expenditure, detailed in section 4.4 above.
- d) The Council, due to the cashflow position and the requirement to manage the Pension Fund cash as well as the Council's, continues to explore opportunities to invest surplus balances in the short term.

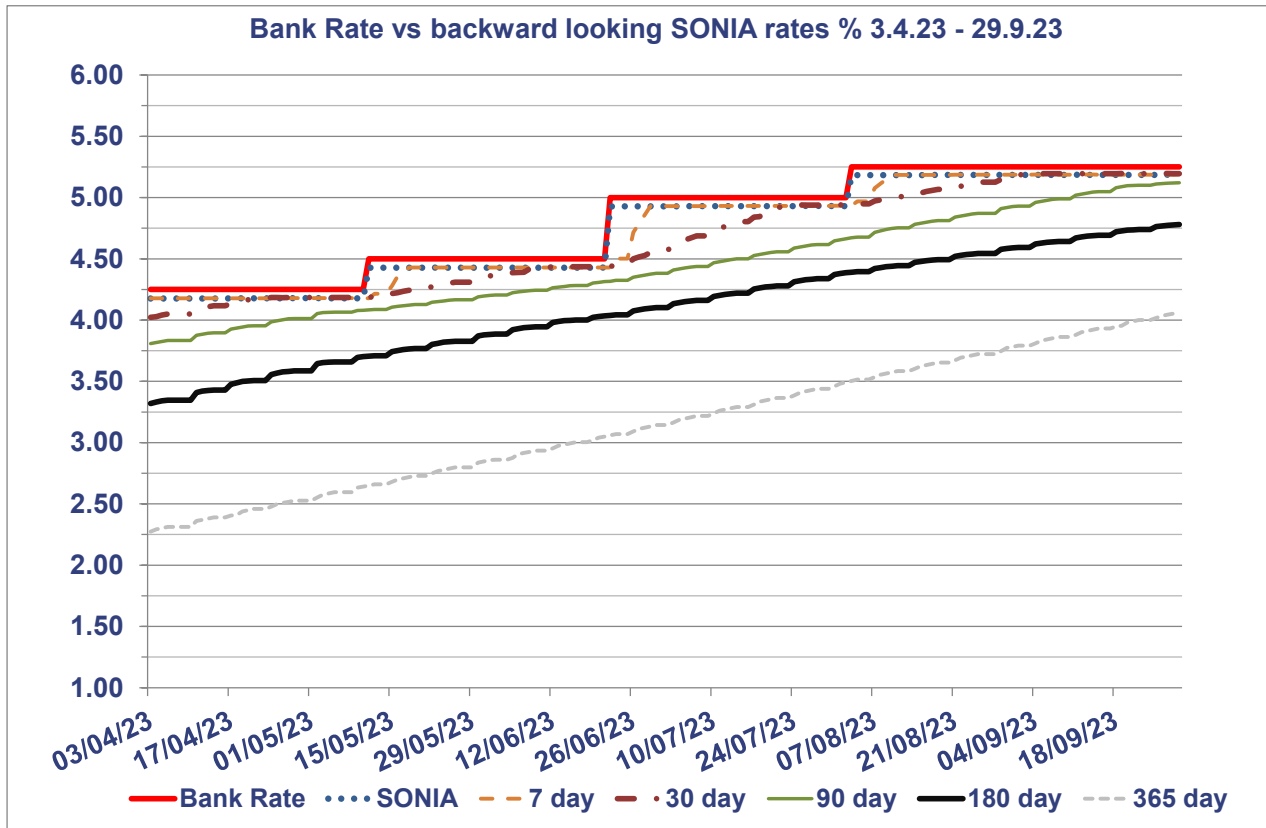
#### **Creditworthiness**

- e) The current list of countries that were approved in the Treasury Management Strategy are shown in Annex C. Fitch remain reporting the UK sovereign debt rating on Negative Outlook, reflecting a downside bias to the current ratings in light of expectations of weaker finances and the economic outlook however Standard & Poors moved to Stable Outlook in April 23 following the government's decision to remove the budgetary proposals from September 2022 thus improving the fiscal outlook.

