

# Public Document Pack



## EXECUTIVE COMMITTEE TUESDAY, 12 MARCH 2024

A MEETING of the EXECUTIVE COMMITTEE will be held in the COUNCIL CHAMBER, COUNCIL HEADQUARTERS, NEWTOWN ST BOSWELLS, AND VIA MICROSOFT TEAMS on TUESDAY, 12 MARCH 2024 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,

1 March 2024

BUSINESS		
1.	<b>Apologies for Absence</b>	
2.	<b>Order of Business</b>	
3.	<b>Declarations of Interest</b>	
4.	<b>Minute</b> (Pages 3 - 8)  Minute of meeting held on 13 February 2024 to be noted for signature by the Chairman. (Copy attached.)	2 mins
5.	<b>Corporate Procurement Strategy 2024/25</b> (Pages 9 - 36)  Consider report by Director – Finance and Procurement. (Copy attached.)	15 mins
6.	<b>Capital Programme 2024/25 - Block Allocations</b> (Pages 37 - 60)  Consider report by Director – Finance and Procurement. (Copy attached.)	15 mins
7.	<b>Self-Catering Legislation Changes</b> (Pages 61 - 76)  Consider report by Director – Infrastructure and Environment. (Copy attached.)	10 mins
8.	<b>Scottish Borders Council's Quarter 3 2023/24 Performance Information</b> (Pages 77 - 110)  Consider report by Director – People, Performance and Change. (Copy	10 mins

	attached.)	
9.	<b>Any Other Items Previously Circulated</b>	
10.	<b>Any Other Items which the Chairman Decides are Urgent</b>	
11.	<p><b>Items likely to be Taken in Private</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>	
12.	<p><b>Galashiels Town Centre Regeneration</b></p> <p>Consider report by Director – Resilient Communities. (To follow.)</p>	10 mins

#### NOTES

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

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

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**SCOTTISH BORDERS COUNCIL  
EXECUTIVE COMMITTEE**

MINUTES of the Blended Meeting of the EXECUTIVE COMMITTEE held in Council Chamber, Council Headquarters, Newtown St Boswells and via Microsoft Teams on Tuesday, 13 February 2024 at 10.00 am

Present:- Councillors E. Jardine (Chairman), M. Douglas, J. Greenwell, S. Hamilton, D. Parker, E. Robson, M. Rowley, F. Sinclair, R. Tatler, E. Robson, and T. Weatherston.

Also Present: Councillor W. McAteer.

Apologies:- Councillors C. Cochrane, L. Douglas, J. Linehan, J. Pirone and E. Thornton-Nicol.

In Attendance:- Chief Executive, Director – Corporate Governance, Director - Finance and Procurement, Director- Infrastructure and Environment, Director - Resilient Communities, Democratic Team Leader (D. Hall)

1. **MINUTE**

There had been circulated copies of the Minute of the meeting held on 5 December 2023.

**DECISION**

**APPROVED for signature by the Chairman.**

2. **EDUCATION SUB-COMMITTEE**

There had been circulated copies of the Minute of the meeting of the Education Sub-Committee held on 24 October 2023.

**DECISION**

**NOTED for signature by the Chairman.**

3. **MONITORING OF THE CAPITAL FINANCIAL PLAN 2023/24**

3.1 there had been circulated copies of a report by the Director – Finance and Procurement which provided an update on the progress of the delivery of the 2023/24 Capital Financial Plan and sought approval for the virements and reallocation of funds required following the review of funding and forecasts as at the December Month end. The monitoring tables were contained in Appendix 1 to the report on actual expenditure to 31 December 2023 and the key issues and highlights identified in those numbers were summarised. The December month end position reflected a projected outturn of £96.9m against a budget of £116.6m, giving a net budget variance of £19.7m. That budget variance included net timing movements from 2023/24 into future years of £22m offset by funding increases of £2.4m from external funding for the Borders Innovation Park (£0.836m), insurance receipt for Peebles Swimming Pool (£0.481m), additional budget for Plant & Vehicle from the Fund (£0.720m) and increased capital receipts which partially offset the Planned Programme Adjustments (£0.465m). Further timing movements from 2023/24 may occur at year end as the construction materials supply chain continued to experience disruption causing delays in sourcing essential materials and impacting on project timelines.

3.2 A number of macro-economic factors continued to affect the Capital Plan in 2023/24. Recent levels of inflation along with disruption in the construction materials supply chain continued to impact on the wider economy and consequently the Council. A surge in demand coupled with constraints on supply had led to price increases, material shortages and longer lead times. The impact on tender prices for major projects and the wider Capital Plan continued to be assessed and built into forecasted costs as they were

identified. Current legally committed projects had a smaller risk of impact and block programmes of work could operate within a cash constrained budget and were considered lower risk; although it was likely to impact on the scale of project delivery within the blocks. The financial implications from those unfavourable market conditions would continue to be reported through the regular budget monitoring cycle with the longer-term impacts reflected in the financial planning process. During the 2023/24 budget setting process a Planned Programming Adjustment budget line was added to the Financial Plan, that was offset where unspent project budgets became available through the year. The remaining balance to be addressed in 2023/24 was £0.368m following some small underspends in projects and the application of capital receipts. Appendix 2 to the report contained a list of the block funding allocations approved for this year as well as the approved projects, actual spend to the end of September and the movement requiring virements within the blocks. Appendix 3 to the report contained a list of estimated whole project capital costs for projects which in the main would not be completed in the current financial year. As detailed within the approved 2023/24 Financial Plan there was a requirement for the Council to borrow to fund the Capital Programme and that would be actioned during the final quarter of the year, in line with the Treasury Strategy and advice from our external advisors. The latest version of the CIPFA Prudential Code, published in December 2021, required from financial year 2023/24 onwards that quarterly monitoring of prudential indicators should be reported by Councils. To meet that, quarters 2 and 4 of each financial year would continue to be reported through existing treasury management reports. Quarters 1 and 3, which were not previously reported, were included in the report and Appendix 4 to the report provided an updated position on key treasury indicators as at the 31 December 2023 quarter end. The information provided was a snapshot at the end of quarter 3. There were no concerns to highlight. The Director – Finance and Procurement, Mrs Suzy Douglas, presented the report and responded to questions. In response to a question regarding the proposed level of borrowing, Mrs Douglas explained that plans were in place for £30m of borrowing, however further borrowing in 2024/25 was expected. Regarding the anticipated expenditure on Borderlands projects, Mrs Douglas undertook to discuss matters and provide an explanation following the meeting. Members commended Mrs Douglas for her work in difficult circumstances and expressed their hope that capital could be deployed to fund the provision of utilities and services to industrial sites in the future.

#### **DECISION**

#### **AGREED:-**

- (a) the projected outturn in Appendix 1 to the report as the revised capital budget and approved the virements required;**
- (b) to note the list of block allocations in Appendix 2 to the report and approved the required virements;**
- (c) to note the list of whole project costs detailed in Appendix 3 to the report;**
- (d) to note the requirement to borrow funding during Q4 of 2023/24 to fund capital expenditure as detailed in Appendix 1 to the report; and**
- (e) to note the update on key Treasury indicators at the 31 December 2023 as contained in Appendix 4 to the report.**

#### **4. MONITORING OF THE GENERAL FUND REVENUE BUDGET 2023/24**

With reference to paragraph 3 of the Minute of the meeting held on 14 November 2023 there had been circulated copies of a report by the Director – Finance and Procurement which provided budgetary control statements for the Council's General Fund based on actual expenditure and income to 31 December 2023 along with explanations of the major variances identified between projected outturn and the current approved budget. Services were currently forecasting an unfunded overspend of £3.0m at the end of the financial

year. That was £1.7m more than the unfunded position reported to in November. Service pressures continued to be experienced across the Council. Budget overspends remained within out of area placements for young people (£1.8m) and new overspends in ASN and School transport had been identified of £0.9m due to increased contract pricing. A further £0.2m overspend in IT and £0.1m less Council Tax income were also reported. Several actions were agreed on 14th November in order to reduce the level of overspend facing the Council. The freeze on discretionary spend had not created a material underspend across the Council but was likely to have positively impacted on the individual service positions. The impact of the freeze on discretionary expenditure would continue to be tracked. A significant element of expenditure was traditionally incurred in the last quarter of the year and the freeze enacted should be expected to impact during the last 3 months of the financial year. Further instruction had been issued to managers across the Council reiterating the need to reduce expenditure. The 6-week delay on recruitment of vacant posts created savings of £0.3m which have been used to partially offset corporate financial plan savings. Under the Council's financial regulations, no earmarking, outwith specific Council policy, could take place unless the Council had a balanced outturn position. Within the overall Q3 position reported, £0.8m of funding which was carried forward from 2022/23 had not been spent and was therefore supporting the Council's overall position. Within Resilient Communities £0.5m had not been utilised, mainly relating to No one left behind (£0.375m) and within Properties and Facilities £0.3m set aside to support the delivery of sustainability and carbon reduction had not been used for the original purpose. The overall overspend of £3.0m posed a significant risk to the Council's ability to balance the 2023/24 budget, one off measures would be required at the year end to ensure the Council did not overspend this financial year. Financial plan savings of £11.505m were planned to be delivered in 2023/24. An analysis of delivery of savings as at the end of quarter 3 was provided in Appendix 3 to the report. That analysis showed that following the December month end £6.348m (55%) savings had been delivered permanently, and £5.157m (45%) had been delivered on a temporary basis through alternative means, that included corporate savings held within Finance and Corporate Governance amounting to £1.994m relating to a new commissioning strategy (£0.250m) and digital transformation (£1.744m). Members thanked Mrs Douglas for the report and highlighted that the Council was facing one of its most challenging financial situations in its history. Difficult decisions regarding the long-term financial security of the Council needed to be made, and it was stressed that the Budget Working Group should be convened earlier in the financial year to begin its work on the budget setting process.

## **DECISION**

### **AGREED to:-**

- (a) note the projected corporate monitoring position reported at 31 December 2023, the remaining pressures identified, the underlying cost drivers of that position and the identified areas of financial risk as contained in Appendix 1 to the report;**
- (b) a pause on all non-statutory spend until 31 March 2024 to mitigate some of £3.0m overspend detailed in Appendix 1 to the report;**
- (c) note the need to agree robust delivery plans for 2024/25 savings before the start of the next financial year;**
- (d) notes the Recovery Fund resources detailed in Appendix 2;**
- (e) notes the progress made in achieving Financial Plan savings in Appendix 3; and**
- (f) approve the virements attached in Appendices 4 and 5 to the report.**

## **4. BALANCES AT 31 MARCH 2024**

With reference to paragraph 4 of the Minute of the meeting held on 14 August 2023, there had been circulated copies of a report by the Director – Finance and Procurement which provided an analysis of the Council's balances as at 31 March 2023 and advised of the projected balances at 31 March 2024. The Council's General Fund useable reserve (non-earmarked) balance was £9.980m at 31 March 2023. The General Fund useable reserve was projected to be around £7.0m at 31 March 2024, that followed a £1m transfer of funding to Live Borders as approved at Council on 14th December 2023 and a planned drawdown of £1.2m towards the 2023/24 pay award (£0.37m of which would be returned by Scottish Government next year). The total of all useable balances, excluding development contributions, at 31 March 2024 was projected to be £57.15m. The projected balance on the Capital Fund of £9.284m (including development contributions) as detailed in Appendix 3 to the report, would be affected by any further capital receipts, development contributions, interest received, and any expenditure authorised to be financed from the Fund during the remainder of the financial year. Members acknowledged that whilst it was not ideal to deploy reserves, it was prudent to do so where services needed to be protected. In response to a question regarding developer contributions for the Waverly Railway, the Chief Executive outlined that the obligation to provide developer contributions to Transport Scotland had been bought out by the Council in 2017. Regarding the potential uses for education developer contributions, Mrs Douglas explained that there was a direct relationship between the capital plan and contributions. Certain contributions needed to be used for specific purposes. Members expressed their hope that there would be greater flexibility to allow developer contributions to be used for a larger range of projects. The Director – Infrastructure and Environment, Mr John Curry, confirmed that work was ongoing to assess how developer contributions could be used more effectively.

**DECISION  
NOTED:-**

- (a) **the audited 2022/23 revenue balances as at 31 March 2023;**
- (b) **the projected revenue balances as at 31 March 2024 as contained in Appendices 1 and 2 to the report; and**
- (c) **the projected balance in the Capital Fund as contained in Appendix 3 to the report.**

**6. DEBT RECOVERY POLICY**

With reference to paragraph 5 of the Minute of the meeting held on 14 November 2023 there had been circulated copies of a report by the Director – Finance and Procurement which presented the updated Debt Recovery Policy. The Debt Recovery Policy set out a framework for providing a fair, consistent and transparent approach to collecting sundry debt ensuring that the Council continued to maximise collection performance. Appendix 1 to the report contained the Council's Debt Recovery Policy, which had been amended to reflect changes to Council structure, roles and responsibilities, working practices, and an update of Performance Indicators and Targets. Members thanked Mrs Douglas for the report and highlighted that the Policy was well balanced and had sufficient safeguards in place to protect vulnerable people.

**DECISION**

**AGREED to approve the amendments to the Debt Recovery Policy.**

**7. PEEBLES POOL FIRE – LESSONS LEARNED**

With reference to paragraph 6 of the Minute of the meeting held on 13 June 2023, there had been circulated copies of a report by the Director – Infrastructure and Environment which outlined the lessons learned review that took place with the relevant Council Officers, the Council's Insurers, Loss Adjustors and Contractors following the Fire at Peebles Swimming Pool on 19 June 2022. The review had made findings on a range of

points. A review was to be undertaken across the operational and leased estate on how bins were managed and stored to prevent this type of scenario occurring again elsewhere within the Borders. That should focus initially on 'high risk' buildings such as schools, followed by those where external organisations occupied and managed Council owned buildings. The Council and those that managed its buildings needed to regularly audit assets to reduce risks. Leases and Service Level Agreements should be redrafted clearly explaining responsibilities of all parties. A claims protocol should be developed to clearly outline the process and responsibilities of landlord, tenant, and other relevant parties during and following an incident to ensure clarity and timely nature of response. A project team (led by the Council) should be established and begin working immediately post incident to respond and support the reinstatement whilst also engaging with key parties and stakeholders. A communications plan would be determined with the project reinstatement group at the outset. Input from the Loss Adjustor along with the appointment of relevant specialists was required immediately post incident to ensure accurate information was captured at the outset of a claim. Members welcomed the report and encouraged Mr Curry to ensure that the key lessons highlighted in the report were acted upon and robust processes put in place. Mr Curry undertook to ensure that timescales were provided where possible in the protocols which were to be put in place. It was highlighted that whilst the Pool had been closed for longer than expected due to the extra works which had been undertaken it was now in a much better condition due to those works.

**DECISION  
AGREED:-**

- (a) to acknowledge and endorse the lessons learned outcomes outlined within the report;**
- (b) that further reports were brought to the Executive Committee for consideration as they were developed during 2024/25.**

***The meeting concluded at 10.50 pm***

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## **CORPORATE PROCUREMENT STRATEGY 2024/25**

**Report by Director – Finance & Procurement**

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### **EXECUTIVE COMMITTEE**

**12<sup>th</sup> March 2024**

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

- 1.1 This report seeks approval of the Corporate Procurement Strategy for 2024/25 ahead of publication.
- 1.2 The Procurement Reform (Scotland) Act 2014 sets out specific duties for contracting bodies (including Local Authorities). These duties include the publishing of a procurement strategy and an annual report on delivery of the strategy. The appended Corporate Procurement Strategy for 2024/25 aligns with the approved Council Plan.

#### **2 RECOMMENDATIONS**

- 2.1 It is recommended that the Executive Committee approves the Corporate Procurement Strategy as set out in Appendix 1.**

### **3 BACKGROUND**

- 3.1 The Procurement Reform (Scotland) Act 2014 requires any public organisation, with an estimated total value of regulated procurement spend of £5 million or more (excluding VAT) in a financial year, to prepare and publish a procurement strategy.
- 3.2 The strategy must set out how the Council intends to ensure that its procurement activity delivers value for money and contributes to its broader aims and objectives. The strategy must comply with the associated statutory guidance which lays out the required form, content, monitoring and reporting.
- 3.3 During financial year 2022/23, the last period for which full data is available, the Council spent in the region of £200m with third party suppliers and providers on goods, services and works. This figure comprises both revenue and capital spend.
- 3.4 The existing procurement strategy expires at the end of financial year 2023/24. This new strategy will commence from 1st April 2024.

### **4 CURRENT SITUATION**

- 4.1 The Corporate Procurement Service has a crucial role to play in supporting the delivery of the objectives of the Council Plan. It is therefore essential that a challenging and ambitious procurement strategy, meeting the aims of this plan, is put in place.
- 4.2 The existing procurement strategy represents a continuation of the previous Commercial & Commissioned Services Strategy 2018/23. It was considered an interim strategy required to fulfil statutory requirements whilst the procurement function underwent a restructure following the retirement of senior members of the procurement team and to afford sufficient time to give full consideration as to how procurement could support the delivery of the Council Plan (as distinct from the previous Corporate Plan).
- 4.3 The new strategy is designed to align with, and support, both the Council Plan and the first Public Procurement Strategy for Scotland published by Scottish Government in April 2023.
- 4.4 Other key strategic drivers include financial and budgetary pressures, and the development of procurement capability to support delivery.
- 4.5 The strategy incorporates a new set of strategic themes and objectives which are intended to be multi-year but are accompanied by specific actions which can reasonably be implemented within the one-year timeframe. It is intended that, in line with the Council Plan, the procurement strategy will be refreshed annually.
- 4.6 Progress on delivery of the strategy will be reported annually via the Annual Procurement Report which is also required by the Procurement Reform Act must be published and submitted to the Scottish Government for review within six months of the previous financial year.

## 5 IMPLICATIONS

### 5.1 Financial

There are no financial implications contained in the report however the new strategy will support delivery of value for money, financial plan savings and other efficiencies.

### 5.2 Risk and Mitigations

If no new strategy and supporting annual report is developed then the Council will not be compliant with statutory legislation with no benefit accessed from the opportunities the new strategy should offer.

### 5.3 Integrated Impact Assessment

There are no adverse equality issues arising from the report.

### 5.4 Sustainable Development Goals

Effective procurement supports a prosperous, fair and sustainable area, delivering best value as well as local economic, social and environmental benefits.

### 5.5 Climate Change

There are no climate issues associated with this report.

### 5.6 Rural Proofing

This Strategy makes provision for the local dimension and rural proofing.

### 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 to the Schemes of Administration or Delegation 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 have been consulted and comments received have been incorporated into this final report.

### Approved by

**Name - Suzy Douglas**

**Title – Director - Finance & Procurement**

### Author(s)

Name	Designation and Contact Number
Ryan Douglas	Procurement Business Partner x6664
Lizzie Turner	Chief Officer Finance & Procurement x 6056

### Background Papers:

### Previous Minute Reference:

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

Contact us at [lizzie.turner@scotborders.gov.uk](mailto:lizzie.turner@scotborders.gov.uk)



# Corporate Procurement Strategy

2024-2025

Sustainable procurement - making a real difference



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# INTRODUCTION

The Corporate Procurement Strategy 2024-25 sets out Scottish Borders Council's procurement strategic themes, objectives and actions over the period.

It is designed to meet the Council's statutory obligations under the Procurement Reform (Scotland) Act 2014 whilst also setting out how the Corporate Procurement Service will support the achievement of the outcomes set out in both the Council Plan and the Public Procurement Strategy for Scotland. It is expected that in future years the Corporate Procurement Strategy will also contribute to and align with the Council's Commissioning Strategy which is currently in development.

This strategy builds on the achievements of the previous Commercial and Commissioned Services Strategy 2018-2023 and current Corporate Procurement Strategy 2023-24. The strategic themes and objectives are intended to be relevant beyond the one year timescale of the plan but are accompanied by specific actions that can realistically be implemented within financial year 2024-25. The expected outcomes are likewise designed to be stretching but achievable.

To support understanding of the terminology used across this document a glossary is provided of commonly used terms at the end. This aims to provide brief, user-friendly definitions of words, acronyms and phrases commonly used in relation to public sector procurement.

# VISION AND MISSION STATEMENT

The following vision and mission statement for the Corporate Procurement Service have been established to support the delivery of Council's vision and priorities as set out in the Council Plan.

## Vision

The Corporate Procurement Service is considered a strategic partner within the Council. It gives expert advice, encourages and embeds commercial thinking, and provides effective support to Council services to deliver on the Council Plan.