### **5.2 INVESTMENT COUNTERPARTY CRITERIA**

- a) The current investment counterparty criterion, approved in the Treasury Management Strategy, represents a prudent approach to risk and the Council's concerns about security of investments. These prudent limits mean there are limited investment options when operating the cash-flow on a short term management basis. The current investment counterparty criteria selection approved in the TMSS is meeting the requirement of the treasury management function.
- b) Considering security, liquidity and yield of investment, priority is given to security. Daily updates and reports are received from Link Asset Services that allow officers to assess the continued credit worthiness of investment counter parties.
- c) All investments undertaken are on a short term, highly liquid basis, allowing access to invested funds at 1 days notice. The investments held at 30<sup>th</sup> September 2023 are detailed in Annex B.
- d) Interest rates are also monitored on a daily basis to ensure the best return is obtained. Target for internal return on cash investment is to be above the 365 day backward looking SONIA (Sterling Overnight Index Average) un compounded rate. The return for six months to 30

September 2023 has averaged 4.74%, compared against an average 365 day backward looking SONIA (Sterling Overnight Index Average) uncompounded rate of 4.00%.



	Bank Rate	SONIA	7 day	30 day	90 day	180 day	365 day
<b>High</b>	5.25	5.19	5.19	5.20	5.12	4.78	4.06
<b>High Date</b>	03/08/2023	29/09/2023	04/09/2023	27/09/2023	29/09/2023	29/09/2023	29/09/2023
<b>Low</b>	4.25	4.18	4.18	4.02	3.81	3.32	2.27
<b>Low Date</b>	03/04/2023	04/04/2023	11/04/2023	03/04/2023	03/04/2023	03/04/2023	03/04/2023
<b>Average</b>	4.81	4.74	4.71	4.64	4.44	4.10	3.16
<b>Spread</b>	1.00	1.01	1.01	1.17	1.31	1.46	1.79

The table above covers the first half of 2023/24.

**LOAN CHARGES**

- a) The **Loan Charges** Revenue Budget estimate contained in the Council’s Financial Plans approved on 23 February 2023 was £19.3m. It is expected that charges for 2023/24 will be lower than the budgeted figure, in line with the actual and projected borrowing requirements for the year.

**ANNEX A**

Indicator Reference	Indicator	Page Ref.	2023/24 Original estimate	2023/24 Revised estimate
<b>PRUDENTIAL INDICATORS</b>				
<b>Capital Expenditure Indicator</b>				
PI-1	Capital Expenditure Limits (£m)	6	123.7	116.5
PI-2	Capital Financing Requirement (£m) (CFR)	8	444.4	425.5
<b>Affordability Indicator</b>				
PI-3	Ratio of Financing Costs to Net Revenue (inc PPP repayment costs)	N/A	8.5%	6.5%
PI-4	Incremental (Saving)/ Cost Impact of Capital Investment Decisions on Council Tax	N/A	£(0.01)	£(0.01)
<b>External Debt Indicators</b>				
PI-5	External Debt (£m)	9	373.1	318.6
PI-7a	Operational Boundary (inc. Other Long Term Liabilities) (£m)	9	506.6	472.8
PI-7b	Operational Boundary (exc. Other Long Term Liabilities) (£m)	N/A	366.3	362.5
PI-8a	Authorised Limit (inc. Other Long Term Liabilities) (£m)	9	608.0	567.4
PI-8b	Authorised Limit (exc. Other Long Term Liabilities) (£m)	N/A	496.7	457.1
<b>Indicators of Prudence</b>				
PI-6	(Under)/Over Net Borrowing against the CFR (£m)	9	(154.3)	(237.5)
<b>TREASURY INDICATORS</b>				
TI-1	Upper Limit to Fixed Interest Rates based on Net Debt (£m)		506.6	472.8
TI-2	Upper Limit to Variable Interest Rates based on Net Debt (£m)		177.3	165.5
TI-3	Maturity Structure of Fixed Interest Rate Borrowing		<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-4	Maximum Principal Sum invested greater than 364 days	12	20%	20%

**ANNEX B**

Treasury Deposits held as of 30<sup>th</sup> September 2023 compared to our counterparty list:

Borrower	Principal (£)	Interest Rate	Start Date	Maturity Date	Lowest LT / Fund Rating	Historic Risk of Default
MMF Aberdeen Standard Investments	5,000,000	5.35%		MMF	AAA <sub>m</sub>	
MMF Aviva	5,000,000	5.26%		MMF	AAA <sub>m</sub>	
MMF BlackRock	5,000,000	5.21%		MMF	AAA <sub>m</sub>	
MMF Federated Investors (UK)	5,000,000	5.39%		MMF	AAA <sub>m</sub>	
MMF LGIM	5,000,000	5.29%		MMF	AAA <sub>m</sub>	
DMO	2,000,000	5.20%	10/08/2023	20/10/2023	AA-	0.001%
DMO	1,000,000	5.20%	11/08/2023	20/10/2023	AA-	0.001%
DMO	1,500,000	5.28%	23/08/2023	20/10/2023	AA-	0.001%
DMO	2,000,000	5.29%	17/08/2023	30/10/2023	AA-	0.002%
DMO	1,500,000	5.29%	25/08/2023	30/10/2023	AA-	0.002%
DMO	2,500,000	5.28%	01/09/2023	30/10/2023	AA-	0.002%
DMO	1,500,000	5.28%	04/09/2023	30/10/2023	AA-	0.002%
DMO	1,000,000	5.29%	11/09/2023	30/10/2023	AA-	0.002%
DMO	2,500,000	5.17%	29/09/2023	30/10/2023	AA-	0.002%
DMO	2,500,000	5.30%	08/09/2023	10/11/2023	AA-	0.003%
DMO	2,000,000	5.32%	13/09/2023	22/11/2023	AA-	0.003%
DMO	1,000,000	5.36%	19/09/2023	29/11/2023	AA-	0.004%
DMO	1,500,000	5.30%	20/09/2023	29/11/2023	AA-	0.004%
DMO	1,000,000	5.20%	27/09/2023	29/11/2023	AA-	0.004%
DMO	2,500,000	5.20%	28/09/2023	29/11/2023	AA-	0.004%
<b>Total Investments</b>	<b>£51,000,000</b>	<b>5.28%</b>				<b>0.002%</b>

Note: An historic risk of default is only provided if a counterparty has a counterparty credit rating and is not provided for an MMF or USDBF, for which the rating agencies provide a fund rating. The portfolio's historic risk of default therefore measures the historic risk of default attached only to those investments for which a counterparty has a counterparty credit rating and also does not include investments which are not rated.

## **ANNEX C: Approved countries for investments as of 30<sup>th</sup> September 2023**

### ***Based on lowest available rating***

#### AAA

- Australia
- Denmark
- Germany
- Netherlands
- Norway
- Singapore
- Sweden
- Switzerland

#### AA+

- Canada
- Finland
- U.S.A.

#### AA

- Abu Dhabi (UAE)

#### AA-

- Belgium
- France (downgraded by Fitch on 9<sup>th</sup> May 2023)
- Qatar
- **U.K.**

This page is intentionally left blank





---

## **UPDATE ON THE COUNCIL PLAN AND PERFORMANCE MANAGEMENT FRAMEWORK**

**Report by Chief Executive**

---

### **SCOTTISH BORDERS COUNCIL**

**23 November 2023**

---

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

- 1.1 This report provides an update on the development of a refreshed Council Plan from April 2024, and sets out how the Council's performance management process supports delivery of the Council Plan.**
- 1.2 In February 2023, Council approved the 'Scottish Borders Council Plan from April 2023'. The Council Plan articulates the Council's strategic ambitions for the year ahead, as well as a long-term vision for the Council. Performance against the Council Plan is reported to the Executive Committee on a Quarterly basis.
- 1.3 This report updates Elected Members on the development of the 'Council Plan from April 2024' and explains how the Council's performance management process supports delivery of the Council Plan.

#### **2 RECOMMENDATIONS**

- 2.1 I recommend that the Council notes the update on the development of a refreshed Council Plan from April 2024, and the vital role of the Council's performance management process in supporting delivery of the Council Plan.**

### **3 BACKGROUND**

- 3.1 Scottish Borders Council agreed its present Council Plan in February 2023. The Plan followed a style and format first adopted in 2022, intended to provide the Council with an annually refreshed 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 and operates in sync with the Council's Budget Setting Process;
  - c) is informed by strong engagement with Elected Members, while being responsive to and reflective of the aspirations of the Scottish Borders' communities; and
  - d) is effectively linked with a Performance Management Framework and an embedded culture of continuous improvement.
- 3.2 This report provides an update on the development of the next iteration of the Council Plan from April 2024, and, as importantly, sets out how the Council's performance management process supports delivery of the Council Plan.