## Mission Statement

To provide an effective, efficient procurement service which ensures legislative compliance, delivers Best Value, and contributes to Council and wider public sector policy priorities.



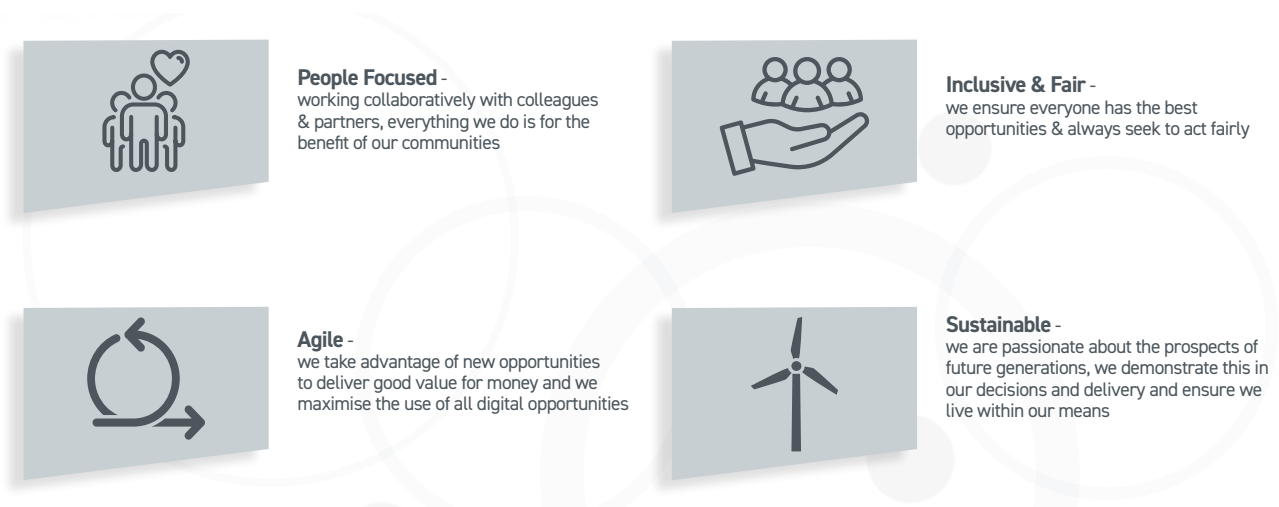


# STRATEGY RATIONALE AND CONTEXT

## Council Plan

The Council Plan sets out the values, vision and priorities for the Scottish Borders out to 2033. It is refreshed annually and outlines what we want to achieve, how we want to do it, and reports on progress towards delivering on the outcomes contained in the plan.

### Our Values



The Council Plan incorporates 6 outcomes that we aim to deliver for the Scottish Borders.



Five of these outcomes focus on improving the wellbeing of citizens within the Scottish Borders and making our region a more sustainable and better place to live, work in and to visit. The sixth outcome is about developing a Council that is as effective and efficient as it can be – we need to do this in order to deliver on the other five outcomes.

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

## Public Procurement Strategy for Scotland 2023-28

In April 2023 the Scottish Government published its first Public Procurement Strategy for Scotland. Developed by representatives from the Scottish Government and the Procurement Centres of Excellence (including Scotland Excel), the strategy is intended to provide a high-level vision for Scottish public sector procurement up to 2028. The stated vision for the strategy is:

“Putting public procurement at the heart of a sustainable economy to maximise value for the people of Scotland.”

The strategy identifies enablers required to achieve the outcomes stated in the strategy:

- Procurement Capability
- Supplier Development
- Engagement
- Collaboration

The four outcomes themselves are aligned to the National Performance Framework.



### Specific outcomes include:

- Early engagement with suppliers
- Proportionate contract management
- Reducing barriers to SMEs, Third Sector and Supported Businesses
- Community Wealth Building
- Contributing to Net Zero

## Climate Change Route Map

Recognising the climate emergency and national target to achieve net zero by 2045, the Council has published a Climate Change Route Map (CCRM). It sets out the scope of the Council's ambition to reach the net zero by 2045 and opportunities for action with milestones set out across five core themes:

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

The Corporate Procurement Service has a key role to play in ensuring that all procurement activity is aligned with and supports the CCRM.

## Financial Pressures

The Council is operating under the same significant financial pressures which are affecting the whole of the public sector. This includes the aftereffects of Covid, increases in energy costs and other inflationary pressures, constrained budget settlements and increased demand for its services. In order to meet these pressures, the Council has approved a corporate savings target of £13.7m over the next 5 years.

The Corporate Procurement Service will play an important part in supporting the achievement of these planned savings and ensuring that the maximum benefit is gained from every £ spent on externally procured goods, services and works. It can do this, for example, by improving and streamlining its own processes whilst working with services to reduce off-contract spend, non-compliance with procurement and purchasing policies, and by supporting the development of effective contract management.

## Service Challenges

The past two years have seen a period of significant change within the procurement function at Scottish Borders Council. During this period, the previous senior management team of the service retired, and the function has been gradually restructured. In June 2022 the Social Care contracts team transferred to the new Commissioning and Strategic Partnerships directorate and in October 2023 the Accounts Payable team transferred to the new Treasury & Statutory Reporting team. The function itself, previously known as Commercial and Commissioned Services, was formally renamed the Corporate Procurement Service in February 2023.

Recruitment has been a significant challenge, with a number of vacancies remaining unfilled for sometimes prolonged periods. Several new members of staff have now been recruited and others promoted into more senior roles but there remain gaps in terms of procurement experience.

A key driver of the Corporate Procurement Strategy, therefore, is to improve capability and address skills gaps through training and development of the procurement team.

# STRATEGIC THEMES AND OBJECTIVES

For this strategy, the Corporate Procurement Service has the following key strategic themes and associated objectives:

Theme	Objective
Local Economy	grow the Borders economy and support Community Wealth Building by enabling and encouraging local businesses (particularly SMEs and Third Sector organisations) to access public sector opportunities whilst promoting Fair Work.
Climate Change	contribute towards delivering the Scottish Borders Climate Change Route Map.
Contract and Supplier Management	support services to develop and implement effective, consistent and proportionate contract and supplier management.
Community Benefits	maximise the community benefits delivered through Council contracts.
Procurement Capability	improve the efficiency and effectiveness of the procurement function, fostering a culture of continuous improvement.
Financial Pressures	support services to meet ongoing financial pressures.

These themes and objectives, how they link to the Council Plan and Public Procurement Strategy for Scotland, the actions we will take to achieve them, and the expected outcomes are explored in more detail below.

## Local Economy

Objective:	
<ul style="list-style-type: none"> <li>grow the Borders economy and support Community Wealth Building by enabling and encouraging local businesses (particularly SMEs and Third Sector organisations) to access public sector opportunities whilst promoting Fair Work</li> </ul>	
Links	
Council Plan	<ul style="list-style-type: none"> <li>Strong Inclusive Economy, Transport and Infrastructure</li> </ul>
Public Procurement Strategy for Scotland	<ul style="list-style-type: none"> <li>Good for Businesses and their Employees</li> <li>Good for Places and Communities</li> <li>Good for Society</li> </ul>
Actions	
<ul style="list-style-type: none"> <li>improve data held on local suppliers</li> <li>ensure where possible that unregulated procurements include a local bidder</li> <li>further develop local meet the buyer events</li> <li>support suppliers to access local and national framework agreements, working with Supplier Development Programme</li> <li>continue to maintain local framework agreements where national opportunities are not suitable</li> <li>Fair Work First mandated as an award criteria on all relevant procurements</li> </ul>	
Expected Outcome(s)	
<ul style="list-style-type: none"> <li>maintain and increase percentage of local spend</li> </ul>	

## Climate Change

<b>Objective:</b>	
<ul style="list-style-type: none"> <li>contribute towards delivering the Scottish Borders Climate Change Route Map</li> </ul>	
<b>Links</b>	
Council Plan	<ul style="list-style-type: none"> <li>Clean Green Future</li> </ul>
Public Procurement Strategy for Scotland	<ul style="list-style-type: none"> <li>Good for Places and Communities</li> </ul>
<b>Actions</b>	
<ul style="list-style-type: none"> <li>engage early, challenge and support services to develop specifications incorporating climate considerations</li> <li>sustainability tests to be carried out for all regulated tenders</li> <li>proportionate and appropriate use of relevant selection criteria for all tenders</li> <li>proportionate and appropriate use of climate focussed award criteria in all procurements</li> <li>record and report how each regulated procurement supports CCRM</li> <li>procurement staff to complete all relevant courses available via Scottish Government's Procurement and Property Directorate and Scotland Excel</li> </ul>	
<b>Expected Outcome(s)</b>	
<ul style="list-style-type: none"> <li>proportionate consideration of climate change in all regulated procurements</li> <li>clearly demonstrate how procurement is supporting delivery of the CCRM</li> </ul>	

## Contract and Supplier Management

<b>Objective:</b>	
<ul style="list-style-type: none"> <li>support services to develop and implement effective, consistent and proportionate contract and supplier management</li> </ul>	
<b>Links</b>	
Council Plan	<ul style="list-style-type: none"> <li>Working Together Improving Lives</li> </ul>
Public Procurement Strategy for Scotland	<ul style="list-style-type: none"> <li>Good for Businesses and their Employees</li> </ul>
<b>Actions</b>	
<ul style="list-style-type: none"> <li>relaunch of contract management software platform</li> <li>provide additional contract management training to services</li> <li>ensure appropriate contract management measures (e.g. KPIs, mobilisation, risks and exit plans, service credits and relevant terms &amp; conditions) are incorporated at procurement stage</li> </ul>	
<b>Expected Outcome(s)</b>	
<ul style="list-style-type: none"> <li>contract management is embedded within services</li> </ul>	

## Community Benefits

Objective:	
<ul style="list-style-type: none"> <li>maximise the community benefits delivered through Council contracts</li> </ul>	
Links	
Council Plan	<ul style="list-style-type: none"> <li>Strong Inclusive Economy, Transport and Infrastructure</li> <li>Empowered, Vibrant Communities</li> </ul>
Public Procurement Strategy for Scotland	<ul style="list-style-type: none"> <li>Good for Places and Communities</li> </ul>
Actions	
<ul style="list-style-type: none"> <li>tackle supplier non-compliance with Community Benefit clauses</li> <li>ensure that framework agreement derived Community Benefits are delivered</li> <li>improve coordination and collaboration on Hub South East projects (with a focus on employability to support Community Wealth Building)</li> <li>implement mechanisms to match Community Benefits supply and demand</li> </ul>	
Expected Outcome(s)	
<ul style="list-style-type: none"> <li>increase total community benefits delivered</li> <li>increase in employability Community Benefits</li> </ul>	

## Procurement Capability

Objective:	
<ul style="list-style-type: none"> <li>improve the efficiency and effectiveness of the procurement function, fostering a culture of continuous improvement</li> </ul>	
Links	
Council Plan	<ul style="list-style-type: none"> <li>Working Together Improving Lives</li> </ul>
Public Procurement Strategy for Scotland	<ul style="list-style-type: none"> <li>Enabler - Procurement Capability</li> </ul>
Actions	
<ul style="list-style-type: none"> <li>act on outcomes of PCIP assessment</li> <li>assess procurement team skills and knowledge against National Competency Framework</li> <li>develop individual training plans to address skills and knowledge gaps</li> <li>ensure that procurement team undertake training and qualifications appropriate to their role</li> <li>undertake customer satisfaction surveys</li> <li>maximise the use of technology to increase productivity</li> <li>further standardisation and streamlining of procurement documentation and processes</li> <li>review current approach to category management</li> </ul>	
Expected Outcome(s)	
<ul style="list-style-type: none"> <li>demonstrable increase in skills and knowledge of the procurement team</li> <li>increased customer satisfaction</li> </ul>	

## Financial Pressures

Objective:	
<ul style="list-style-type: none"> <li>support services to meet ongoing financial pressures</li> </ul>	
Links	
Council Plan	<ul style="list-style-type: none"> <li>Working Together Improving Lives</li> </ul>
Public Procurement Strategy for Scotland	<ul style="list-style-type: none"> <li>Good for Society</li> </ul>
Actions	
<ul style="list-style-type: none"> <li>identify and address off-contract spend</li> <li>identify potential savings via demand management</li> <li>increase use of collaborative agreements where possible/appropriate</li> <li>mitigate unavoidable cost increases through contract price reviews and adopting appropriate terms and conditions</li> <li>review increase in non-competitive actions and address</li> <li>reduction in purchase card non-compliance</li> </ul>	
Expected Outcome(s)	
<ul style="list-style-type: none"> <li>reduction in off-contract spend</li> <li>reduction in non-competitive actions</li> <li>reduction in non-compliance</li> </ul>	

# MEETING STATUTORY REQUIREMENTS

The Corporate Procurement Strategy has been developed to comply with procurement legislation and national policy guidance. The strategic themes and objectives are designed to support implementation of, and in some instances go beyond, the statutory obligations which are detailed below with links back to the relevant theme(s) and objectives(s).

## Legislative Framework

Public procurement is governed by a legislative framework which sets out how we buy goods, services and works over the regulated thresholds as well as general duties which must be observed by Scottish Borders Council:

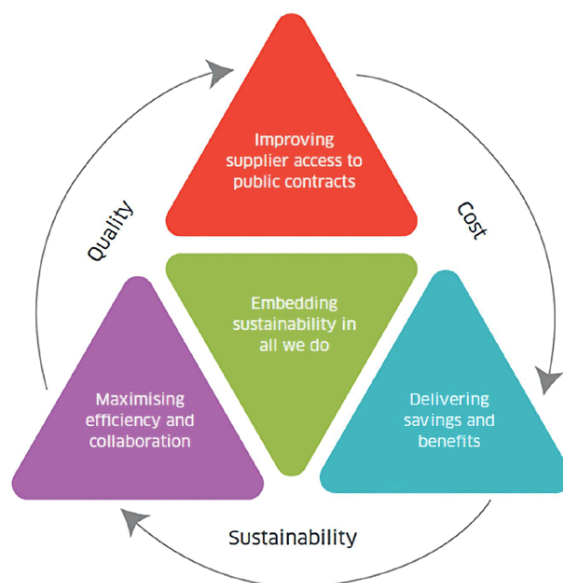
- Procurement Reform (Scotland) Act 2014
- Public Contracts (Scotland) Regulations 2015
- Procurement (Scotland) Regulations 2016
- The Utilities Contracts (Scotland) Regulations 2016
- The Concession Contracts (Scotland) Regulations 2016

The Procurement Reform Act in particular sets out a number of specific requirements which must be included in the organisational procurement strategy. The first requirement is for a public body to set out how it's regulated procurements will contribute to the carrying out of its functions and achievement of its aims, and is covered by the preceding sections. The remaining requirements are addressed below.

## Value for Money

Public authorities are obligated within their Procurement Strategy to set out how it will achieve value for money in relation to its regulated procurements.

Scottish Borders Council will do so in general terms by adopting the approach to balancing cost, quality and sustainability set out in the Scottish Model of Procurement.





Individual procurement projects will take into consideration opportunities to reduce cost, improve efficiencies or generate additional value. These opportunities may include:

Market Knowledge	<ul style="list-style-type: none"> <li>• Use of category knowledge to inform route to market</li> </ul>
Reduced Price	<ul style="list-style-type: none"> <li>• Appropriate use of competition to reduce price paid</li> <li>• Using data to better understand costs across specific areas of spend</li> </ul>
Whole Life Costing	<ul style="list-style-type: none"> <li>• Increased use of whole life costing models to reduce ongoing costs</li> </ul>
Cost Avoidance	<ul style="list-style-type: none"> <li>• Mitigation of cost increases</li> </ul>
Improved Efficiency	<ul style="list-style-type: none"> <li>• Use of technology to simplify and reduce the cost of tendering, P2P cycle and contract management</li> </ul>
Demand Management	<ul style="list-style-type: none"> <li>• Reduction or change in how demand is fulfilled</li> <li>• Identification of lower cost, innovative or alternative solutions</li> </ul>
Collaboration	<ul style="list-style-type: none"> <li>• Use of framework agreements to aggregate spend and produce economies of scale</li> </ul>
Contract & Supplier Management	<ul style="list-style-type: none"> <li>• Reduction in rolling over of contracts</li> <li>• Improved management to maximise value</li> </ul>

## [Financial Pressures; Contract and Supplier Management](#)

### General Duties

The Procurement Reform Act places a general duty on Scottish public authorities to ensure that all regulated procurement activity will:

- Treat suppliers equally and without discrimination
- Be transparent and proportionate

In support of this, Scottish Borders Council will seek to minimise barriers to participation. We will work closely with the Supplier Development Programme and South of Scotland Enterprise to enable and encourage a diverse range of organisations to access opportunities in our supply chain and enable SMEs to bid for work by lotting our contracts and framework agreements appropriately.

## [Local Economy](#)

### Sustainable Procurement Duty

The Sustainable Procurement Duty obligates Scottish public authorities to consider how their procurements can improve social, economic and environmental wellbeing, with a particular focus on reducing inequalities. Another important area is how public authorities facilitate the involvement of SME's, Third Sector bodies and Supported Businesses and how it will use procurement to promote innovation. Of equal importance is the consideration of any environmental opportunities by considering the impact of the procurement on, for instance, climate change, waste production or scarce materials.

To meet this duty, Scottish Borders Council has adopted a 'Sustainable Procurement Charter' which covers all of these key factors and is included as an Appendix.

The charter brings together different areas of policy, each of which contribute to our commitment to working in an ethical, responsible and sustainable way and clearly defines our commitment to suppliers in terms of our practices across important areas such as the importance of equalities, encouragement of the Living Wage and consideration of our local market, while including the principles and standards being sought from suppliers covering our zero tolerance approach to Modern Slavery and human trafficking, compliance with Health & Safety requirements and Data Protection considerations.

[Local Economy; Climate Change](#)

## Community Benefits

Community Benefit or 'social value' requirements in public sector procurement ensures that wider local economic and social issues are considered when delivering construction works, service or supplies contracts. The delivery of additional benefit beyond the core purpose of a contract opportunity can help to maximise the impact of public authorities' spending on local communities and is achieved through the inclusion of community benefit requirements within contracts and framework agreements.

The statutory community benefit requirement introduced by the Procurement Reform (Scotland) Act 2014, applies to contracts, including framework agreements and call-off contracts, which are estimated to be valued at £4 million or over.

Scottish Borders Council policy does not aim to prescribe any specific value-based threshold but requires the contract owner to consider the inclusion of community benefits where the total estimated value of the contract exceeds £50,000.

The community benefit requirement for each contract should be considered on a case-by-case basis and in every case where added value is considered, it must be proportionate and avoid creating an unnecessary burden on the supply chain.

[Community Benefits](#)

## Stakeholder Consultation/Engagement

At the beginning of and during procurement activity we will identify, engage and consult with stakeholder groups, as appropriate, which may include:

- The community
- The users of the service to be procured/commissioned
- The market
- Other Council Services/colleagues

This engagement will be proportionate to the project scale and may take a number of forms, such as online, face to face, or the creation of a focus group with appropriate representation of those involved or affected by the particular activity.

## Scottish Procurement Policy Notes

Legislation is supplemented by statutory guidance issued by the Scottish Government in the form of Scottish Procurement Policy Notes (SPPNs) which offer policy directions and advice on the implementation of statutory duties.

Key SPPNs include:

### **SPPN 3/2022: taking account of climate and circular economy considerations**

Aligns climate change reporting duties with procurement policy and legislation which requires public bodies to consider and act on opportunities to improve social and environmental wellbeing.

We are working with the SBC climate change officer to report ongoing progress against climate change and circular economy commitments. Procurement use the Scottish Governments Sustainable Procurement Tools to consider and act on a number of climate change considerations.

#### [Climate Change](#)

### **SPPN 2/2022: prompt payment in the supply chain**

Prompt payment is critical to the sustainability and resilience of the supply chain. The payment indicator at Scottish Borders consistently exceeds the target figure of 93% on invoices paid within 30 days and due consideration is given to implementation of prompt payment requirements through the supply chain on a contract-by-contract basis.

### **SPPN 6/2021: Fair Work First implementation**

Fair Work First (FWF) asks businesses bidding for a public contract to commit to adopting the following:

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

FWF criteria are taken into consideration in all procurement processes. Further, where relevant SBC have made payment of the real living wage for certain contracts as part of the tender process.

#### [Local Economy](#)

# SPEND PROFILE

During 2022/2023, the Council spent approximately £200m with external suppliers across revenue and capital expenditure. The tables below lay out how that money is spent. This information is exported from the Scottish Procurement Information Hub.

## Spend by Category

ProClass Group Spend	Total Spend (£)	ProClass Group	Total Spend
Arts & Leisure Services	£6,934,100	Highway Equipment & Materials	£4,450,678
Catering	£2,715,287	Horticultural	£1,222,481
Cemetery & Crematorium	£24,860	Housing Management	£5,401,040
Cleaning & Janitorial	£1,415,608	Human Resources	£3,078,051
Clothing	£213,533	Information Communication Technology	£14,038,125
Construction	£36,002,254	Legal Services	£202,894
Construction Materials	£2,823,038	Mail Services	£339,213
Consultancy	£2,776,061	Public Transport	£5,228,672
Domestic Goods	£43,633	Social Community Care	£52,006,703
Education	£4,889,693	Sports & Playground Equipment & Maintenance	£665,673
Environmental Services	£6,795,653	Stationery	£138,478
Facilities & Management Services	£1,462,773	Street & Traffic Management	£946,832
Financial Services	£13,042,289	Utilities	£10,027,260
Furniture & Soft Furnishings	£1,035,489	Vehicle Management	£6,528,527
Health & Safety	£329,955	Not Classified	£14,778,919
Healthcare	£1,076,957		

ProClass is a procurement classification not a finance classification. It is for classifying products and services that are purchased and not for classifying people, projects or budgets.

## Spend by Supplier Size

Organisation Size	Total Spend
Large	£94,266,046
Medium	£52,836,294
Small	£48,539,777
Unknown	£4,992,622

## Local Spend

Spend Total	Percentage
£78,424,097	39%

# MONITORING/REVIEWING AND REPORTING ON THE STRATEGY

The Corporate Procurement Service is committed to transparency and accountability for its activities and performance. The Director – Finance & Procurement is ultimately responsible for the activities and performance of the service, supported by the Chief Officer – Finance & Procurement and Procurement Business Partner.

The Corporate Procurement Strategy will be monitored primarily via the Annual Procurement Report, which is required by the Procurement Reform Act and obliges public authorities to report performance against the strategy as well as providing a summary of regulated procurements carried out and upcoming.

Both the Corporate Procurement Strategy and Annual Procurement Report are reviewed and approved by the Council Management Team, comprising the most senior officers of the Council, and the Council's Executive Committee before being transmitted to the Scottish Government and published on the Council website.

In addition, procurement performance indicators (PIs) are monitored and published within the Council's Annual Performance Report which reports against the Council Plan in line with the corporate Performance Management Framework. These PIs will be reviewed to ensure that they align with the themes, objectives and outcomes contained in this strategy.

Strategy Ownership	Further Information
Approved by	Scottish Borders Council Executive Committee 12/03/2024
Authorised by	Suzy Douglas Director – Finance & Procurement <a href="mailto:sdouglas@scotborders.gov.uk">sdouglas@scotborders.gov.uk</a>
Authored by	Ryan Douglas Procurement Business Partner <a href="mailto:ryanthomas.douglas@scotborders.gov.uk">ryanthomas.douglas@scotborders.gov.uk</a>

# POLICIES, PROCEDURES AND TOOLS

Procurement activity is carried out in accordance with a range of policies and procedures backed up by a number of best practice tools. The following table provides an overview of several key items in use.

Item	Description
<a href="#">Procurement and Contract Standing Orders (PCSOs)</a>	Defines the procedural governance through which all Council procurement activities are undertaken.
<a href="#">Financial Regulations</a>  Purchasing Handbook	Defines the procedural governance for financial activities more broadly  Internal guidance for Council users in how to apply the PCSOs
<a href="#">Procurement Journey</a>	Best practice guidance for public sector buyers
<a href="#">Public Contracts Scotland (PCS)</a>	National advertising portal for the Scottish public sector to publish contract notices (and conduct e-tenders)
<a href="#">Public Contracts Scotland – Tender (PCS-T)</a>	Alternative national e-tendering system
<a href="#">Sustainable Procurement Tools</a>	Suite of training and best practice tools to support sustainable procurement
Supplier Network	Council's contract management software platform

# GLOSSARY

Collaboration	Working with other partners to undertake joint or shared procurement activities with the intention of obtaining better value through the economies of scale and reduced procurement costs
Commissioning	This is the process used to assess the needs of people in the area, then to design and specify the appropriate services to deliver those needs in a cost effective and value for money way
Community Benefits	These are contract requirements that deliver wider benefits in addition to the core purpose of the contract. These will create added value and will be social, economic or environmental benefits
Contract Management	This is the management of contracts with suppliers or partners. It includes the tasks and activities to ensure the contract is delivered as per the terms. Activity can include the mobilisation of the contract, delivery throughout the term of the contract to expiry and decommissioning. It will also include supplier relationship and performance management
Demand Management	This is a way to reduce costs by managing requirements through many different methods such as forecasting, reducing options, increasing flexibility or considering distribution methods and frequency
Framework Agreement	This is an agreement, often collaborative, with one or more suppliers. They are designed to simplify the procurement process by pre-approving a list of suppliers and their terms and conditions for a specific category of goods or services
Goods	Items that we buy include things such as catering provisions, office stationery and supplies, or the materials needed to build roads
KPI	Key Performance Indicators are measures out in place as part of the contract arrangements. These will be used to help manage delivery of the contract to a pre-agreed set of quality and quantity indicators
P2P	Purchase to Payment - electronic IT systems and processes used to manage the raising of purchase orders through to the payment of supplier invoices
PCIP	The Scottish Government led Procurement and Commercial Improvement Programme and its associated assessment programme
Procurement	This is process of sourcing and acquiring goods, services and works
Purchasing	The transactional stages of placing orders for goods, services or works, using P2P systems to receipt goods, services or works received and then to pay for them
Regulated	Refers to procurements which are subject to one or more of the following pieces of legislation: The Procurement Reform (Scotland) Act 2014; Public Contracts (Scotland) Regulations 2015; Procurement (Scotland) Regulations 2016; The Utilities Contracts (Scotland) Regulations 2016; The Concession Contracts (Scotland) Regulations 2016
Regulated Thresholds	Defined in the Procurement Reform (Scotland) Act 2014 as £50k for goods and services, £2m for works
Services	Services we buy might include care services, professional services to design works projects or repair and maintenance services



SMEs	Small and Medium-Sized Enterprises - firms that employ less than 9 employees are classified as micro businesses, firms that employ less than 50 are classed as small and those employing less than 250 medium
Sustainable Procurement	A process where organisations meet their needs for goods, services and works in a way that achieves value for money on a whole life costs basis and generates benefits, not only for the organisation but for society, the economy and the environment
Third Sector	The group name for a range of organisations such as community groups, charities, voluntary organisations, social enterprises or community interest companies. They can be everything between small and local or large multinational companies or charities
Value for Money	Value for money is the optimum combination of whole life costs, quality and sustainability to meet our requirements
Whole Life Costing	Whole life costing takes into account the total cost of a product or service over its lifetime, from concept to disposal and including purchase, hire or lease, maintenance, operation, utilities, training and end of life disposal. It is important to take all of these costs into consideration when making decisions as in some cases the purchase cost is only a small proportion of the cost of operating it
Works	Construction works that we buy, including the construction and/or refurbishment of new and existing buildings, roads, bridges, parks or other open spaces

# APPENDIX: SUSTAINABLE PROCUREMENT CHARTER

## Sustainable Procurement Charter

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



### Achieving our Sustainable Procurement duty

<p><b>Equalities</b></p> <p>We view the Scottish Borders as a place where everyone matters, where everyone should have equal opportunities and where everyone should be treated with dignity and respect. As a responsible employer the Council is committed to promoting equal opportunities to all of the Scottish Borders community, employees and suppliers alike. Consideration of equal opportunities is fully integrated into our procurement practices and is fully committed to the values and ethos of the Equality Act 2010.</p>	<p><b>Disability Confident Scheme</b></p> <p>The Council is an accredited Disability Confident employer. We are committed to the aims of Disability Confident and would encourage our partners, suppliers and providers to demonstrate their commitment to the scheme and also become accredited Disability Confident employers. As appropriate, contracts or framework agreements may include clear performance indicators relating to the positive benefits of such a scheme.</p>	<p><b>Facilitating SME's, third sector and supported businesses in the procurement process</b></p> <p>Our procurement strategy aims to achieve a mixed economy of suppliers to support and develop our local rural market, particularly micro, small and medium sized enterprises, Third Sector organisations and supported businesses. This approach includes simplified and standardised public sector procurement practices, consideration of lotting and a range of hands-on assistance to the local supply chain to help reduce any barriers to involvement in procurement opportunities.</p>	<p><b>Promoting Innovation</b></p> <p>Influencing the market towards innovative solutions can focus public spending on sustainable goods, services and works and create an important catalyst for local job creation, sustainable innovation and market development. Our procurement strategy notes the importance of innovation through procurement and we encourage all our suppliers to consider an innovative approach to the way goods and services are delivered.</p>
<p><b>Fair Work</b></p> <p>The Council is committed to encouraging the adoption of Fair Work Practices. When relevant, suppliers bidding for public contracts should adopt fair working practices, specifically: appropriate channels for effective voice, investment in workforce development, no inappropriate use of zero hours contracts, action to tackle the gender pay gap and create a more diverse and inclusive workplace, providing fair pay for worker, offer flexible and family friendly working practices for all workers, oppose the use of fire and rehire practices. As an accredited real living wage employer the Council is committed to encouraging the wider adoption of the real living wage. This is an hourly rate set by the living wage foundation. The current rate is £12.00. (October 2023).</p>	<p><b>Consultation with Stakeholders</b></p> <p>Service User and, where appropriate, wider community consultation is an integral part of commissioning considerations. The strategic importance and complexity of required outcomes will mainly govern the level of consultation undertaken and the choice of the procurement route followed. The final decision on these matters will always be considered in light of what is likely to provide best value for the local community.</p>	<p><b>Health &amp; Safety Compliance</b></p> <p>The Council is committed to achieving a culture that ensures it complies with all current Health and Safety legislation and in so doing endeavors to provide safe places and safe systems of work. This principal extends to those employed to do contracted works for and on behalf of the Council. The Council will only employ contractors who are SSIP accredited.</p>	
<p><b>Fairly &amp; ethically traded goods</b></p> <p>The Council supports the Fair Trade initiative because it reflects our commitment to sustainable development and offers the prospect that marginalised producers across the world will receive fairer deals for their produce. The Council will promote the use of fair trade products across all its services and raise awareness of fair trade amongst its staff and customers. The Council will (to the extent permitted by EU procurement legislation) embed Fair Trade into contracts with suppliers where it has a direct bearing on the required goods, services and works.</p>	<p><b>Provision of Food</b></p> <p>The procurement of food considers the wider community focus of improving the health and wellbeing of young people and communities in the Borders. Promoting a sustainable food supply chain by (where possible) the use of Scottish produce through collaborative contracts supports the delivery of healthy choices to support healthy eating. Food security and ethics are of equal importance and the Council follows Scottish Government guidance to ensure consideration of the highest levels of animal welfare.</p>	<p><b>Prompt payment</b></p> <p>The effect of late payment on SME's can be significant, impacting cash flow and the ability to trade. As direct support the Council has a prompt payment policy and related performance indicator which aims to make payment of invoices within 30 days of receipt of a valid invoice. To make sure this policy flows through all stages of the supply chain, our terms and conditions of contract obliges our contracted suppliers to make payment of valid invoices within a similar 30 day period.</p>	<p><b>Information/Data Management/Protection</b></p> <p>The Council regards information as a valuable corporate asset which must be obtained, processed and protected diligently, lawfully and ethically. The approach to information governance focuses on safeguarding customers, providing business transparency and ensuring legislative compliance. Relationships with 3rd parties who handle data on behalf of the Council, or with whom we share data are carefully managed. Contracts include information governance compliance conditions with these arrangements being documented and monitored. We will expect all suppliers to take the same robust approach to information management as we do, even after their contract has expired.</p>
<p><b>Environmental Impact and Climate Change</b></p> <p>The Council is committed to reducing its environmental impact, including carbon emissions, wherever possible. The Climate Change (Scotland) Act 2009 places duties on public bodies to deliver their services in a way which supports this, including both internal activities, such as energy saving within buildings, and its work with partners. The way that the Council procures goods and services can have a huge environmental impact, and by purchasing items which can demonstrate a reduced negative effect on wildlife, natural resources and carbon emissions, we can reduce our carbon footprint and support suppliers to do the same.</p>	<p><b>Improving the economic, social and environmental wellbeing of the area</b></p> <p>Adding Value to Communities through Community Benefits or 'social' requirements in public sector procurement is intended to ensure that wider local economic and social issues are considered when delivering construction works, service or supplies contracts. This is achieved through the inclusion of specific clauses within contracts known as community benefit clauses.</p>	<p><b>Conflict of Interest</b></p> <p>Council Officers and Members conducting business on behalf of the organisation have a responsibility to do so in a manner that is objective and ethical. As such we require any individual whether employee or supplier to declare such an interest before any procurement activity commences as the best way to handle conflicts of interest is to avoid them entirely.</p>	<p><b>Modern Slavery Act 2015</b></p> <p>The Council adopts a zero tolerance approach to modern slavery and human trafficking. We expect all those who work for and with us to adhere to this approach. As appropriate we will address areas of concern in the tendering process through requiring minimum standards and contract management.</p>

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

#### PROCUREMENT SERVICES

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## **CAPITAL PROGRAMME 2024/25 – BLOCK ALLOCATIONS**

**Report by Director of Finance & Procurement**  
**EXECUTIVE COMMITTEE**

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**12 MARCH 2024**

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### **1 PURPOSE AND SUMMARY**

- 1.1 This report seeks Executive Committee approval for the proposed individual projects and programmes within the various block allocations in the 2024/25 Capital Investment Plan.**
- 1.2 Appendices A-Q contain proposals for various projects to be allocated from the block allocations. These overall block allocations were approved in the 2024/25 Capital Investment Plan at the meeting of Scottish Borders Council on 29 February 2024.
- 1.3 Due to ongoing development of our asset plans, not all projects have been fully identified at this point (refer to para 3.3 and 3.4) and as and when this information is available this will be brought to the Executive Committee for consideration as part of the quarterly monitoring reports.

### **2 RECOMMENDATIONS**

**2.1 It is recommended that the Executive Committee:-**

- a) approves the block allocation breakdowns contained in Appendices A-Q;**

### **3 BACKGROUND**

- 3.1 The Council approved the 2024/25 to 2033/34 Capital Investment Plan on 29 February 2024 and this programme contained a number of block allocations.
- 3.2 Section 7 of the current Financial Regulations covers Budgetary Control and paragraph 7.15 onwards details the framework for Capital. The Regulations stipulate detailed expenditure plans must be presented for approval. This report provides that detail for the initial allocation of items in the Blocks for financial years 2024/25 – 2026/27.
- 3.3 During 2023/24, survey work on the material condition of the primary school estate was undertaken. This was partnered by an audit that determined the current suitability of these facilities from the point of view of the users. These two activities have created a valuable data set that will result in a sequenced capital investment programme for the primary school estate. On completion, the sequencing which is ongoing, will impact the Learning Estate Block unallocated spend presented for 2025/26 and 2026/27, and may impact the shape of the proposed 2024/25 block.
- 3.4 A similar piece of work is being undertaken across the remainder of the estate and this will inform future sequencing of works across the Building Upgrades, Energy Efficiency Works and Health & Safety Works blocks.

### **4 CAPITAL BLOCK ALLOCATIONS 2024/25 – 2026/27**

- 4.1 It is proposed that the following budget headings within the 2024/25 Capital Investment Plan, as approved on 29 February 2024, are treated as block allocations within the context of the Financial Regulations as they apply to Capital Budgetary Control. They are listed below along with the Appendix number where detail of the proposed allocations can be found.

APP	CAPITAL INVESTMENT PROPOSALS	2024/25 £'000	2025/26 £'000	2026/27 £'000	Total Operational Plan £'000
<b>Flood &amp; Coastal Protection</b>					
A	Flood Prevention Works & Scheme Preparation	372	372	372	<b>1,116</b>
B	Costal Change Adaptions	120	0	0	<b>120</b>
<b>Land and Property Infrastructure</b>					
C	Asset Rationalisation & Demolition	1,868	0	0	<b>1,868</b>
D	Cemetery Land Acquisition & Development	50	40	334	<b>424</b>
E	Building Upgrades	577	397	624	<b>1,598</b>
F	Energy Efficiency Works	1,291	795	795	<b>2,881</b>
G	Live Borders Energy Efficiency Works	500	500	500	<b>1,500</b>
H	Health and Safety Works	1,400	400	500	<b>2,300</b>
I	Play Areas and Outdoor Community Spaces	1,673	1,596	298	<b>3,567</b>
<b>Road &amp; Transport Infrastructure</b>					
J	Cycling Walking & Safer Streets	515	507	247	<b>1,269</b>
K	Lighting Asset Management Plan	160	160	160	<b>480</b>
L	Roads & Bridges -inc. RAMP, Winter Damage & Slopes	7,040	7,000	7,100	<b>21,140</b>
<b>Corporate</b>					
M	ICT - Out with CGI Scope	56	56	80	<b>192</b>
<b>Learning Estate</b>					
N	Learning Estate Block	2,614	1,790	1,790	<b>6,194</b>
<b>Sports Infrastructure</b>					
O	Culture & Sports Trusts - Plant & Services	215	215	290	<b>720</b>
<b>Economic Regeneration</b>					
P	Borders Town Centre Regeneration Block	202	70	100	<b>372</b>
<b>Social Care Infrastructure</b>					
Q	Care Inspectorate Requirements & Upgrades	41	43	43	<b>127</b>
<b>Total</b>		<b>18,694</b>	<b>13,941</b>	<b>13,233</b>	<b>45,868</b>

## 5 IMPLICATIONS

### 5.1 Financial

- (a) The blocks in Appendices A – Q are as the amounts approved in the 2024/25 Capital Investment Plan approved at Council on 29 February 2024.
- (b) It is proposed that in order to comply with the Financial Regulations, the individual lines contained in the Appendix for each block will be interpreted as the detailed plans for the block. Each line in the block is therefore an individual project or budget heading for the purpose of Budgetary Control. This means that, if required, virements between these budget headings will be subject to the appropriate approval

process. The only exception to this is where there is still an Unallocated Balance.

- (c) These block allocations may be affected by the 2023/24 capital monitoring out-turn which will be reported to Executive Committee in June 2024 and any changes as a result of this will be reflected in future monitoring reports.

## 5.2 Risk and Mitigations

There is a risk that as a project progresses through the various phases from inception to construction and commissioning, adjustments will be required to the phasing of the projects delivery or cost estimate, or that the project may not be able to be progressed as anticipated. These risks will be managed through regular capital project monitoring meetings with budget holders and project managers and timely reporting to elected members for decision-making at an appropriate Committee.

## 5.3 Integrated Impact Assessment

No Equalities Impact Assessment has been carried out in relation to the contents of this report; it is, however, expected that for individual projects this work will have been undertaken by the relevant project manager/ budget holder prior to budget being approved.

## 5.4 Sustainable Development Goals

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

## 5.5 Climate Change

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

## 5.6 Rural Proofing

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

## 5.7 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 Delegation are required as a result of this report.

# 6 CONSULTATION

- 6.1 The Director of Corporate Governance, the Chief Officer Audit and Risk, the Director of People, Performance & Change, the Clerk to the Council and



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

6.2 The Director Infrastructure & Environment has been consulted in the preparation of this report and the content of the detailed appendices.

**Approved by**

**Suzy Douglas** **Signature .....**  
**Director of Finance & Procurement**  
**Author(s)**

Name	Designation and Contact Number
Lizzie Turner	Chief Officer – Finance & Procurement 01835 824000 x 6056

**Background Papers:** None

**Previous Minute Reference:**

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

Contact us at Lizzie Turner, Council Headquarters, Newtown St Boswells, Melrose, TD6 0SA; Tel: 01835 824000 X6056.