#### **A. The Council Plan from April 2024**

- 3.3 The development of the Council plan is influenced by a broad range of factors.
- Foundational to effective decision-making is relevant and good quality evidence. The Council's aim is for the plan to be rooted in the available data and evidence, highlighting the challenges and opportunities which the Scottish Borders currently faces and plotting an ambitious path to a positive future.
  - The plan must also reflect the strategic priorities of Elected Members, set within the local and national policy context.
  - The Council's determination to ensure the Plan is influenced by public and community aspirations and concerns is manifested in the Community Conversations which took place during the late summer and autumn 2023, and in the Council's commitment to Place-making.
  - Strategic investment decisions and decisions on funding priorities whether through the South of Scotland Regional Economic Strategy, Borderlands Inclusive Growth Deal, City Region Deal and Regional Prosperity Fund, Shared Prosperity Funding, or other vehicles feature strongly in the projects which animate much of the Council Plan.
  - The foregoing factors all influence the Council's service planning process, establishing priorities and projects, while providing evidence and feedback on service delivery and setting the context for service planning and activity.
- 3.4 Figure 1 (below) illustrates these relationships. Metaphorically, the Council Plan is a river, fed by a series of a tributaries which charge and shape the course of the river culminating at the river mouth, which, simply, is the finalised Council Plan annually presented to Council on Budget Day in conjunction with the Council's Financial Plans.