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## 2024/25 BLOCK ALLOCATIONS

<b>Service</b>	<b>Infrastructure &amp; Environment</b>
<b>Sub Heading</b>	<b>Flood &amp; Coastal Protection</b>
<b>Block</b>	<b>Flood Prevention Works &amp; Scheme Preparation</b>

<b>Budget Allocation</b>	2024/25 £000's	2025/26 £000's	2026/27 £000's
Approved Budget per 2024/25 Financial Plan	372	372	372
<b>Total Budget</b>	<b>372</b>	<b>372</b>	<b>372</b>

<b>Table of Proposed Schemes</b>	2024/25 £000's	2025/26 £000's	2026/27 £000's
Project Title			
Community Resilience	11	11	
Hawick Natural Flood Management	67	101	
Berwickshire Coastal Change Adaptation Plan	39		
Minor Works	22	77	
Bonchester Bridge Flood Scheme Preparation	34	80	
Jedburgh Flood Scheme Preparation	102		
Surface Water Management Plans	22	29	
Newcastleton Temporary Flood Measures	20		
Etrick Valley Flood Bund	55		
Newcastleton Flood Protection Scheme			186
Peebles Flood Protection Scheme			186
Unallocated Balance	-	74	-
<b>TOTAL</b>	<b>372</b>	<b>372</b>	<b>372</b>

## 2024/25 BLOCK ALLOCATIONS

<b>Service</b>	<b>Infrastructure &amp; Environment</b>
<b>Sub Heading</b>	<b>Flood &amp; Coastal Protection</b>
<b>Block</b>	<b>Coastal Change Adaptations</b>

<b>Budget Allocation</b>	2024/25 £000's	2025/26 £000's	2026/27 £000's
Approved Budget per 2024/25 Financial Plan	120	-	-
<b>Total Budget</b>	120	-	-

<b>Table of Proposed Schemes</b> Project Title	2024/25 £000's	2025/26 £000's	2026/27 £000's
Eyemouth Coastal Change	120		
Unallocated Balance	-	-	-
<b>TOTAL</b>	120	-	-

## 2024/25 BLOCK ALLOCATIONS

<b>Service</b>	<b>Infrastructure &amp; Environment</b>
<b>Sub Heading</b>	<b>Land and Property Infrastructure</b>
<b>Block</b>	<b>Asset Rationalisation &amp; Demolition</b>

<b>Budget Allocation</b>	2024/25 £000's	2025/26 £000's	2026/27 £000's
Approved Budget per 2024/25 Financial Plan	1,868	-	-
<b>Total Budget</b>	1,868	-	-

<b>Table of Proposed Schemes</b> Project Title	2024/25 £000's	2025/26 £000's	2026/27 £000's
Jedburgh Grammar Demolition	1,540		
Council HQ Building Upgrade Work	170		
Asset Development & Reconfiguration	158		
Unallocated Balance	-	-	-
<b>TOTAL</b>	1,868	-	-

## 2024/25 BLOCK ALLOCATIONS

<b>Service</b>	<b>Infrastructure &amp; Environment</b>
<b>Sub Heading</b>	<b>Land and Property Infrastructure</b>
<b>Block</b>	<b>Cemetery Land Acquisition &amp; Development</b>

<b>Budget Allocation</b>	2024/25 £000's	2025/26 £000's	2026/27 £000's
Approved Budget per 2024/25 Financial Plan	50	40	334
<b>Total Budget</b>	50	40	334

<b>Table of Proposed Schemes</b> Project Title	2024/25 £000's	2025/26 £000's	2026/27 £000's
Land acquisition & site development	50	40	334
Unallocated Balance	-	-	-
<b>TOTAL</b>	50	40	334

## 2024/25 BLOCK ALLOCATIONS

<b>Service</b>	<b>Infrastructure &amp; Environment</b>
<b>Sub Heading</b>	<b>Land and Property Infrastructure</b>
<b>Block</b>	<b>Building Upgrades</b>

<b>Budget Allocation</b>	2024/25 £000's	2025/26 £000's	2026/27 £000's
Approved Budget per 2024/25 Financial Plan	577	397	624
<b>Total Budget</b>	577	397	624

<b>Table of Proposed Schemes</b> Project Title	2024/25 £000's	2025/26 £000's	2026/27 £000's
Lift infrastructure upgrades	75	75	75
Electrical Infrastructure management	75	50	50
Schools resurfacing upgrades	50	50	50
Public toilet refurbishment	50		
Estate Plant Upgrade	327	222	449
Unallocated Balance	-	-	-
<b>TOTAL</b>	577	397	624

## 2024/25 BLOCK ALLOCATIONS

<b>Service</b>	<b>Infrastructure &amp; Environment</b>
<b>Sub Heading</b>	<b>Land and Property Infrastructure</b>
<b>Block</b>	<b>Energy Efficiency Works</b>

<b>Budget Allocation</b>	2024/25 £000's	2025/26 £000's	2026/27 £000's
Approved Budget per 2024/25 Financial Plan	1,291	795	795
<b>Total Budget</b>	1,291	795	795

<b>Table of Proposed Schemes</b>	2024/25 £000's	2025/26 £000's	2026/27 £000's
Project Title			
Solar Photo Voltaic panels installation	641	150	
Existing Photo Voltaic estate reinstallations	200		
Decarbonisation of Estate Energy Sources		645	795
SALIX Decarbonisation	450		
Unallocated Balance	-	-	-
<b>TOTAL</b>	1,291	795	795



## 2024/25 BLOCK ALLOCATIONS

<b>Service</b>	<b>Infrastructure &amp; Environment</b>
<b>Sub Heading</b>	<b>Land and Property Infrastructure</b>
<b>Block</b>	<b>Live Borders Energy Efficiency Works</b>

<b>Budget Allocation</b>	2024/25 £000's	2025/26 £000's	2026/27 £000's
Approved Budget per 2024/25 Financial Plan	500	500	500
<b>Total Budget</b>	500	500	500

<b>Table of Proposed Schemes</b>	2024/25 £000's	2025/26 £000's	2026/27 £000's
Project Title			
Energy Efficiency Work	500	500	500
Unallocated Balance	-	-	-
<b>TOTAL</b>	500	500	500

## 2024/25 BLOCK ALLOCATIONS

<b>Service</b>	<b>Infrastructure &amp; Environment</b>
<b>Sub Heading</b>	<b>Land and Property Infrastructure</b>
<b>Block</b>	<b>Health and Safety Works</b>

<b>Budget Allocation</b>	2024/25 £000's	2025/26 £000's	2026/27 £000's
Approved Budget per 2024/25 Financial Plan	1,400	400	500
<b>Total Budget</b>	1,400	400	500

<b>Table of Proposed Schemes</b> Project Title	2024/25 £000's	2025/26 £000's	2026/27 £000's
Legionella upgrade water tanks	100	75	50
Asbestos Management	100	75	50
Fire alarm systems upgrades	200	200	200
Additional Health & Safety Works	1,000		
Unallocated Balance	-	50	200
<b>TOTAL</b>	1,400	400	500

## 2024/25 BLOCK ALLOCATIONS

<b>Service</b>	<b>Infrastructure &amp; Environment</b>
<b>Sub Heading</b>	<b>Land and Property Infrastructure</b>
<b>Block</b>	<b>Play Areas and Outdoor Community Spaces</b>

<b>Budget Allocation</b>	2024/25 £000's	2025/26 £000's	2026/27 £000's
Approved Budget per 2024/25 Financial Plan	1,673	1,596	298
<b>Total Budget</b>	1,673	1,596	298

<b>Table of Proposed Schemes</b>	2024/25 £000's	2025/26 £000's	2026/27 £000's
Project Title			
St Boswells Jenny Moore's Road	7		
Jedburgh Allerley Well Park	26		
Jedburgh Skate Park	322		
Scott Park - Galashiels Academy		42	
Earlston NEW play park (PS)		324	
Eyemouth NEW play park & skate park		506	
Chirnside	78		
St Abbs	72		
Hawick Sleepy Valley, Burnfoot	256		
Galashiels Woodstock Avenue	98		
Paxton	78		
Heiton/Roxburgh	109		
Newcastleton	221		
Broughton	78		
Walkerburn Alexandra Park			120
Walkerburn Pumptrack & Football Upgrade	143		
Denholm The Loaning		89	
Hobkirk		89	
Ayton			89
Nisbet			89
Innerleithen Public Park Drainage & Surfacing Works	123		
Eyemouth - The Bantry		125	
Unallocated Balance	62	421	-
<b>TOTAL</b>	1,673	1,596	298

## 2024/25 BLOCK ALLOCATIONS

<b>Service</b>	<b>Infrastructure &amp; Environment</b>
<b>Sub Heading</b>	<b>Road &amp; Transport Infrastructure</b>
<b>Block</b>	<b>Cycling Walking &amp; Safer Streets</b>

<b>Budget Allocation</b>	2024/25 £000's	2025/26 £000's	2026/27 £000's
Approved Budget per 2024/25 Financial Plan	515	507	247
<b>Total Budget</b>	515	507	247

<b>Table of Proposed Schemes</b>	2024/25 £000's	2025/26 £000's	2026/27 £000's
Project Title			
Walking:		254	124
Peebles High School Puffin Crossing	88		
Gala Academy Puffin Crossing	70		
Coldstream Puffin Crossing	6		
Gala Academy/Scott Park Entrance	38		
Morebattle Path	39		
Cycling:		253	123
Peebles to Peel 40mph signs	27		
SID Installation of 50 no. signs	118		
Lilliesleaf	8		
Earlston A6105 High St - permanent build outs	8		
40mph quiet roads	70		
Signing	16		
Lining	27		
Unallocated Balance	-	-	-
<b>TOTAL</b>	515	507	247

## 2024/25 BLOCK ALLOCATIONS

<b>Service</b>	<b>Infrastructure &amp; Environment</b>
<b>Sub Heading</b>	<b>Road &amp; Transport Infrastructure</b>
<b>Block</b>	<b>Lighting Asset Management Plan</b>

<b>Budget Allocation</b>	2024/25 £000's	2025/26 £000's	2026/27 £000's
Approved Budget per 2024/25 Financial Plan	160	160	160
<b>Total Budget</b>	160	160	160

<b>Table of Proposed Schemes</b>	2024/25 £000's	2025/26 £000's	2026/27 £000's
Project Title			
Main Road, Bonchester	40		
Copshaw Place, Newcastleton	20		
Park Crescent, Newtown St Boswells	20		
Leaburn Drive, Hawick	30		
St Dunstans Park, Melrose	20		
Ice Rink Footpath, Kelso	20		
Corroded Columns	10		
Hartrigge Crescent, Jedburgh		20	
Rhymers Avenue Earlston		20	
Lower Burnmouth		20	
Ice Rink Footpath, Kelso		30	
Main Street, Ayton		20	
Netherdale Ind Est, Galashiels		30	
Kerchester Road, Sprouston		20	
Marmion Road, Peebles			20
Scott Street, Selkirk			20
Station Road, Duns			30
Abbotsferry Road, Tweedbank			20
Dounehill, Jedburgh			20
Berrymoss Court, Kelso			20
Melrose Road, Galashiels			30
Unallocated Balance	-	-	-
<b>TOTAL</b>	160	160	160

## 2024/25 BLOCK ALLOCATIONS

<b>Service</b>	<b>Infrastructure &amp; Environment</b>
<b>Sub Heading</b>	<b>Road &amp; Transport Infrastructure</b>
<b>Block</b>	<b>Roads &amp; Bridges -inc. RAMP, Winter Damage &amp; Slopes</b>

<b>Budget Allocation</b>	2024/25 £000's	2025/26 £000's	2026/27 £000's
Approved Budget per 2024/25 Financial Plan	7,040	7,000	7,100
<b>Total Budget</b>	<b>7,040</b>	<b>7,000</b>	<b>7,100</b>

<b>Table of Proposed Schemes</b> Project Title	2024/25 £000's	2025/26 £000's	2026/27 £000's
Surface Dressing - prior patching where necessary, applying bond coat to existing surface and then small chips on top. This is preventative maintenance.	1,300	1,040	840
Patching - applying first time fixes to A&B class roads, these repairs will be permanent and semi-permanent, this will include cutting out defective area, and trimming the edges of the holes before re-filling.	2,300	1,840	1,380
Resurfacing/Overlays - this will include overlays on the top of the existing surface and in-lays i.e. removing existing surface and replacing with new material.	1,850	1,480	1,110
Cattle Grids & Embankments	250	200	150
Footways	280	224	168
Drainage	320	256	192
Masonry Refurbishment	740	560	420
Unallocated Balance	-	1,400	2,840
<b>TOTAL</b>	<b>7,040</b>	<b>7,000</b>	<b>7,100</b>

## 2024/25 BLOCK ALLOCATIONS

<b>Service</b>	<b>Finance, IT and Procurement</b>
<b>Sub Heading</b>	<b>Corporate</b>
<b>Block</b>	<b>ICT - Outwith CGI Scope</b>

<b>Budget Allocation</b>	2024/25 £000's	2025/26 £000's	2026/27 £000's
Approved Budget per 2024/25 Financial Plan	56	56	80
<b>Total Budget</b>	<b>56</b>	<b>56</b>	<b>80</b>

<b>Table of Proposed Schemes</b> Project Title	2024/25 £000's	2025/26 £000's	2026/27 £000's
PC Replacement	56	56	80
Unallocated Balance	-	-	-
<b>TOTAL</b>	<b>56</b>	<b>56</b>	<b>80</b>

## 2024/25 BLOCK ALLOCATIONS

<b>Service</b>	<b>Education &amp; Lifelong Learning</b>
<b>Sub Heading</b>	<b>Learning Estate</b>
<b>Block</b>	<b>Learning Estate Block</b>

<b>Budget Allocation</b>	2024/25 £000's	2025/26 £000's	2026/27 £000's
Approved Budget per 2024/25 Financial Plan	2,614	1,790	1,790
<b>Total Budget</b>	<b>2,614</b>	<b>1,790</b>	<b>1,790</b>

<b>Table of Proposed Schemes</b>	2024/25 £000's	2025/26 £000's	2026/27 £000's
Project Title			
<b>Improve and Enhance School Environments</b>			
Selkirk High School Refurbishment Phase 1	800		
Selkirk High School Refurbishment Phase 2		400	
Upgrade to Learning Environments	700		
Outdoor Learning Provisions	280	245	245
Primary School Refurbishments	395	245	245
School toilet programme	155	185	185
<b>Meet security and legislative obligations</b>			
Kitchen refurbishment programme	35	45	45
Accessibility works	8	10	10
Secure receptions programme	25	35	35
<b>Urgent, unplanned and fees</b>			
Professional fees	140	175	175
Project closure contingencies	76	92	134
Unallocated Balance	-	358	716
<b>TOTAL</b>	<b>2,614</b>	<b>1,790</b>	<b>1,790</b>



## 2024/25 BLOCK ALLOCATIONS

<b>Service</b>	<b>Contracted Services</b>
<b>Sub Heading</b>	<b>Sports Infrastructure</b>
<b>Block</b>	<b>Culture &amp; Sports Trusts - Plant &amp; Services</b>

<b>Budget Allocation</b>	2024/25 £000's	2025/26 £000's	2026/27 £000's
Approved Budget per 2024/25 Financial Plan	215	215	290
<b>Total Budget</b>	215	215	290

<b>Table of Proposed Schemes</b> Project Title	2024/25 £000's	2025/26 £000's	2026/27 £000's
Live Borders	185	185	250
Jedburgh Leisure Facilities Trust	15	15	20
Berwickshire Recreation Education Sports Trust	15	15	20
Unallocated Balance	-	-	-
<b>TOTAL</b>	215	215	290

## 2024/25 BLOCK ALLOCATIONS

<b>Service</b>	<b>Economic Development &amp; Corporate Services</b>
<b>Sub Heading</b>	<b>Economic Regeneration</b>
<b>Block</b>	<b>Borders Town Centre Regeneration Block</b>

<b>Budget Allocation</b>	2024/25 £000's	2025/26 £000's	2026/27 £000's
Approved Budget per 2024/25 Financial Plan	202	70	100
<b>Total Budget</b>	<b>202</b>	<b>70</b>	<b>100</b>

<b>Table of Proposed Schemes</b> Project Title	2024/25 £000's	2025/26 £000's	2026/27 £000's
Workshop Development	86	-	-
Town Centre Regeneration Enabling Work (Hawick, Eyemouth, Jedburgh, Selkirk)	116	70	100
Unallocated Balance	-	-	-
<b>TOTAL</b>	<b>202</b>	<b>70</b>	<b>100</b>

## 2024/25 BLOCK ALLOCATIONS

<b>Service</b>	<b>Health &amp; Social Care</b>
<b>Sub Heading</b>	<b>Social Care Infrastructure</b>
<b>Block</b>	<b>Care Inspectorate Requirements &amp; Upgrades</b>

<b>Budget Allocation</b>	2024/25 £000's	2025/26 £000's	2026/27 £000's
Approved Budget per 2024/25 Financial Plan	41	43	43
<b>Total Budget</b>	41	43	43

<b>Table of Proposed Schemes</b> Project Title	2024/25 £000's	2025/26 £000's	2026/27 £000's
Deanfield, Hawick	7	7	7
Grove House, Kelso	7	7	7
St. Ronan's, Peebles	7	7	7
Saltgreens, Eyemouth	7	7	7
Waverley, Galashiels	7	8	8
Day Services	6	7	7
Unallocated Balance	-	-	-
<b>TOTAL</b>	41	43	43

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## **SELF-CATERING LEGISLATION CHANGES**

**Report by Director - Infrastructure & Environment**

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### **EXECUTIVE COMMITTEE**

**12 March 2024**

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

- 1.1 The purpose of this report is to outline the impact that changes to the local taxation of self-catering properties have had on the Council's Trade Waste Collection Service and to recommend a way forward.**
- 1.2 The law relating to the local taxation of self-catering properties changed with effect from 1st April 2022.
- 1.3 In order to be classed as a Non-Domestic property and liable for Non-Domestic rates instead of Council Tax, a self-catering property is now required to provide evidence to the Assessor of 70 days of actual letting as well as 140 days of intention to let from 2022-23 onwards.
- 1.4 If the property is not considered by the Assessor to be self-catering it will enter the Council Tax Valuation List, at an appropriate valuation band, and will be liable for Council Tax.
- 1.5 The Assessor has reviewed all Self-Catering Properties against the new conditions for the financial year 2022/23 and a number have failed to meet the new requirements and have been moved from the Valuation Roll to the Council Tax Valuation List.
- 1.6 These properties are now asked to pay Council Tax, which in most cases will be more expensive than paying business rates and claiming business rates relief (SBBS).
- 1.7 As a result a number of these properties are requesting a full refund of their Trade Waste Contracts for the periods 2022/23 and 2023/24.
- 1.8 It is important to recognise this will be an ongoing issue that will change from year to year i.e. in future more Self-Catering Properties may not meet the new criteria and vice versa.
- 1.9 The Council needs to agree how it is going to deal with the requests for Trade Waste refunds in these instances to ensure consistency and fairness.

## **2 RECOMMENDATIONS**

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

- (a) Notes the findings of the report.
- (b) Agrees to implement Option 3 as outlined in Sections 8 and 9.

### **3 BACKGROUND**

- 3.1 The law relating to the local taxation of self-catering properties changed with effect from 1st April 2022.

### **4 HISTORIC APPROACH**

- 4.1 Prior to the change in legislation:

Properties operated as Self-Catering accommodation were liable for Non-Domestic rates, and therefore required to pay for a separate trade waste collection/disposal service.

Properties not operated as a Self-Catering Property were liable for Council Tax, which includes the provision of domestic waste collection and disposal service.

- 4.2 It is important to note that Non-Domestic rates are significantly cheaper than Council Tax. Particularly where property owners have been able to claim small business rates relief, which for many will provide 100% relief.

### **5 WHAT HAS CHANGED?**

- 5.1 In order to be classed as a Non-Domestic property and liable for Non-Domestic rates instead of Council Tax, a self-catering property is now required to provide evidence to the Assessor of 70 days of actual letting as well as 140 days of intention to let from 2022-23 onwards.
- 5.2 If the property is not considered by the Assessor to be self-catering it will enter the Council Tax Valuation List, at an appropriate valuation band, and will be liable for Council Tax.
- 5.3 The legislation requires that the entry to the Council Tax Valuation List is to be made retrospectively.

### **6 CURRENT TRADE WASTE POSITION**

- 6.1 In 2019 only 41 out of 697 Self-Catering properties on the Valuation Roll for the Scottish Borders had a trade waste contract with the Council. The assumption was that most of these properties were disposing of their waste for free as part of the household waste collection service.
- 6.2 Following a report to APWG in September 2019 it was agreed that Waste Services should contact all Self-Catering Properties shown in the Valuation Roll and require them to arrange a trade waste collection with the Council or an alternative provider.
- 6.3 As a result, we have increased the number of self-catering properties with a Council trade waste contract from 41 (2019) to 563 (2023), which equates to a current income of £144,800 per annum.

### **7 IMPACT ON TRADE WASTE SERVICE**

- 7.1 The Assessor has reviewed all Self-Catering Properties against the new conditions for the financial year 2022/23.
- 7.2 A number have failed to meet the new requirements and have been moved from the Valuation Roll to the Council Tax Valuation List. The property owners are now being asked to pay Council Tax, which in most cases will be more expensive than paying business rates and claiming business rates relief (SBBS).
- 7.3 The challenge for Waste Services is that the property owners are now requesting a full refund of their Trade Waste Contracts for the periods 2022/23 and 2023/24. The view being taken by these property owners is that Council Tax includes a waste collection service so they should not be paying twice for the same service. In short, they would not have taken out Trade Waste Contracts had they known they would be paying Council Tax.
- 7.4 It is important to note that this is an ongoing issue which will change from year to year i.e., in future more Self-Catering Properties may not meet the new criteria and vice versa. To add to the complication this designation will be applied annually in retrospect.

## 8 OPTIONS

- 8.1 The Council needs to agree an approach to dealing with the requests for Trade Waste refunds, going forwards. Three options have been considered as detailed in the table below.

Option	Pros	Cons
<p><b>Option 1</b></p> <p>Refund the Trade Waste Contracts in full.</p>	<p>The property owner is likely to be satisfied with the solution.</p> <p>Unlikely to receive negative press.</p>	<p>Additional workload to refund the trade waste contracts.</p> <p>Ongoing financial impact of around £17k per annum.</p> <p>Refund of £18k for the period 2022/23 payable in 2023/24.</p>
<p><b>Option 2</b></p> <p>Do not refund the Trade Waste Contracts on the basis that Council Tax is to cover the disposal of household waste and the trade waste contract is for the disposal of waste generated through the</p>	<p>No financial impact.</p>	<p>Property owners will be unhappy.</p> <p>High likelihood of negative press.</p> <p>The property owner may challenge the legal position of charging a property for trade waste collection which does not</p>



<p>course of operating a business.</p> <p><b>(Important</b> – It is worth noting that if a third party had provided the trade waste service, they would not refund the contract value)</p>		<p>meet the criteria for Self-Catering.</p> <p>Likelihood that officers will need to spend a significant amount of time dealing with complaints and information requests.</p>
<p><b>Option 3</b></p> <p>Refund the Trade Waste Contract for 2022/23 and 2023/24. This is on the basis that trade waste contracts were taken out before the legislation change and before the Council agreed its policy position.</p> <p><b>IMPORTANT</b> - For all future contracts awarded to Self-Catering Properties explain that no refunds will be provided.</p>	<p>The property owner is likely to be satisfied with the solution for 2022/23 and 2023/24 period.</p> <p>Reduced likelihood of negative press.</p> <p>No financial impact for years 2024/25 onwards.</p> <p>The property owner takes the trade waste contract out at their own risk.</p>	<p>Additional workload to refund the trade waste contracts.</p> <p>Financial impact for example £17k (2022/23) and £18k (2023/24).</p> <p>Property owners likely to be unhappy about the risk of being charged both Council Tax and a Trade Waste Contract from 2024/25 onwards. But ultimately this would be at their own risk.</p>

## 9 RECOMMENDATION

9.1 The change in legislation has created challenges and uncertainty for property owners and the Council. It is therefore recommended that the Council implement option 3 which gives property owners time to adjust to the new legislation and ensures that they understand the risk of taking out a future Trade Waste Contract with the Council. It also minimises the longer-term financial risk to the Council of lost Trade Waste income. Legal Services have reviewed this paper and agree that due to the retrospective nature of new legislation that upon balance option 3 represents an appropriate response. Legal Services also advise that it is vital that communication is clear for future years to ensure that property owners are aware of the potential implications when entering into a trade waste contract as properties may move from one designation to another retrospectively once the Assessor has received the requisite information.

## 10 IMPLICATIONS

### 10.1 Financial

The table below details the number of properties that have been moved from Non-Domestic Rates to Council Tax and the likely cost for refunding the trade waste contracts.

<b>Year</b>	<b>No. of properties moved from Non-Domestic Rates to Council Tax</b>	<b>No. of properties likely to request a refund</b>	<b>Total Refund Value</b>
<b>2022/23</b>	<b>136</b>	<b>68</b>	<b>£17,758</b>
<b>2023/24</b>	<b>136</b>	<b>57</b>	<b>£16,913</b>

**Important** – A number of the 136 properties which have moved from non-domestic rates to Council tax do not have a trade waste contract with the Council.

Based on this information it would be reasonable to assume that this would be an ongoing financial pressure of around £17k per annum under option 1.

It is worth noting that the income generated from these properties paying Council Tax will be far greater than generated from Non-Domestic Rates and Trade Waste Income.

## 10.2 Risk and Mitigations

The table below outlines the potential side-effects of the recommended option (option 3)

<b>Risk</b>	<b>Mitigation</b>
<ul style="list-style-type: none"> <li>Property owners unhappy about the risk paying for a Council Trade Waste Contract and subsequently having to pay Council.</li> <li>Associated negative press.</li> <li>Property owners may still request trade waste refunds beyond 2024/25.</li> </ul>	<ul style="list-style-type: none"> <li>Property owners do not have to take out a trade waste contract with the Council they can use other providers.</li> <li>Self-Catering Properties will be informed of the risk when they take out a trade waste contract with the Council and that there will be no refunds.</li> <li>An agreed Council policy will ensure all properties are treated fairly.</li> </ul>

The table below outlines the potential side effects of doing nothing.

<b>Risk</b>	<b>Mitigation</b>
<ul style="list-style-type: none"> <li>Property owners will continue to request trade waste refunds.</li> <li>The lack of an agreed Council policy means there will be a lack of clarity for Officers and property owners which in turn may result in miss understanding and lack of fairness.</li> <li>Ongoing financial costs associated with trade waste refunds.</li> <li>Additional resource dealing with refund requests and complaints.</li> <li>Associated negative press.</li> </ul>	<ul style="list-style-type: none"> <li>Implement recommended option i.e. option 3.</li> </ul>

### 10.3 Integrated Impact Assessment

A Stage 1 Integrated Impact Assessment has been undertaken, which confirms that a full assessment is not required, see appendix 1.

### 10.4 Sustainable Development Goals

An assessment against each of the UN Sustainable Development Goals has been undertaken, which confirms the recommendation has no impact.

### 10.5 Climate Change

The recommendation has been assessed against the criteria in the checklist on Climate Change. No opportunities have been identified to mitigate and/or enhance the activity in terms of climate change impacts.

### 10.6 Rural Proofing

The recommendation has been assessed against the criteria in the rural proofing checklist, which identified no impacts.

### 10.7 Data Protection Impact Statement

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

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

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

## 11 CONSULTATION

11.1 The Director (Finance & Procurement), the Director (Corporate Governance), the Chief Officer Audit and Risk, the Director (People Performance & Change) and Corporate Communications have been consulted and comments have been incorporated into the final report.

### Approved by

**Name**  
**John Curry**

**Title**  
**Director – Infrastructure & Environment**

### Author(s)

Name	Designation and Contact Number
Ross Sharp-Dent	Waste & Passenger Transport Manager

**Background Papers:** NA

**Previous Minute Reference:** NA

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

Contact us at [RSharp-Dent@scotborders.gov.uk](mailto:RSharp-Dent@scotborders.gov.uk)

## Appendix 1

# Integrated Impact Assessment (IIA)

## Stage 1 Scoping and Assessing for Relevance

### Section 1 Details of the Proposal

<b>A. Title of Proposal:</b>	Self-Catering Legislation Changes
<b>B. What is it?</b>	A new Policy/Strategy/Practice <input checked="" 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))	<p>The law relating to the local taxation of self-catering properties changed with effect from 1st April 2022.</p> <p>The Assessor has reviewed all Self-Catering Properties against the new conditions for the financial year 2022/23 and a number have failed to meet the new requirements and have been moved from the Valuation Roll to the Council Tax Valuation List.</p> <p>As a result a number of these properties are requesting a full refund of their Trade Waste Contracts for the periods 2022/23 and 2023/24.</p> <p>The Council needs to agree how it is going to deal with the requests for Trade Waste refunds in these instances to ensure consistency and fairness.</p> <p>The recommendation is to refund the cost of Trade Waste Contracts taken out by the owners of properties who failed to meet the requirements.</p>

<b>D. Service Area: Department:</b>	Waste Services Infrastructure & Environment
<b>E. Lead Officer:</b> (Name and job title)	Ross Sharp-Dent Waste & Passenger Transport Manager
<b>F. Other Officers/Partners involved:</b> (List names, job titles and organisations)	Joyce Dickey – Trade Waste Officer Iain Davidson - HR
<b>G. Date(s) IIA completed:</b>	30 <sup>th</sup> November 2023

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

<b>Yes / No</b> (please delete as applicable)
If yes, - please state here:

**Section 3 Legislative Requirements**

<b>3.1 Relevance to the Equality Duty:</b>	
<b>Do you believe your proposal has any relevance under the Equality Act 2010? No</b> (If you believe that your proposal may have some relevance – however small please indicate yes. If there is no effect, please enter “No” and go to Section 3.2.)	
<b>Equality Duty</b>	<b>Reasoning:</b>
<b>A. Elimination of discrimination (both direct &amp; indirect), victimisation and harassment.</b> (Will the proposal discriminate? Or help eliminate discrimination?)	
<b>B. Promotion of equality of opportunity?</b> (Will your proposal help or hinder the Council with this)	

<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>	
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<b>3.2 Which groups of people do you think will be or potentially could be, impacted by the implementation of this proposal? (You should consider employees, clients, customers / service users, and any other relevant groups)</b>				
Please tick below as appropriate, outlining any potential impacts on the undernoted equality groups this proposal may have and how you know this.				
	Impact			Please explain the potential impacts and how you know this
	No Impact	Positive Impact	Negative Impact	
<b>Age</b> Older or younger people or a specific age grouping	x			
<b>Disability</b> e.g. Effects on people with mental, physical, sensory impairment, learning disability, visible/invisible, progressive or recurring	x			
<b>Gender Reassignment/ Gender Identity</b> anybody whose gender identity or gender expression is different to the sex assigned to them at birth	x			
<b>Marriage or Civil Partnership</b> people who are married or in a civil partnership	x			
<b>Pregnancy and Maternity</b> (refers to the period after the birth, and is linked to <b>maternity</b> leave in the employment context. In the non-work context, <b>protection</b> against <b>maternity</b> discrimination is for 26 weeks after giving birth),	x			
<b>Race Groups:</b> including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)	x			

<b>Religion or Belief:</b> different beliefs, customs (including atheists and those with no aligned belief)	<b>x</b>			
<b>Sex</b> women and men (girls and boys)	<b>x</b>			
<b>Sexual Orientation</b> , e.g. Lesbian, Gay, Bisexual, Heterosexual	<b>x</b>			
<p><b>3.3 Fairer Scotland Duty</b></p> <p>This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to how we can reduce inequalities of outcome caused by socioeconomic disadvantage when making <u>strategic</u> decisions.</p> <p>The duty is set at a strategic level - these are the key, high level decisions that SBC will take. This would normally include strategy documents, decisions about setting priorities, allocating resources and commissioning services.</p>				
<p><b>Is the proposal strategic?</b> Yes / <del>No</del> (<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>	
<b>Low and/or No Wealth</b> – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future.		<b>x</b>		If the recommendation is accepted, it will mean property owners faced with a Council Tax bill for the period 2022/23 & 2023/24 will have the costs mitigated by refund of the costs of the Trade Waste contract.
<b>Material Deprivation</b> – being unable to access basic goods and services i.e. financial products like	<b>x</b>			



life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies				
<b>Area Deprivation</b> – where you live (e.g. rural areas), where you work (e.g. accessibility of transport)	x			
<b>Socio-economic Background</b> – social class i.e. parents' education, employment and income	x			
<b>Looked after and accommodated children and young people</b>	x			
<b>Carers</b> paid and unpaid including family members	x			
<b>Homelessness</b>	x			
<b>Addictions and substance use</b>	x			
<b>Those involved within the criminal justice system</b>	x			

### **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;	
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.

**No**

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 impact only applies in one specific instance i.e. low and / or no wealth and therefore a full impact assessment is not required.

<b>Signed by Lead Officer:</b>	
<b>Designation:</b>	<b>Waste &amp; Passenger Transport Manager</b>
<b>Date:</b>	<b>1 December 2023</b>
<b>Counter Signature Director:</b>	
<b>Date:</b>	

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## **SCOTTISH BORDERS COUNCIL'S QUARTER 3 2023/24 PERFORMANCE INFORMATION**

**Director - People, Performance & Change**

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### **EXECUTIVE COMMITTEE**

**12 March 2024**

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

- 1.1 This report presents a summary of Scottish Borders Council's Quarter 3 2023/24 performance information.**
- 1.2 The information contained within this report will be made available on the SBC website: [www.scotborders.gov.uk/performance](http://www.scotborders.gov.uk/performance)

#### **2 RECOMMENDATIONS**

- 2.1 I recommend that the Executive Committee:-**
  - (a) Notes the Quarter 3 2023/24 Council Plan Key Milestones and Performance Indicators Report in Appendix 1.**
  - (b) Notes the Quarter 3 2023/24 Community Action Team Performance Report in Appendix 2.**

### **3 BACKGROUND TO SBC PERFORMANCE REPORTING 2023/24**

#### **Quarterly Council Plan Performance Report**

3.1 The Q3 Performance Milestones and Performance Indicators Report shows progress made against the Council Plan milestones and performance indicators for quarter 3. The report is shown in Appendix 1.

3.2 Work continues on updating and maintaining performance indicators for the future.

#### **Community Action Team Performance Report**

3.3 The Community Action Team Performance Report has been updated to reflect Quarter 3 of 2023/24. It is shown in Appendix 2.

### **4 COUNCIL PLAN – SUMMARY OF PERFORMANCE**

3.4 The 16 milestones reported in this quarter shows that 9 of them have been achieved as planned. There was 1 milestone which has been rescheduled to a future quarter and there were 6 milestones which have been partly completed and work will continue on them.

3.5 Of the 91 indicators presented 65 are in a good position of which 14 are particularly positive. 15 are highlighted as areas of focus for improvement and 11 information only figures which provide context to some of the performance indicators are also shown in the report.

3.6 A summary of the performance in the year to date is shown by Council Plan Theme with a range of performance across the different themes.

3.7 A Dashboard via Power BI has been developed which allows the public to access data about any Performance Indicator that they wish to see. The dashboard can be viewed from this link: [Our performance as a Council: 2018-19 onwards | Scottish Borders Council \(scotborders.gov.uk\)](https://scotborders.gov.uk/our-performance-as-a-council-2018-19-onwards)

### **5 COMMUNITY ACTION TEAM – SUMMARY OF ACTIVITY AND IMPACT**

5.1 The Community Action Team (CAT) has been operating at full strength since 1<sup>st</sup> June and the upturn in the statistics since that date is notable, particularly for High Visibility Foot Patrols and Mobile Patrols hours.

### **6 IMPLICATIONS**

#### **6.1 Financial**

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

#### **6.2 Risk and Mitigations**

Effective performance management arrangements will ensure that services, and those providing services on behalf of SBC, are aware of any weaknesses and can take corrective action in a timely manner, therefore mitigating any risks more effectively. The Council's Risk Management Policy and framework ensures that all services, and services delivered by third parties, identify and manage risks to the achievement of their objectives, with senior management providing appropriate levels of oversight. Performance should be enhanced by having robust risk management arrangements in place.

### **6.3 Integrated Impact Assessment**

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

### **6.4 Sustainable Development Goals**

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

### **6.5 Climate Change**

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

### **6.6 Rural Proofing**

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

### **6.7 Data Protection Impact Assessment**

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

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

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

## **7 CONSULTATION**

7.1 The Chief Financial Officer, the Chief Officer Corporate Governance (Monitoring Officer), the Chief Officer Audit and Risk, the Director – People, Performance & Change, the Clerk to the Council and Corporate Communications will be consulted and any comments received incorporated into the final report.

7.2 The Council Management Team has been consulted on this report and any comments received incorporated into the final report.

**Approved by**

**Clair Hepburn**

**Director - People, Performance & Change Signature .....**

**Author(s)**

Name	Designation and Contact Number
Julie Aitchison	Data & Performance Officer Tel: 01835 824000 Ext 8147

**Background Papers:**

**Previous Minute Reference:** 5 December 2023

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

Contact us at Policy, Planning & Performance, Scottish Borders Council Headquarters, Newtown St Boswells, Melrose, [performance@scotborders.gov.uk](mailto:performance@scotborders.gov.uk)





SCOTTISH BORDERS COUNCIL

# PERFORMANCE REPORT

## Q3 2023/24 MILESTONES & PERFORMANCE INDICATORS

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Clean, green future



Fulfilling our potential



Strong inclusive economy, transport and infrastructure



Empowered, vibrant communities



Good health and wellbeing



Working together improving lives

# Introduction



This is the Quarter 3 Performance Report for the 2023/24 Council Plan. It presents the Council's progress against the Key Milestones set out for Quarter 3 and provides an update on the Council's Performance Indicators. The report is structured into the 6 themes of the Council Plan.

For each theme the progress against key milestones is shown alongside the desired outcome or outcomes that it is contributing towards. Detail is then provided on the theme's performance indicators that are noted as being particularly positive, or areas of focus for improvement. All performance indicators are then summarised in a table, with the progress of each indicator identified as either positive, neutral, focus for improvement or for information only. Further detail on each indicator can be found in the

Public Performance Dashboard on our website: [Our performance as a Council: 2018-19 onwards | Scottish Borders Council \(scotborders.gov.uk\)](https://www.scotborders.gov.uk/our-performance-as-a-council-2018-19-onwards)

Indicators showing a **notable improvement**, or where the performance indicates a particularly **positive** position are shown in charts coloured in **green**

Indicators showing a notable **reduction** in performance, or where there is a **focus for improvement** are shown in charts coloured in **orange**

There has been a consistent **increase** in the number of people Registered for SB Alert



The number of bed days associated to **Delayed Discharges** have continued to **increase** (NHS data)



## Performance Indicators Key

● Positive	There has been a notable improvement, or the data indicates a particularly positive position
○ Neutral	There has been no significant change since the previous review, and progress is satisfactory or as expected
● Focus for Improvement	There has been a notable reduction in performance, or the data suggests a position that we will be focusing on for improvement
¡ Information only	The indicator shows data for information purposes only

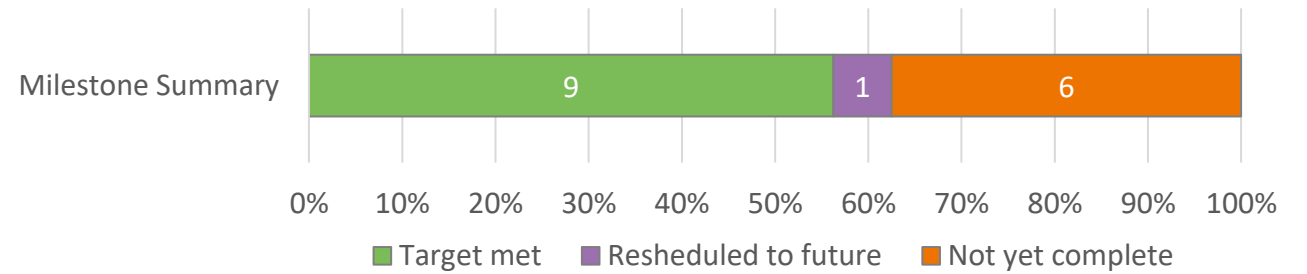
# Summary



## Key Milestones

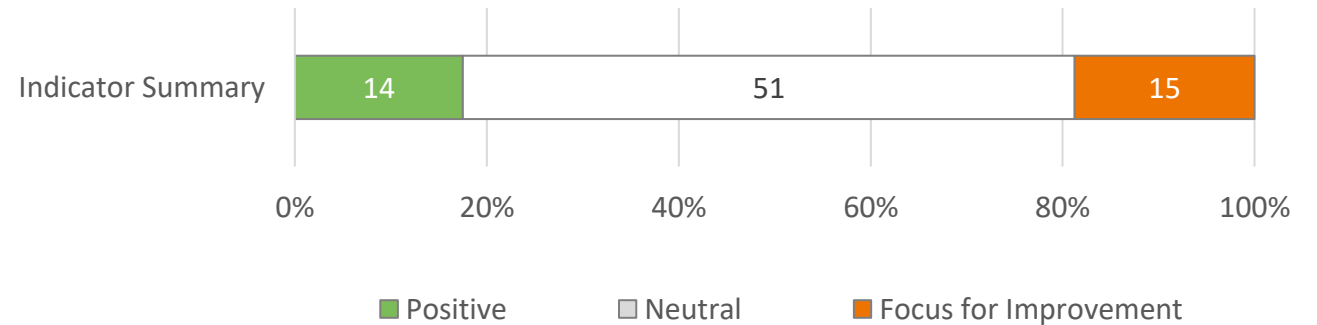
The 16 milestones reported in this quarter shows that 9 of them have been achieved as planned. There was 1 milestone which has been rescheduled to a future quarter and there were 6 milestones which have been partly completed and work will continue on them.