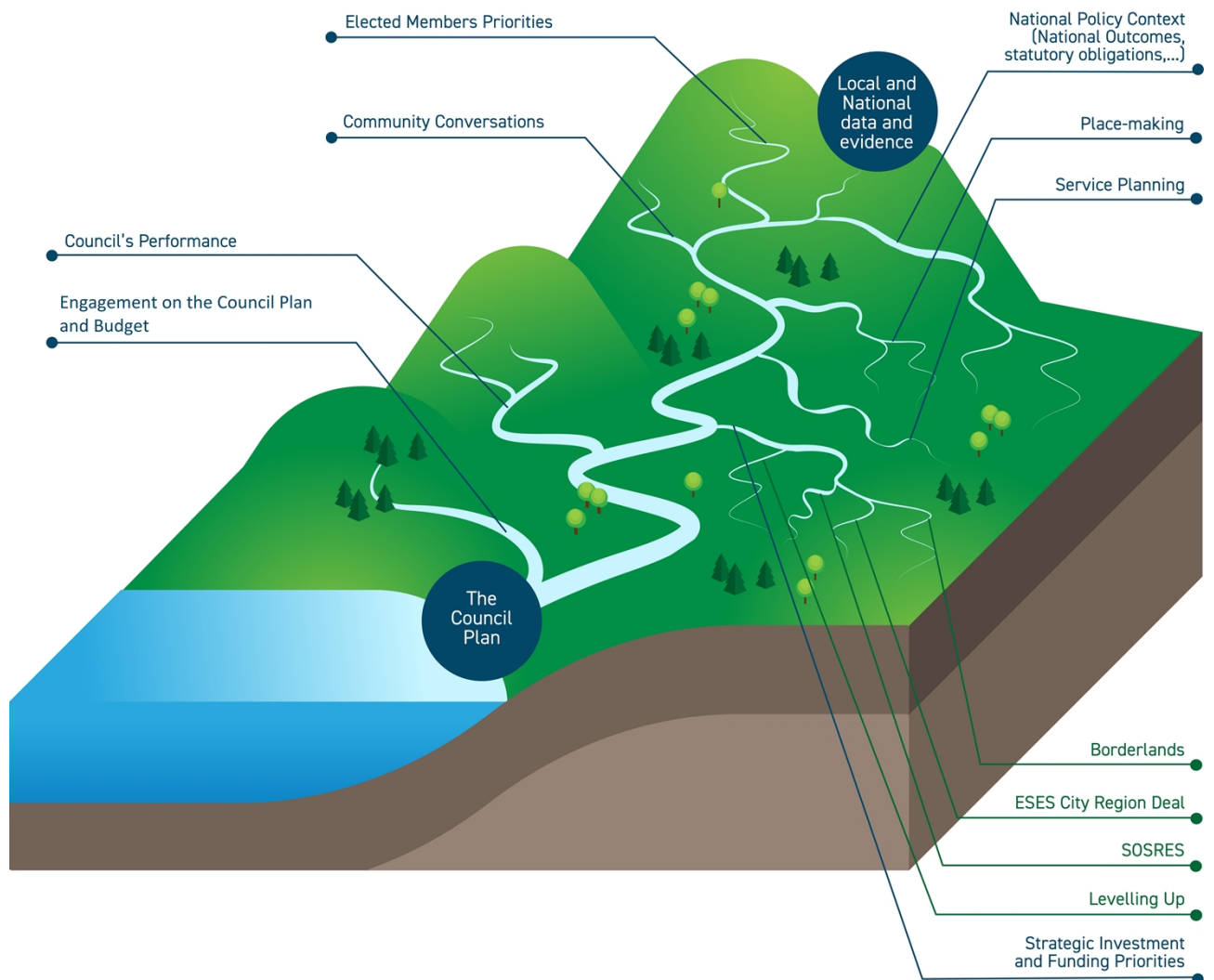


Figure 1 – What shapes our Plan

- 3.5 Drawing all of the above together is the Council’s performance management process. As explained in Section B of this report, regular monitoring of delivery against the Council Plan verifies whether the Council is succeeding in doing what it said it was going to do in the Council Plan. Where it is not, it must change what it is doing. This influences delivery against the Council Plan across the course of the year and has a critical bearing on shaping the next iteration of the Council Plan when it is refreshed annually.
- 3.6 Currently, officers are working through the factors set out in paragraph 3.3 and Figure 1 with a view to formulating a draft Council Plan from April 2024. Elected Members will continue to be consulted on the development of the Plan through the remainder of 2023 and into 2024.
- 3.7 Consistent with the aims for the Council Plan described in para 3.1, the Council Plan from April 2024 will maintain the same priority themes:
- Clean Green Future
  - Fulfilling Our Potential
  - Strong Inclusive Economy, Transport, and Infrastructure
  - Empowered Vibrant Communities

- Good Health and Wellbeing
  - Working Together, Improving Lives
- ...while also seeking to strengthen:
- The relationship to the Council's Financial Planning process, reflecting that a key function of the Council's Financial Planning process is resourcing the delivery of the Council Plan;
  - Community influence within the Plan through the Community Conversations, recognising that understanding public and community needs is essential to the development of effective plans and solutions; and
  - Delivery of the Council Plan by continuing to develop consistent and effective service planning, ensuring that service plans describe how each of the Council's directorates will help deliver the Council Plan.

3.8 The final binding element of the Council Plan process, as noted, is verifying whether what the Council says it will do is being done. This is the focus of the next section, explaining how the Council's approach to performance management is integral to delivering against the Council Plan. Elected Members have an essential role in oversight of this delivery.

## **B. Performance Management of Council Plan Delivery**

3.9 Over the last 2 years, the Council has not only been developing its approach to its Council Plan. It has also been refining and developing its performance management approach. In general terms, performance management is about using data to inform action that will improve outcomes for people. Performance management is key to the Council taking responsibility for its own performance and enabling Elected Members and the public to hold the Council to account, ensuring that the Council responds to local needs and that public money is being spent wisely. If the Council does not measure results, it cannot differentiate positive progress from problematic progress. Understanding this difference is vital. Positive progress must be highlighted so that the Council can build on it: problematic progress must be highlighted so that the Council can correct and learn from it. Importantly, if the Council can demonstrate good results, it can gain public support for bringing about change.

3.10 To ensure that the Council is delivering against its Council Plan outcomes, Elected Members are updated on our performance on a quarterly basis, via the 'Quarterly Performance Reports' presented to the Executive Committee. These reports provide an evidence base and data-driven overview of the Council's delivery and ensure that Elected Members have oversight of whether and how effectively SBC is delivering its strategic outcomes. The performance reports are also key in shaping the development of future Council Plans and Financial Plans in that they can highlight gaps in delivery.

3.11 The Performance reports are comprised of two main sections. The first focuses on the milestones highlighted within the Council Plan, and therefore reflects the change projects which the Council is currently undertaking. The second focuses on Key Performance Indicators (KPIs) and reflect performance for the Council's day-to-day activities, as highlighted in the 'Delivering for the Borders' section of the plan.

3.12 Data for each performance report is gathered at the end of each financial quarter and then presented to the Council's Executive Committee before the end of the following quarter. The Quarter 1 Performance Report was taken to Executive Committee on 12 September 2023 and can be seen [here](#). The Quarter 2 Performance report is scheduled to be taken to Executive Committee on 5 December 2023. A dashboard showing the performance of all indicators over time is also published and can be found on the Council's Performance pages [here](#).

## **4 IMPLICATIONS**

### **4.1 Financial**

There are no direct financial implications associated with this report.

## 4.2 Risk and Mitigations

- a) Having a robust plan which sets out what the Council wants to achieve and how the Council intends to do it is essential, not only for us as a council, but for Scottish Borders residents too. This is the fundamental purpose of the Council Plan. At the same time, Councillors are required to provide strategic leadership and oversight of the local authority. This involves setting strategy and policy, scrutinising overall performance against strategic aims, and making major, complex decisions that concern the Council as a whole. Drawing together the necessity of a Council Plan and the core role of Elected Members, it is essential that the latter are engaged in and shape the Council's principal strategic plan in the form of the Council Plan, as well as providing oversight of delivery against that Plan. The purpose of the present report is to ensure that Elected Members are properly informed with respect to the development of the refreshed Council Plan from April 2024, and in relation to performance management oversight of the Council Plan and Elected Members' critical role within that process.
- b) The plan is reviewed and updated annually to make sure it continues to reflect the Council's ambitions and priorities, and to report on our progress in delivering the commitments set out in the plan. The present report describes and supports the process of annual update of the Council Plan.

## 4.3 Integrated Impact Assessment

As this report does not propose a new policy, strategy, or project but rather updates Elected Members on existing processes, completion of an Integrated Impact Assessment was not necessary. It should, however, be noted that an IIA was completed regarding the current Council Plan, and will be completed for the upcoming plan, to be presented to Council in February.

## 4.4 Sustainable Development Goals

This is an update report and does not in itself promote delivery of the UN SDGs. However, the Council Planning process and related performance management process are 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, pursuant to the Embedding Sustainable Development Report of 29 August 2019. Thus, the relationship of the Council Plan to the UN SDGs will be addressed in the refreshed Council Plan and the covering report presented to Council in February 2024.

## 4.5 Climate Change

This is an update report and does not in itself promote Climate Action. However, a just transition to net zero is at the heart of the Council Planning process, most directly in relation to the Clean Green Future Outcome. It is also invested strongly in other outcomes, such as in the ambition for resilient and sustainable communities in the Empowered Vibrant Communities Outcome, and the Strong Economy Outcome ambition to 'seize the economic opportunities of a just transition to net zero'. Thus, the relationship of the Council Plan to Climate Action will be addressed in the Council Plan and the covering report presented to Council in February 2024.

#### 4.6 Rural Proofing

This is an update report and does not in itself promote Rural Proofing. However, the Council Planning process has a strong focus on place, recognising the particular geography and demography of the Scottish Borders. It is a specific objective of the present Plan to develop 'community-led place plans across rural communities and towns' and 'enhanced participation and engagement' aimed at promoting inclusivity and the participation of those people, businesses and stakeholders based in rural locations. It is anticipated that Place-making and Rural Proofing objectives will feature strongly within the refreshed Council Plan presented to Council in February 2024.

#### 4.7 Data Protection Impact Statement

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

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

There are no changes to the Scheme of Administration arising from this report.

### 5 CONSULTATION

5.1 The Director (Finance & Procurement), the Director (Corporate Governance), the Chief Officer Audit and Risk, the Director (People Performance & Change), the Clerk to the Council and Corporate Communications have been consulted and their comments received incorporated into this report.

#### Approved by

**David Robertson**

**Chief Executive**

#### Author(s)

Name	Designation and Contact Number
Michael Cook	Senior Policy Advisor 01835 825590
Alexandre Belle	Corporate Policy Advisor 01835 82400 Ext. 5820
Maggie Cripps	Function Manager Performance & Improvement 01835 825114

**Background Papers:** Scottish Borders Council Plan (from April 2023)

**Previous Minute Reference:** Scottish Borders Council 23 February 2023

**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/Maggie Cripps 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) ;

Maggie Cripps, Scottish Borders Council - Council Headquarters, Newtown St Boswells TD6 0SA, 01835 825114, [MCripps@scotborders.gov.uk](mailto:MCripps@scotborders.gov.uk).

This page is intentionally left blank





---

## **ARRANGEMENTS FOR BY-ELECTION FOR JEDBURGH & DISTRICT WARD**

**Report by Chief Executive**

---

### **SCOTTISH BORDERS COUNCIL**

**23 November 2023**

---

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

- 1.1 This report provides information on the arrangements for the by-election to be held in the Jedburgh & District Ward, following the resignation of Councillor Brown.**
- 1.2 Councillor Brown resigned from the Council with effect from 23 November 2023. The Chief Executive, as Returning Officer, has fixed the date of the by-election for the subsequent vacancy in the Jedburgh & District Ward as Thursday 22 February 2024, with the count taking place – by electronic means – on Friday 23 February 2024, starting at 10.00 a.m. There will be 15 polling stations located at St Boswells Village Hall (2 stations), Maxton Village Hall, Roxburgh Village Hall, Heiton Village Hall, Ancrum Village Hall, Lothian Hall, Crailing, Eckford Village Hall, Lanton Village Hall, Town Hall, Jedburgh (4 stations), Oxnam Village Hall and Edgerston Village Hall.
- 1.3 We are seeking quotes from Idox but the budget is not expected to exceed £50,000 and we will confirm verbally at the meeting.