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## Performance Indicators

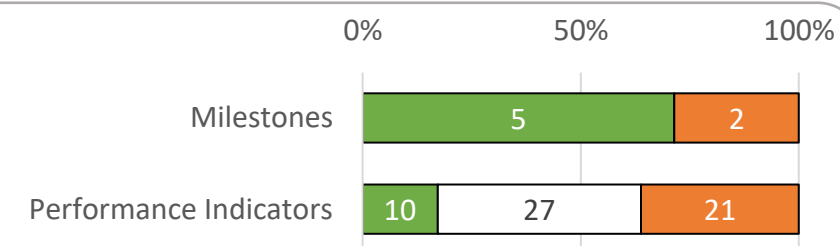
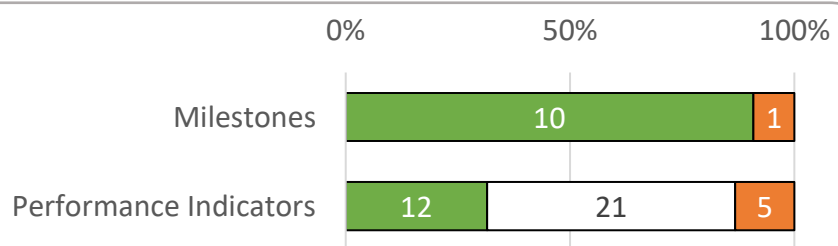
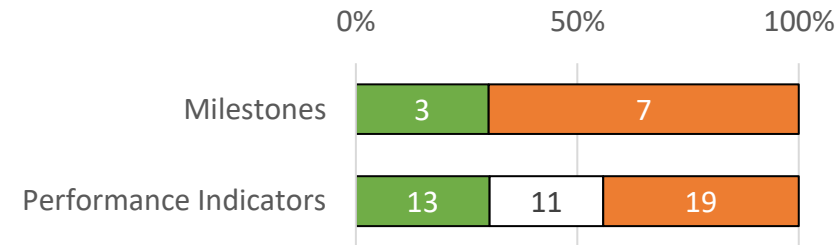
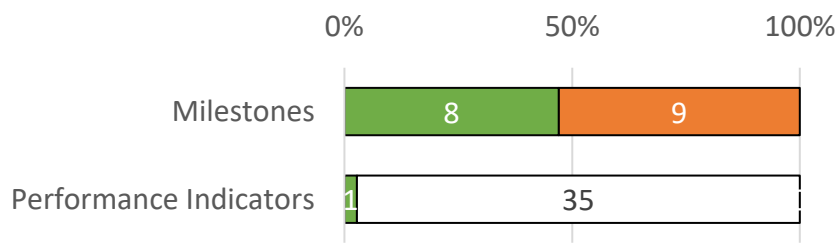
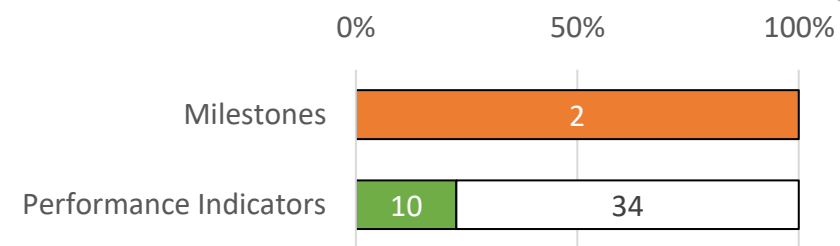
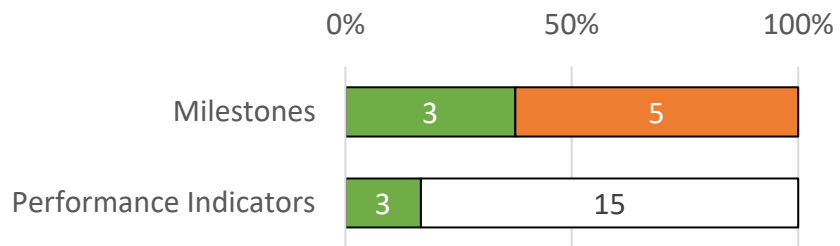
Of the 91 indicators presented 65 are in a good position of which 14 are particularly positive. 15 are highlighted as areas of focus for improvement and 11 information only figures which provide context to some of the performance indicators are also shown in the report.





# Summary of Performance Year to Date

For the milestones green indicates that the milestone was achieved as planned; orange reflects milestones that have not been completed as planned, or that have been rescheduled for a future date. For performance indicators green shows areas where performance has been notably positive; white reflects areas that are performing as we would expect, and orange indicates performance levels that are a focus for improvement.



# CLEAN GREEN FUTURE

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



Commission/Undertake a regional climate risk assessment with Edinburgh and South-East Scotland City Region partners to ensure our region is resilient to climate impacts and extreme weather events

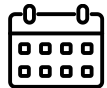


This action will be completed in a future quarter

**Funding** has been **secured** from Scottish Government and the UK Shared Prosperity Fund



The project is being delivered in partnership with the region's **six local authorities** with **Sniffer** as the **lead delivery partner**



The project will **commence** in **January 2024** and will be delivered over the following 18 months.

## Desired Outcomes linked to this Milestone

- Services and infrastructure that are ready to meet the needs of our communities in the face of climate change and extreme weather events

Agree a Scottish Borders Energy Investment Plan Pilot through the Borderlands Energy Master Plan to invest in, test and develop robust, affordable and sustainable local energy systems

This action has been moved to 2024/25



**Progress** is being made with **designing** an expression of interest **process** to:

- invest
- test
- develop

**Development of** local energy systems needs to be:

- robust
- affordable
- sustainable



## Desired Outcomes linked to this Milestone

- An approach to energy in the Scottish Borders which is robust, affordable and does not contribute to climate change

# CLEAN GREEN FUTURE

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



Service	Indicator	Q3 23/24	Status
Waste	Annual Household Recycling Rate	58.43 %	○
	Annual Household Waste Landfilled Rate	0.27 %	○
	Annual Household Waste to Other Treatment	41.3 %	○
	Annual Average Community Recycling Centre Recycling Rate	80.07 %	○
Energy Services	Electricity Consumption (kWh)	2,807,710	○
	Gas Consumption (kWh)	5,188,673	○

Key: ● Positive ○ Neutral ● Focus for Improvement ⓘ Information only

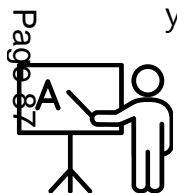
# FULFILLING OUR POTENTIAL

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



## Implement the revised Positive Relationship Policy in schools - now referred to as now referred to as the *Respectful Relationships and Anti-Bullying Policy*

The **Respectful Relationships** and **Anti-bullying Policy** have been **discussed** with staff, children and young people and parents/carers **across all schools**



The statement highlights training that staff will undertake

To **endorse** the policy within their **school community** all schools have developed a Respectful Relationships and Anti-bullying Statement **in discussion with:**

- parents/carers
- staff
- children and young people



The **Bullying and Equalities module** in **Seemis** is being used to record **all** incidents of Bullying behaviour in **all** schools



### Desired Outcomes linked to this Milestone

- Raise attainment through improved inclusion, equity and wellbeing for all children and young people

## Implement a young person's advisory board to deliver the Engagement Strategy

This action will be completed in a future quarter

In progress



A **strategy group** is working with **12** young people to create a



**Youth Participation and engagement Strategy**

The strategy group have **discussed & developed** their understanding of key themes



A **consultation** approach has been identified, and **key principles** have been developed for engaging with young people

### Desired Outcomes linked to this Milestone

- Increase young people's participation in the planning, provision and delivery of services

# FULLFILLING OUR POTENTIAL

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



Embark on a programme of curriculum reform in line with the findings of the national consultation on education and qualifications

This action will be completed in a future quarter

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SBC will be working with the **South East Curriculum Transformation Officer** from Education Scotland in **January 2024**



This will work on **identifying** a few areas of **curriculum development** to take forward with secondary head teachers

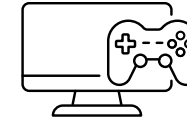
Following identification, this work will continue over the rest of the academic year



**No updates** from **Scottish Government** regarding the **Education Bill** as it is still continues to consult with **stakeholders**



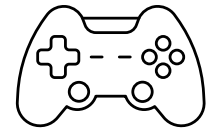
Identify opportunities for young people to develop skills in new technologies such as green energy or esports



**Selkirk HS** now has the **appropriate technology** to deliver **qualifications** for **Esports** this session



SBC are working with **Borders College** to promote their E-Sports course as **part of the Schools Academy offer**



## Desired Outcomes linked to this Milestone

- Raise attainment in literacy and numeracy closing the attainment gap between the most and least disadvantaged

## Desired Outcomes linked to this Milestone

- Improve employability skills to enable sustained positive school leaver destinations



# FULFILLING OUR POTENTIAL

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



Service	Indicator	Q3 23/24	Status
<b>Education</b>	Average primary school attendance rate	92.54%	○
	Average secondary school attendance rate	88.32%	○
	Average primary and secondary school attendance rate	90.4%	○
	Number of Exclusion Incidents – Primary Schools	20	○
	How many primary school pupils were excluded?	15	○
	Number of Exclusion Incidents - Secondary Schools	44	○
	How many secondary school pupils were excluded?	41	○
	Number of Exclusion Incidents – Primary and Secondary Schools	64	○
	How many primary and secondary school pupils were excluded?	56	○
	Number of Schools/Nurseries inspected per Quarter	3	<b>i</b>
<b>Modern Apprentices</b>	New Modern Apprentices employed by SBC	10	○
	Current Modern Apprentices employed within SBC	40	○
	Modern Apprentices securing SBC employment after apprenticeship Cumulative Year to Date	0	○

# STRONG INCLUSIVE ECONOMY, TRANSPORT AND INFRASTRUCTURE

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



Scope local circular economy opportunities for the Scottish Borders, working with Zero Waste Scotland and South of Scotland Enterprise and agree key priority sectors for development, for example construction materials and reuse of household goods

This action is under review. Progress has been made on reuse of household goods



SBC has an agreement with **local** re-use experts **COMMENT** who have a **proven** history of **delivering** and **running** re-use operations in the Borders



The agreement **aims** to provide **advice** and **support** to **local** organisations/charities interested in **setting up Re-Use** in their local area

SBC is working in **partnership** with **Berwickshire Association for Voluntary Service** to **support** and **coordinate** re-use across the **Berwickshire Area**

There is **ongoing** and well **established** re-use activities provided at SBC's **Community Recycling Centres**



## Desired Outcomes linked to this Milestone

- Seize the opportunities of a just transition to net-zero

Progress the roll out of ultra-fast broadband across the Borders as part of the R100 program



R100 **deployment** continues to be **monitored** by SBC



**50%** of premises in the South of Scotland R100 contract are **connected**

SBC working with **Scottish Government** to **promote** the **progress** of the **programme** and access to their voucher scheme



## Desired Outcomes linked to this Milestone

- Enhance digital and transport connectivity

# STRONG INCLUSIVE ECONOMY, TRANSPORT AND INFRASTRUCTURE

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

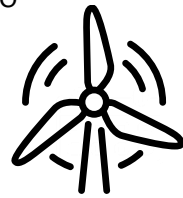


Desired Outcomes linked to this Milestone  
Seize the opportunities of a just transition to net-zero

Page 91

## Continue to pursue investment opportunities from off-shore wind for Eyemouth and the Berwickshire Coast area

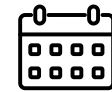
SBC currently working with **strategic partners** to help **promote** and **highlight opportunities** relating to **off-shore wind** in Eyemouth and surrounding area



## Secure electrification of the first stage of the Borders Railway – *this is piece of work to be undertaken by the Scottish Government*



SBC is **waiting** for confirmation from **Scottish Government** of a **revised** timetable for this work



**Electrification** of the first stage of Borders Railway is a **Scottish Government/Transport Scotland commitment**



Desired Outcomes linked to this Milestone  
Seize the opportunities of a just transition to net-zero

Desired Outcomes linked to this Milestone  
Enhance digital and transport connectivity

## Borderlands Digital Programme: Progress the programme to invest in areas lacking 4G coverage

Borderlands has been named as a new 5G Innovation Region in the UK



Successful bid comprised **5** locations across the region where **new technology** would be **developed**. This included:

- Destination Tweed



SBC will share in **£36 million** from Department for Science, Innovation and Technology



## Complete a review of our bus network to further support the decarbonisation of transport across the region

A bus network review has now been **completed** by SBC



A paper will be heard **Scottish Borders Council** on the **25 January**

Desired Outcomes linked to this Milestone  
Seize the opportunities of a just transition to net-zero

# STRONG INCLUSIVE ECONOMY, TRANSPORT AND INFRASTRUCTURE

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



Service	Indicator	Q3 23/24	Status
Major Capital Projects	RAG status is "Green"	12	●
	RAG status is "Amber"	5	●
	RAG status is "Red"	2	●
Working Age Population	Working age population (16 - 64) employment rate*	76.2%	í
	Working age population (16 - 64) Claimant Count (including Universal Credit and JSA)	2.8	í
	Working age population (18 - 24) Claimant Count (including Universal Credit and JSA)	4.53	í
Customer Advice & Support - Financial Inclusion	Number of People referred in the quarter	257	○
	Monetary Gain for cases closed in the quarter	£873,331.19	○
	Cumulative Monetary Gain for cases closed in the year to date	£3,130,545.79	○
Customer Advice & Support – Housing Benefit	New Claims (Avg No. of Days to process)	15.53	●
	Change Events (Avg No. of Days to process)	8.7	○
Business Gateway	Total number of new Business Start-Ups (Business Gateway)	8	●
	Number of clients attending start-up workshops/seminars (Business Gateway)	119	●
Economic Dev & Procurement	Occupancy Rates of Industrial and Commercial Units	88	●
Community Benefit Clauses	Total Number of Contracts Awarded with Community Benefit Clauses (CBC) included <b>** Reported Q2 &amp; Q4</b>	Now reported annually to align with Annual Procurement Report cycle	
	Number of new Employment and Skills opportunities delivered as a result of Community Benefit Clauses (CBC)		

\* Please Note that there is a lag of one Quarter for data provided for employment rates

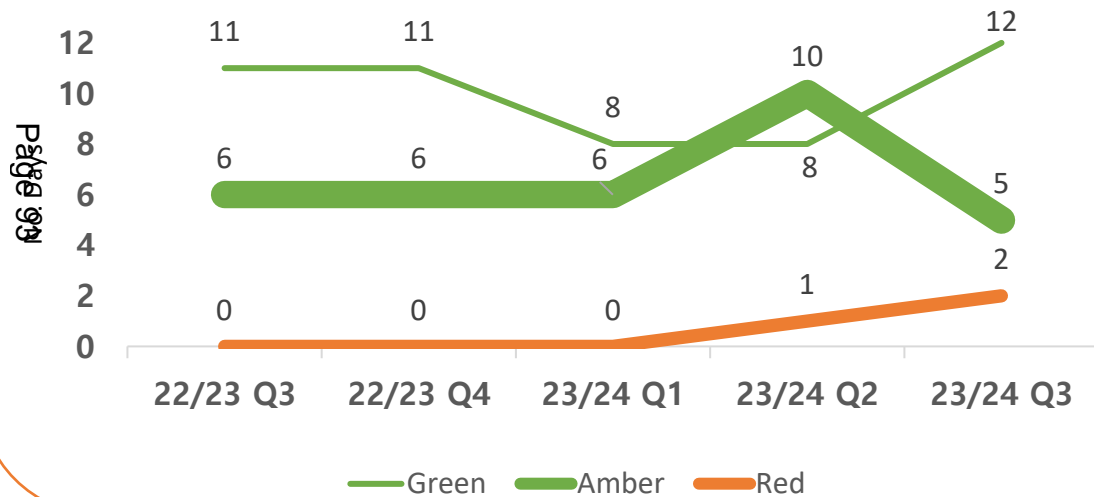
Key: ● Positive ○ Neutral ● Focus for Improvement í Information only

# STRONG INCLUSIVE ECONOMY, TRANSPORT AND INFRASTRUCTURE

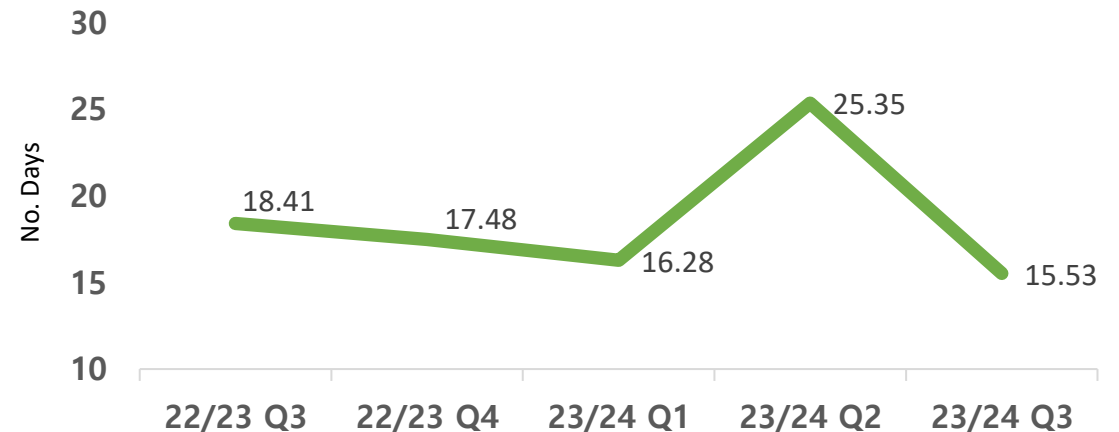
**PRIORITY:** Deliver the key economic development programmes for our region - the South of Scotland Regional Economic Strategy, Borderlands Inclusive Growth Deal and the Edinburgh and South East Scotland City Region Deal and Regional Prosperity Framework - making our economy stronger, greener and more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



The number of **Capital Projects with Red Status** has further **increased** in Q3 and continues to be a **focus for improvement**. However both **Green** and **Amber Status** have seen a **positive** change over Q3.



The time taken to process **new housing benefit** claims has **decreased** over the year and from the same quarter last year. This is a **positive** change.



There are delays to 2 key Capital Projects and the number of Red status projects has increased by one.

The Hawick Flood Protection Scheme continues on site. Whilst SBC achieved 1:75 flood protection to the town by the end of 2023, practical completion has not been achieved yet and work remains to be completed, missing the target completion of 30 Sept 2023. The Red status recognises this day. The project budget position is being assessed.

The Union Chain Bridge is now complete and has reopened, however a construction defect has been identified and this is being addressed through the contract. Remedial work will see a closure of the bridge for a period of 4-6 weeks.

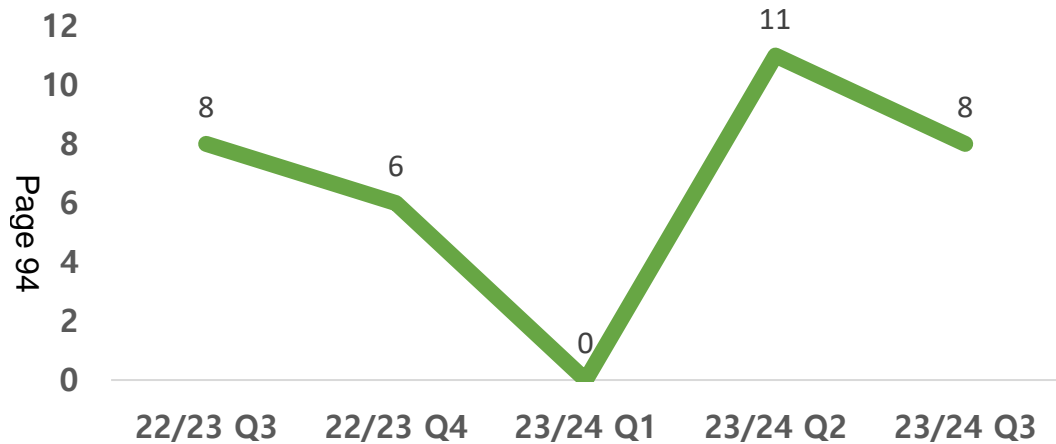
In both cases, the Project Boards are overseeing mitigation measures.