#### **2 RECOMMENDATIONS**

- 3.1 I recommend that the Council notes the following arrangements for the by-election for the Jedburgh & District Ward:-**
  - (a) Polling Day is fixed as Thursday, 22 February 2024; and**
  - (b) the costs associated with the staffing, printing, supplies, venue hire, electronic equipment hire, and other expenses incurred by the Returning Officer, will be met from existing Council budgets.**

### 3 BACKGROUND

- 3.1 Councillor Pam Brown, member for the Jedburgh & District Ward, submitted a letter of resignation to the Chief Executive on 2 November 2023, with her resignation taking effect from 23 November 2023. In terms of Section 37 of the Local Government (Scotland) Act 1973, an election to fill the vacancy has to be held within three months from the date of resignation and the day on which the poll is held is fixed by the Returning Officer.

### 4 BY-ELECTION ARRANGEMENTS

- 4.1 The Chief Executive is the designated Returning Officer for the Scottish Borders Council area and has fixed the date of poll for the by-election for the vacancy in the Jedburgh & District Ward as Thursday 22 February 2024. There will be 15 polling stations located at St Boswells Village Hall (2 stations), Maxton Village Hall, Roxburgh Village Hall, Heiton Village Hall, Ancrum Village Hall, Lothian Hall, Crailing, Eckford Village Hall, Lanton Village Hall, Town Hall, Jedburgh (4 stations), Oxnam Village Hall and Edgerston Village Hall. The Chief Executive has appointed Nuala McKinlay and Louise McGeoch as Depute Returning Officers for the By-Election. Louise will only be employed on a part-time basis during January and February specifically to assist with the by-election.
- 4.2 The Count – which will be an electronic count - will take place at Council Headquarters on Friday 23 February 2024, starting at 10.00 a.m. This will allow time on the Thursday night at Council Headquarters to receive the ballot boxes from the polling stations, check the ballot paper accounts, and verify those postal votes which have been handed in to polling stations during the day. Candidates and agents will be invited to be present on the Thursday evening, if they so wish, and to attend the Count on the Friday morning.
- 4.3 The main dates within the by-election timetable in 2024 are:
- Publication of notice of election – not earlier than Thursday 4 January and not later than Monday 15 January
  - Deadline for the delivery of nomination papers – not later than 4.00 p.m. on Monday 22 January
  - Deadline for withdrawals of nomination – not later than 4.00 p.m. on Monday 22 January
  - Publication of notice of poll – as soon as practicable after 4.00 p.m. on Monday 22 January
  - Deadline for notification of appointment or polling and counting agents – Thursday 15 February
  - **Polling day – Thursday 22 February (7.00 a.m. to 10.00 p.m.)**
  - Count – Friday 23 February, starting at 10.00 a.m.
  - Last day to submit election spending returns – Friday 29 March

### 5 IMPLICATIONS

#### 5.1 Financial

Early indications are that the cost for the by-election is likely to be no higher than £50k but quotes are currently being sought from Idox and the final figures will be reported at the meeting. These costs include staffing;

printing of poll cards, ballot papers and postal packs; venue hire and transport of equipment; electronic equipment hire for postal vote verification and the count; and other ancillary expenses. There is no provision in the 2023/24 revenue budget for the by-election costs, this pressure will be addressed as part of ongoing revenue monitoring processes in the current year.

## 5.2 Risk and Mitigations

Under legislation, the Council must make arrangements to hold a by-election to fill the post vacated by Councillor Brown. There are a number of risks which will need to be managed and this forms an important part of the normal election planning process.

## 5.3 Equalities

The holding of an election, and the way it is conducted, gives rise to a number of potential issues for those with certain protected characteristics. An IIA will be prepared and will be kept under review as part of the election planning process.

## 5.4 Acting Sustainably

Since the holding of the by-election will contribute directly to local democracy, it will make a positive contribution to UN Sustainable Development Goal 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive accountable and inclusive.

## 5.5 Carbon Management

The holding of a by-election will require there to be journeys undertaken and they will involve the use of fossil fuels. However, the overall impact on the Council's carbon emissions will be small – particularly given the local and confined nature of the by-election.