# STRONG INCLUSIVE ECONOMY, TRANSPORT AND INFRASTRUCTURE

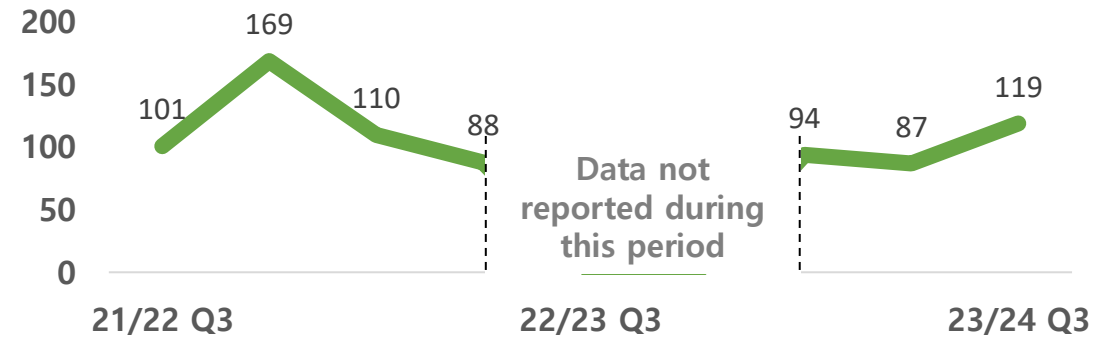
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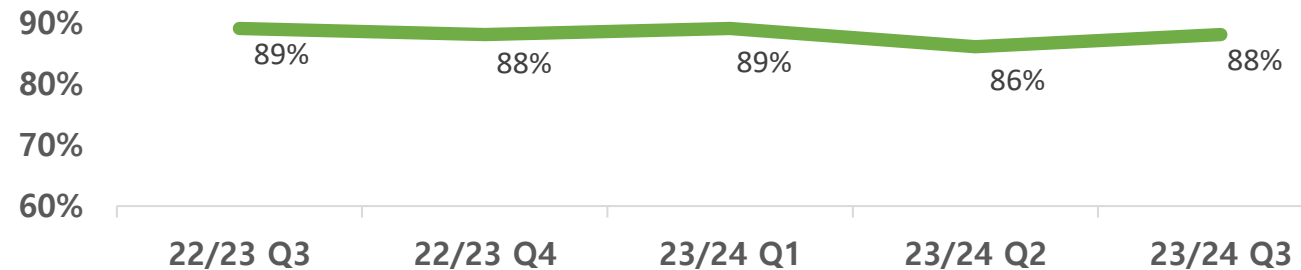
The total number of **Business Start-ups through Business Gateway** continues to be **positive** in Q3



The **Number of clients attending start-up workshops/seminars through Business Gateway** continues to be **positive** in Q3



The **Occupancy Rates of Industrial and Commercial Units** in the Scottish Borders has **remained consistent** over the past year and is currently meeting the target



# EMPOWERED VIBRANT COMMUNITIES

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



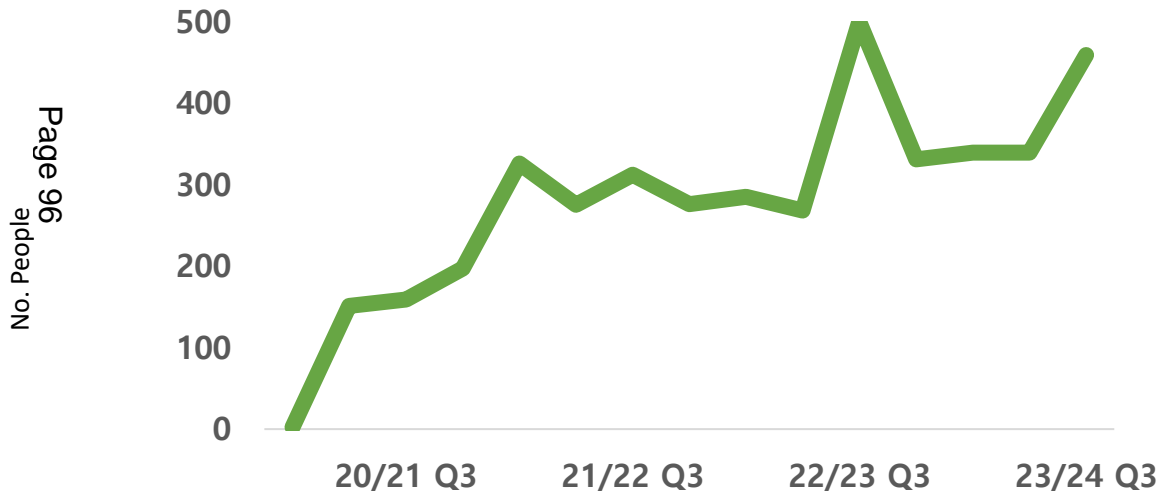
Service	Indicator	Q3 23/24	Status
<b>Communities &amp; Partnerships - Asset Transfers</b>	Number of Requests <b>Received</b>	1	○
	Number of Requests <b>Agreed</b>	1	○
	Number of Requests <b>Refused</b>	0	○
<b>Communities &amp; Partnerships - Participation Request</b>	Number of Requests <b>Received</b>	0	○
	Number of Requests <b>Agreed</b>	0	○
	Number of Requests <b>Refused</b>	0	○
<b>Communities &amp; Partnerships</b>	The number of people carrying out volunteer work with SBC	459	●
<b>Communities &amp; Partnerships – Value of Funding Awarded</b>	Total Scottish Borders	£117,485.90	○
	Berwickshire	£30,801.00	○
	Cheviot	£40,771.30	○
	Eildon	£38,813.54	○
	Teviot & Liddesdale	£7,100.06	○
	Tweeddale	£0	○
	Borderswide	£0	○
	Neighbourhood Small Schemes Fund – Total Value of funds awarded (cumulative)	£299,669	○
<b>Community Resilience</b>	SB Alert - No. of people registered	7188	●
	No. of Active community resilience plans	56	○
	No. of Progressing community resilience plans	3	○

# EMPOWERED VIBRANT COMMUNITIES

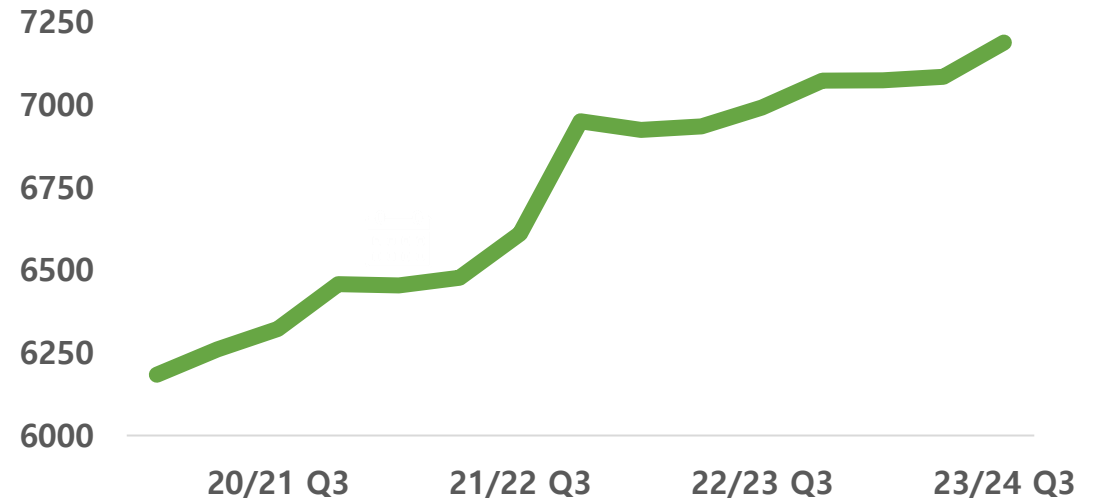
**PRIORITY:** Support and empower people to achieve strong, active, resilient and sustainable communities and realise opportunities for improving people's lives.



There has been an **upward trend** in the number people carrying out volunteer work since 2020/21



There has been a consistent **increase** in the number of people Registered for SB Alert





# GOOD HEALTH AND WELLBEING

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



Ensure that all care experienced children and their families will have access to independent advocacy at all stages of their experience of care

This action will be completed in 2024/25

**Funding identified** to commission an **Independent Advocacy** service for children and young people in the Scottish Borders



**Focus** will be the **provision** of **independent advocacy** for children involved in:

- Formal processes
- Statutory processes



**Development** of Independent Advocacy:

- being **overseen** by **Children and Young People's Planning Partnership**
- is an **Action** within the **Joint CARH Inspection** Action Plan
- is part of the Scottish Borders' **delivery** of **The Promise**



Service specification will be **co-produced** with children and young people



It is hoped to **commission** the service in **April/May 2024**



## Desired Outcomes linked to this Milestone

- Every child grows up loved, safe and respected and able to realise their full potential (The Promise)

# GOOD HEALTH AND WELLBEING

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



Service	Indicator	Q3 23/24	Status
Social Work C&F	Looked After Children (aged 12+) in family-based placements compared to those in residential placements	65%	●
	Looked After Children (All ages) in family-based placements compared to those in residential placements	74%	●
	Number of Looked After Children (LAC)	216	●
	Number of Inter-agency Referral Discussions (IRDs) held about a child	156	í
	Number of children on Child Protection Register	46	í
Adult Protection	Number of Concerns	58	í
	Number of Investigations	42	í
Economic Development & Procurement	Additional homes provided affordable to people in the Borders, based on our wages	80	●
NHS**	Bed days associated with delayed discharges in residents aged 75+; rate per 1,000 population*	448	●

\* Please note that the data provided in Q2 is derived from Board of Residence monthly figures

\*\* There is a lag of one Quarter for data provided for NHS data

Key: ● Positive ○ Neutral ● Focus for Improvement í Information only

# GOOD HEALTH AND WELLBEING

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



Service	Indicator	Q3 23/24	Status
Safer Communities Page 999	Number of Referrals To Domestic Abuse Services	73	●
	Number of High Risk domestic abuse cases discussed at Multi Agency Risk Assessment Conference (MARAC)	31	●
	The percentage of referrals into the Mediation Service that were progressed and agreement was reached	100%	●
	The percentage of individuals who were satisfied with the Mediation Intervention on exit from the service	0%	○
	The number of referrals into the Mediation Service	8	●
	Number of ASB Early Interventions	464	●
	Number monitored for ASB	1018	●

## Road Incidents

Based on unvalidated data, unfortunately there was a fatality as the result of a road accident in the Scottish Borders in Quarter 3 of 2023. This is the same as in the preceding 3 month period and one less than the corresponding quarter 3 in 2022.

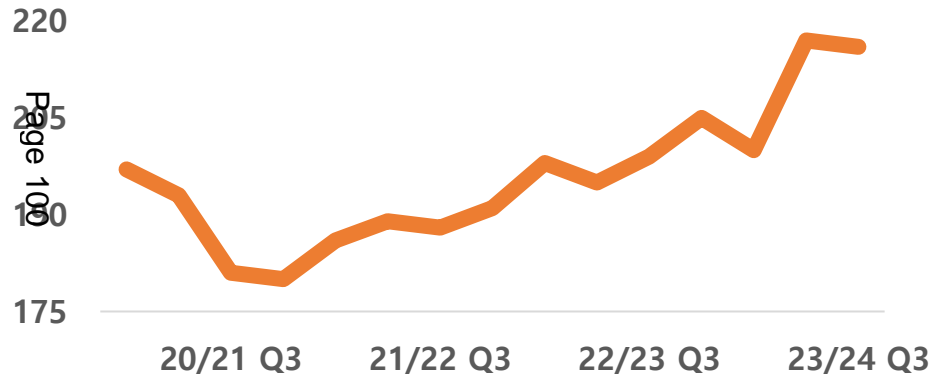
There were 20 people seriously injured as a result of road accidents in the Scottish Borders in Quarter 3 of 2023. This is 4 more than the equivalent period of 2022 but 2 down on the previous quarter.

# GOOD HEALTH AND WELLBEING

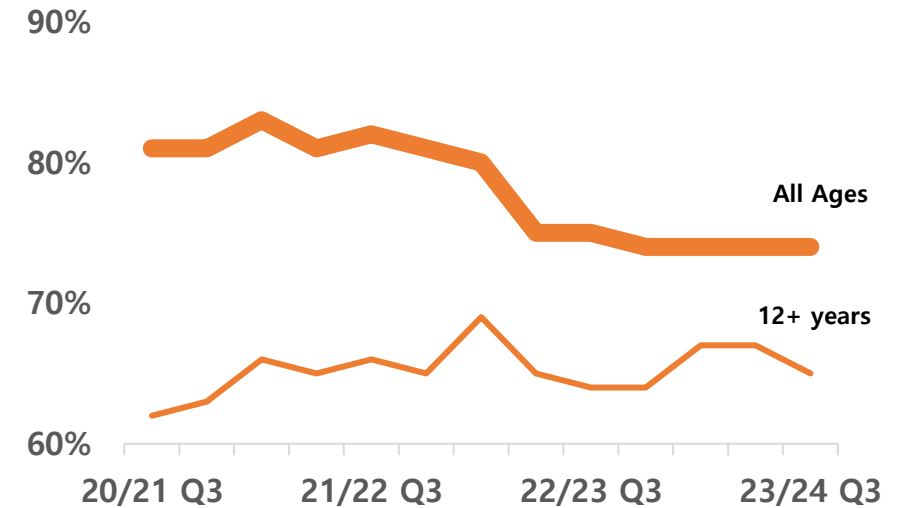
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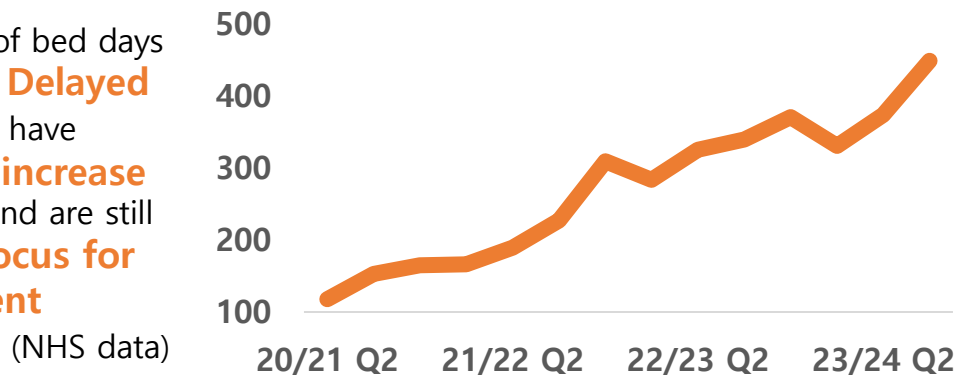
The number of **Looked After Children** has **increased** since the pandemic and the number has also increased since Q1 23/24. There has been a small decrease in Q3 but this is still a **focus for improvement**



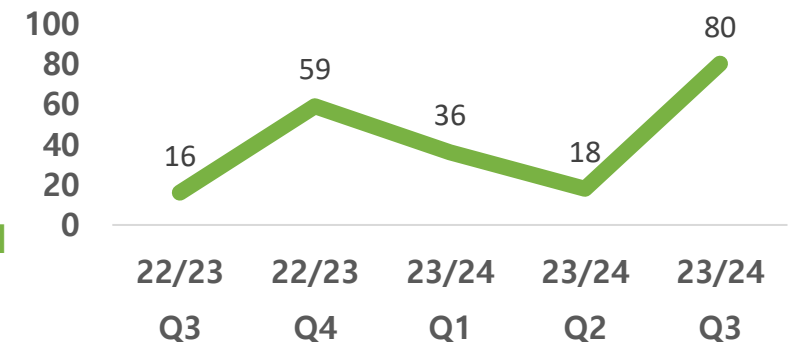
The percentage of **Looked After Children** in **family-based placements** in Q3 had **remained the same** for all children but there is an **decrease** for those aged only 12 years and over. This continues to be an area for **Focus for Improvement**



The number of bed days associated to **Delayed Discharges** have continued to **increase** this quarter and are still an area for **focus for improvement**



The number of **Additional homes provided** affordable to people in the Borders, based on our wages, has **increased** significantly in Q3

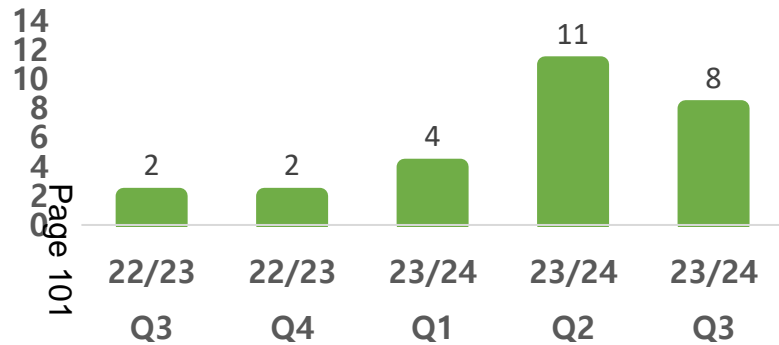


# GOOD HEALTH AND WELLBEING

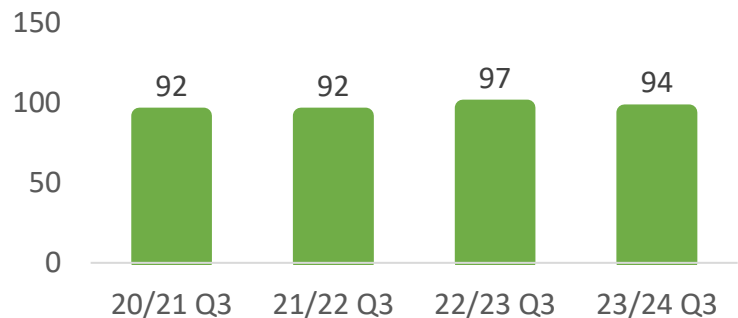
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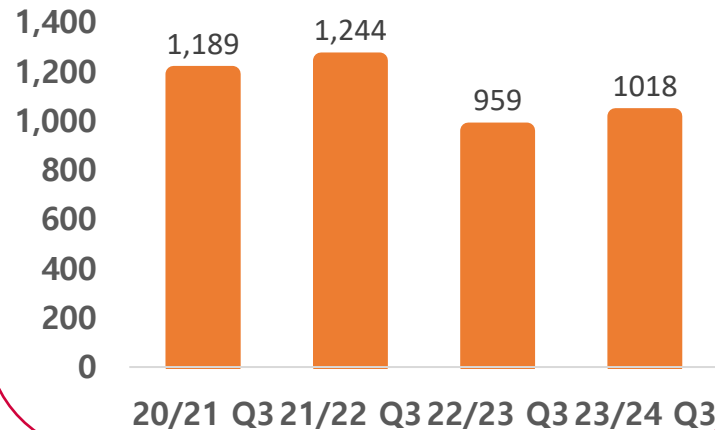
The number of **Referrals into the Mediation Service** in Q3 have **remained positive** in 23/24



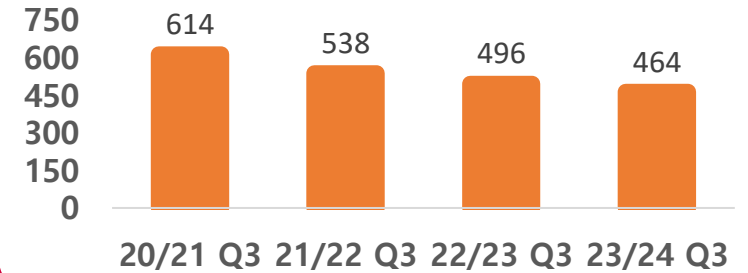
The number of **High Risk domestic abuse cases discussed at MARAC** in Q3 has remained consistent over the last 4 years and is **positive**



The number of cases **monitored** for **Anti-Social Behaviour** in Q3 has remained high over the previous 4 years and is a **Focus for Improvement**

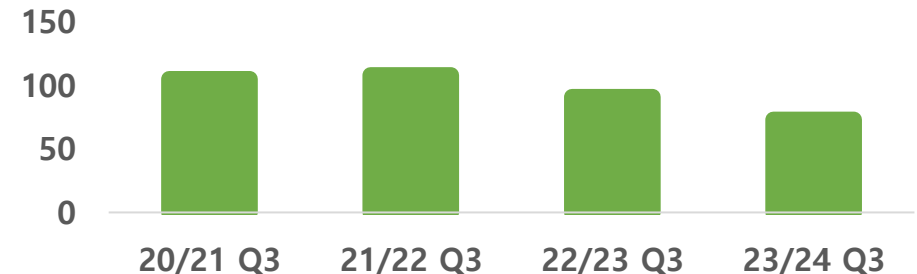


There has been a **decrease** in the number of **Anti-Social Behaviour Early Interventions**



**100%** of referrals into the Mediation Service were progressed and agreement was reached in the year to date

The number of **referrals** made to the **Domestic Abuse Service** in the year to date have remained **consistently positive** in Q3 over the past 4 years



# WORKING TOGETHER, IMPROVING LIVES

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



## Implement a comprehensive Programme of Digital Transformation (Pathfinder Programme) across Social Work Services

Processes included within the Adult Social Care Pathfinder planned to go-live on **18<sup>th</sup> March 2024**



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revised **What Matters Assessment** will also be available in Mosaic



Processes include:

- Adult Assessment
- Support Plan
- Outcomes Review



**New forms and workflow** available in **Mosaic** and on **mobile devices** via Total Mobile



Full programme of **Build, QA, UAT, Training & Comms** in place before go-live

## Implement new customer access channels and tools, including a renewed website & more online functionality

This action will be completed in Q4

A project has been progressing to **refresh** the **SBC website** which will:

- provide an **updated** design
- become **in-line** with current branding
- add **additional** functionality



SBC will move to **latest** content management system



Will **engage** with **SBC staff** to review & improve website content & **seek input** on future developments



Content & structure of site will currently **remain**



## Work in partnership with all key local partners to implement an agreed Digital Strategy, action plan and investment opportunities plan for the Scottish Borders



SBC continue to look at **digital opportunities** across the region to **identify** the **strategic direction** for **investment**



**Progressing pilot project as part of the Borderlands 5G Innovation Region**

Funding successfully sought to test cases for advanced wireless technology



Community & Industry partners participated

### Desired Outcomes linked to this Milestone

- Digital technology is maximised to make service delivery better

### Desired Outcomes linked to this Milestone

- Digital technology is maximised to make service delivery better

### Desired Outcomes linked to this Milestone

- Better outcomes are delivered through effective partnership working

# WORKING TOGETHER, IMPROVING LIVES

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



Service	Indicator	Q3 23/24	Status
Planning Permission	Av.time (wks) taken to process all planning apps - Maj Dev. - ADJUSTED (cumulative)	Data unavailable until later in the year	
	Av.time (wks) taken to process all planning apps - Local Dev (non-householder) - ADJUSTED (cumulative)	Data unavailable until later in the year	
	Av.time (wks) taken to process all planning apps - Local Dev (householder) - ADJUSTED (cumulative)	Data unavailable until later in the year	
	Number of Planning Applications Received	290	<i>i</i>
Council Tax	Council Tax – In Year Collection Level	80.81%	●
Property	Capital Receipts Generated	0	○
	Properties surplus to requirements	20	○
	Properties actively being marketed	12	○
	Properties progressed to “under offer”	12	○
Complaints Handling	Average times: the average time in working days to respond to complaints at stage one	6.7	●
	Performance against timescales: the number of complaints closed at stage one within 5 working days as percentage of total number of stage one complaints	77.2%	●
	Average times: the average time in working days to respond to complaints at stage two	30.2	●
	Performance against timescales: the number of complaints closed at stage two within 20 working days as percentage of total number of stage two complaints	0%	●
	Average times: the average time in working days to respond to complaints after escalation	38	●
	Performance against timescales: the number of escalated complaints closed within 20 working days as a percentage of total number of escalated stage two complaints	62.5%	●
	Number of Complaints Closed	220	<i>i</i>

Key: ● Positive ○ Neutral ● Focus for Improvement *i* Information only

# WORKING TOGETHER, IMPROVING LIVES

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



Service	Indicator	Q3 23/24	Status
Freedom of Information	FOI Requests Received	341	<i>i</i>
	Percentage of FOI Requests Completed on Time	85	●
Social Media	Number of Facebook Engagements	8619	○
	Number of Twitter Engagements	2340	○
Assessor	Council Tax Valuation List-Time taken to add new properties to the List	53	○
	Valuation Roll (Non Domestic)-Time taken to amend the valuation roll to reflect new, altered or demolished properties	32	○
Staff Absences	SBC Absence Rate – Staff	5.71%	○
	SBC Absence Rate – Teaching Staff	4.43%	○
	Staff Absence Rate (overall)	5.39%	○
Economic Dev & Procurement	Percentage of Invoices paid within 30 days	97%	●
Customer Contact	Consolidated Call Numbers - HQ Switchboard, 0300, SW Duty Hub and Homelessness	29220	○

Key: ● Positive ○ Neutral ● Focus for Improvement *i* Information only

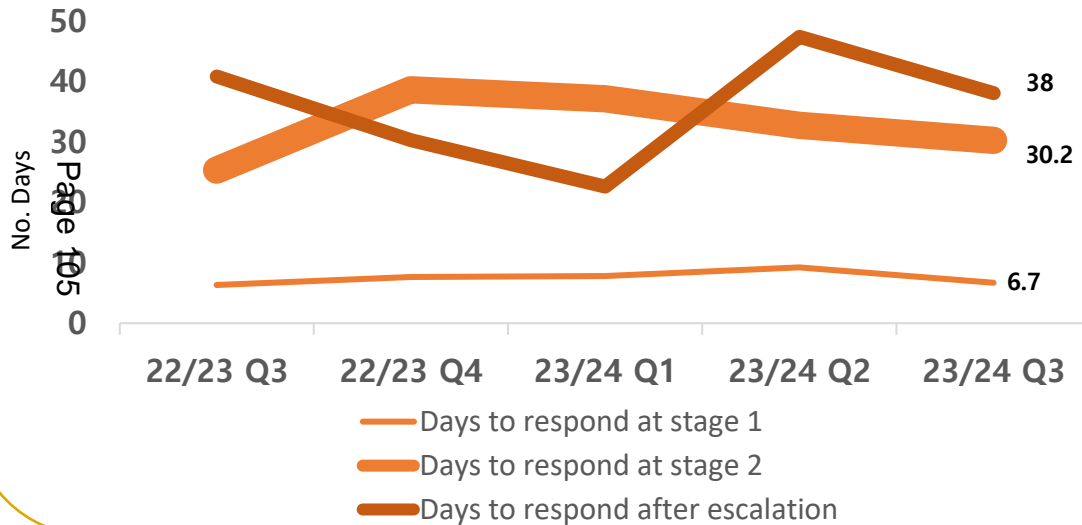


# WORKING TOGETHER, IMPROVING LIVES

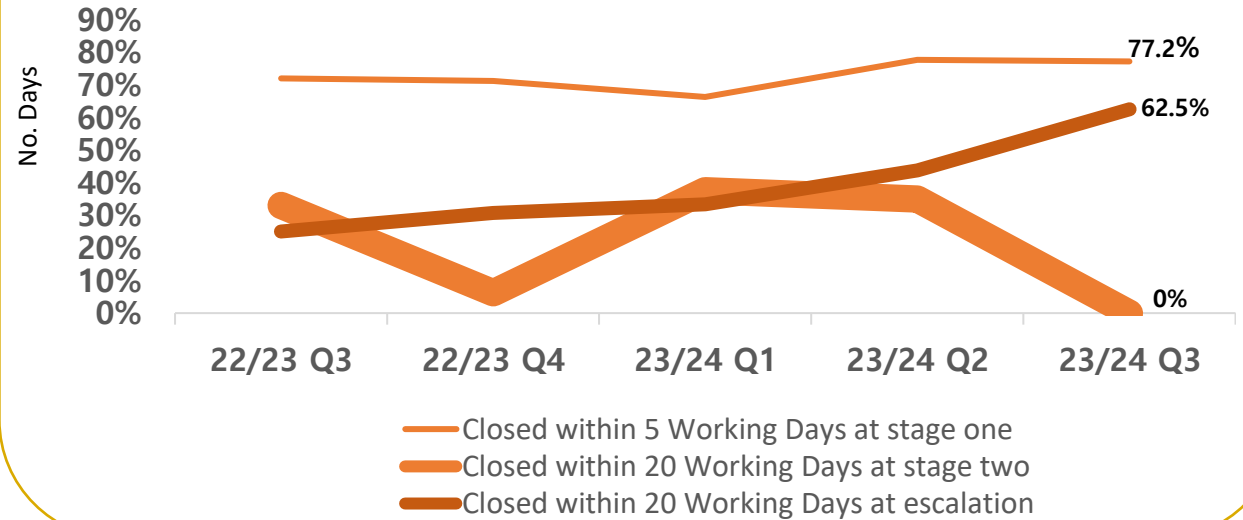
**PRIORITY:** Ensure that Scottish Borders Council is effective, sustainable, responsive and aligned to the needs and priorities of our communities.



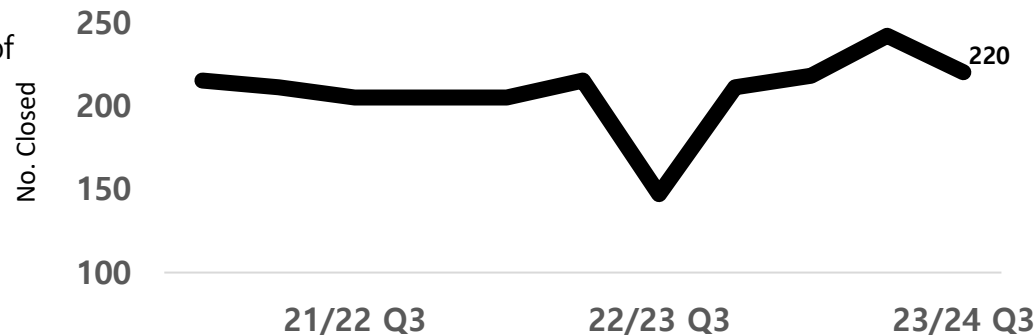
The number of days taken to respond to complaints at **stage 1**, **stage 2** and **after escalation** have all **decreased** but continue to be areas to **focus on improvement**.



The percentage of complaints closed at **stage 1** and **after escalation** has **increased**, however, the percentage of complaints closed at **stage 2** has **decreased**. All are still **focus for improvement**.



The number of complaints closed has stayed at a consistent level over the last 3 years

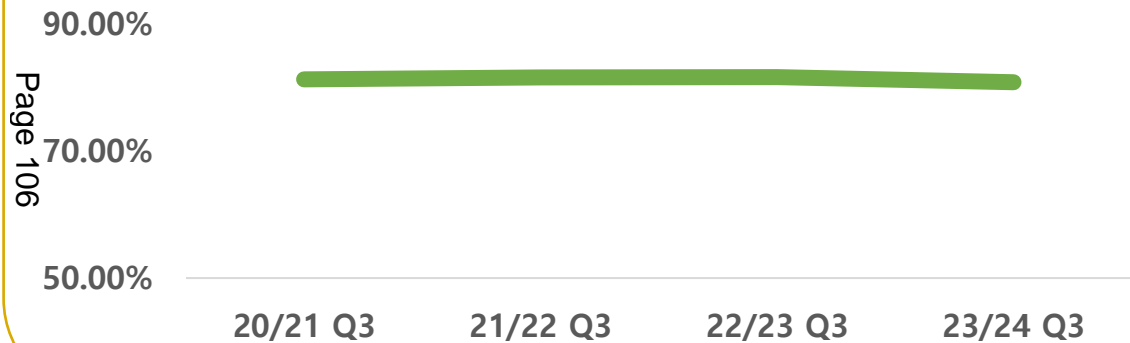


# WORKING TOGETHER, IMPROVING LIVES

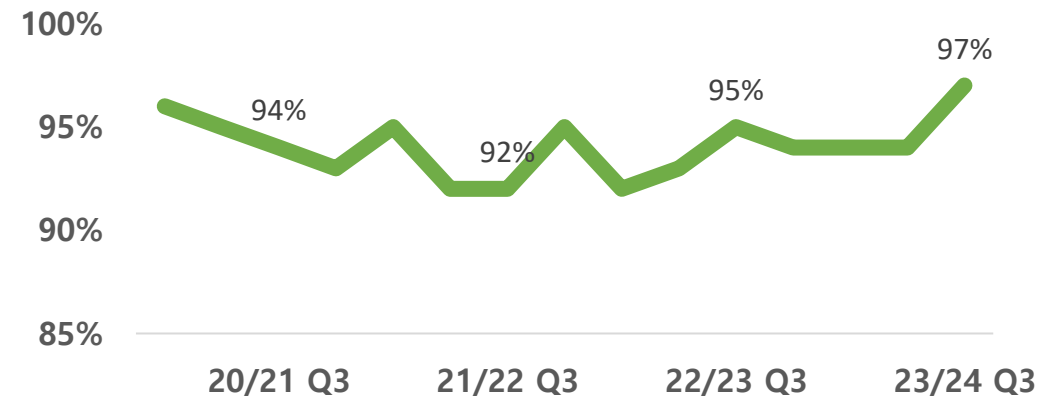
**PRIORITY:** Ensure that Scottish Borders Council is effective, sustainable, responsive and aligned to the needs and priorities of our communities.



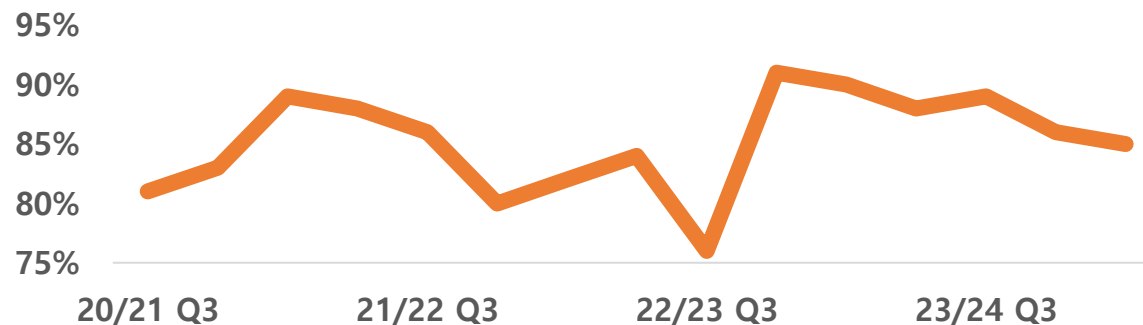
The **Council Tax – In Year Collection** percentage Level has **remained consistent** and **above target** for the last 4 financial years



The percentage of invoices paid within 30 days **remains consistent** and has remained **above 90%** for the last 4 financial years



The percentage of **FOI Requests Completed on Time** continues to reduce. Further action needs to take place in order to meet the **target of 100%**





SCOTTISH BORDERS COUNCIL

# PERFORMANCE REPORT

Page 107 Q3 2023/24 CAT REPORT



Clean, green future



Fulfilling our potential



Strong inclusive economy, transport and infrastructure



Empowered, vibrant communities



Good health and wellbeing



Working together improving lives



# Q3 Community Action Team Report

The following is commentary based on the statistical information provided in the CAT Quarterly Impact Report for quarter 3 of 2023/24.

- The Community Action Team (CAT) has been operating at full strength since 1<sup>st</sup> June and the upturn in the statistics since that date is notable, particularly for High Visibility Foot Patrols and Mobile Patrols hours.
- The number of parking tickets issued across the Borders has increased considerably in quarter 3, with 389 tickets issued for the quarter.
- 21 Youth warning letters were issued in quarter 3 with 13 being issued in December 2023 as a result of proactive patrols and engagement with young people in Peebles and Innerleithen.
- There were two notable drugs seizures in quarter 3 in Hawick and Selkirk.



# COMMUNITY ACTION TEAM

## IMPACT REPORT FOR QUARTER 3 - OCTOBER 2023 to DECEMBER 2023

BERWICKSHIRE	CHEVIOT	EILDON	TEVIOT	TWEEDDALE
<b>TASKING DURING PERIOD</b>	<b>TASKING DURING PERIOD</b>	<b>TASKING DURING PERIOD</b>	<b>TASKING DURING PERIOD</b>	<b>TASKING DURING PERIOD</b>
<ol style="list-style-type: none"> <li>Off-road motorcycling at Monynut Forest in October.</li> </ol>	<ol style="list-style-type: none"> <li>In December SBCAT officers and partner agencies took part in the White Ribbon Campaign relating to ending violence against women and girls.</li> </ol>	<ol style="list-style-type: none"> <li>In November officers from SBCAT, Road Traffic and Driver and Vehicle Standards Agency (DVSA) carried out road checks on the A68 at Earlston.</li> <li>Following intelligence received a drugs warrant was executed in Selkirk in November.</li> </ol>	<ol style="list-style-type: none"> <li>Following intelligence received a drugs warrant was executed in Hawick in October.</li> </ol>	<ol style="list-style-type: none"> <li>Ongoing reports of young people causing issues and drinking in Peebles and Innerleithen in December.</li> </ol>

**All Localities**

- Festive Campaign December

EVIDENCE OF IMPACT	EVIDENCE OF IMPACT	EVIDENCE OF IMPACT	EVIDENCE OF IMPACT	EVIDENCE OF IMPACT
<ol style="list-style-type: none"> <li>CAT day of action in October where the quad bikes were deployed and identified 8 vans parked within the area. 4 tickets were issued and a further 4 trace enquiries were initiated.</li> </ol>	<ol style="list-style-type: none"> <li>SBCAT officers attended a surgery in Kelso where advice was given to members of the public in support of the campaign.</li> </ol>	<ol style="list-style-type: none"> <li>69 vehicles stopped and checked resulting in 1 positive drugs search, 7 prohibition notices, 3 Vehicle Defect Notices and 18 warnings issued.</li> <li>1400 cannabis plants with a street value of over one million pounds were seized.</li> </ol>	<ol style="list-style-type: none"> <li>430 cannabis plants and 40Kg of cannabis bud were seized.</li> </ol>	<ol style="list-style-type: none"> <li>13 warning letters were issued during the month of December in relation to young people identified as engaging in antisocial behaviour in Innerleithen and Peebles.</li> </ol>

**All Localities**

- CAT officers carried out 132 high-visibility licensed premises checks throughout the Borders

### COMMUNITY ACTION TEAM (CAT) ACTIONS

	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Raised in Quarter	2	3	4		3	5	4		5	6	6		5	4	2		4	0	4	
Accepted in Quarter	0	1	3		2	1	1		5	5	5		4	2	1		3	0	4	

<b>% of tasking accepted by the CAT across all localities</b>	<b>2022/23</b> 60%	<b>2023/24 Year to date</b> 65%
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**NOTE:** Not all issues received and discussed at the CAT oversight group meeting are taken on as actions by the CAT. Some actions may be more appropriately followed up and actioned by another service within SBC or by a partner organisation. Also some actions are tasked directly through Police Scotland so are not reflected in the figures above but show the impact the team is having in the Borders.

# COMMUNITY ACTION TEAM

## IMPACT REPORT FOR QUARTER 3 - OCTOBER 2023 to DECEMBER 2023



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### HI-VISIBILITY FOOT PATROL (HOURS)



Q1	Q2	Q3	Q4
130	411	288	

Foot patrols are the number hours CAT officers spend in a specific location carrying out foot patrols. The figure quoted is in individual officer hours.

### MOBILE PATROL (HOURS)



Q1	Q2	Q3	Q4
703	1346	1218	

Mobile patrols are those carried out in marked Police Scotland vehicles and can involve 1 or more officers. The figure quoted is in individual officer hours.

### STATIC ROAD CHECKS



Q1	Q2	Q3	Q4
83	139	171	

Static road checks are proactive stops of vehicles in known problem locations to prevent or detect criminal or antisocial acts involving vehicles.

### ANTI-SOCIAL BEHAVIOUR WARNING LETTERS ISSUED TO UNDER 18s



Q1	Q2	Q3	Q4
9	10	21	

Where young people aged under 18 are evidenced committing antisocial behaviour (including drinking alcohol) warning letters are issued to parents/guardians to advise them of the situation.

### NUMBER OF DRUG SEARCHES UNDERTAKEN PERSONS



Q1	Q2	Q3	Q4
2	0	16	

**56%** of searches were positive for drugs in quarter 3.

### NUMBER OF DRUG SEARCHES UNDERTAKEN PREMISES



Q1	Q2	Q3	Q4
14	5	12	

**50%** of searches were positive for drugs in quarter 3.

	BERWICKSHIRE				CHEVIOT				EILDON				TEVIOT				TWEEDDALE			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>PARKING:</b> No of Tickets Issued	3	4	23		3	18	29		29	95	168		1	67	126		8	17	43	
<b>2023/24 Year all localities</b>	<b>Q1</b>				<b>Q2</b>				<b>Q3</b>				<b>Q4</b>							
	44				201				389											