## 5.6 Data Protection Impact Statement

Processing of personal data is a central part of holding a by-election. However, there are established processes in place to ensure that Data Protection legislation is followed and therefore no DPIA is needed for this by-election.

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

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

# 6 CONSULTATION

- 6.1 The Director (Finance & Procurement), the Director (Corporate Governance), the Chief Officer Audit and Risk, the Director (People Performance & Change) and Corporate Communications will be consulted and any comments will be reported at the meeting.

**Approved by**

**David Robertson**  
**Chief Executive**

**Signature .....**

**Author(s)**

Name	Designation and Contact Number
Louise McGeoch	Democratic Services Team Leader, 01835 825005

**Background Papers:** Nil.

**Previous Minute Reference:** N/A

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

Contact us at Louise McGeoch, Council Headquarters, Newtown St Boswells, TD6 0SA.  
Tel: 01835 825005, Email: [lmcgeoch@scotborders.gov.uk](mailto:lmcgeoch@scotborders.gov.uk)

## Integrated Impact Assessment (IIA)

### Stage 1 Scoping and Assessing for Relevance

#### Section 1 Details of the Proposal

<b>A. Title of Proposal:</b>	Jedburgh & District By-Election
<b>B. What is it?</b>	A new Policy/Strategy/Practice <input type="checkbox"/> A revised Policy/Strategy/Practice <input type="checkbox"/>
<b>C. 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)	A By Election needs to be held to replace a Councillor who has resigned her post.
<b>D. Service Area:</b> <b>Department:</b>	Corporate Governance
<b>E. Lead Officer:</b> (Name and job title)	Nuala McKinlay, Director Corporate Governance
<b>F. Other Officers/Partners involved:</b> (List names, job titles and organisations)	
<b>G. Date(s) IIA completed:</b>	12/11/23

## Section 2 Will there be any impacts as a result of the relationship between this proposal and other policies?

**Yes / No** (please delete as applicable)

**If yes, - please state here:**

## Section 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.)*

#### Equality Duty

#### Reasoning:

**A. Elimination of discrimination (both direct & indirect), victimisation and harassment.** *(Will the proposal discriminate? Or help eliminate discrimination?)*

The proposal itself will have no impact on the elimination of discrimination. However, the way the proposal is carried out, will need to ensure that needs of electors with any protected characteristic are met within the rules set by law. This will contribute positively to the elimination of discrimination

**B. Promotion of equality of opportunity?** *(Will your proposal help or hinder the Council with this)*

The franchise is set by law. However the election will be conducted in a way that ensures that needs of electors with any protected characteristic are met within the rules set by law. This will contribute positively to the equality of opportunity.

**C. Foster good relations?** *(Will your proposal help to foster or encourage good relations between those who have different equality characteristics?)*

The franchise is set by law. However the election will be conducted in a way that ensures that needs of electors with any protected

characteristic are met within the rules set by law. This will contribute positively to the fostering of good relations.

**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>Older people may find travelling to a Polling Place to be difficult, particularly during the winter time.</b>
<b>Disability</b> e.g. Effects on people with mental, physical, sensory impairment, learning disability, visible/invisible, progressive or recurring			x	<b>Attending a polling place and voting may be more difficult for many people with this protected characteristic – and across a range of disabilities and impairments.</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>Race Groups:</b> including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)			x	<b>The franchise is set by law, and that may exclude certain people with this protected characteristic from participating. Others may face barriers to participation due to language difficulty.</b>
<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> Yes / No <i>(please delete as applicable)</i> <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>



	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>				

### 3.4 Armed Forces Covenant Duty (*Education and Housing/ Homelessness proposals only*)

This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to the three matters listed below in Education and Housing/ Homelessness matters.  
This relates to current and former armed forces personnel (regular or reserve) and their families.

**Is the Armed Forces Covenant Duty applicable?**

**Yes/ No**

If “Yes”, please complete below

Covenant Duty	How this has been considered and any specific provision made:
The unique obligations of, and sacrifices made by, the armed forces;	
The principle that it is desirable to remove disadvantages arising for Service people from membership, or former membership, of the armed forces;	
The principle that special provision for Service people may be justified by the effects on such people of membership, or former membership, of the armed forces.	

**Section 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 yes, please proceed to Stage 2 and complete a full Integrated Impact Assessment

**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>Nuala McKinlay</b>
<b>Designation:</b>	<b>Director Corporate Governance</b>
<b>Date:</b>	<b>12/11/2023</b>
<b>Counter Signature Director:</b>	
<b>Date:</b>	

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank