

Public Document Pack



**SCOTTISH BORDERS COUNCIL
THURSDAY, 29 FEBRUARY, 2024**

A MEETING of the SCOTTISH BORDERS COUNCIL will be held in the COUNCIL CHAMBER, COUNCIL HEADQUARTERS, NEWTOWN ST. BOSWELLS AND VIA MICROSOFT TEAMS on THURSDAY, 29 FEBRUARY, 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,
23 February 2024

BUSINESS		
1.	Apologies for Absence.	
2.	Order of Business.	
3.	Declarations of Interest.	
4.	Scottish Borders Council Plan (from April 2024) (Pages 3 - 60) Consider report by Chief Executive. (Copy attached.)	15 mins
5.	Council Plan and Budget Engagement and Consultation Update (Pages 61 - 122) Consider report by Chief Executive. (Copy attached.)	10 mins
6.	Future Council and Fit for 2024 Close-Out (Pages 123 - 134) Consider report by Director People, Performance and Change. (Copy attached.)	10 mins
7.	Financial Strategy and Resources 2024/25 (Pages 135 - 158) Consider report by Director Finance and Procurement. (Copy attached.)	10 mins
8.	Long Term Financial Strategy (Revenue) 2024/25 (Pages 159 - 184) Consider report by Director Finance and Procurement. (Copy attached.)	10 mins
9.	Capital Investment Strategy 2024/25 (Pages 185 - 232)	10 mins

	Consider report by Director Finance and Procurement. (Copy attached.)	
10.	Treasury Management Strategy 2024/25 (Pages 233 - 288) Consider report by Director Finance and Procurement. (Copy attached.)	10 mins
11.	Financial Plan Integrated Impact Assessment (IIA) (Pages 289 - 702) Consider report by Director People, Performance and Change. (Copy attached.)	10 mins
12.	Draft 5 Year Revenue and 10 Year Capital Financial Plans (Pages 703 - 748) Consider Motion by Councillor Jardine, seconded by Councillor Rowley including the Administrations Draft Financial Plan for Revenue & Capital & Fees & Charges. (Copy Motion and supporting papers attached.)	60 mins
13.	Any Other Items Previously Circulated	
14.	Any Other Items Which the Convener Decides Are Urgent	

NOTES

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

Please direct any enquiries to Declan Hall Tel 01835 826556
email Declan.Hall@scotborders.gov.uk



SCOTTISH BORDERS COUNCIL PLAN (From April 2024)

Report by Chief Executive

SCOTTISH BORDERS COUNCIL

29 February 2024

1 PURPOSE AND SUMMARY

- 1.1 This report seeks Council's approval of the Scottish Borders Council Plan from April 2024.**
- 1.2 The Council Plan articulates the Council's strategic ambitions for the year ahead, as well as a long-term vision for the Council. In February 2023, Council approved the 'Scottish Borders Council Plan from April 2023'. For financial year April 2024 to March 2025, a new iteration of the Council Plan has been prepared updating actions to take account of the changing strategic and operational landscape, previous performance and evolving priorities. Performance against the Council Plan is reported to the Executive Committee on a Quarterly basis.
- 1.3 The 'Council Plan from April 2024' builds on and develops a format first used in 2022. It is divided into three main sections: first, an introductory section comprising the Leader's Foreword and an Introduction from the Chief Executive which, together, set out how the Council Plan is constructed, the Council's long-term vision for where it wants the Scottish Borders to be by 2033, together with the Council's values and its priorities; second, a 'Scottish Borders-Wide Actions' section affirms and details the key strategic priorities and outcomes for the Council over the next financial year. The final section comprises a 'Locality Actions' section featuring key actions and priorities in each of the Borders' five Area Partnership localities.
- 1.4 The present report seeks Council approval of the draft 'Scottish Borders Council Plan from April 2024', attached in Appendix A.

2 RECOMMENDATIONS

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

3 BACKGROUND

- 3.1 Scottish Borders Council agreed its present Council Plan in February 2023. The Plan followed a style and format first adopted in 2022, intended to provide the Council with an annually refreshed Plan that:
- a) is short, simple and relatable for the public, but SMART, meaning composed of actions which are specific, measurable, achievable, relevant and time-bound;
 - b) sets the strategic framework for the Council and for the Council's Financial Plans and operates in sync with the Council's Budget Setting Process;
 - c) is informed by strong engagement with Elected Members, while being responsive to and reflective of the aspirations of the Scottish Borders' communities; and
 - d) is effectively linked with a Performance Management Framework and an embedded culture of continuous improvement.
- 3.2 The new draft Council Plan from April 2024 builds on and augments this approach as explained below.
- 3.3 In developing the Council Plan, the Council seeks to take both a long-term and a short-term perspective. Complex interconnected issues typically take sustained action over many years, not just by the Council, but by national governments, partners, businesses, and communities. Page 5 of the Council Plan sets out the Council's vision for the long-term. The Council has an indispensable role in shaping the future, and, crucially, the Council Plan is about articulating what that Council contribution will be. The annual 'Scottish Borders-wide' and 'Localities' Actions represent 'steps on the road' – the short-term – which the Council must deliver if long-term ambitions are to be realised.
- 3.4 The development of the Council plan is influenced by a broad range of factors.
- Foundational to effective decision-making is relevant and good quality evidence. The Council's aim is for the plan to be rooted in the available data and evidence, highlighting the challenges and opportunities which the Scottish Borders currently faces and plotting an ambitious path to a positive future.
 - The plan must also reflect the strategic priorities of Elected Members, set within the local and national policy context.
 - The Council's determination to ensure the Plan is influenced by public and community aspirations and concerns is manifested in the Community Conversations which took place during the late summer and autumn 2023, and in the Council's commitment to Place-making.
 - Strategic investment decisions and decisions on funding priorities whether through the South of Scotland Regional Economic Strategy, Borderlands Inclusive Growth Deal, City Region Deal and Regional Prosperity Fund, Shared Prosperity Funding, or other vehicles feature strongly in the projects which animate much of the Council Plan.
 - The foregoing factors all influence the Council's service planning process, establishing priorities and projects, while providing evidence

and feedback on service delivery and setting the context for service planning and activity.

3.5 Figure 1 (below) illustrates these relationships. Metaphorically, the Council Plan is a river, fed by a series of a tributaries which charge and shape the course of the river culminating at the river mouth, which, simply, is the finalised Council Plan annually presented to Council on Budget Day in conjunction with the Council's Financial Plans.

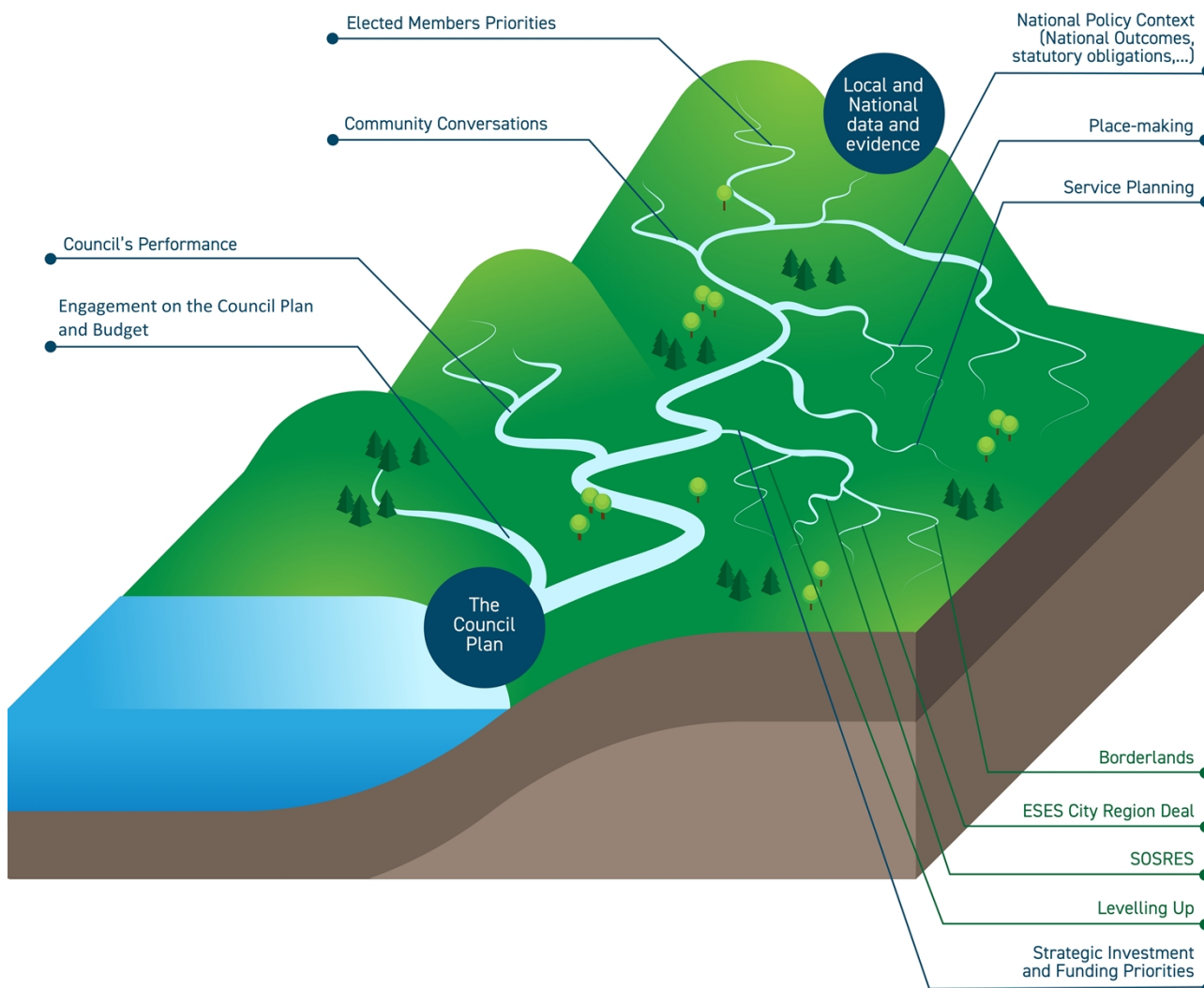


Figure 1 – What shapes our Plan

3.6 Drawing all of the above together is the Council's performance management process. Regular monitoring of delivery against the Council Plan verifies whether the Council is succeeding in doing what it said it was going to do in the Council Plan. Where it is not, it must change what it is doing. This influences delivery against the Council Plan across the course of the year and has a critical bearing on shaping the next iteration of the Council Plan when it is refreshed annually.

3.7 Consistent with the aims for the Council Plan described in para 3.1, the Council Plan from April 2024 maintains the same priority themes:

- Clean Green Future

- Fulfilling Our Potential
- Strong Inclusive Economy, Transport, and Infrastructure
- Empowered Vibrant Communities
- Good Health and Wellbeing
- Working Together, Improving Lives

...while also seeking to strengthen:

- The relationship to the Council's Financial Planning process, reflecting that a key function of the Council's Financial Planning process is resourcing the delivery of the Council Plan;
- Community influence within the Plan through the Community Conversations, recognising that understanding public and community needs is essential to the development of effective plans and solutions; and
- Delivery of the Council Plan by continuing to develop consistent and effective service planning, ensuring that service plans describe how each of the Council's directorates will help deliver the Council Plan.

3.8 Reinforcing the reciprocal relationship between the Council Plan and the Council's Financial Plans, this year public feedback on priorities within the Council Plan was sought by placing questions around Council Plan priorities within the Council's established 'Budget Engagement' conducted on Citizen Space. As highlighted in the Report on the 'Council Plan and Budget Engagement and Consultation Update', respondents focused on the importance of the public transport network, on a lack of local facilities and on the Council's internal processes and organisation. As noted in the same report, the current iteration of the Council Plan seeks to address those concerns.

3.9 Finally, building on existing dialogue with partners across the region, a draft of the Council Plan was issued to Community Planning Partners for comments. Partners were supportive of the objectives pursued in the draft Plan while underlining the need for greater partnership working amongst Community Planning Partners to address the region's challenges.

4 IMPLICATIONS

4.1 Financial

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

4.2 Risk and Mitigations

- a) As highlighted in the Leader’s Foreword to the Council Plan, ‘the past three years have been a turbulent time for the Scottish Borders, our communities and Council. From the COVID pandemic to Storm Arwen, to the cost-of-living crisis, every family, every household has felt the effects of the economic, health, environmental and social challenges we have all had to face.’ At any time let alone in such a context, having clear priorities and a robust plan which sets out what the Council wants to achieve and how it intends to do so is essential, not only for the Council, but for Scottish Borders residents too. This is the fundamental purpose of the Council Plan: to provide a clear strategic framework for the Council’s priorities, ambitions and actions, together with the values which inform them.
- b) Furthermore, reviewing the Council Plan annually, and developing it into an ongoing process built upon engagement with communities allows us to create a Plan which provides not only a clear strategic framework but also agility and responsiveness in a rapidly changing context.

4.3 Integrated Impact Assessment

An integrated Impact Assessment has been undertaken and is published contemporaneously with this report.

4.4 Sustainable Development Goals

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

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

	and foster innovation
Empowered, vibrant communities – Support communities and empower people to achieve strong, active, resilient and sustainable communities and realise opportunities for improving people’s lives.	11 Make cities and human settlements inclusive, safe resilient and sustainable
Good health and wellbeing – Ensure the people of the Scottish Borders have the opportunities and are supported to take control of their health and wellbeing, enjoying a high quality of life.	3 Ensure healthy lives and promote wellbeing for all at all ages
Working together improving lives – Ensure that Scottish Borders Council is effective, sustainable, responsive, and aligned to the needs and priorities of our communities.	16 Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

4.5 **Climate Change**

A just transition to net zero is at the heart of the draft Council Plan, most directly in relation to the Clean Green Future Outcome, but it is also invested strongly in other outcomes, such as in the Strong Economy Outcome ambition for an economy that is ‘stronger, greener and more sustainable’, or in Localities Actions which ‘support community-led initiatives that contribute to tackling climate change and nature loss.’

4.6 **Rural Proofing**

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

4.7 **Data Protection Impact Statement**

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

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

The are no changes to the Scheme of Administration arising from this report.

5 **CONSULTATION**

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

Approved by

David Robertson

Chief Executive

Author(s)

Name	Designation and Contact Number
Michael Cook	Senior Policy Advisor 01835 825590
Alexandre Belle	Corporate Policy Advisor 01835 82400 Ext. 5820

Background Papers: Scottish Borders Council Plan (from April 2023)

Previous Minute Reference: Scottish Borders Council 23 February 2023

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

Contact us at:

Alexandre Belle, Scottish Borders Council - Council Headquarters, Newtown St Boswells TD6 0SA, 01835 82400 5820, Alexandre.Belle@scotborders.gov.uk ;

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SCOTTISH BORDERS COUNCIL COUNCIL PLAN

FROM APRIL 2024

Page 11

Foreword by Euan Jardine

Welcome to our latest Council Plan.

The past three years have been a turbulent time for the Scottish Borders, our communities and council. From the COVID pandemic to Storm Arwen, to the cost-of-living crisis, every family, every household has felt the effects of the economic, health, environmental and social challenges we have all had to face.

As leader of Scottish Borders Council, I am immensely proud of the resilience and dedication demonstrated by colleagues across our services as they responded to these major challenges. Much of their work (some of it highlighted on page 3 and 4) is unsung, but vital. Particular milestones include:

- Page 12
- Helping those most in need throughout this cost-of-living crisis by providing financial assistance of over £140k in crisis grants and over £600k in community care grants from the [Scottish Welfare Fund](#).
 - Supporting 200 looked after children within the Borders.
 - Achieving one of the best recycling rates in Scotland and sending less than 0.5% of our waste to landfill.

As we look forward, the future looks no less challenging. We must keep delivering our essential public services to the standard people expect, while supporting those who need it most, and protecting the environment that sustains us - all while Council finances come under even greater pressure. There are also golden opportunities we must grasp whether within the [Borderlands Inclusive Growth Deal](#), the [Edinburgh and South-East Scotland City Region](#), or our [Levelling Up Funding Partnership](#) with central government.

Now more than ever, the Scottish Borders needs a Council that can adapt quickly and effectively while continuing to deliver the services our communities need within the resources available. There are big issues to be addressed, whether working with Live Borders to deliver sustainable leisure, sport and cultural services or in the development of a Council estate aligned to future needs.

In setting out a strategic vision for the future, our new Council Plan seeks to help us meet the challenges ahead. Of course, one document cannot capture everything, but what follows captures the bold ambition and significant work to which the Council is committed to over the coming financial year, representing vital steps on the road to delivering our long-term vision.

I'd add that the Council cannot deliver on its own. To improve lives, we must work together. A keynote of our approach remains the recognition that, if the Scottish Borders is to meet future challenges and grasp future opportunities successfully, this requires everyone to play their part: from the Council delivering services to volunteers supporting communities throughout the Scottish Borders; from the Council reducing its greenhouse gas emissions to residents seeking to reduce their waste and to put the right things in the right bins.

As ever, this is a shared endeavour, and we look forward to carrying on the journey with you.



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

Councillor Euan Jardine
Leader of Scottish Borders Council

Delivering for the Scottish Borders

Scottish Borders Council delivers over 600 services. While it would not be possible to capture what we deliver day-to-day in one document, pages 3 & 4 provide a snapshot of routine excellence delivered across council services during 2023/2024.

Clean Green Future

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



Maintaining **12** flood protection schemes across the region in responding to the effects of climate change and extreme weather events.



Incorporating biodiversity and nature restoration across **950** hectares of greenspace.

Awarding **£1.8m** funding across 2023/2024 to support retrofit energy efficiency improvements and renewable technologies targeted at properties in fuel poverty.



Fulfilling Our Potential

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



Delivering over **1.6** million school meals per year to pupils across our primary and secondary schools.



Supporting **2354** children from **418** families through the ['Get into Summer'](#) programme.

Employing **45** Modern Apprentices to provide more local work opportunities within the Council.



Strong Inclusive Economy, Transport and Infrastructure

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



Awarding over **30** contracts including community benefits, leading to the creation of **49** employment and skills opportunities across the year.

Supporting **107** new business start-ups through Business Gateway.

Investing **£1.45** million of Share Prosperity Funding in local projects.



Helping **360** people into work, education or training through the Employability Service.



Delivering for the Scottish Borders

Empowered, Vibrant Communities

Supporting local communities in developing and implementing **56** community resilience plans, **58** place plans, and enabling people to participate in decisions that affect their lives in the Borders.



Awarding over **£400k** in community funding across the Borders.



Paying out **£21.5m** to over **4500** household in housing benefits, and **£1.14m** in discretionary housing payments to over **1800** households, enabling them to meet their housing costs.



Giving back to communities by enabling SBC staff to volunteer during work hours for over **170** cumulative hours last year.

Good Health and Wellbeing

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



Maintaining over **420km** of Scotland Great Trail sections, **187** play parks and providing **1232** regular volunteer led health walks through [Walk It](#), to support people to reap the health benefits of access to outdoor space.



Supporting **220** victims of domestic abuse and **217** looked after children.



Supporting Borderers in realising over **£2.2m** in cumulative monetary gains, such as appropriate benefit entitlements, over 2022/2023.

Working Together, Improving Lives

Delivering **£350m** worth of services and a capital investment plan in the Borders of **£454m** over 10 years.



Strengthening the council's performance management processes to ensure that we can demonstrate improvement as a result of our actions, by monitoring **88** actions and over **100** performance indicators per quarter.



Paying a real living wage to Scottish Borders Council employees – the largest workforce in the region which delivers excellent services daily.

INTRODUCTION David Robertson

Over the last 2 years, we have been taking the Council Plan in a new direction to support creation of an agile and effective organisation, capable of meeting long-term challenge and grasping opportunities in a volatile world. Our aim is an annual Plan that:

- I is short and simple but clear in its actions and aims.
- II sets a strategic framework for Council decision-making and services reflected in the Council's Financial Plans.
- III is informed by strong engagement with local communities.

Page 15 is monitored through effective [Performance Management](#) that allows us to build on what is working and to change what is not working well enough.

Page 6 sets out in graphic form the different elements which shape the Council Plan. The Council Plan has three parts:

Page 7 'Our Vision for 2033', sets out our long-term strategic ambitions. These concern complex issues resistant to single simple solutions, which require sustained activity, typically necessitating a partnership approach, over many years. They include a Just Transition to Net Zero; Poverty; and Low Economic Productivity and Wages. Embodying both the challenges and opportunities we face as a region, we extrapolate a vision for where we want to be by 2033.

That vision gives rise to the actions we intend to deliver across the Scottish Borders in 2024-2025 and this is detailed in the **'Scottish Borders-Wide Actions' section**. Subsequent Council Plans will continue to build on this process, comprising steps on the road to long-term delivery of our vision for the region.

As a vital element of that journey, the Council Plan is strongly informed by our past performance. Did we do what we said we would? And did we do it by the month end referred to in the 'Target Date'? Last year, I'm pleased to report we delivered 63 of the 73 milestones we had set in the Council Plan. 7 of the milestones which have not been delivered will feature in this year's plan.

In the 'Locality Actions' section, we set out for each of the 5 'localities' of the Scottish Borders clear ambition, action and outcomes in the same way the 'Scottish Borders-Wide Actions' section seeks to do for the Scottish Borders as a whole.

Informed by this summer's Community Conversations, and ongoing engagement through Place-making, our aim is Locality Actions which speak to 'People and Places' across the Scottish Borders by setting out the priorities for different communities, whether in Berwickshire, Cheviot, Eildon, Teviot & Liddesdale, or Tweeddale.

There are three further points to highlight:

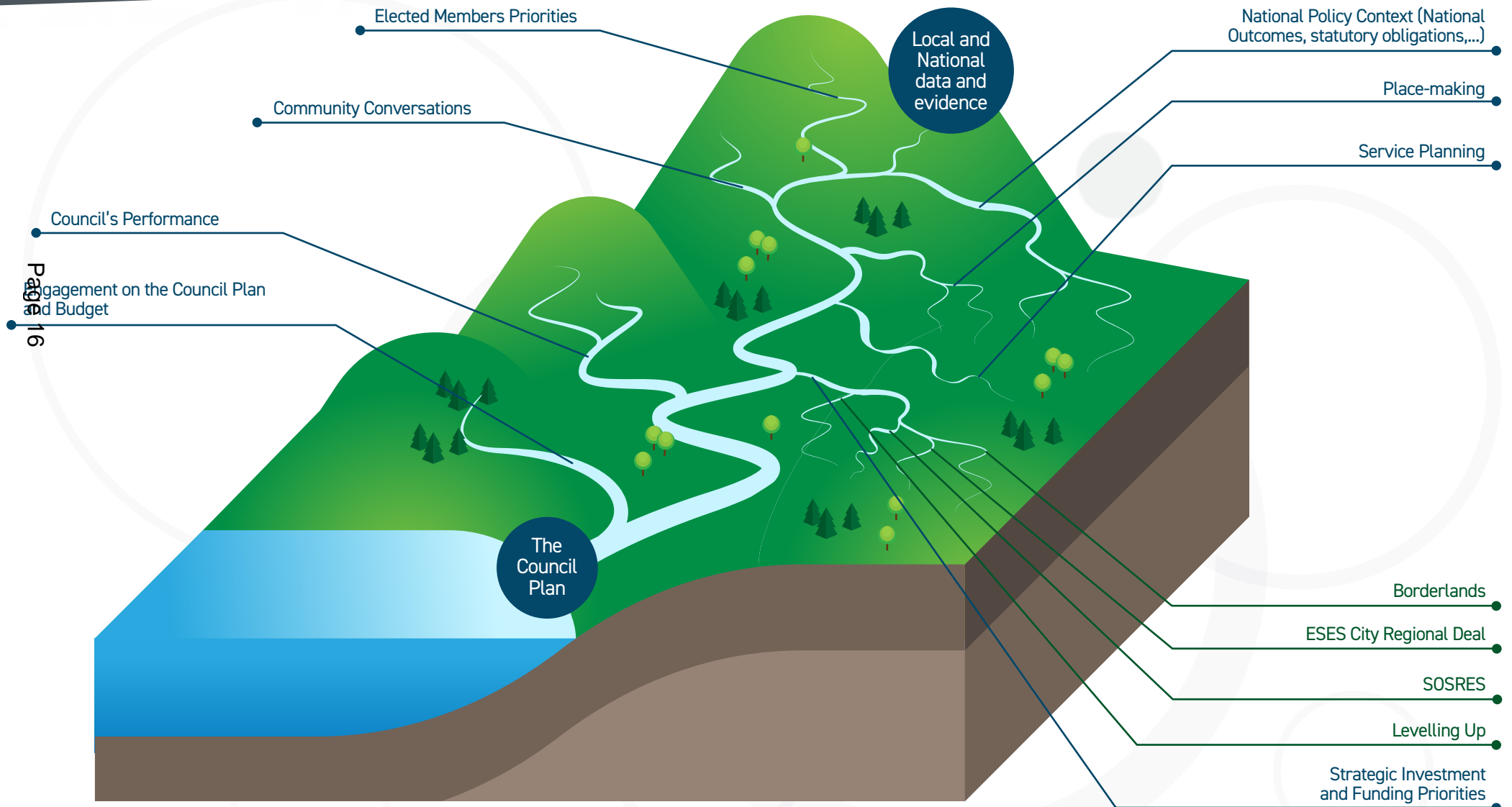
- > Values matter. They help establish the culture we want to shape our decision and actions. In their focus on people, fairness, sustainability, and agility, our values resonate throughout the document, and are set out alongside our vision on page 7.
- > The last couple of years, marked by an ongoing cost-of-living crisis, a pandemic and the climate and nature crisis have highlighted that we are operating in an increasingly uncertain environment. To meet future challenges and seize new opportunities, the Council must change and constantly adapt.
- > As the Council confronts further real terms funding reductions, it is increasingly clear, we must also go much further transforming the Council, how we work with our partners, and, most significantly of all, how we empower and support our communities to achieve what matters to them.



A handwritten signature in black ink that reads "David Robertson". The signature is fluid and cursive.

David Robertson
Chief Executive
Scottish Borders Council

What shapes the Council Plan



Our Vision for 2033

Our Values

Agile

We take advantage of new opportunities to delivery good value for money, and we maximise the use of all digital opportunities.

Sustainable

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

People Focused

Working collaboratively with colleagues and partners, everything we do is for the benefit of our communities.

Inclusive and Fair

We ensure everyone has the best opportunities and always seek to act fairly.





SCOTTISH BORDERS-WIDE ACTIONS

CLEAN GREEN FUTURE

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



Outcomes

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

Action

- Ensure the Council is on track to meet its emissions targets comprising:
 - › An organisational target of Net Zero by 2045
 - › A 20% reduction in fleet fossil fuel (petrol, diesel) consumption and a 20% reduction in business mileage where employees use their own car for work by 2024-2025
 - › Develop a plan to address direct emissions associated with the Council's estate by 30 November 2024
- Working on a partnership basis within the [South of Scotland](#) and within the Scottish Borders [Community Planning Partnership](#), develop a South of Scotland route map to Net Zero with a focus on an initial 5-year action plan, and a complementary Scottish Borders regional approach to delivering emissions mitigation and climate-ready region.
- Protect and increase the resilience of communities and infrastructure from climate change and extreme weather events through:
 - › Delivery of flood protection and coastal change/adaptation schemes (Individual schemes are set out within the Localities Section of this Council Plan)
 - › Increasing the number and supporting development of active Community Resilience Plans
 - › Maximising the numbers of individuals signed up to [SB Alerts](#)
- Progress 'in-cab' technology for waste services, and a trade waste database to help make better informed decisions to support more efficient and effective service delivery.
- Working with [Edinburgh and South-East Scotland City Region](#) partners, complete a regional climate risk and opportunity assessment to include the Borders Economy and Infrastructure.
- Pilot the 'Recollect' web service and app to help the public to reduce, reuse and recycle by clarifying what can be reused or recycled, while providing notifications and bin collection dates.
- Support the development of a Scottish Borders Climate Action Network of organisations and individuals to stimulate community action on climate resilience and greenhouse gas emissions reduction.
- Publish and begin implementation of a long-term Scottish Borders Local Heat and Energy Efficiency Strategy, focused upon fuel poverty challenges, and opportunities for energy efficiency and renewable heat alternatives.
- Deliver retrofit insulation and renewable heat systems to homes in the Scottish Borders under [Energy Efficient Scotland](#) Area-Based Schemes.
- Identify and facilitate a pilot programme of local energy investment opportunities for the Scottish Borders which can be progressed within the [Borderlands Energy Masterplan](#).
- Submit Borderlands Business Cases to UK and Scottish Governments to support delivery of 6 Natural Capital pilot projects which aim to demonstrate innovation in land use management in the South of Scotland.
- Establish and expand wildflower sites to enhance and increase biodiversity and help connect people with nature.
- Together with partners, continue to deliver against targets set out within the [Scottish Borders Local Biodiversity Action Plan 2018-2028](#).

Target date

03/2025

03/2025

03/2025

03/2025

03/2025

03/2025

03/2025

09/2024

03/2025

03/2025

03/2025

03/2025

03/2025

FULFILLING OUR POTENTIAL

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



Outcomes

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

Action

- Increase the proportion of school leavers attaining 1 or more awards at [SCQF](#) level 5 and 6.
- Improve the performance in numeracy and literacy of children and young people in P1, P4, P7 and S3, as reflected in [the Achievement of Curriculum for Excellence](#).
- Increase the attendance of care experienced learners in primary and secondary schools and the proportion of care experienced school leavers attaining 5 or more awards at any SCQF level.
- Sustain the percentage of school leavers entering a positive destination.
- Target additional resources where the poverty related attainment gap is greatest by responding to the [Scottish Attainment Challenge](#).
- Ensure that the best approaches to support neurodivergent learners are developed and shared, by ensuring that all staff have engaged with awareness training on neurodiversity and implement best practice.
- Implement the Respectful Relationships and Anti-Bullying Policy across all schools and settings.
- Improve outcomes for children and young people with Additional Support Needs by reviewing our processes and systems for allocations of resources, as well as our staffing structure to maximise partnership working.
- Increase service delivery and resource allocation at cluster level to ensure that decision-making sits at the heart of the community, notably, ensure that Early Learning and Childcare is embedded into a local delivery model.
- Develop a SBC Outdoor learning Strategy to ensure that children and young people in Borders Schools benefit from a consistent and high-quality wellbeing-focused approach to outdoor play and activity.
- Increase the number of qualifications available to pupils in the senior phase, as part of a broader programme of actions designed to produce better pathways for young people from child to adulthood.
- Increase the proportion of 16-19 year olds participating in education, employment or training based on the [Annual Participation Measure](#) produced by Skills Development Scotland.
- Develop a multi-agency children and young people's participation and engagement strategy, ensuring that the voices of children and young people across the Borders, in particular those with protected characteristics, are at the heart of our decision-making processes.

Target date

12/2024
12/2024

12/2024

12/2024

12/2024
12/2024

03/2025

03/2025

03/2025

12/2024

12/2024

09/2024

STRONG INCLUSIVE ECONOMY, TRANSPORT AND INFRASTRUCTURE

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



Outcomes

- A stronger, greener, more inclusive economy, which promotes the wellbeing of our residents and revitalises our town centres, ensuring that local businesses and social enterprises thrive.
- Enhance digital and transport connectivity.
- Support young people and adults who face challenging barriers to finding and maintaining employment and reaching their full potential

Action

- Deliver a new Events and Tourism Strategy across 2024, informed by the South of Scotland (SoS) [Responsible Tourism Strategy](#), the [SoS Cycling Strategy](#), and Regional Events Strategy.
- With partners, promote the potential for inward investment within the Borders, focusing on the development of business space and housing, as part of the South of Scotland Inward Investment Strategy.
- Working with [Edinburgh and South-East Scotland City Region](#), support the development of a proposal for a Regional Intelligence Hub to develop data, analytical insights and expertise to support inclusive and evidence-informed policy-making on a regional scale.
- Promote [Community Wealth Building](#) by maximising community benefits and enabling local businesses to access the opportunities offered by the Council's procurement programme, as part of a refreshed 2024/2025 Corporate Procurement Strategy; and by pursuing community benefits opportunities arising from onshore wind in conjunction with partners.
- Develop the [Levelling Up](#) Partnership, totalling £20m, in collaboration with UK and Scottish Governments to identify key investment opportunities within the region.
- Working with partners, assess the feasibility of a Net-Zero accelerator hub to address green skills requirements in a variety of sectors and to grasp future green job opportunities, including in renewables, retrofit, agri-environment, wider land-use and nature restoration.
- Implement our Digital Strategy and action plan, in collaboration with regional partners, maximising digital investment opportunities for the Borders to include areas lacking 4G coverage and promotion of 5G in connection with the Destination Tweed project, thus supporting our ambition of becoming a Smart Rural Region.
- Continue to advocate for the electrification of the 1st stage of the Borders Railway, and develop the business case for the extension of the Railway to Hawick and Carlisle.
- Develop a Local Access and Transport Strategy and Active Travel Delivery Plan, informed by the [SoS Cycling Strategy](#), with the overarching aspiration being a fully integrated transport system between bus, rail and other transport modes across the region, supporting integration into bus and rail.
- Complete the Bus Network Review of the Scottish Borders, with the objectives of designing a network which is based on community and business needs and supports increased use of public transport, and lower greenhouse gas emitting modes of travel.
- Implement a rural taxi-bus pilot funded through the [Shared Prosperity Fund](#) for three areas in the Scottish Borders, around Selkirk, Jedburgh and Newcastleton, to provide agile and cost-effective connections between rural areas and the identified towns.
- Continue to play a lead role in the delivery of Employability Support across the region, working with the [Local Employability Partnership](#) (LEP) to shape the delivery of support according to the needs of young people and adults across the region.

Target date

03/2025

12/2024

03/2025

03/2025

03/2025

12/2024

03/2025

03/2025

03/2025

06/2024

03/2025

03/2025

EMPOWERED VIBRANT COMMUNITIES

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



Outcomes

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

Page 22

Action

- Support communities in the [Borderlands target towns](#) of Eyemouth, Galashiels, Hawick and Jedburgh to develop community-led plans and associated investment plans.
- Support the additional 54 communities which have expressed an interest in developing place plans, to promote a partnership approach at the local level to create plans which can be endorsed and registered under planning regulations.
- Implement the increase of £16,070 in the financial support to Community Councils to better enable them to serve their communities, and increase the resources available to festivals across the region (totalling £30,000), on an application basis, to help manage increased health and safety cost pressures in the delivery of events.
- Embed a new and improved community engagement approach which facilitates communication between local communities and the Council, encourages young people to contribute, and is inclusive of all Borderers.
- Support the process of electing Members of the [Scottish Youth Parliament](#) (MSYPs) every 2 years and support the elected MSYPs in their roles both locally and nationally thereby promoting and developing civic literacy and engagement for young people.
- Refresh our website to improve communication and accessibility for the public.
- Working with partners, seek to maximise the value and impact of community benefits arising from economic activity within the region, such as onshore and off-shore wind developments, Regional Growth Deals, other capital projects and economic activity.
- Implement the Scottish Borders [Local Housing Strategy 2023-2028](#) with a view to delivering more homes, including affordable homes, in well designed, sustainable communities that increase opportunities for all, supporting personal independence, health and wellbeing, and address homelessness.
- Review the Council's estate with a view to delivering sustainable services from the right buildings in the right places.
- Work with communities to empower them and build local capacity in support of asset transfers when they are a viable option, and enable the delivery of person-centred services in partnership with communities.
- Update our evidence base, ['The Picture of Poverty'](#), ensuring that we have an up to date understanding of the needs of people across the Borders.
- Produce a full refresh of the Council's [Anti-Poverty Strategy](#), following partnership work and public consultation.
- Produce an annual update of the [Local Child Poverty report and action plan](#) to guide further action on poverty.
- Establish a post to create a credit union in the Scottish Borders with the aim of providing sustainable and affordable credit to families and individuals.

Target date

03/2025

03/2025

03/2025

03/2025

03/2025

03/2025

12/2024

03/2025

03/2025

03/2025

06/2024

09/2024

09/2024

03/2025

GOOD HEALTH AND WELLBEING

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



Outcomes

- People of the Scottish Borders are supported and enabled to take control of their health and wellbeing and enjoy a high quality of life – This includes ensuring support for unpaid carers.
- Every child grows up loved, safe and respected and able to realise their full potential (The Promise)
- Services are designed around service users' needs, focus on prevention, early intervention and minimising health inequalities
- The right services are commissioned and developed with partners and will meet the outcomes of any future National Care Service

Page 29

Action

- Implement an Integrated Community Reablement Service, giving all service users the opportunity of up to 6 weeks' reablement support.
- Continue to provide support to the MacMillan Improving Cancer Journeys joint partnership venture, delivering good quality advice, information and emotional support to those diagnosed with cancer and their families
- Work in partnership to deliver 'Creating Hope in the Scottish Borders', the local three-year action plan for Mental Health Improvement and Suicide Prevention which aims to increase the number of people in good mental health at every age and stage of life and to reduce the number of suicide deaths in the Scottish Borders.
- Develop social prescribing across the Scottish Borders to provide activity and projects which offer support to improve and maintain the health and wellbeing of the adult population and prevent unnecessary use of public funded health and social care services.
- Further develop and implement the Carers' Implementation Plan.
- Development of an Early Intervention / Intensive Family Support Teams which operate across the Scottish Borders. These teams will offer holistic family support to families most in need of additional support.
- Commission an independent advocacy service for all children and young people aged up to 26 years of age which will focus on those involved in formal processes within children's services.
- Develop a multi-agency Participation and Engagement Strategy for Children's Services. This will provide a framework for the development of participation, engagement and co-production with children, young people and their families.
- Increase the use of Technology Enabled Care and assistive equipment from the [Community Equipment Store](#), enabling people to remain independent for as long as possible.
- Develop the interface between SBC and NHS Occupational Therapy Staff, to ensure a coordinated approach to Occupational Therapy support.
- Produce a partnership agreed Strategic Plan for young people and adults across the Borders giving a clear operational and commissioning direction to services for the next 3/5 years.
- Increase capacity by adopting a new approach to care at home delivery. This includes working collaboratively with care at home providers, focusing on a person's outcomes, the use of Technology or a provider being contracted on a block basis.
- Establish a corporate council commissioning framework which will ensure consistency in the approach to commissioning across all council areas and mean that services are planned and commissioned based on need and delivery of services ensures best value and better outcomes for the people using these services.

Target date

06/2024
06/2024

06/2024

06/2024

06/2024

06/2024

06/2024

09/2024

09/2024

06/2024
03/2025

03/2025

03/2025

WORKING TOGETHER, IMPROVING LIVES

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



Outcomes

- Services are designed to meet people's needs
- Best value is achieved across all services
- SBC is an employer of choice
- Digital technology is maximised to make service delivery better
- Better outcomes are delivered through effective partnership working

Actions

- All service redesign activities will incorporate the principles set out in the new Customer Strategy and Community Engagement Strategy, so that the needs of SBC's customers are at the heart of all key service decisions and policy changes.
- Complete a programme of Transformation Change in partnership with Live Borders to develop excellent services, financial sustainability and clearer strategic outcomes.
- Redefine SBC's Transformation Programme for the next 5 years, including the development and implementation of a new Operating Model, to ensure ongoing high service standards, financial sustainability and modernisation in a rapidly changing context. This will include developing:
 - a new SBC-wide strategy for commissioning services to ensure best value from all SBC spend.
 - a strategy to maximise external funding opportunities for investment in the Scottish Borders.
 - a review of all processes in order to streamline all SBC services towards better customer outcomes.
 - a review, modernisation & consolidation of all SBC's estate to ensure financial and environmental sustainability, including clear partnership co-location options aligned with customer needs.
- Implement new Career Pathways across all SBC Services, to provide greater clarity for all staff on development opportunities in line with SBC's corporate direction.
- Develop ongoing programme of upskilling in Digital Skills for all SBC staff, empowering all staff to contribute to SBC's digital future operating model.
- Complete Digital Transformation Programme in Protective Services, to facilitate more customer focused and responsive activity across various critical functions.
- Develop a SBC Strategy & clear policies for Artificial Intelligence, to embrace opportunities, enhance service delivery and ensure maximum customer benefits.
- Improve visibility of all services by rolling out Business Intelligence, which will facilitate better service decision making, improved transparency on key performance, and increase quality assurance for customer delivery.
- Develop better information sharing systems and protocols, including deployment of Health Share jointly with NHS Borders.
- Develop and implement an Integrated Workforce Plan to enhance joint staff development arrangements with NHS Borders.
- Develop a blueprint for a 'Smart Rural Region' and for how SBC's Digital Strategy can be fully realised to deliver high quality digitally enabled services and innovation for SBC and its partners.

Target date

03/2025

03/2025

03/2025

06/2024

09/2024

12/2024

06/2024

12/2024

09/2024

09/2024

12/2024



LOCALITIES ACTIONS

Localities Actions

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



Clean Green Future

Develop a Coastal Change Adaptation Plan for the Berwickshire Coastline which will detail the type of interventions required to manage coastal erosion and flooding due to changes in climate.

Work with [BAVS](#) to promote reuse of second-hand goods by the public, promoting the circular economy.

In collaboration with local communities in Duns and Westruther, pilot a grass management review aiming at enhancing biodiversity and focusing resources to reflect local priorities.



Fulfilling Our Potential

Continue the development of Eyemouth Primary School, ensuring engagement with the community in the development plans.

Increase service delivery and resource allocation at [school cluster](#) level, for Eyemouth and Berwickshire clusters, to ensure that decision-making sits at the heart of the community.



Strong Inclusive Economy, Transport and Infrastructure

Funded by the Borderlands Inclusive Growth Deal, develop business units at Coldstream industrial estate, creating additional business space to support the local economy.

Continue to support Eyemouth Harbour Trust to explore opportunities arising from the development of the offshore wind sector, through the development of both a port masterplan for Eyemouth, and an investment prospectus and further strengthen local and regional supply chains.

Unlock additional business space in Duns through extension of the Industrial Estate access road.

Continue to support the well-received Demand Response Transport Pingo Service within Berwickshire.



Empowered, Vibrant Communities

Support the Eyemouth Town Team in developing a Town Plan and Associated Investment Plan as part of the Borderlands Place Programme.

As part of the place-making process, support communities in Duns, Coldstream and Leitholm Eccles and Birgham, to develop community-led place plans.

Support a Berwickshire (and Cheviot) pilot to build community capacity, through a funded role within Borders Community Action.

Strengthen the Berwickshire Area Partnership by:

- Completing the review of area partnerships and implementation of its recommendations.
- Enhancing its role in the oversight of place-making and engagement with [Community Planning Partners](#).



Good Health and Wellbeing

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

Refurbish and renew play park equipment in Windram Park Chirnside.

Localities Actions

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



Clean Green Future

Undertake a detailed assessment of the flooding within Jedburgh, allowing us to develop designs and options to reduce the impact of floods on local communities.

With [Borders Forest Trust](#), support Kelso Rotary Club to deliver a tree planting project at Town Yetholm Playing Field.



Fulfilling Our Potential

Increase service delivery and resource allocation at cluster level, for Kelso and Jedburgh [school clusters](#), to ensure that decision-making sits at the heart of the community.

Continue to work with young people in Jedburgh on developing and delivering the Neighbourhood Plan for Jedburgh, as part of a '[A Place in Childhood](#)'.



Strong Inclusive Economy, Transport and Infrastructure

In partnership with [Eildon Housing Association](#), construct and open Jedburgh High Street (Corner) Building, regenerating the High Street in Jedburgh and providing local affordable housing in a town centre site.

Work with the Jedburgh Town Team to develop proposals for regeneration of the former Jedburgh Grammar School site.

Implement a taxi-bus pilot to provide agile and cost-effective connections between Jedburgh and the surrounding rural areas.



Empowered, Vibrant Communities

Support the Jedburgh Town Team in developing a Town Plan and Associated Investment Plan as part of the [Borderlands Place Programme](#).

As part of the place-making process, support Cheviot communities to develop community-led place plans.

Support a Cheviot (and Berwickshire) pilot to build community capacity, through a funded role within Borders Community Action.

Strengthen the Cheviot Area Partnership by:

- Completing the review of area partnerships and implementation of its recommendations.
- Enhancing its role in the oversight of place-making and engagement with [Community Planning Partners](#).



Good Health and Wellbeing

In partnership with our strategic housing providers develop a model for [Amenity Housing](#) within the Kelso Extra Care Housing programme.

Develop a community garden, working with partners including the third sector and Registered Social Landlords at Orchard Park, Kelso, a former play park which has been decommissioned.

Install a new Skate/Pump track (a purpose-built track for cycling, skating and BMX), in Jedburgh Town Centre.

Localities Actions

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



Clean Green Future

In collaboration with local communities in Galashiels and Earlston, pilot a grass management review aimed at enhancing biodiversity and focusing resources to better reflect local priorities.

Through Nature Restoration Funding, complete and monitor the Gunknowe Loch Enhancement Project in Tweedbank, enhancing biodiversity and improving the visual amenity of the loch.



Fulfilling Our Potential

Construct and open Earlston Primary School, creating capacity for 191 primary pupils and 60 early years children, and a library, in an innovative, state of the art and welcoming educational environment.

Continue the construction of Galashiels Academy, a new state of the art community campus, aiming to open it in 2026.

Increase service delivery and resource allocation at cluster level, for the Earlston, Selkirk and Galashiels [school clusters](#), to ensure that decision-making sits at the heart of the community.

Work with Morrison, the project contractor for Galashiels Academy, to deliver a package of community benefits including supply chain work placement opportunities, and skills development sessions for students.



Strong Inclusive Economy, Transport and Infrastructure

Continue the Council's leading development of housing and high-quality business units in Tweedbank encouraging people to live, learn, visit and work in the area, as well as attracting inward investment.

Implement a taxi-bus pilot to provide agile and cost-effective connections between Selkirk and the surrounding rural areas.

Support the development of a business improvement district in Galashiels, in which local businesses can work together to enhance the community and local environment.



Empowered, Vibrant Communities

Support the Galashiels Town Team in developing a Town Plan and Associated Investment Plan as part of the [Borderlands Place Programme](#).

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

As part of the place-making process, support Eildon communities to develop community-led place plans.

Strengthen the Eildon Area Partnership by:

- Completing the review of area partnerships and implementation of its recommendations.
- Enhancing its role in the oversight of place-making and engagement with Community Planning Partners.



Good Health and Wellbeing

Commence build of the Tweedbank Care Village, a 60-bed development moving away from institutionalised care to create a neighbourhood that is part of the community, and develop the Borders first Residential and Housing Support Facility for Children and Young People with Learning Disabilities.

Roll out a pilot support plan programme, based on high-quality information which allows individual care home residents to be supported and promotes their individual wishes and wellbeing.

Install brand-new play facilities at the site of the previous play park at Woodstock Avenue in Galashiels.

Re-open Barber Millenium Park in Newstead following the installation of new play park equipment.

Localities Actions

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



Clean Green Future

Complete and open one of Scotland's largest flood protection schemes in Hawick.

Continue to implement the flood risk management strategy and plan, including a flood protection scheme for Newcastleton.

In collaboration with local communities in Hawick, pilot a grass management review aiming at enhancing biodiversity and focusing resources to reflect local priorities.



Fulfilling Our Potential

Continue the development of Hawick High School to deliver a world-class and sustainable educational facility providing a wide range of benefits to young people and the community, with the aim of opening the school in 2028.

Increase service delivery and resource allocation at cluster level, for the Hawick school cluster, to ensure that decision-making sits at the heart of the community.

Incorporation and refurbishment of the Nursery within the main building of Newcastleton Primary, providing an enhanced environment and improved access to outdoor areas.



Strong Inclusive Economy, Transport and Infrastructure

In partnership with [SOSE](#), complete Hawick Business Centre to provide an accelerator hub/incubator for businesses, supporting entrepreneurs and business innovation.

Implement a taxi-bus pilot to provide agile and cost-effective connections between Newcastleton and the surrounding rural areas.

Continue with the delivery of the Hawick Conversation Area Regeneration Scheme, enhancing the public realm by supporting the restoration of historic buildings, upskilling local building trades, and encouraging conservation related careers.



Empowered, Vibrant Communities

Support the Hawick town team, in developing a Town Plan and Associated Investment Plan as part of the [Borderlands Place Programme](#).

As part of the place-making process, support communities in Hobkirk, Southdean, Denholm and District, Upper Liddesdale and Hermitage, to develop community-led place plans.

Strengthen the Teviot and Liddesdale Area Partnership by:

- Completing the review of area partnerships and implementation of its recommendations.
- Enhancing its role in the oversight of place-making and engagement with Community Planning Partners.



Good Health and Wellbeing

Develop a full business case for the Hawick Care Village, supporting lifestyles and personal preferences for living care and wellbeing.

Refurbish and renew play park equipment at Sleepy Valley in Burnfoot (Hawick).

Localities Actions

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



Clean Green Future

Develop a flood protection scheme in Peebles, mitigating the effects of climate change.

Work with Comment to promote reuse of second-hand goods by the public, promoting the circular economy.

Progress the [Pollinators Along the Tweed](#) project in the Tweeddale area (Peebles, Innerleithen, Walkerburn, Clovenfords and Broughton) enhancing biodiversity and local amenity as part of the Borderlands Inclusive Growth Deal.



Fulfilling Our Potential

Continue construction of Peebles High School, a sustainable, modern new facility, providing opportunities for all learners to develop their personal potential and aspirations, as well as equipping pupils for later life and active citizenship, aiming to open it in 2025.

Increase service delivery and resource allocation at cluster level, for the Peebles [school cluster](#), to ensure that decision-making sits at the heart of the community.



Strong Inclusive Economy, Transport and Infrastructure

Continue to develop the Mountain Biking Innovation Centre as part of the Borderlands Inclusive Growth Deal, renovating the Caerlee Mill, a world-first project supporting a thriving industry and local communities and businesses.

Develop and implement an advanced wireless pilot project to support connectivity and data gathering at Tweedsmuir to complement the [Destination Tweed](#) programme as part of the [Borderlands 5G Innovation Region](#).

Initiate the refurbishment process of the access to the Chambers Institution in Peebles to unlock future opportunities for the local community.



Empowered, Vibrant Communities

Support the Peebles Town Team to develop their plan alongside the Chambers Institution Levelling Up Funding project.

As part of the place-making process, support communities across Tweeddale to develop community-led place plans.

Strengthen the Tweeddale Area Partnership by:

- Completing the review of area partnerships and implementation of its recommendations.
- Enhancing its role in the oversight of place-making and engagement with [Community Planning Partners](#).



Good Health and Wellbeing

Following consultation with the local community, upgrade the play parks in Broughton and Alexandra Park, Walkerburn, replacing old equipment to provide a high-quality space in which children can play and exercise.

Install a Pump Track (a purpose-built track for cycling, skating and BMX), and Mutli-Use Game Area on the Playing Field alongside Tweedholm Avenue in Walkerburn.

Integrated Impact Assessment (IIA)

Stage 1 Scoping and Assessing for Relevance

Section 1 Details of the Proposal

A. Title of Proposal:	Council Plan from April 24.
B. What is it?	A new Policy/Strategy/Practice <input type="checkbox"/> A revised Policy/Strategy/Practice <input checked="" type="checkbox"/>
C. Description of the proposal: (Set out a clear understanding of the purpose of the proposal being developed or reviewed (what are the aims, objectives and intended outcomes, including the context within which it will operate))	A Council Plan which articulates the Council’s strategic priorities and delivery ambitions for the financial year 2024/2025 within a long-term vision (to 2033) for the Council and region.
D. Service Area: Department:	. Chief Executive
E. Lead Officer: (Name and job title)	Michael Cook, Senior Policy Advisor
F. Other Officers/Partners involved: (List names, job titles and organisations)	<ul style="list-style-type: none"> • Alexandre Belle, Corporate Policy Advisor • Maggie Cripps, Function Manager Performance & Improvement • Jason McDonald, Senior Manager Business, Strategy & Resources • Clare Richards, Programme Manager

	<ul style="list-style-type: none">• Janice Robertson, Strategic Planning & Policy Manager• Naomi Sweeney, Programme Manager
G. Date(s) IIA completed:	18 December 2023; 30 January 2024

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

Yes (please delete as applicable)

If yes, - please state here:

The aim of the Council Plan is to provide the strategic framework underpinning the Council's delivery over the next financial year. The Council Plan does this in two main ways. First, it outlines 6 themes for the Council's activity (Clean Green Future; Empowered Vibrant Communities; Strong Economy Transport and Infrastructure; Fulfilling Our Potential; Good Health and Wellbeing; and Working Together, Improving Lives), and sets out a vision for these 6 themes. The themes and associated visions are intended to provide broad strategic objectives guiding departmental and service delivery across the Council.

In addition, the Council Plan highlights key actions against each of those themes (across the whole of the Borders and in each of the 5 area partnerships), highlighting key milestones for Council services across the financial year.

Performance against the Council Plan is reported to the Executive Committee on a Quarterly basis.

Lastly, the Council Plan is a strategic framework, covering a range of actions delivered across the Council. This has a number of implications for an IIA:

- Not all of the activity being pursued by the Council is set out within the Plan or should be expected to be set out within the Plan. Therefore, this IIA cannot provide a comprehensive assessment of all impacts across the Council's business.
- The Council Plan is overarching and strategic in nature. It highlights activity which the Council aims to deliver. This activity will be delivered by different departments across the Council. While the present IIA seeks to take an overview of these impacts, many of the actions detailed in the Council Plan will require specific IIAs to inform the decision-making and delivery associated with them.

Section 3 Legislative Requirements

3.1 Relevance to the Equality Duty:

Do you believe your proposal has any relevance under the Equality Act 2010?

(If you believe that your proposal may have some relevance – however small please indicate yes. If there is no effect, please enter “No” and go to Section 3.2.)

Yes

Equality Duty

A. Elimination of discrimination (both direct & indirect), victimisation and harassment. *(Will the proposal discriminate? Or help eliminate discrimination?)*

Reasoning:

The Council Plan aims to embed inclusion and anti-discrimination into its values, vision and delivery. With respect to values, one of the Council’s key values is to be *‘inclusive and fair’*, ensuring that ‘everyone has the best opportunities’ and that the Council ‘always acts fairly’.

The Vision within the Council Plan emphasises ‘wellbeing’. Consistent with approach of Scotland’s National Performance Framework, ‘wellbeing’ embodies a range of economic, social and environmental indicators, including citizens having a voice and being safe from discrimination or inclusion and able to influence their environment.

With respect to actions and delivery, the Council will seek to reduce discrimination via the development of a new operating model, a customer strategy, and an inclusive community engagement strategy. In addition, by enhancing community participation in our decision-making, as articulated on p 9, 12 and 13 of the draft Plan, we will ensure that people with lived experience can be part of our decision-making processes, further reducing the likelihood of indirect and direct discrimination.

	<p>Finally, several of the actions within the plan are aimed at improving the circumstances of people with protected characteristics, for example, neurodiversity, under Fulfilling our Potential, thus further reducing indirect discrimination.</p>
<p>B. Promotion of equality of opportunity? <i>(Will your proposal help or hinder the Council with this)</i></p>	<p>Inclusive, sustainable growth, community wealth building and a just transition are core principles underlying the Council Plan from April 2024.</p> <p>This manifests at several levels. Our vision for 2033 under the ‘fulfilling our potential’ theme is that <i>‘The Borders is a place where people have the opportunity to grow and develop into high skilled, happy and healthy global citizens’</i>; similarly, our vision for the ‘Strong Economy’ theme is <i>‘A prosperous and well-connected Borders which has seized the economic opportunities offered by a just transition and our natural capital to create sustainable growth.’</i></p> <p>This means promoting equality of opportunities for all Borderers, by improving their access to high quality, fulfilling, employment and education opportunities. This is apparent across multiple actions within the Council Plan, notably our commitment to <i>‘Continue to play a lead role in the delivery of Employability Support across the region, working with the Local Employability Partnership (LEP) and stakeholders to shape the delivery of support according to the needs of young people and adults across the region.’</i></p> <p>Similarly, under Fulfilling our Potential, the Council commits to <i>‘Increase the attendance of care experienced learners in primary and secondary schools and the proportion of care experienced school leavers attaining 5 or more award at any SCQF level’</i>, and to <i>‘Target additional resources where the poverty related attainment gap is greatest by responding to the Scottish Attainment Challenge’</i>.</p>

	<p>Our commitment to improving equality of opportunities also includes actions which focus on SBC's own internal practice, notably with the development of new Career Pathways across all SBC services, as one of the main employers within the Borders.</p>
<p>C. Foster good relations? <i>(Will your proposal help to foster or encourage good relations between those who have different equality characteristics?)</i></p>	<p>SBC is committed to empowering local communities across the Borders, and to working in partnership with Borderers to deliver high quality services, which are adapted to people's needs, as outlined in our Vision for 2030 on p.6. This includes engagement with communities of interest, including people with protected characteristics to enable us to deliver responsive services which are adapted to the needs of all Borderers.</p> <p>In particular, under fulfilling our potential, the Council has committed to <i>'Ensure that the best approaches to support neurodivergent learners are developed and shared, by ensuring that all staff have engaged with awareness training on neurodiversity and implement best practice'</i> and to <i>'Improve outcomes for children and young people with Additional Support Needs by reviewing our processes and systems for allocations of resources, as well as our staffing structure to maximise partnership working'</i>.</p> <p>It is expected that this increased engagement, accompanied by a range of actions designed to improve outcomes for people with protected characteristics should foster good relations between the Council and all local residents.</p> <p>Lastly, within the 'Working Together Improving Lives' of the Council Plan, the Council is committed to becoming and maintaining itself as an 'employer of choice'. Specific actions underpinning this commitment include:</p> <ul style="list-style-type: none"> • Implementing new Career Pathways across all SBC Services; • Developing ongoing programme of upskilling in Digital Skills for all SBC staff'

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**3.2 Which groups of people do you think will be or potentially could be, impacted by the implementation of this proposal?
(You should consider employees, clients, customers / service users, and any other relevant groups)**

Please tick below as appropriate, outlining any potential impacts on the undernoted equality groups this proposal may have and how you know this.

	Impact			Please explain the potential impacts and how you know this
	No Impact	Positive Impact	Negative Impact	
Age Older or younger people or a specific age grouping		X		<p>Per NRS data, over 25% of the population of the Borders is over 65, and over 16% under 15 (Scottish Borders Council Area Profile (nrscotland.gov.uk)). In addition, an aging population means that by 2043, the dependency ratio within the Borders will be at 80%. These considerations have informed the contents of the Council Plan, with a strong focus on ensuring that younger people can benefit from a high-quality education, and older people are empowered to prioritise their health and wellbeing.</p> <p>In particular, due to its focus on improving education outcomes, the Fulfilling our potential theme (p.9 of the Council Plan) features a number of actions designed to improve the attainment of children and young people across the Borders, for example by improving performance in numeracy and literacy skills, or by developing a play pedagogy strategy to deliver a consistent high quality and wellbeing focused approach to play for our younger children.</p> <p>Similarly, the Good Health and Wellbeing theme features a number of actions which aim to improve the condition of people with health and care needs, many of whom are older people. For example, the implementation of technology enabled care within</p>

				care homes aims at improving service delivery for vulnerable older people, as does the development of a business case for the Hawick care village.
Disability e.g. Effects on people with mental, physical, sensory impairment, learning disability, visible/invisible, progressive or recurring		X		<p>In the latest census (2011), 29.9% of residents within the Borders said that they had at least one long-term health condition or disability (Health and wellbeing: adults Research and data in the Scottish Borders: People Scottish Borders Council (scotborders.gov.uk)).</p> <p>Multiple actions across the Council Plan aim at improving outcomes and service delivery for people with mental and physical disabilities.</p> <p>As already mentioned, the Council has committed to improving our approach to support neurodivergent pupils and students, as well as those with additional support needs. Specific commitments include: Within the Fulfilling Our Potential theme:</p> <ul style="list-style-type: none"> • Ensure that the best approaches to support neurodivergent learners are developed and shared, by ensuring that all staff have engaged with awareness training on neurodiversity and implement best practice. • Improve outcomes for children and young people with Additional Support Needs by reviewing our processes and systems for allocations of resources, as well as our staffing structure to maximise partnership working. • Participation of children as part of the CYPPP, including young people with protected characteristics <p>Within the Good Health & Wellbeing theme:</p> <ul style="list-style-type: none"> • Continue to provide support to the MacMillan Improving Cancer Journeys joint partnership venture, delivering good quality advice, information and emotional support to those diagnosed with Cancer and their families

			<ul style="list-style-type: none"> Working in partnership to deliver 'Creating Hope in the Scottish Borders', the local three-year action plan for Mental Health Improvement and Suicide Prevention aiming to increase the number of people in good mental health at every age and stage of life and to reduce the number of suicide deaths in the Scottish Borders Develop social prescribing across the Scottish Borders to provide activity and projects which offer support to improve and maintain the health and wellbeing of the adult population and prevent unnecessary use of public funded health and social care services <p>One of the Council's core values, articulated on p. 6 of the Council Plan is inclusivity, committing SBC to ensuring <i>'everyone has the best opportunities and always seek to act fairly'</i>. This core value informs both the content of the Plan, as well as the delivery of council services across the board. While this value does not specifically focus on disability, it signals the Council's commitment to the principle of equality, across all protected characteristics.</p>
<p>Gender Reassignment/ Gender Identity anybody whose gender identity or gender expression is different to the sex assigned to them at birth</p>	X		<p>One of the Council's core values, as articulated on p. 6 of the Council Plan is inclusivity, committing SBC to ensuring <i>'everyone has the best opportunities and always seek to act fairly'</i>. This core value informs both the content of the Plan, as well as the delivery of council services across the board. While this value does not specifically focus on gender reassignment or identity, it signals the Council's commitment to the principle of equality, across all protected characteristics.</p> <p>Beyond this commitment to inclusivity and equality, there does not appear to be any positive or negative direct impact arising from the Plan, for people whose gender identity or gender expression is different to the sex assigned to them at birth.</p>

<p>Marriage or Civil Partnership people who are married or in a civil partnership</p>	<p>X</p>		<p>One of the Council's core values, as articulated on p. 6 of the Council Plan is inclusivity, committing SBC to ensuring <i>'everyone has the best opportunities and always seek to act fairly'</i>. This core value informs both the content of the plan, as well as the delivery of council services across the board. While this value does not specifically focus on marriage or civil partnership, it signals the Council's commitment to the principle of equality, across all protected characteristics.</p> <p>Beyond this commitment to inclusivity and equality, there does not appear to be any positive or negative direct impact arising from the plan, for people who are married or in a civil partnership.</p>
<p>Pregnancy and Maternity (refers to the period after the birth, and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth),</p>	<p>X</p>		<p>One of the Council's core values, as articulated on p. 6 of the Council Plan is inclusivity, committing SBC to ensuring <i>'everyone has the best opportunities and always seek to act fairly'</i>. This core value informs both the content of the plan, as well as the delivery of council services across the board. While this value does not specifically focus on pregnancy and maternity, it signals the Council's commitment to the principle of equality, across all protected characteristics.</p> <p>Beyond this commitment to inclusivity and equality, there does not appear to be any positive or negative direct impact linked to pregnancy or maternity, arising from the plan.</p>
<p>Race Groups: including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)</p>	<p>X</p>		<p>One of the Council's core values, as articulated on p. 6 of the Council Plan is inclusivity, committing SBC to ensuring <i>'everyone has the best opportunities and always seek to act fairly'</i>. This core value informs both the content of the plan, as well as the delivery of council services across the board. While this value does not specifically focus on race groups, it signals the Council's commitment to the principle of equality, across all protected characteristics.</p>

				Beyond this commitment to inclusivity and equality, there does not appear to be any positive or negative direct impact for people across race groups, arising from the plan.
Religion or Belief: different beliefs, customs (including atheists and those with no aligned belief)	X			<p>One of the Council's core values, as articulated on p. 6 of the Council Plan is inclusivity, committing SBC to ensuring <i>'everyone has the best opportunities and always seek to act fairly'</i>. This core value informs both the content of the plan, as well as the delivery of council services across the board. While this value does not specifically focus on religion or belief, it signals the Council's commitment to the principle of equality, across all protected characteristics.</p> <p>Beyond this commitment to inclusivity, there does not appear to be any positive or negative direct impact tied to religion or belief, arising from the plan.</p>
Sex women and men (girls and boys)	X			<p>One of the Council's core values, as articulated on p. 6 of the Council Plan is inclusivity, committing SBC to ensuring <i>'everyone has the best opportunities and always seek to act fairly'</i>. This core value informs both the content of the plan, as well as the delivery of council services across the board. While this value does not specifically focus on sex, it signals the Council's commitment to the principle of equality, across all protected characteristics.</p> <p>Beyond this commitment to inclusivity, there does not appear to be any positive or negative direct impact tied to sex, arising from the plan.</p>
Sexual Orientation , e.g. Lesbian, Gay, Bisexual, Heterosexual	X			<p>One of the Council's core values, as articulated on p. 5 of the Council Plan is inclusivity, committing SBC to ensuring <i>'everyone has the best opportunities and always seek to act fairly'</i>. This core value informs both the content of the plan, as well as the delivery of council services across the board. While this value does not specifically focus on sexual orientation, it signals the Council's commitment to the principle of equality, across all protected characteristics.</p>

				Beyond this commitment to inclusivity, there does not appear to be any positive or negative direct impact tied to sexual orientation, arising from the plan.
<p>3.3 Fairer Scotland Duty</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>Is the proposal strategic?</p> <p>YES (<i>please delete as applicable</i>)</p> <p>If No go to Section 4</p>				
<p>If yes, please indicate any potential impact on the undernoted groups this proposal may have and how you know this:</p>				
	Impact			State here how you know this
	No Impact	Positive Impact	Negative Impact	
<p>Low and/or No Wealth – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future.</p>		X		<p>The Scottish Borders has one of the lowest median wage in Scotland, and faces high levels of poverty and fuel poverty. 21% of the population in the Scottish Borders earns less than a living wage, and in 78% of the Borders' data zones, 10% or more pupils are registered for Free School Meals.</p> <p>In light of the evidence, tackling poverty within the Borders is a key strategic outcome for the Council. In</p>

			<p>particular under the ‘Empowered Vibrant Communities’, the Council has committed to the following outcomes: <i>‘Reduc[ing] the number of children in poverty; and reduc[ing] the impact of living in poverty on families’</i>, by updating the ‘Picture of Poverty’, ensuring that we have an up to date understanding of the needs of people across the Borders. ‘refresh[ing] its anti-poverty strategy’ and producing an annual progress report following the Local Child Poverty Action Report of 2023/24.</p> <p>Similarly, in the Council Plan, SBC has committed to <i>‘Support young people and adults who face challenging barriers to finding and maintaining employment and reaching their full potential’</i> - in particular, by playing a lead role in the delivery of employability support within the region, as articulated on p.10. While these actions are aimed at employability, rather than directly at reversing poverty, it is expected that the beneficiaries of such programmes overwhelmingly face low wealth, with the provision of better employment provides them with the potential to improve their financial situation.</p> <p>Finally, the Council Plan outlines a programme of actions which are aimed at creating a <i>‘stronger, greener, and more inclusive economy’</i> for the Borders. Whilst not as targeted towards people with no/low wealth as the actions mentioned above, these projects are designed to improve economic growth across the Region on an inclusive basis consistent with a wellbeing economy, and to stimulate employment, leading to an improvement in living conditions for Borderers. In particular, the Council</p>
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				has committed to 'Support the management and delivery of Edinburgh and South-East Scotland (ESES) City-Region Growth Deal, notably the development of housing and best in class business space in Tweedbank'; and to 'promote the potential for inward investment within the Borders as part of the South of Scotland Inward Investment Strategy'.
Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies		X		The Council Plans features several actions designed to facilitate Borders access to basic goods and services. Notably, under Strong Inclusive Economy, Transport and Infrastructure, SBC commits to 'Establish a post to create a credit union in the Scottish Borders with the aim of providing sustainable and affordable credit to families and individuals'. The same section also features several actions designed to provide improved energy efficiency in homes across the region, reducing the likelihood of fuel poverty. For example, on p.8 the Council commits to 'Publish and begin implementation of a long-term Scottish Borders Local Heat and Energy Efficiency Strategy, focused upon fuel poverty challenges, and opportunities for energy efficiency and renewable heat alternatives' and to 'Deliver retrofit insulation and renewable heat systems to homes in the Scottish Borders under Energy Efficient Scotland Area-Based Schemes.'
Area Deprivation – where you live (e.g. rural areas), where you work (e.g. accessibility of transport)		X		32% of data zones in the Scottish Borders are in the bottom 20% of data zones for access deprivation in Scotland. The Council Plan features a number of actions which focus specifically on the towns facing the highest levels

			<p>of deprivation within the Borders, namely Galashiels, Hawick and Selkirk. Notably, the Council Plan highlights the construction of the new academy in Galashiels, and of Hawick High Schools. Those should improve educational outcomes for children and young people in these deprived areas. It also notes the development of a taxi-bus pilot service operating in Jedburgh, Selkirk and Newcastleton, linking the people of the town with better education, employment and economic opportunities elsewhere in the Borders.</p> <p>As a rural local authority SBC, is also committed to improve outcomes for citizens in rural areas. 8.8% of the land in the Borders are located in remote rural areas, 38.3% (see https://www.gov.scot/publications/scottish-government-urban-rural-classification-2020/pages/5/) in accessible rural areas. In particular, SBC, in the Council Plan, has committed to improve transport connectivity across the Borders by completing a Bus Network Review for the Borders, with the objective of designing a network which responds to the needs of communities and businesses, reducing area deprivation.</p>
<p>Socio-economic Background – social class i.e. parents' education, employment and income</p>		X	<p>The Council Plan highlights SBC's commitment to reduce the educational attainment gap, thereby reducing the impact of socio-economic background on children and young people educational outcomes. On p.9 in particular, the Council commits to '<i>Target additional resources where the poverty related attainment gap is greatest by responding to the Scottish Attainment Challenge</i>'.</p> <p>As mentioned above, one of the core strategic objectives articulated by the Council Plan is the creation of a strong,</p>

				<p>inclusive economy within the Borders, leading to improved employment outcomes, and improved incomes for Borderers. In particular, as mentioned on p.9 the Council is continuing to dedicate resources and play a lead role in the delivery of employability support through the LEP.</p> <p>The Council Plan also commits the Council to the delivery of projects tied to the development of 'green skills', ensuring that the population of the Borders benefits from the skills necessary to seize better employment opportunities as part of a just transition to net-zero.</p>
		X		<p>Multiple actions across the Fulfilling our Potential and Good Health and Wellbeing sections of the Council Plan are targeted at improving outcomes for looked after and accommodated children and young people.</p> <p>Notably, p.9 notes the Council's commitment to '<i>Increase the attendance of care experienced learners in primary and secondary schools and the proportion of care experienced school leavers attaining 5 or more award at any SCQF level.</i>' P.12 highlights the Council commitment to '<i>Commission an independent advocacy service for all children and young people aged up to 26 years of age which will focus on those involved in formal process within children's services.</i>'</p>
		X		<p>Within the Good Health & Wellbeing theme of the Council Plan (p12) specific commitment is made to 'further develop and implement a Carers Implementation Plan' aimed at addressing the interests of carers and those they support.</p>
		X		<p>Whilst homelessness is not specifically mentioned within the Council Plan, a number of actions across the plan are</p>

				expected to have a positive outcome on homelessness in the Borders. In particular, actions tied to housing, such as the construction of new homes in Tweedbank, and tied to economic development, are expected to positively impact homelessness, by creating the circumstances for inclusive economic growth.
Addictions and substance use	X			No impacts have been identified in relation to this group.
Those involved within the criminal justice system	X			No impacts have been identified in relation to this group.

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

This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to the three matters listed below in Education and Housing/ Homelessness matters.

This relates to current and former armed forces personnel (regular or reserve) and their families.

Is the Armed Forces Covenant Duty applicable?

Yes

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;	As highlighted at section 2, this IIA provides an overview of impact and (where appropriate) the Council's responsibilities to have 'due regard'. Specific housing commitments are not identified within the draft Council Plan, but a number of Education-related commitments are made. We expect the Armed Forces Covenant Duty to be actively considered by the relevant decision-making/delivery officers in relation to those commitments. It is anticipated that those commitments may impact the families of Service personnel, who are included within definition of 'relevant family members' of currently serving members of the UK regular and reserve forces, currently serving members of British Overseas Territories' Armed Forces who are subject to UK Service law; former members of the UK regular and reserve forces and British Overseas Territory Forces, who are ordinarily resident in the UK ('veterans').
The principle that it is desirable to remove disadvantages arising for Service people from membership, or former membership, of the armed forces;	Please see above.
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.	Please see above.

Section 4 Full Integrated Impact Assessment Required

Select No if you have answered "No" to all of Sections 3.1 – 3.3.

Yes *(please delete as applicable)*

If 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.

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Signed by Lead Officer:	Michael Cook
Designation:	Senior Policy Advisor
Date:	4 January 2024
Counter Signature Director:	
Date:	

Reason for recommendation:

As the analysis above highlights, there does not appear to be any negative effects arising from the proposals outlined within the Council Plan from April 2024. In addition, where said proposals will lead to new policies or projects, it is anticipated that ad hoc IIAs will be conducted.

Signed by Lead Officer:	Michael Cook
Designation:	Senior Policy Advisor
Date:	4 January 2024
Counter Signature Director	
Date:	

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This assessment should be presented to those making a decision about the progression of your proposal.

If it is agreed that your proposal will progress, you must send an electronic copy to corporate communications to publish on the webpage within 3 weeks of the decision.

Complete the below two sections. For your records, please keep a copy of this Integrated Impact Assessment form.

Action Plan (complete if required)

Actioner Name:	Action Date:
What is the issue?	
What action will be taken?	
Progress against the action:	
Action completed:	Date completed:

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Monitoring and Review

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

Performance against the Council Plan is reported to the Executive Committee on a Quarterly basis. The purpose of this performance reporting is to differentiate positive progress from problematic, or lack of, progress, and to stimulate improvement activity where appropriate. Quarterly reporting with Executive oversight ensures that performance monitoring and consequent improvement action is frequent, regular and high profile.

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

Please see the preceding answer.

When is the proposal due for review?

Before 31 March 2024 with the new Council Plan due to be operative from 1 April 2024.

Who is responsible for ensuring that this happens?

Senior Policy Advisor and Corporate Policy Advisor.

Part 2 Full Integrated Impact Assessment

5 Data and Information

What evidence has been used to inform this proposal?

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

P. 4 of the Council Plan highlights, amongst other things, the key strands of evidence and policy which shape the Council Plan. Three elements of this diagram ought to be highlighted within this section.

1. The Council Plan is informed by local and national data and evidence. This includes, for example, demographic data (e.g. [Scottish Borders Council Area Profile \(nrscotland.gov.uk\)](https://www.nrscotland.gov.uk)), of data pertaining to poverty and deprivation ([SIMD \(Scottish Index of Multiple Deprivation\)](#)), or of data related to climate change (see, e.g. [Scottish Emission Targets & Progress in reducing emissions in Scotland – 2022 Report to Parliament - Climate Change Committee \(theccc.org.uk\)](#)). Some of the data and evidence supporting the strategic vision expressed by the plan also arises from the Council's own documentation, such as the Council's Public Bodies Report, the Council's Education improvement plan, or the Scottish Borders anti-poverty strategy. This broad range of data underpins the vision for the Council for 2033, as detailed on p.5, ultimately providing the strategic context for the actions outlined in the rest of the document.

2. The Council plan is informed by the experience and aspirations of local communities. In gathering feedback on priorities for the draft plan, the Council has benefitted from engagement across a range of different processes, including:

- **Place-making.** Fundamental to the Council's engagement efforts are the town plans or place plans currently being developed within the four priority towns of Hawick, Eyemouth, Jedburgh and Galashiels identified within the Borderland Inclusive Growth Deal, as well as the place plans at different stages of progress across 58 other settlements. The purpose of these efforts is community led development in which communities come together to develop plans tailored to the needs and aspirations of their respective localities. By working with communities, particularly through its Community Engagement Officers, the Council enhances its understanding of what communities want, improving its decision-making about priorities and budgeting.
- **Community Conversations.** Undertaken through nine separate Community Conversations during September 2023, the Community Conversations are locality-based discussions led by Elected Members and senior officers to hear the thoughts and opinions of the members of the public on what is important to them. A report on 2023's Community Conversations was presented to Council on 25 January 2024 highlighting common themes of discussion around public transport, lack of local facilities, and the building of new schools.

- **Council Plan/Budget Consultation.** An online survey, between the 30th of November 2023 and the 31st of January 2024 invited members of the public to give their views, providing valuable feedback on citizens' priorities within key services areas.
 - **Secondary Schools Students Survey.** An online survey, between 9th of January 2024 and the 7th of February 2024 seeking the views on students at Scottish Borders secondary schools on the opportunities and challenges they face, the most important issues for region and how they would prioritise these.
 - **Consultation with all Trade Unions as part of the Council Plan and Budget planning processes.**
 - **Dialogue with Community Planning Partners.** Building on existing dialogue with partners across the region, a draft of the Council Plan was issued to Community Planning Partners for comments. The response from Community Planning Partners was supportive of the contents of the Council Plan.
3. Finally, performance against the Council Plan is reported to the Executive Committee on a Quarterly basis (see [Performance | Scottish Borders Council \(scotborders.gov.uk\)](#)). The performance reports inform the contents of the Council Plan at two levels. First, by measuring performance against the actions outlined in the Plan. Where the implementation is not progressing at an appropriate pace, this should generate improvement action, or, in some circumstances rescheduling of actions, including within future Council Plans. Second, in also focusing on Key Performance Indicators (KPIs), the Council's performance reports facilitate differentiation of positive progress from problematic or a lack of progress, stimulating improvement activity where appropriate.

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

Strengthening the connection between data and research and the Council's strategic decision-making. In particular SBC is developing a new operating model and one of the workstreams within this is 'Data', recognising that a Data and Information Strategy is also already in development. Through these initiatives, the aim is to significantly improve the use of data and evidence across all Council departments, including the Council's business planning process.

Reason for recommendation:

As the analysis above highlights, there do not appear to be any negative effects arising from the proposals outlined within the Council Plan from April 2024. In addition, where said proposals will lead to new policies or projects, it is anticipated that ad hoc IIAs will be conducted.

Signed by Lead Officer:	Michael Cook
Designation:	Senior Policy Advisor
Date:	4 January 2024
Counter Signature Director	
Date:	

6 Consultation and Involvement

Which groups are involved in this process and describe their involvement

As noted above, the Council Plan is informed by consultations with local communities via the Community Conversation sessions which were organised over the Summer 2023, via the Council's place-making process, and via a consultation organised the Winter 2023-2024. It should be noted that the Community Conversations organised this year took place in schools across the Borders ensuring that the voices of younger people were represented and influence the Council's business planning process.

In addition, the Council Plan was informed by a substantial and broad range of internal consultation with services across the organisation, providing them with the opportunity to provide key actions to be delivered against the plan's 6 themes. The plan was also developed with oversight from the Council's Corporate Management Team, and Elected Members.

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

It is expected that future community conversations will be delivered over the year 2024, led by the Council's Communities Team, CMT and Elected Members. Feedback from the sessions will inform the plan as it is refreshed over the year 2024/2025. The same applies to the Councils' place-making process. In addition, continued engagement with Council services will continue as part of the development of the next iteration of the Council Plan.

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

During Communities Conversation sessions, local residents expressed a broad range of concerns, in particular regarding the lack of transport connectivity across the region. Whilst improving transport connectivity has been one of the Council's key strategic objectives, we have ensured that transport actions feature prominently within next year's plan, notably under p. 9.

Engagement conducted with Borderers as part of the Community Conversations, place-making and the Council Plan and Budget Survey revealed concerns particularly about local public transport, a lack of local facilities, and the need for more efficient council services. As highlighted above, and in the *Council Plan and Budget Engagement and Consultation update* report, these concerns have informed the contents of the Council Plan, as reflected by a focus on public transport, actions aimed and improved service delivery, and actions focused on a more sustainable estate and service delivery, in partnership with local communities.

What have you learned from the evidence you have and the involvement undertaken? Does the initial assessment remain valid? What new (if any) impacts have become evident?

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

The main conclusion from the evidence we have gathered is summarised on p.3 of the Council Plan. In essence, the Borders face a number of complex long-term challenges which have an impact on local citizens across equality characteristics: a Just Transition to Net Zero; Poverty; and Low Economic Productivity and Wages, as well as an ageing population, and issues surrounding transport and digital connectivity.

These conclusions are consistent with those we had reached prior to the publication of the Council Plan from April 2023. This was to be expected as those challenges are well-documented, long-standing, and require long-term solutions, as expressed on the same page.

7 Mitigating Actions and Recommendations

Consider whether:

Could you modify the proposal to eliminate discrimination or reduce any identified negative impacts?
(If necessary, consider other ways in which you could meet the aims and objectives of the proposal.)

Could you modify the proposal to increase equality and, if relevant, reduce poverty and socioeconomic disadvantage?

Describe any modifications which you can make without further delay (e.g. easy, few resource implications)

Mitigation			
Please summarise all mitigations for approval by the decision makers who will approve your proposal			
Equality Characteristic/Socio economic factor	Mitigation	Resource Implications (financial, people, health, property etc)	Approved Yes/No

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8 Recommendation and Reasoning *(select which applies)*

- Implement proposal with no amendments
- ~~Implement proposal taking account of mitigating actions (as outlined above)~~ _____
- ~~Reject proposal due to disproportionate impact on equality, poverty, health and Socio-economic disadvantage~~ _____

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This assessment should be presented to those making a decision about the progression of your proposal.

If it is agreed that your proposal will progress, you must send an electronic copy to corporate communications to publish on the webpage within 3 weeks of the decision.

Complete the below two sections. For your records, please keep a copy of this Integrated Impact Assessment form.

Action Plan (complete if required)

Actioner Name:	Action Date:
What is the issue?	
What action will be taken?	
Progress against the action:	
Action completed:	Date completed:

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Monitoring and Review

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

The Council Plan will be monitored via the Council's Performance Framework. Performance report detailing delivery against the objectives within the plan are presented to the Executive Committee on a quarterly basis. Said report also includes the council's performance against key performance indicators.

In addition, the Council Plan is reviewed on an annual basis, providing a key opportunity to adapt delivery on the basis of the Council's performance.

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

Details regarding the monitoring for the Council Plan were presented to Council in a report on the 23rd of November 2023 (see here: [Agenda for Scottish Borders Council on Thursday, 23rd November, 2023, 10.00 am - Scottish Borders Council \(modern.gov.co.uk\)](#)). Monitoring is undertaken by the Performance Team, on a quarterly basis.

When is the proposal due for review?

The Council Plan is reviewed on an annual basis, with the present (2024/2025) iteration of the plan expected to be agreed by Council in February 2025.

Who is responsible for ensuring that this happens?

The responsibility for the development of the Council Plan lies with the Council's Business Planning Team, comprising of officers drawn from the Transformation Team and Corporate Policy Team.



COUNCIL PLAN and BUDGET ENGAGEMENT and CONSULTATION UPDATE

Report by Chief Executive

SCOTTISH BORDERS COUNCIL

29 February 2024

1 PURPOSE AND SUMMARY

- 1.1 The purpose of this report is to update Council on the steps taken to engage and consult with stakeholders as a vital contribution to development of the Council Plan and Financial Planning. The report describes the feedback received and how feedback has influenced development of the Council Plan and Budget.**
- 1.2 The report explains that the Council Plan and Financial Planning process have benefitted from an inclusive and accessible engagement across a number of different processes, which included online surveys in the form of a Council Plan/Budget Consultation and Secondary Schools Students Survey.
- 1.3 At their close, 1,163 people had responded to the Council Plan/Budget Consultation while 862 students had responded to the Secondary Schools Students Survey.
- 1.4 Together with the Council's Community Conversations, Place-making, consultation with Trade Unions, and dialogue with Community Planning Partners, the online survey results provide a strong evidence base which informs the development of the Council Plan and Financial Planning.

2 RECOMMENDATIONS

- 2.1 I recommend that the Council:**
 - a) notes the feedback provided by respondents through the Council's communications and consultation activities on the Council Plan and Budget priorities, and**
 - b) notes how this feedback has been translated into the Council Plan from April 2024.**

3 BACKGROUND

- 3.1 The Council has an established commitment to engaging with staff, partners, stakeholders and the Scottish Borders community as part of its annual financial planning process. In maintaining this commitment for 2024/2025, the Council adapted its engagement and consultation approaches to focus more strongly on priorities within the Council Plan. The rationale for this is that a key function of the Council's Financial Planning process is resourcing the delivery of the Council Plan which articulates the Council's strategic ambitions for the year ahead, as well as a long-term vision for the Council. It follows that engagement upon priorities for inclusion within the Council Plan is the point of entry for influencing wider strategic and financial planning. At the same time, the inter-connection between the Council Plan and the Budget is a work in progress at this juncture, and the Council will continue to strengthen and refine this relationship, using engagement to inform priorities.
- 3.2 The approach to engagement sits within the Council's developing 'Engagement Approach', which seeks a paradigm shift in its engagement with citizens and communities, based upon transparency and partnership. As a matter of proportionality and practicality, not every individual representation should nor will be actionable, but feedback evidence helps inform the Council's thinking, and provides assurance around identification of the Council's priorities. The key to this is trend information.
- 3.3 In gathering feedback on priorities, the Council has benefitted from engagement across a range of different processes, including:
- a) **Place-making.** Fundamental to the Council's engagement efforts are the town plans or place plans currently being developed within the four priority towns of Hawick, Eyemouth, Jedburgh and Galashiels identified within the Borderland Inclusive Growth Deal, as well as the place plans at different stages of progress across 54 other settlements. The purpose of these efforts is community led development in which communities come together to develop plans tailored to the needs and aspirations of their respective localities. By working with communities, particularly through its Community Engagement Officers, the Council enhances its understanding of what communities want, improving its decision-making about priorities and budgeting.
 - b) **Community Conversations.** Undertaken through nine separate Community Conversations during September 2023, the Community Conversations are locality-based discussions led by Elected Members and senior officers to hear the thoughts and opinions of the members of the public on what is important to them. A report on 2023's Community Conversations was presented to Council on 25 January 2024 highlighting common themes of discussion around public transport, lack of local facilities, and the building of new schools.
 - c) **Council Plan/Budget Consultation.** Between 30 November and 31 January, a Council Plan/Budget Consultation invited members of

the public to give their views by means of an online survey. The survey was made available to members of the public via the Council website with the purpose of exploring the public's priorities structured around the themes of the Council Plan. Questions also sought to tease out public thinking about the challenging trade-offs the Council continues to be presented with in its decision-making and financial planning in the light of the continuing and unprecedented pressure on local government resources.

In total, 1,163 respondents gave feedback on their priorities. As respondents were asked to rank priorities within the Council themes, direct comparison between the priorities in different themes should be approached with some degree of caution. Nonetheless, the top 3 priorities which emerged from the consultation were:

- More local decision making/consultation with residents/communities around service design and delivery
- Retention of local services within communities, e.g. libraries/Contact Centres, public toilets
- Protecting the public transport network

Appendix 1 of this report sets out the results of the consultation while Appendix 3 provides a comparative analysis of priorities within both the Council Plan/Budget Consultation and Secondary Schools Students Survey. Utilising this information, section 4 of the present report highlights how feedback from the consultation has informed development of the Council Plan.

- d) **Secondary Schools Students Survey.** An online survey of students at Scottish Borders secondary schools was conducted between 9 January and 7 February. It sought the views of students on the opportunities and challenges they face, the most important issues for region and how they would prioritise these. Teachers within the region's schools worked diligently to promote strong return rates from among students.

In total, 862 students gave feedback on their priorities. As students were asked to rank priorities within the Council themes, direct comparison between the priorities in different themes should be approached with some degree of caution. Nonetheless, the top 3 priorities which emerged from the consultation were:

- More affordable housing
- More online services and functionality
- Increase access to health and wellbeing support for young people, e.g. mental health

Appendix 2 of this report sets out the results of the survey while Appendix 3 provides a comparative analysis of priorities within both the Secondary Schools Students Survey and Council Plan/Budget Consultation. Utilising this information, section 4 of the present report highlights how feedback from the survey has informed development of the Council Plan.

- e) **Consultation with all Trade Unions.** Dialogue with the Trade Unions was undertaken through the Joint Trade Union Committee to

engage them as part of the Council Plan and Budget planning processes.

- f) **Dialogue with Community Planning Partners.** Building on existing dialogue with partners across the region, a draft of the Council Plan was issued to Community Planning Partners for comments. Partners were supportive of the objectives pursued in the draft Plan while underlining the need for greater partnership working amongst Community Planning Partners to address the region's challenges.

4 HOW ENGAGEMENT HAS INFORMED DEVELOPMENT OF THE COUNCIL PLAN

4.1 Together the engagement processes have provided an evidence base to inform the development of priorities within the draft Council Plan. For example, the Community Conversations, Secondary Schools Students Survey and Council Plan/Budget Consultation contained notable feedback concerning the importance of the local public transport network. While facing significant financial challenges, the Council has sought to address the issue within the Strong Inclusive Economy, Transport and Infrastructure theme of the draft Council Plan from April 2024, as set out below:

- Continue to advocate for the electrification of the 1st stage of the Borders Railway, and develop the business case for the extension of the Railway to Hawick and Carlisle.
- Develop a local access and transport strategy + Active Travel Delivery Plan, informed by the South of Scotland Cycling Strategy, with the overarching aspiration being a fully integrated transport system between bus, rail and other transport modes across the region, using community and business travel pattern data to inform infrastructure decision-making for new active travel investment (wheeling, walking, cycling) supporting integration into bus and rail.
- Complete the Bus Network Review of the Scottish Borders, with the objectives of designing a network which is based on community and business needs and supports increased use of public transport, and lower greenhouse gas emitting modes of travel.
- Implement a rural taxi-bus pilot funded through Shared Prosperity Funding for three areas in the Scottish Borders, around Selkirk, Jedburgh and Newcastleton, to provide agile and cost-effective connections between rural areas and the identified towns.
- Continue to support the well-received Demand Response Transport Pingo Service within Berwickshire.

4.2 Similarly, efforts are made to address concerns (expressed in the Community Conversations and 'free' responses in the comment feedback from the Council Plan/Budget Consultation) around a 'lack of local facilities' through a range of measures which include development of new community school facilities in a number of settlements, an enhanced partnership with *Live Borders* and play park provision and skate & pump tracks in a number of settlements across the region. Within the Localities Actions section of the draft Council Plan, references to new and refurbished school facilities and particularly to community engagement around those developments seeks to respond to the wish to be involved in discussions around the developments highlighted during the Community Conversations. At the same time, strong emphasis throughout the draft Plan on 'community-led place plans across rural communities and towns to enable communities to take control of their own destinies' directly responds to the top priority of the Council Plan/Budget Consultation for 'more local decision making/consultation with residents/communities around service design and delivery'.

4.3 Further feedback gathered through the Council Plan/Budget Consultation focuses on the Council's internal processes and organisation, highlighting a perceived need for greater efficiency, service delivery, and transparency in communicating with local communities. While some of this feedback may reflect frustrations beyond the control of the Council, the new iteration of the Council Plan responds to these concerns at several levels. For example, under 'Working Together, Improving Lives', the Council has committed to:

'Redefine SBC's Transformation Programme for next 5 years, including the development and implementation of a new Operating Model, to ensure ongoing high service standards, financial sustainability and modernisation in a rapidly changing context. This will include developing:

- *a new SBC-wide strategy for commissioning services to ensure best value from all SBC spend.*
- *a strategy to maximise external funding opportunities for investment in the Scottish Borders.*
- *a review of all key processes in order to streamline all SBC services towards better customer outcomes.*
- *a review, modernisation & consolidation of all SBC's estate to ensure financial and environmental sustainability, including clear partnership co-location options aligned with customer needs.'*

4.4 'More affordable housing', the highest priority within the Secondary Schools Survey is reflected in the following proposed Council Plan 'actions':

- With partners, promote the potential for inward investment within the Borders, focusing on the development of business space and housing, as part of the South of Scotland Inward Investment Strategy.
- Implement the Scottish Borders Local Housing Strategy 2023-2028 with a view to delivering more homes, including affordable homes, in well designed, sustainable communities that increase opportunities for all, supporting personal independence, health and wellbeing, and address homelessness.

Moreover, in prioritising actions around transport and digital connectivity, and around employability and skills, the draft Council Plan recognises the interdependency of housing, connectivity and skills/employability to the future prosperity, sustainability and resilience of the region.

- 4.5 Finally, in undertaking a range of engagements, it is to be expected that feedback may not be fully consistent. For example, while the second highest priority within the Council Plan/Budget Consultation was 'Retention of local services within communities, e.g. libraries/Contact Centres, public toilets, for students within the Secondary Schools Survey, the second highest priority was 'more online services and functionality'. Apparent inconsistency of this kind simply reinforces the fact that engagement processes provide a range of different contributions to the Council's decision-making and delivery. Consultations and surveys are primarily evidence, while place-making and the empowerment of communities creates a framework in which Council's and communities can work together. Weighing different evidence and assessing the trade-offs between competing objectives is precisely what the Council is there to do. At the same time, the stronger and more effective the Council's engagement process, the more informative the evidence available to it and the greater the prospect of alignment between local aspiration and Council decision-making and actions, with communities empowered to take increasing control of their own destinies a long-term objective. With this in mind, officers are looking at how the Council provides feedback to those who responded to the consultation and survey. This recognises that respondents are more likely to contribute to future consultations/surveys if they receive timely feedback on their views. This is considered to be particularly important in sustaining future engagement with young people.

5 IMPLICATIONS

5.1 Financial

There are no direct financial implications resulting from this report.

5.2 Risk and Mitigations

The Council is committed to an active engagement with Scottish Borders citizens and communities, which supports a shared approach to garnering opportunities and addressing challenges. By conducting a range of engagement processes around the development of the Council Plan, the Council aims to ensure that breadth, diversity and integrity are built into the evidence of stakeholder views which informs its primary strategic framework and thereby its wider decision making. This ensures that the Council Plan, financial planning and decision-making are sensitive to public aspirations and concerns, support understanding of and 'buy-in' to Council decisions and mitigate reputational risks to the Council. The "You said, We did" and the Secondary Schools Students analyses further help increase transparency and signpost specific strategies and activities that have been or are being implemented and are in response to feedback or consistent with feedback.

5.3 Integrated Impact Assessment

An integrated Impact Assessment has been undertaken and published in relation to the Council Plan from April 2024. Council Plan and Budget Communications and Consultation are integral to the development of the Council Plan and financial planning and are referred to specifically in the

Integrated Impact Assessment for the Council Plan from April 2024.
Reference should be made to the IIA for the Scottish Borders Council Plan from April 2024.

5.4 **Sustainable Development Goals**

No direct economic, social, or environmental effects arise from this report, but the Council Plan itself has significant implications for delivering against the UN Sustainable Development Goals, and a checklist has been completed in relation to the draft Council Plan from April 2024. Reference should be made to the UN SDGs checklist for the Scottish Borders Council Plan from April 2024.

5.5 **Climate Change**

No direct effects on carbon emissions result from this report. However, a Climate Change Checklist has been completed in relation to the draft Council Plan from April 2024. Reference should be made to the Climate Change checklist for the Scottish Borders Council Plan from April 2024.

5.6 **Rural Proofing**

Engagement in relation to the draft Council Plan has been undertaken across a range of formats and different processes as described in this report. The objective has been to ensure an inclusive, easily accessible engagement with communities, facilitating the participation of those people, businesses and stakeholders based in rural locations.

5.7 **Data Protection Impact Statement**

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

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

The are no changes to the Scheme of Administration arising from this report.

6 **CONSULTATION**

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

Approved by

David Robertson

Chief Executive

Author(s)

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Background Papers: Scottish Borders Council Plan (from April 2024)
Previous Minute Reference: Budget Communications Strategy 2023/24 (23 February 2023)

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

Contact us at:

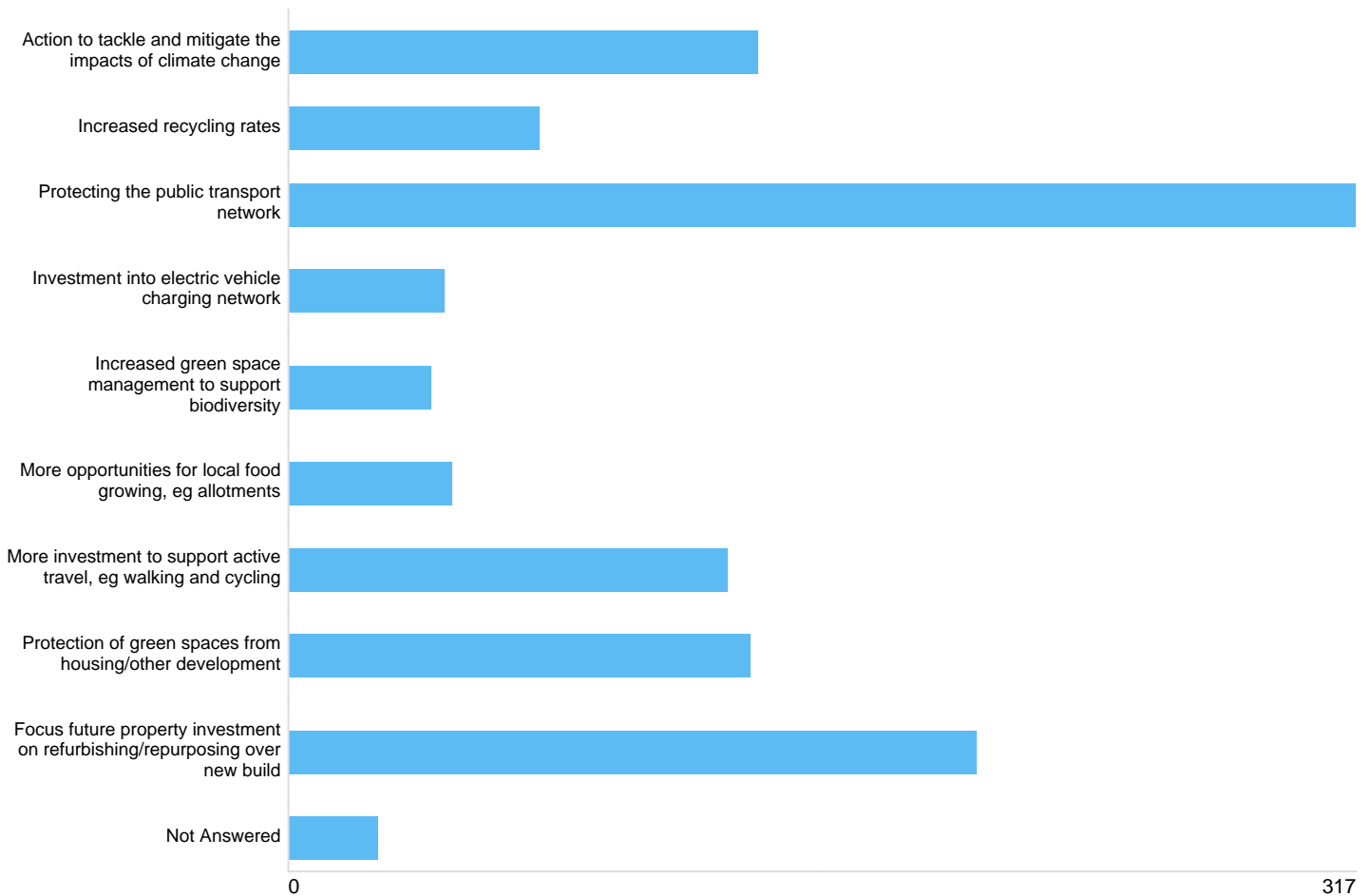
Michael Cook, Scottish Borders Council - Council Headquarters, Newtown St Boswells TD6 0SA, 01835 825590, Michael.Cook@scotborders.gov.uk ;

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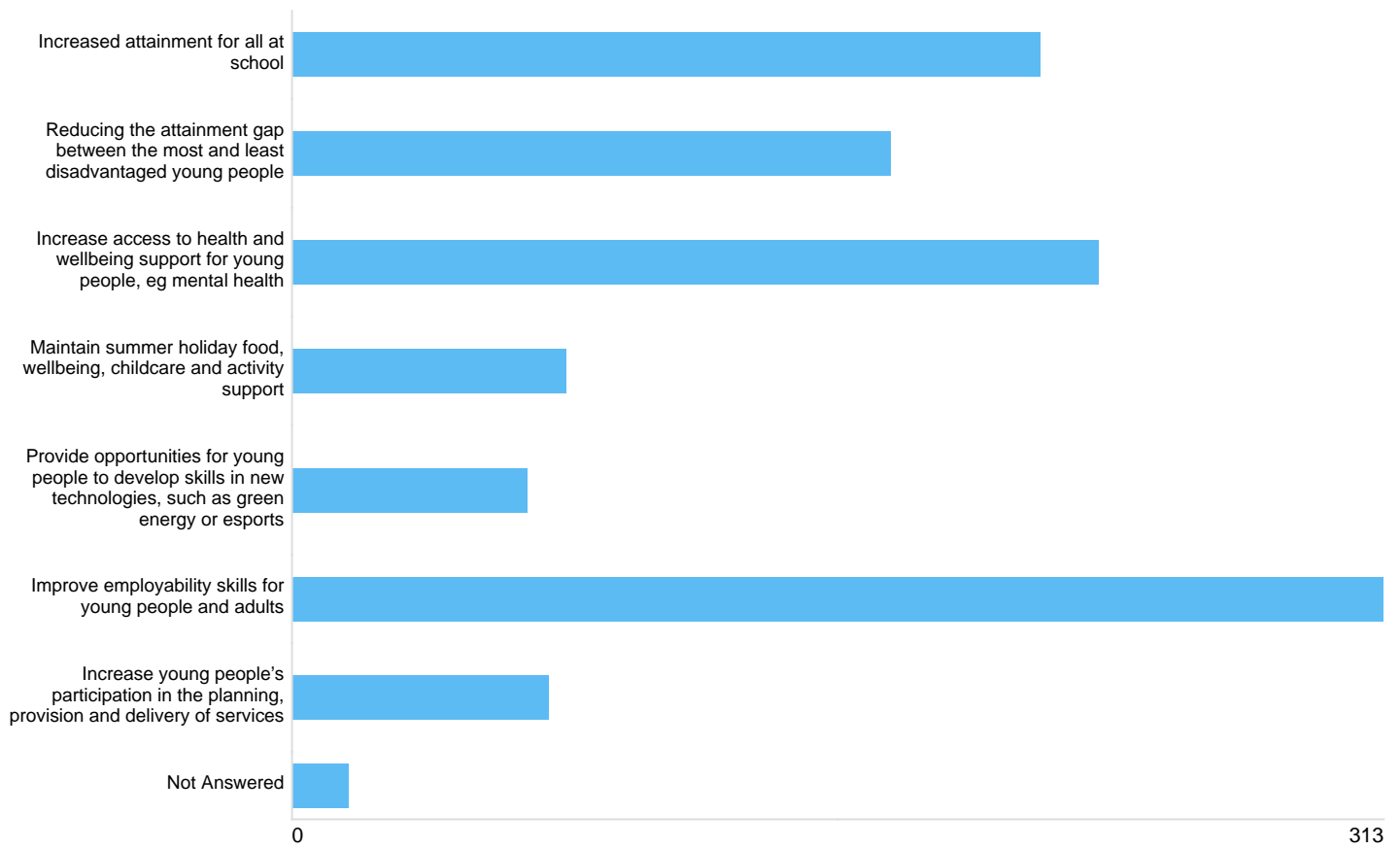
Question 1: The Council is committed to increasing the opportunities for people and communities to have a say in how we invest and support jointly agreed priorities within their community. Select your top priority within each of our six current Council Plan themes. Please bear in mind the current financial challenges which are impacting on all local authorities and mean that in many cases additional investment in one area can only happen when balanced against reduced funding for another area.

Priority - Clean Green Future



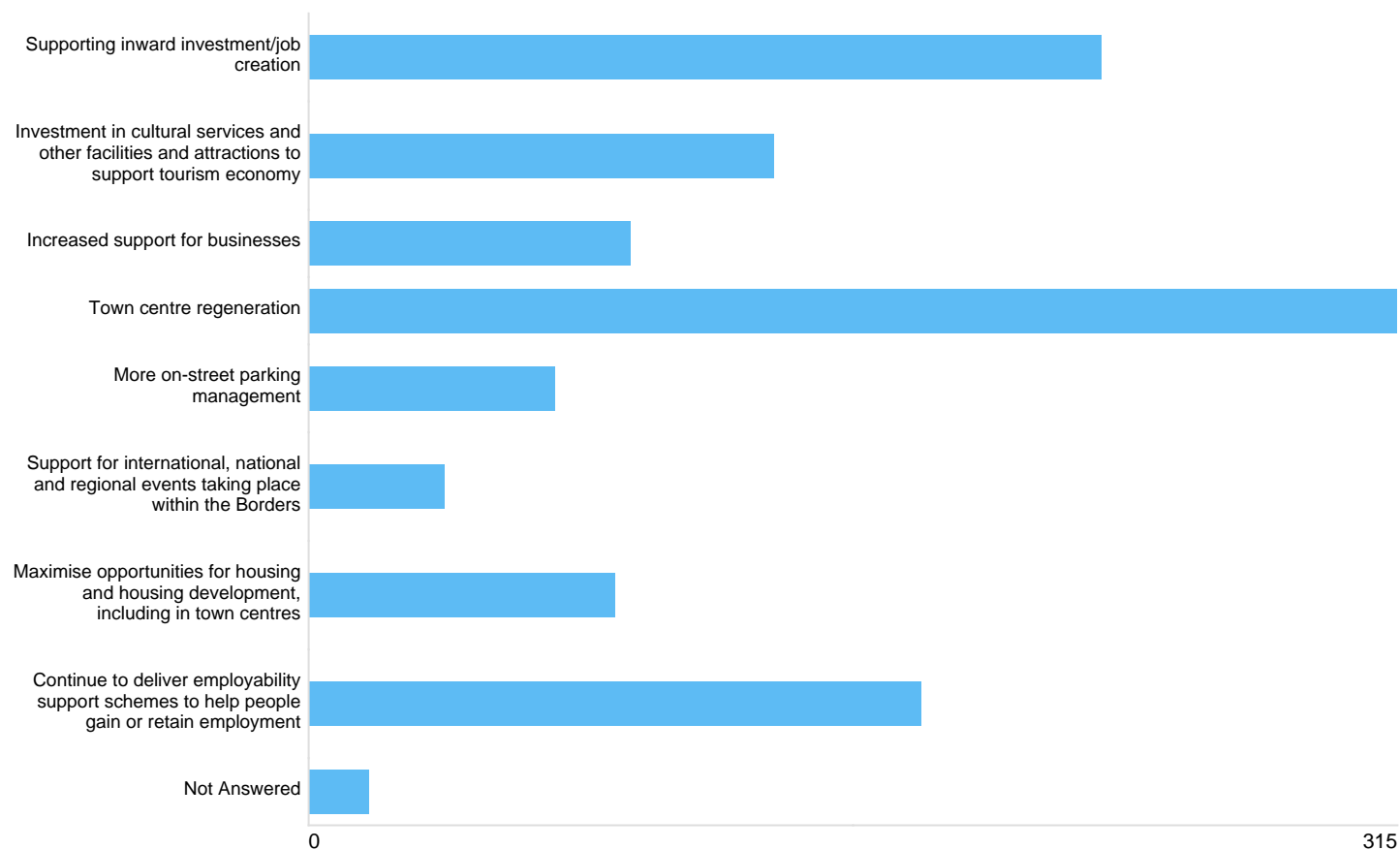
Option	Total	Percent
Action to tackle and mitigate the impacts of climate change	139	11.95%
Increased recycling rates	74	6.36%
Protecting the public transport network	317	27.26%
Investment into electric vehicle charging network	46	3.96%
Increased green space management to support biodiversity	42	3.61%
More opportunities for local food growing, eg allotments	48	4.13%
More investment to support active travel, eg walking and cycling	130	11.18%
Protection of green spaces from housing/other development	137	11.78%
Focus future property investment on refurbishing/repurposing over new build	204	17.54%
Not Answered	26	2.24%

Priority - Fulfilling our potential



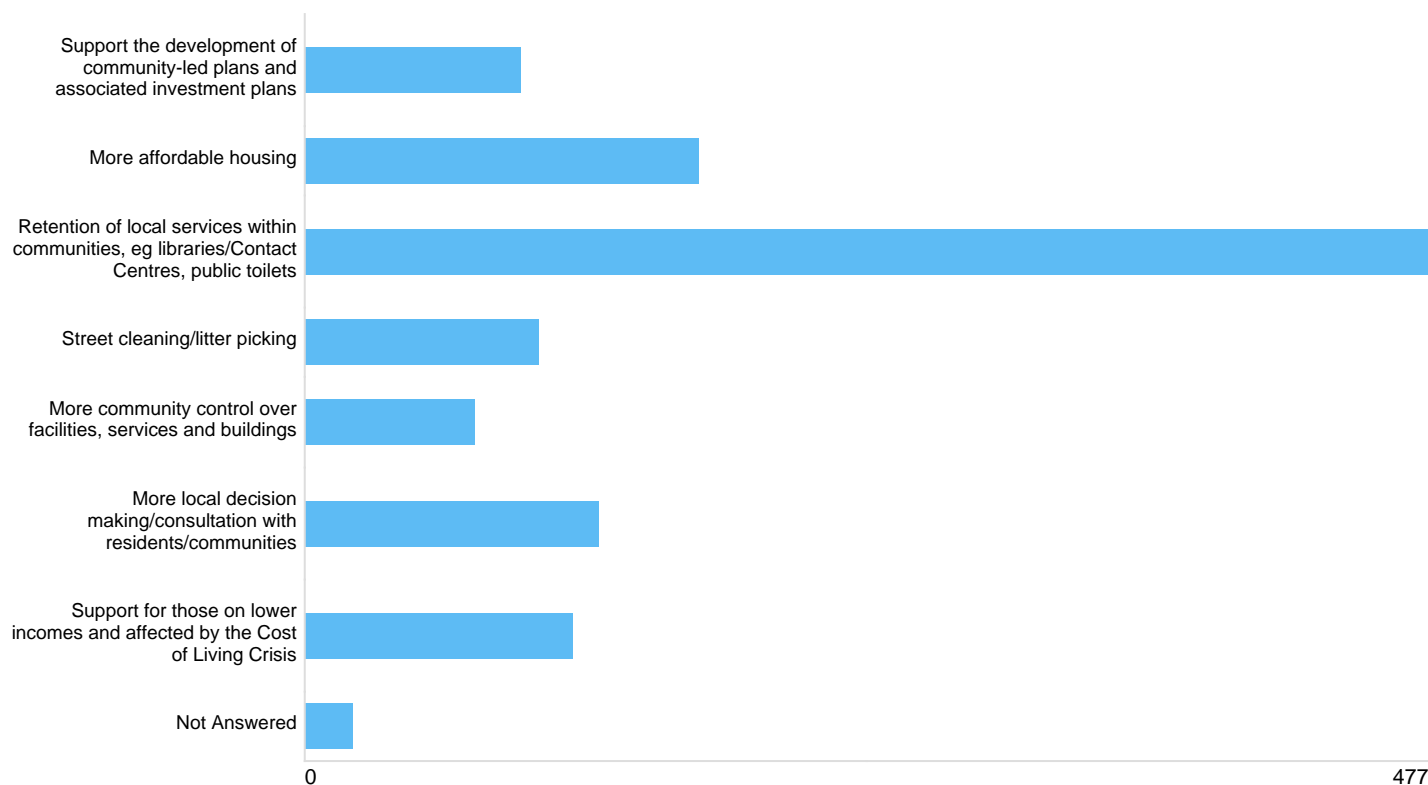
Option	Total	Percent
Increased attainment for all at school	214	18.40%
Reducing the attainment gap between the most and least disadvantaged young people	171	14.70%
Increase access to health and wellbeing support for young people, eg mental health	231	19.86%
Maintain summer holiday food, wellbeing, childcare and activity support	78	6.71%
Provide opportunities for young people to develop skills in new technologies, such as green energy or esports	67	5.76%
Improve employability skills for young people and adults	313	26.91%
Increase young people's participation in the planning, provision and delivery of services	73	6.28%
Not Answered	16	1.38%

Priority - Strong inclusive economy



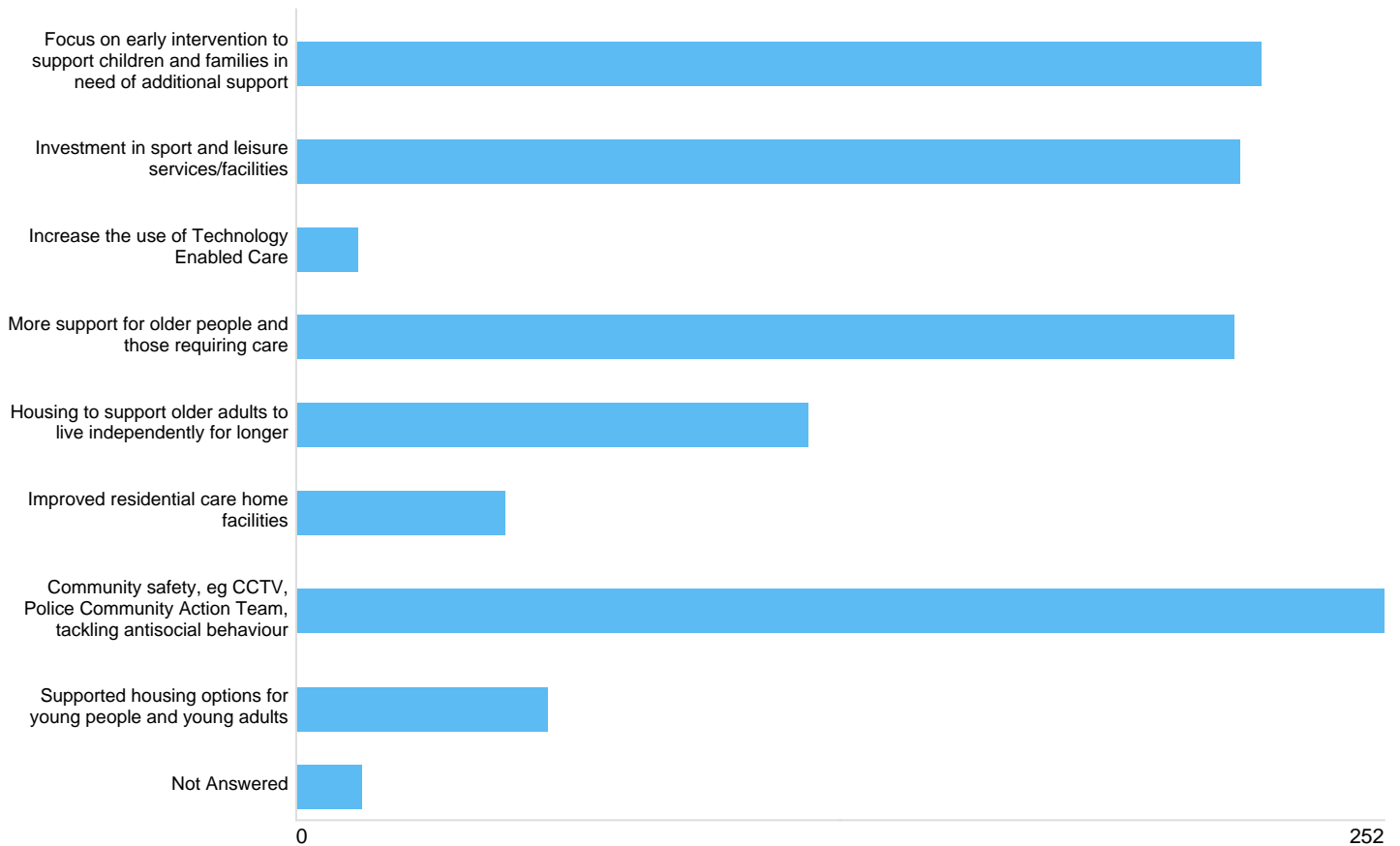
Option	Total	Percent
Supporting inward investment/job creation	229	19.69%
Investment in cultural services and other facilities and attractions to support tourism economy	134	11.52%
Increased support for businesses	93	8.00%
Town centre regeneration	315	27.09%
More on-street parking management	71	6.10%
Support for international, national and regional events taking place within the Borders	39	3.35%
Maximise opportunities for housing and housing development, including in town centres	88	7.57%
Continue to deliver employability support schemes to help people gain or retain employment	177	15.22%
Not Answered	17	1.46%

Priority - Empowered vibrant communities



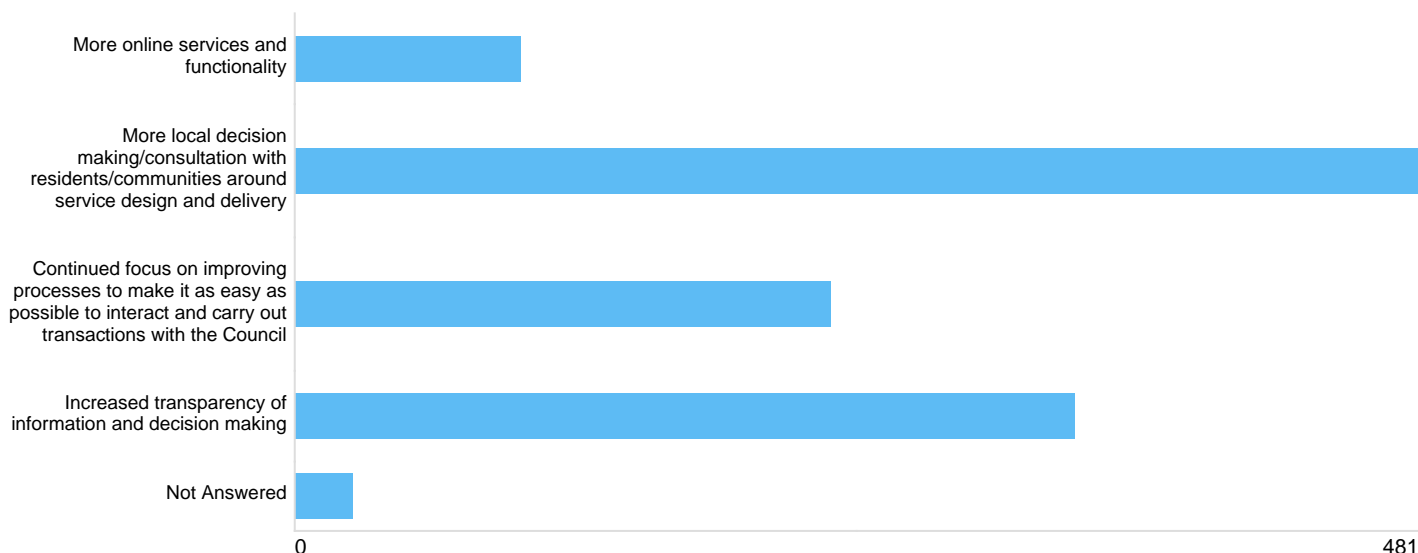
Option	Total	Percent
Support the development of community-led plans and associated investment plans	91	7.82%
More affordable housing	167	14.36%
Retention of local services within communities, eg libraries/Contact Centres, public toilets	477	41.01%
Street cleaning/litter picking	99	8.51%
More community control over facilities, services and buildings	72	6.19%
More local decision making/consultation with residents/communities	124	10.66%
Support for those on lower incomes and affected by the Cost of Living Crisis	113	9.72%
Not Answered	20	1.72%

Priority - Good health and wellbeing



Option	Total	Percent
Focus on early intervention to support children and families in need of additional support	223	19.17%
Investment in sport and leisure services/facilities	218	18.74%
Increase the use of Technology Enabled Care	14	1.20%
More support for older people and those requiring care	217	18.66%
Housing to support older adults to live independently for longer	118	10.15%
Improved residential care home facilities	48	4.13%
Community safety, eg CCTV, Police Community Action Team, tackling antisocial behaviour	252	21.67%
Supported housing options for young people and young adults	58	4.99%
Not Answered	15	1.29%

Priority - Working together improving lives



Option	Total	Percent
More online services and functionality	96	8.25%
More local decision making/consultation with residents/communities around service design and delivery	481	41.36%
Continued focus on improving processes to make it as easy as possible to interact and carry out transactions with the Council	229	19.69%
Increased transparency of information and decision making	333	28.63%
Not Answered	24	2.06%

Question 2: Do you have any suggestions?

Suggestions

There were **545** responses to this part of the question.

Question 3: What would you prefer, the Council pays for Christmas trees for our communities or maintains funding for local festivals/events?

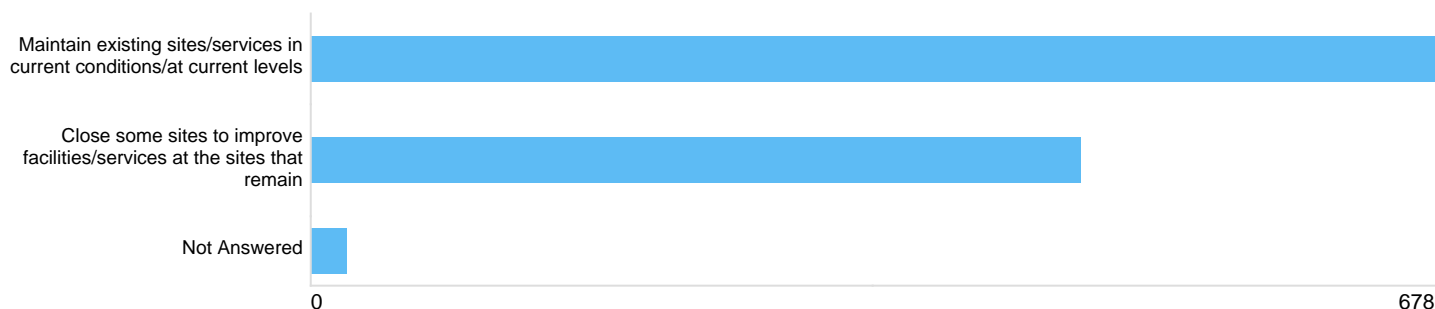
Balancing 1



Option	Total	Percent
Christmas trees	232	19.95%
Festival/local event funding	906	77.90%
Not Answered	25	2.15%

Question 4: Would you like to see services continue to operate from all existing sites, or some close to allow investment into the services and remaining buildings they would operate from (eg libraries/contact centres/sport centres)?

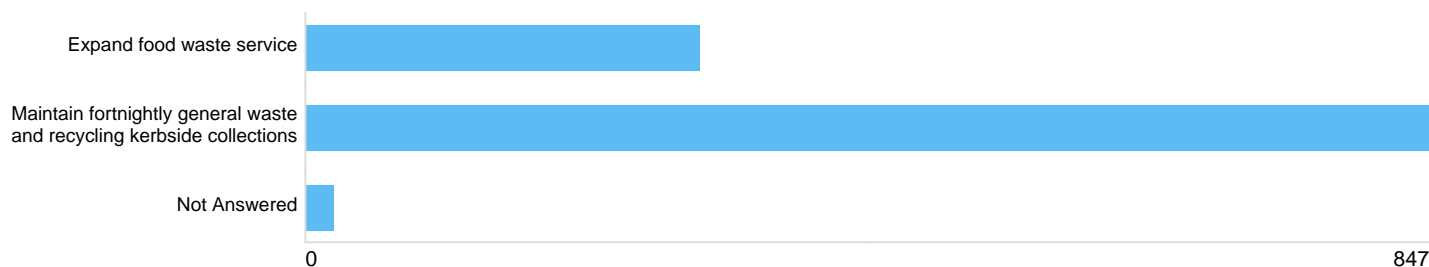
Balancing 2



Option	Total	Percent
Maintain existing sites/services in current conditions/at current levels	678	58.30%
Close some sites to improve facilities/services at the sites that remain	464	39.90%
Not Answered	21	1.81%

Question 5: Would you prefer an expansion of the food waste collection service to all households (which would help to increase recycling rates and remove waste from black bins) or maintain fortnightly general waste and recycling collections?

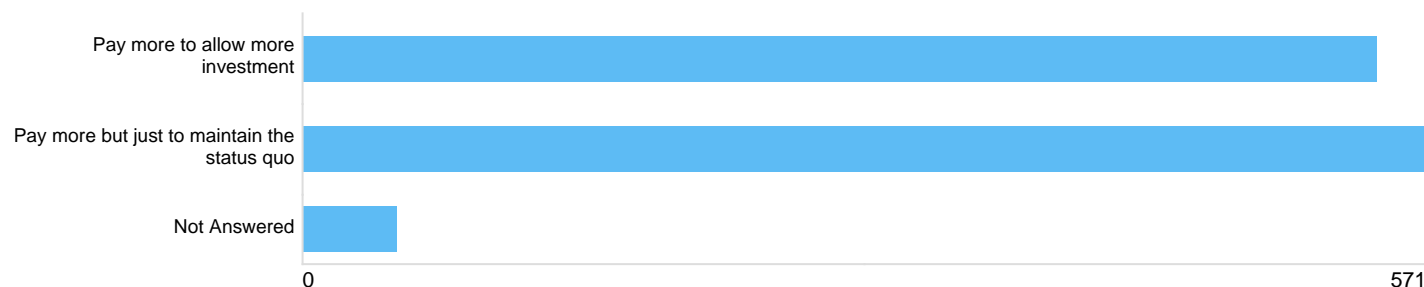
Balancing 3



Option	Total	Percent
Expand food waste service	296	25.45%
Maintain fortnightly general waste and recycling kerbside collections	847	72.83%
Not Answered	20	1.72%

Question 6: When we can increase Council Tax again, would you prefer a smaller increase, eg 6%, which would at best keep things as they are, or prefer a larger increase, eg 10%, to enable more investment into priority areas?

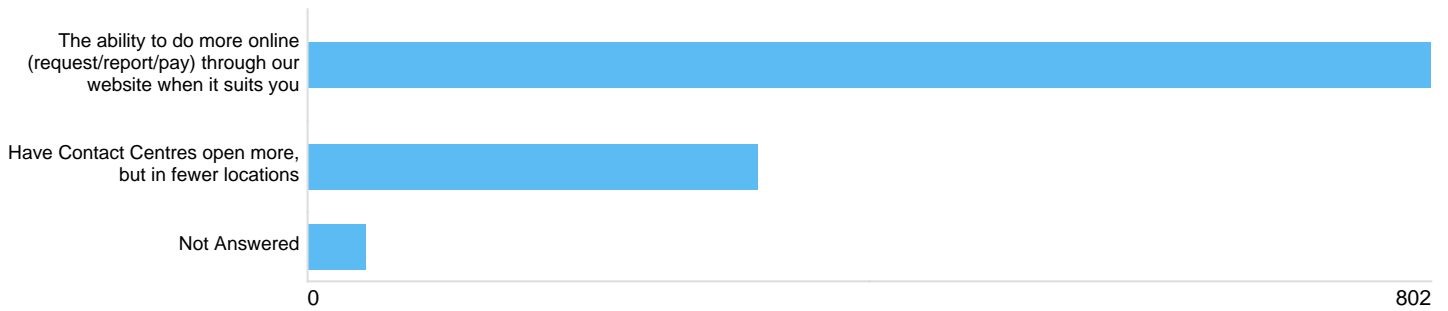
Balancing 4



Option	Total	Percent
Pay more to allow more investment	545	46.86%
Pay more but just to maintain the status quo	571	49.10%
Not Answered	47	4.04%

Question 7: Which of the following would be your preference?

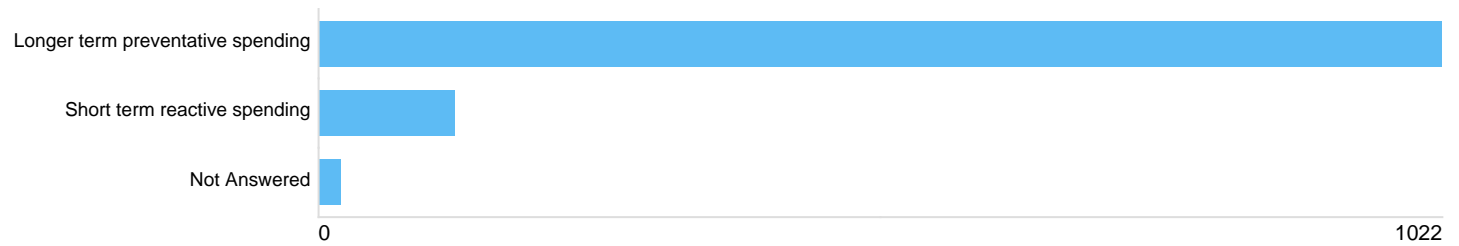
Balancing 5



Option	Total	Percent
The ability to do more online (request/report/pay) through our website when it suits you	802	68.96%
Have Contact Centres open more, but in fewer locations	320	27.52%
Not Answered	41	3.53%

Question 8: Would you prefer more money to be spent over a longer period of time to resolve issues or short term reactive spending on immediate problems which may not fix the issue permanently?

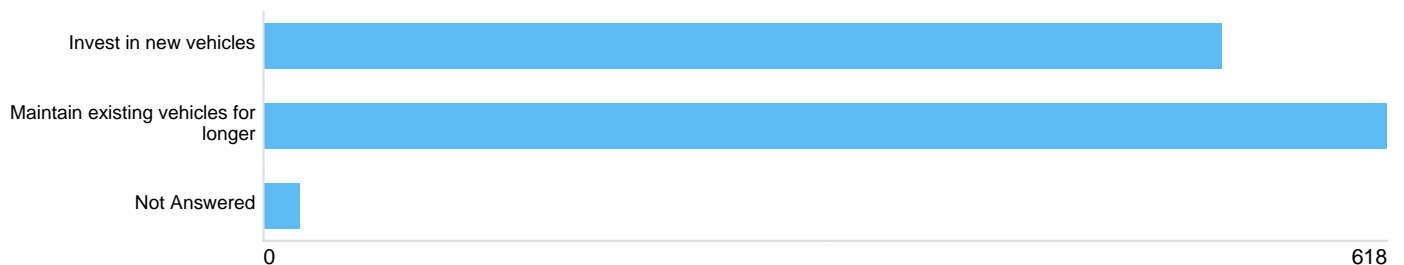
Balancing 6



Option	Total	Percent
Longer term preventative spending	1022	87.88%
Short term reactive spending	122	10.49%
Not Answered	19	1.63%

Question 9: Would you rather the Council invested more money into newer service vehicles (inc hybrid/electric to help reduce carbon emissions) or tried to maintain existing vehicles for longer to reduce capital costs, but which may result in more breakdowns/delays to service delivery?

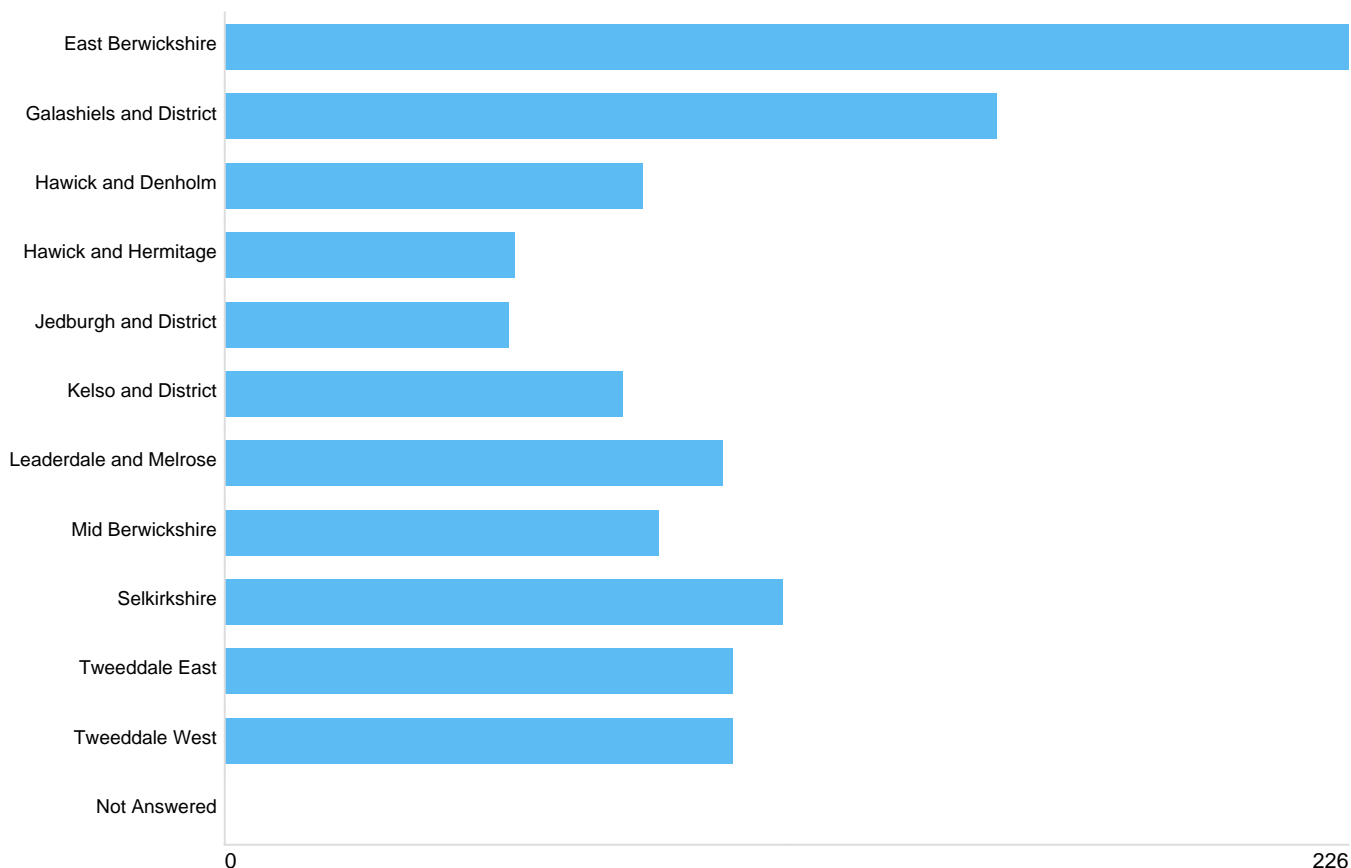
Balancing 7



Option	Total	Percent
Invest in new vehicles	526	45.23%
Maintain existing vehicles for longer	618	53.14%
Not Answered	19	1.63%

Question 10: What Council ward do you live in?

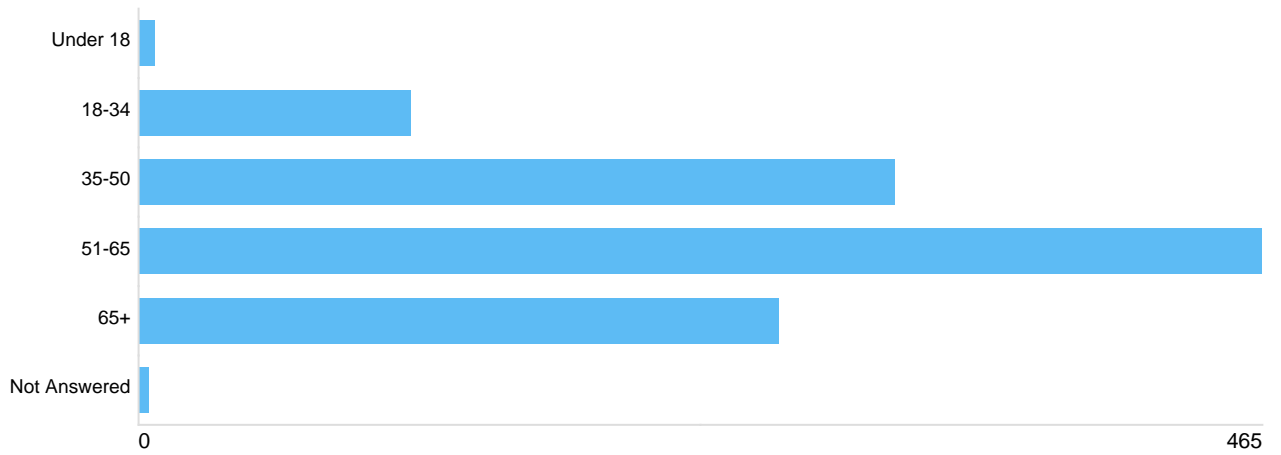
Ward



Option	Total	Percent
East Berwickshire	226	19.43%
Galashiels and District	155	13.33%
Hawick and Denholm	84	7.22%
Hawick and Hermitage	58	4.99%
Jedburgh and District	57	4.90%
Kelso and District	80	6.88%
Leaderdale and Melrose	100	8.60%
Mid Berwickshire	87	7.48%
Selkirkshire	112	9.63%
Tweeddale East	102	8.77%
Tweeddale West	102	8.77%
Not Answered	0	0.00%

Question 11: Your age group

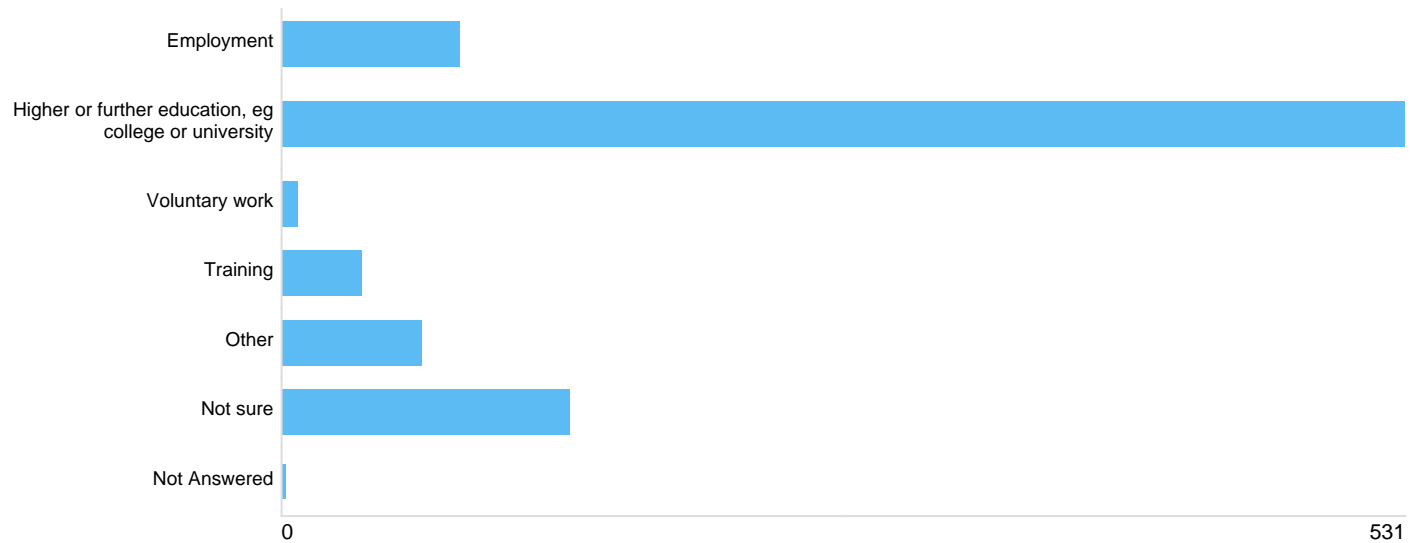
Age group



Option	Total	Percent
Under 18	6	0.52%
18-34	112	9.63%
35-50	312	26.83%
51-65	465	39.98%
65+	264	22.70%
Not Answered	4	0.34%

Question 1: When you leave school what are you most likely to go into?

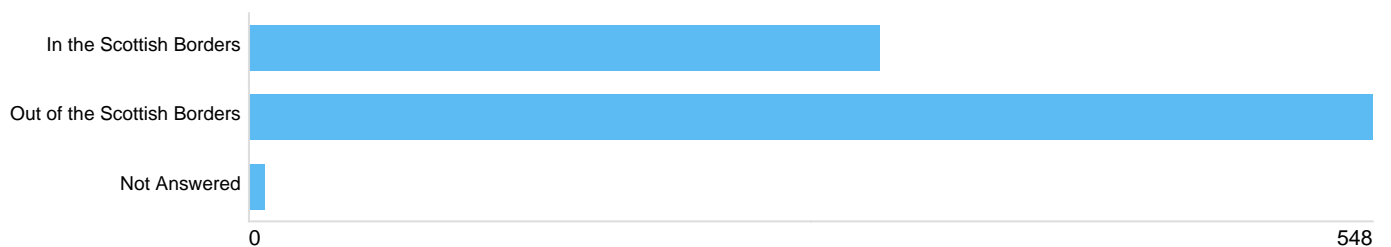
Destination



Option	Total	Percent
Employment	84	9.74%
Higher or further education, eg college or university	531	61.60%
Voluntary work	7	0.81%
Training	37	4.29%
Other	66	7.66%
Not sure	136	15.78%
Not Answered	1	0.12%

Question 2: Where would this likely be?

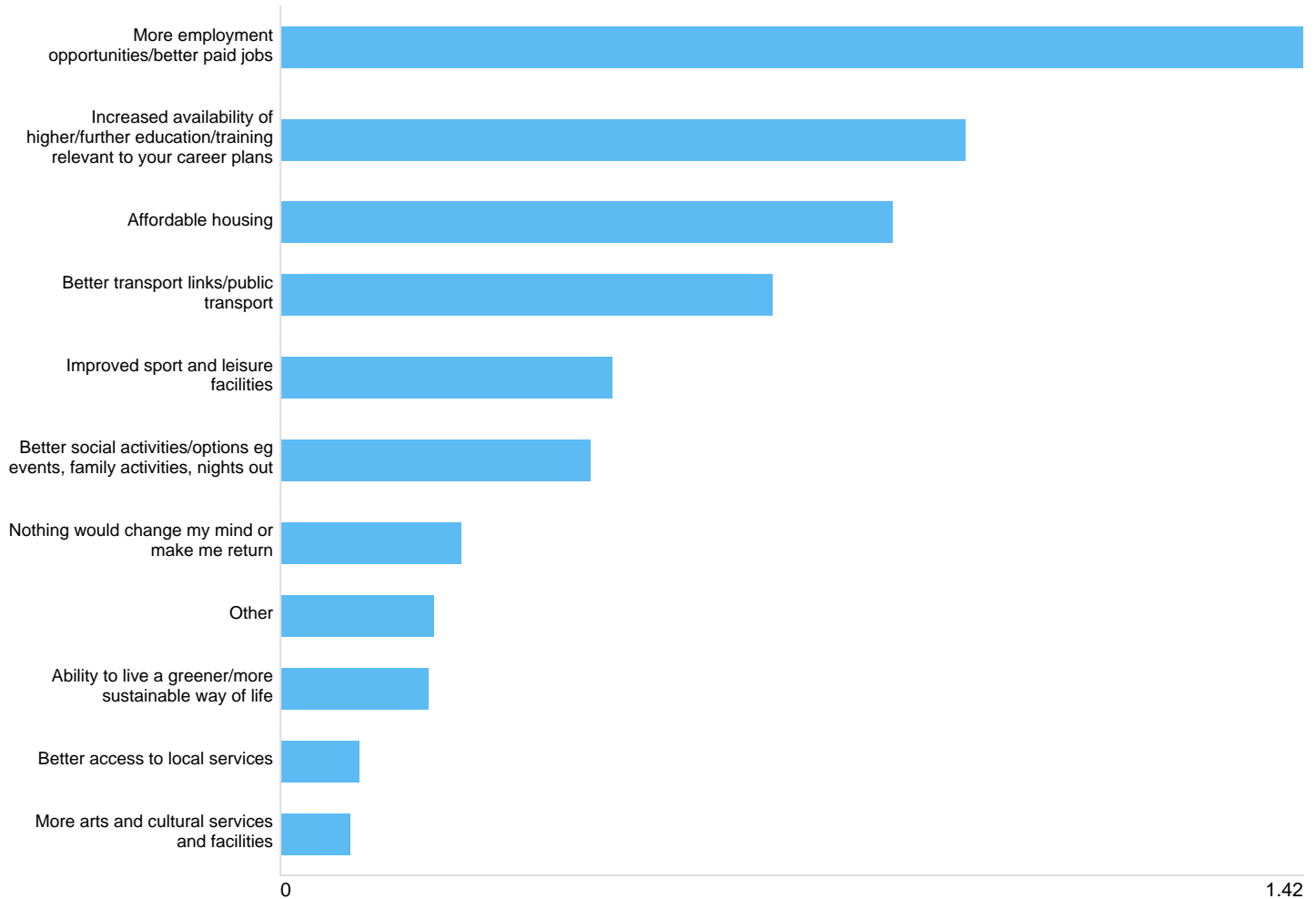
Location



Option	Total	Percent
In the Scottish Borders	307	35.61%
Out of the Scottish Borders	548	63.57%
Not Answered	7	0.81%

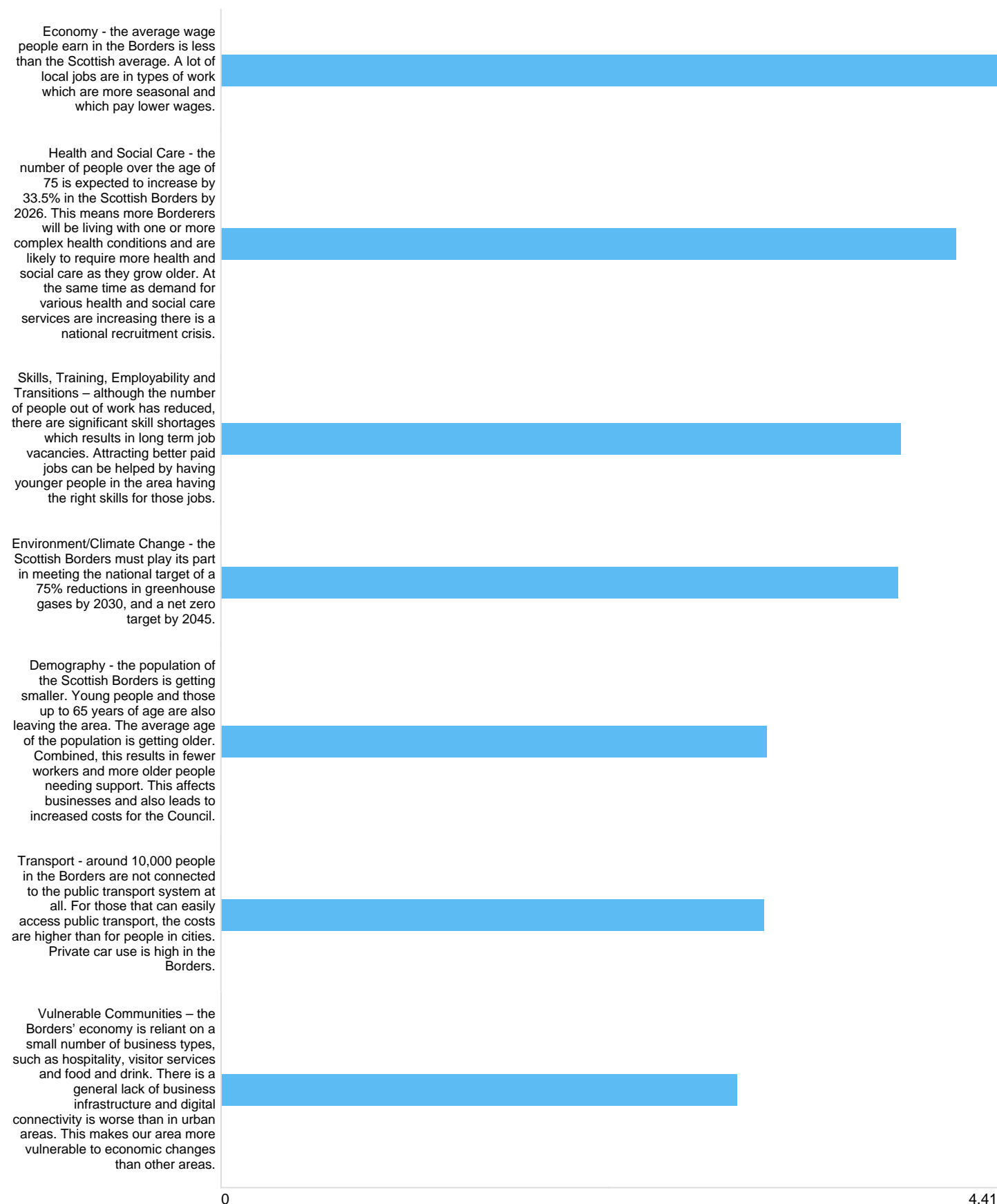
Question 3: Which of the following are the most important to you if you plan to stay in the Borders after school? If you plan to leave the area, which would make you reconsider this, or encourage you to return to the area? Rank your top 3. If nothing would make you reconsider leaving the area or return to the Borders, select that option at number 1 and choose any other 2.

Table of "Retaining young people" in rank order



Question 4: There are a number of big challenges facing the Scottish Borders and the Council. Many of these are connected. To help us prioritise action we want to know which of the following issues are most important to you. Please rank them in order of your priority - highest priority at number 1 and lowest at number 7.

Table of "Priorities" in rank order



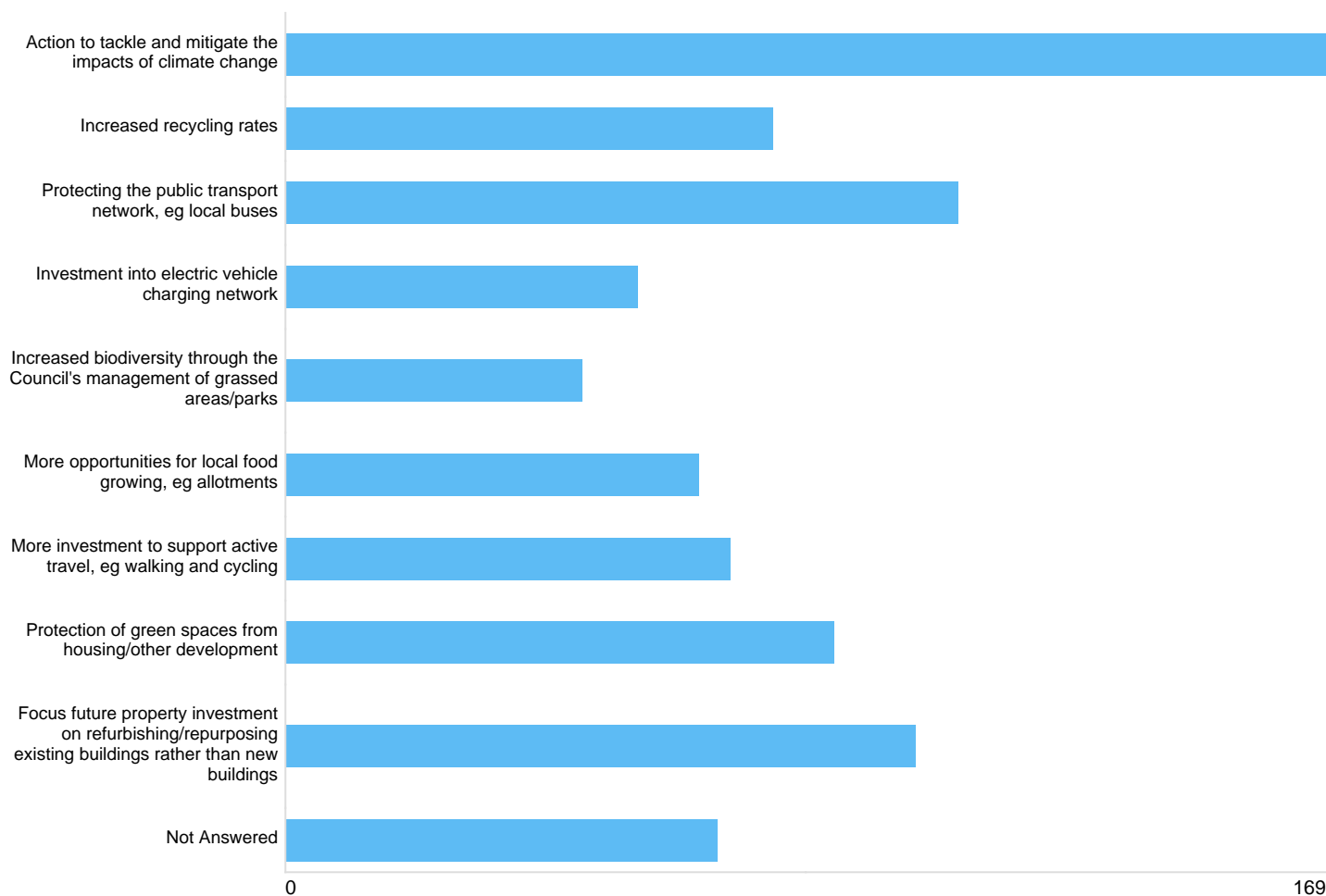
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4.41

Item	Ranking
Economy - the average wage people earn in the Borders is less than the Scottish average. A lot of local jobs are in types of work which are more seasonal and which pay lower wages.	4.41
Health and Social Care - the number of people over the age of 75 is expected to increase by 33.5% in the Scottish Borders by 2026. This means more Borderers will be living with one or more complex health conditions and are likely to require more health and social care as they grow older. At the same time as demand for various health and social care services are increasing there is a national recruitment crisis.	4.17
Skills, Training, Employability and Transitions – although the number of people out of work has reduced, there are significant skill shortages which results in long term job vacancies. Attracting better paid jobs can be helped by having younger people in the area having the right skills for those jobs.	3.85
Environment/Climate Change - the Scottish Borders must play its part in meeting the national target of a 75% reductions in greenhouse gases by 2030, and a net zero target by 2045.	3.84
Demography - the population of the Scottish Borders is getting smaller. Young people and those up to 65 years of age are also leaving the area. The average age of the population is getting older. Combined, this results in fewer workers and more older people needing support. This affects businesses and also leads to increased costs for the Council.	3.09
Transport - around 10,000 people in the Borders are not connected to the public transport system at all. For those that can easily access public transport, the costs are higher than for people in cities. Private car use is high in the Borders.	3.08
Vulnerable Communities – the Borders' economy is reliant on a small number of business types, such as hospitality, visitor services and food and drink. There is a general lack of business infrastructure and digital connectivity is worse than in urban areas. This makes our area more vulnerable to economic changes than other areas.	2.93

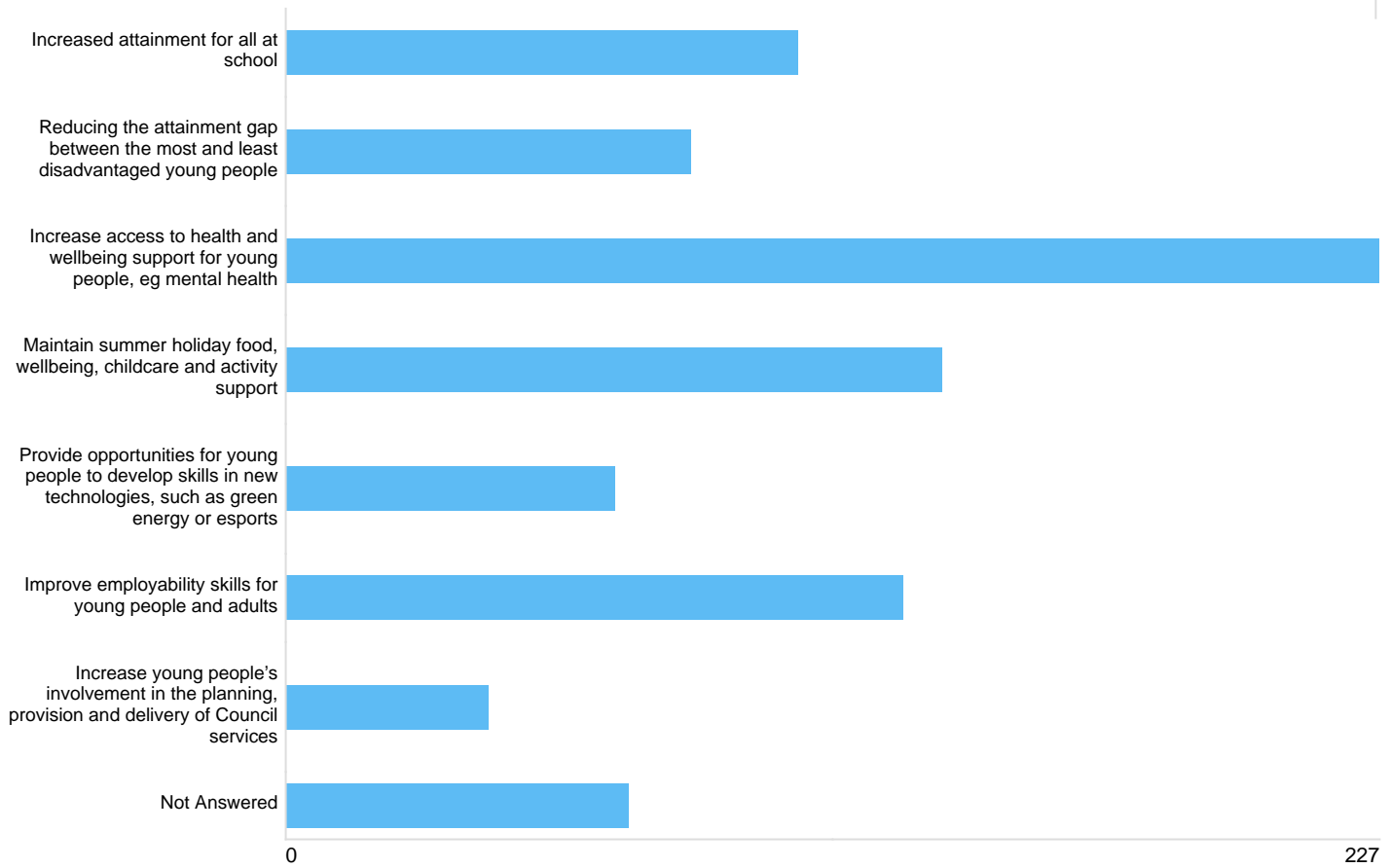
Question 5: The Council want to increase the opportunities for local people and communities to have a say in how we invest and support priorities which we agree together. Select your top priority within each of our six current Council Plan themes.

Priority - Clean Green Future



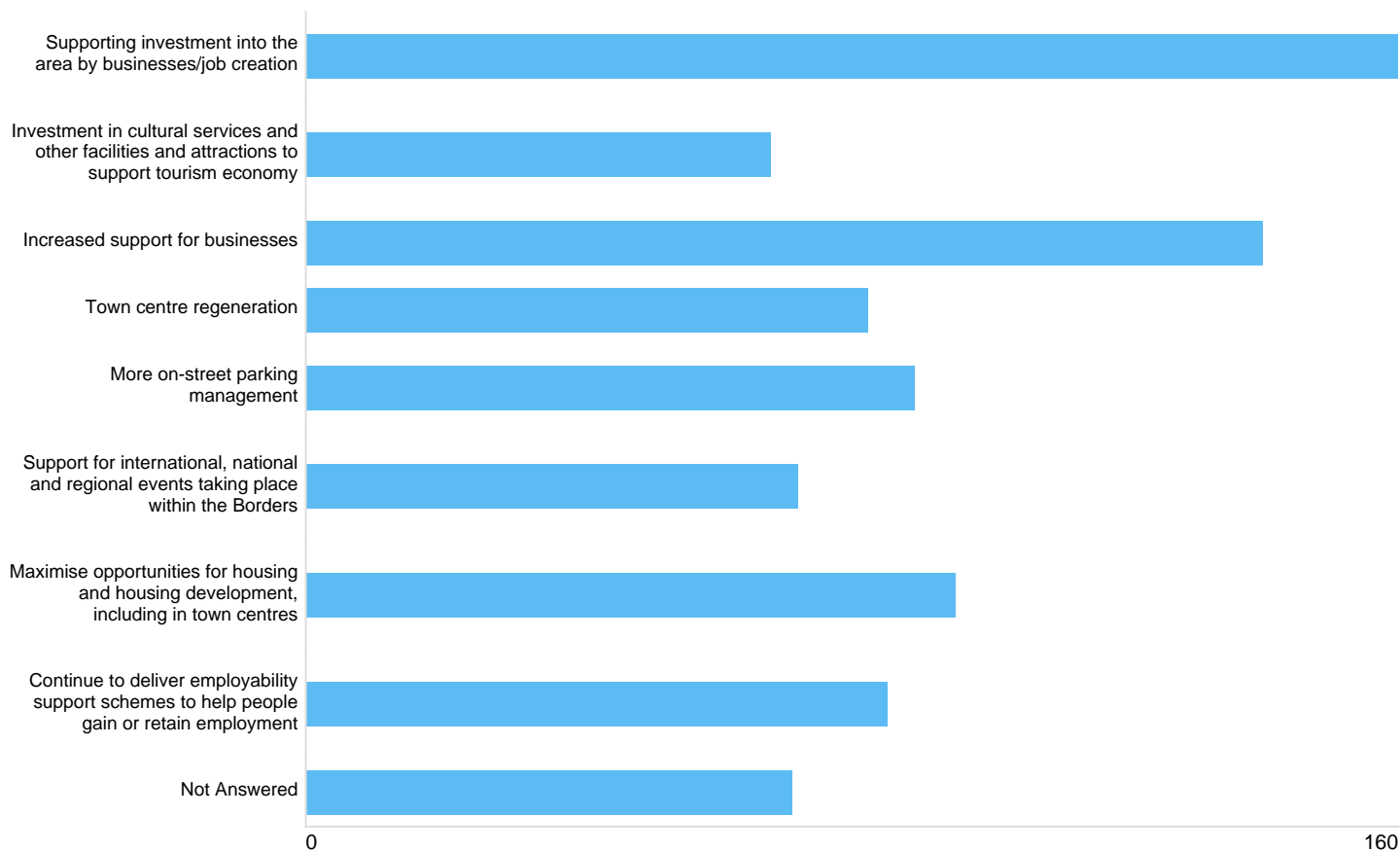
Option	Total	Percent
Action to tackle and mitigate the impacts of climate change	169	19.61%
Increased recycling rates	79	9.16%
Protecting the public transport network, eg local buses	109	12.65%
Investment into electric vehicle charging network	57	6.61%
Increased biodiversity through the Council's management of grassed areas/parks	48	5.57%
More opportunities for local food growing, eg allotments	67	7.77%
More investment to support active travel, eg walking and cycling	72	8.35%
Protection of green spaces from housing/other development	89	10.32%
Focus future property investment on refurbishing/repurposing existing buildings rather than new buildings	102	11.83%
Not Answered	70	8.12%

Priority - Fulfilling our potential



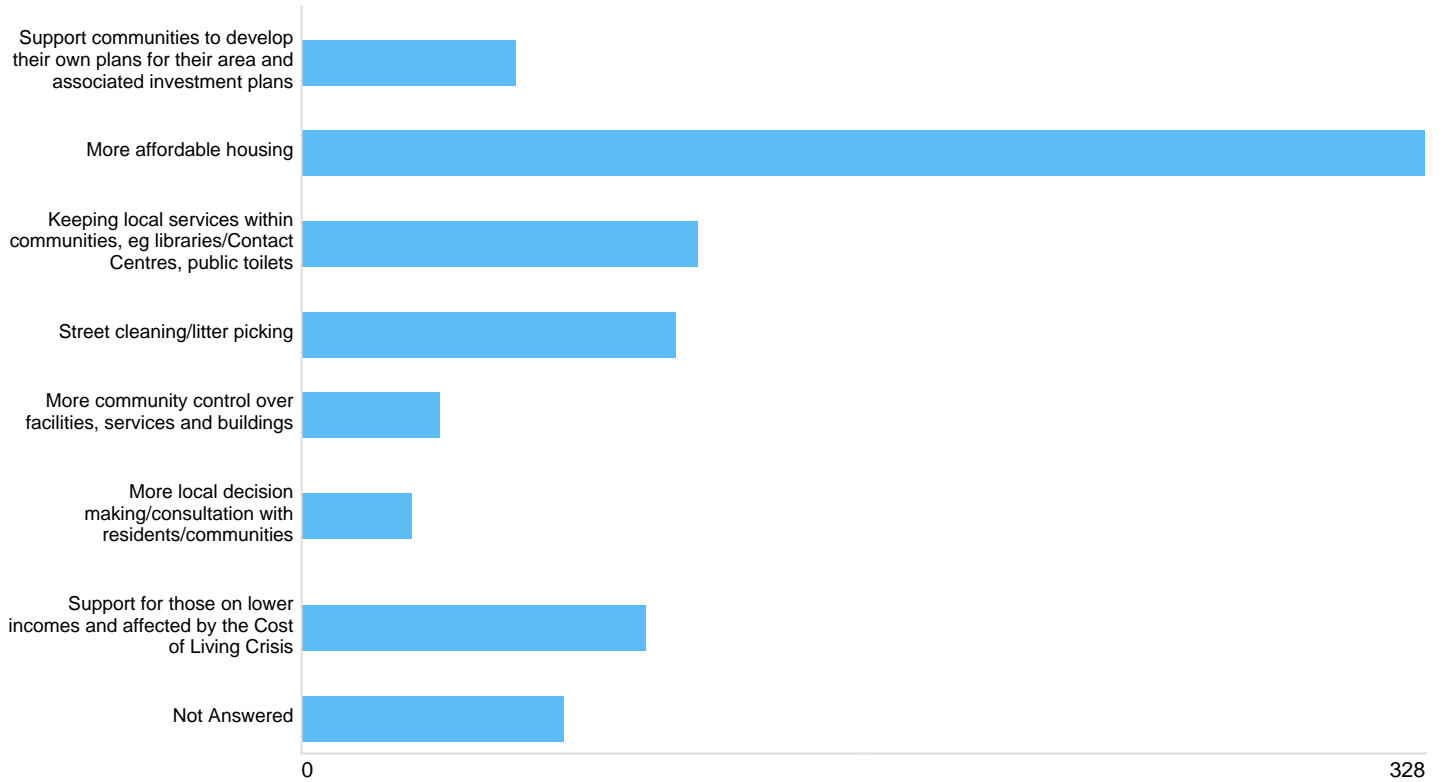
Option	Total	Percent
Increased attainment for all at school	106	12.30%
Reducing the attainment gap between the most and least disadvantaged young people	84	9.74%
Increase access to health and wellbeing support for young people, eg mental health	227	26.33%
Maintain summer holiday food, wellbeing, childcare and activity support	136	15.78%
Provide opportunities for young people to develop skills in new technologies, such as green energy or esports	68	7.89%
Improve employability skills for young people and adults	128	14.85%
Increase young people's involvement in the planning, provision and delivery of Council services	42	4.87%
Not Answered	71	8.24%

Priority - Strong inclusive economy



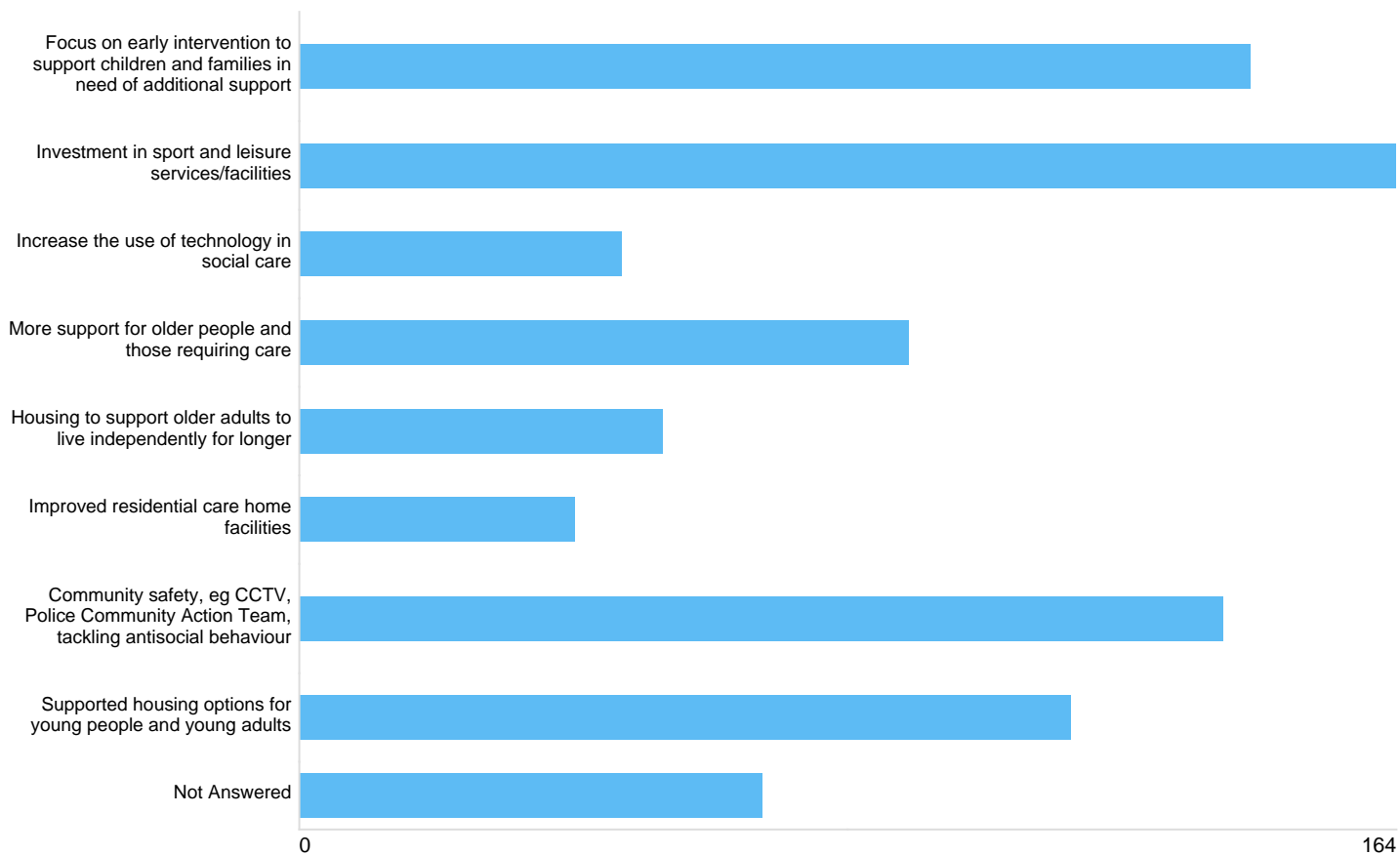
Option	Total	Percent
Supporting investment into the area by businesses/job creation	160	18.56%
Investment in cultural services and other facilities and attractions to support tourism economy	68	7.89%
Increased support for businesses	140	16.24%
Town centre regeneration	82	9.51%
More on-street parking management	89	10.32%
Support for international, national and regional events taking place within the Borders	72	8.35%
Maximise opportunities for housing and housing development, including in town centres	95	11.02%
Continue to deliver employability support schemes to help people gain or retain employment	85	9.86%
Not Answered	71	8.24%

Priority - Empowered vibrant communities



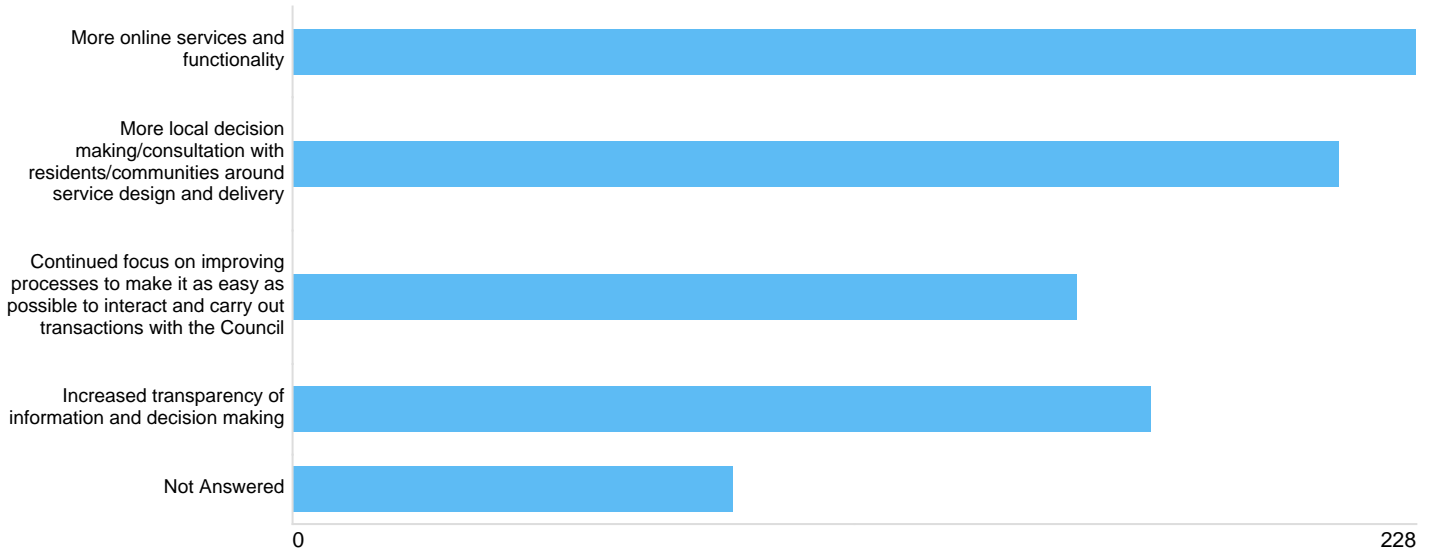
Option	Total	Percent
Support communities to develop their own plans for their area and associated investment plans	62	7.19%
More affordable housing	328	38.05%
Keeping local services within communities, eg libraries/Contact Centres, public toilets	115	13.34%
Street cleaning/litter picking	109	12.65%
More community control over facilities, services and buildings	40	4.64%
More local decision making/consultation with residents/communities	32	3.71%
Support for those on lower incomes and affected by the Cost of Living Crisis	100	11.60%
Not Answered	76	8.82%

Priority - Good health and wellbeing



Option	Total	Percent
Focus on early intervention to support children and families in need of additional support	142	16.47%
Investment in sport and leisure services/facilities	164	19.03%
Increase the use of technology in social care	48	5.57%
More support for older people and those requiring care	91	10.56%
Housing to support older adults to live independently for longer	54	6.26%
Improved residential care home facilities	41	4.76%
Community safety, eg CCTV, Police Community Action Team, tackling antisocial behaviour	138	16.01%
Supported housing options for young people and young adults	115	13.34%
Not Answered	69	8.00%

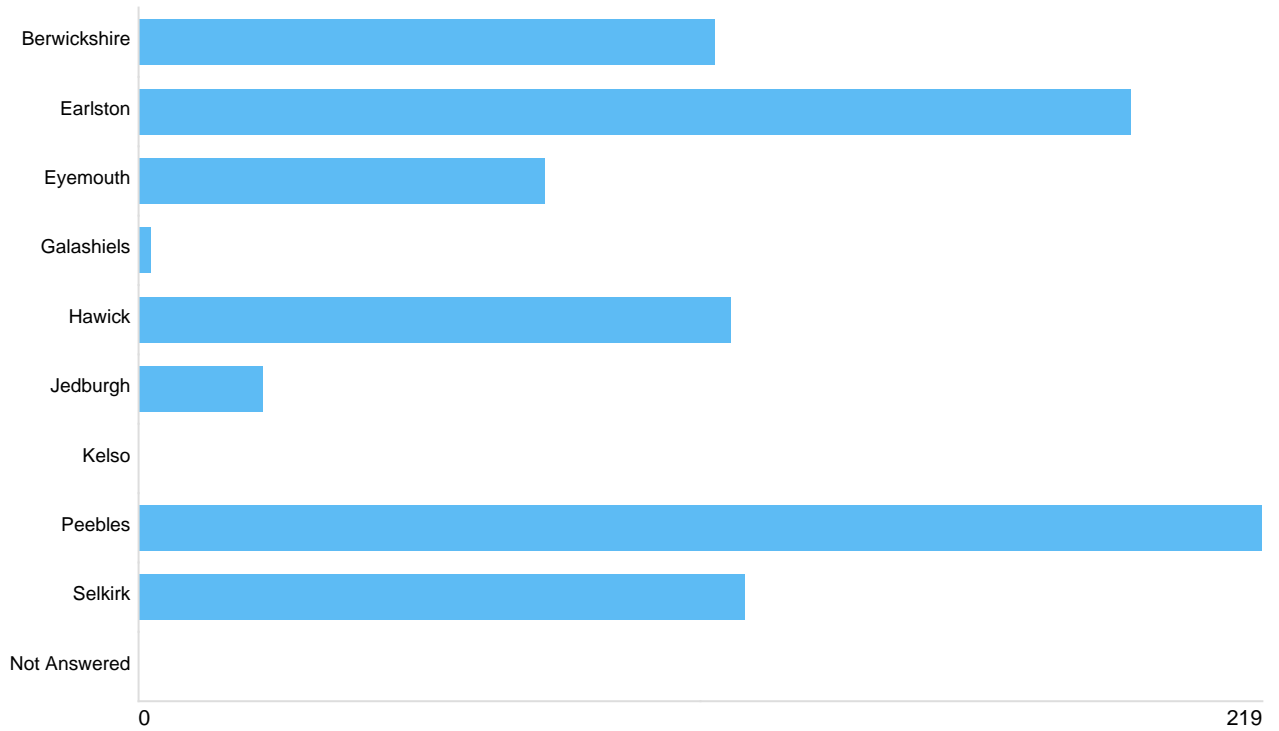
Priority - Working together improving lives



Option	Total	Percent
More online services and functionality	228	26.45%
More local decision making/consultation with residents/communities around service design and delivery	212	24.59%
Continued focus on improving processes to make it as easy as possible to interact and carry out transactions with the Council	159	18.45%
Increased transparency of information and decision making	174	20.19%
Not Answered	89	10.32%

Question 6: Which secondary school do you attend?

School



Option	Total	Percent
Berwickshire	112	12.99%
Earlston	193	22.39%
Eyemouth	79	9.16%
Galashiels	2	0.23%
Hawick	115	13.34%
Jedburgh	24	2.78%
Kelso	0	0.00%
Peebles	219	25.41%
Selkirk	118	13.69%
Not Answered	0	0.00%

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Theme		Priority 1	Priority 2	Priority 3
Clean, green future	Main survey	Protecting the public transport network (27.26%)	Focus future property investment on refurbishing/repurposing over new build (17.54%)	Action to tackle and mitigate the impacts of climate change (11.95%)
	School survey	Action to tackle and mitigate the impacts of climate change (19.6%)	Protecting the public transport network (12.65%)	Focus future property investment on refurbishing/repurposing over new build (11.83%)
Fulfilling our potential	Main survey	Improve employability skills for young people and adults (26.91%)	Increase access to health and wellbeing support for young people, eg mental health (19.86%)	Increased attainment for all at school (18.4%)
	School survey	Increase access to health and wellbeing support for young people, eg mental health (26.33%)	Maintain summer holiday food, wellbeing, childcare and activity support (15.78%)	Improve employability skills for young people and adults (14.85%)
Strong, inclusive economy	Main survey	Town centre regeneration (27.09%)	Supporting inward investment/job creation (19.69%)	Continue to deliver employability support schemes to help people gain or retain employment (15.22%)
	School survey	Supporting inward investment/job creation (18.56%)	Increased support for businesses (16.24%)	Maximise opportunities for housing and housing development, including in town centres (11.02%)
Empowered, vibrant communities	Main survey	Retention of local services within communities, eg libraries/Contact Centres, public toilets (41.01%)	More affordable housing (14.36%)	Support for those on lower incomes and affected by the Cost of Living Crisis (9.72%)
	School survey	More affordable housing (38.05%)	Retention of local services within communities, eg libraries/Contact Centres, public toilets (13.34%)	Street cleaning/litter picking (12.65%)

Good health and wellbeing	Main survey	Community safety, eg CCTV, Police Community Action Team, tackling antisocial behaviour (21.67%)	Focus on early intervention to support children and families in need of additional support (19.17%)	Investment in sport and leisure services/facilities (18.74%)
	School survey	Investment in sport and leisure services/facilities (19.03%)	Focus on early intervention to support children and families in need of additional support (16.47%)	Community safety, eg CCTV, Police Community Action Team, tackling antisocial behaviour (16.01%)
Working together, improving lives	Main survey	More local decision making/consultation with residents/communities around service design and delivery (41.36%)	Increased transparency of information and decision making (28.63%)	Continued focus on improving processes to make it as easy as possible to interact and carry out transactions with the Council (19.69%)
	School survey	More online services and functionality (26.45%)	More local decision making/consultation with residents/communities around service design and delivery (24.59%)	Increased transparency of information and decision making (20.19%)

Integrated Impact Assessment (IIA)

Stage 1 Scoping and Assessing for Relevance

Section 1 Details of the Proposal

A. Title of Proposal:	Council Plan from April 24.
B. What is it?	A new Policy/Strategy/Practice <input type="checkbox"/> A revised Policy/Strategy/Practice <input checked="" type="checkbox"/>
C. Description of the proposal: (Set out a clear understanding of the purpose of the proposal being developed or reviewed (what are the aims, objectives and intended outcomes, including the context within which it will operate))	A Council Plan which articulates the Council's strategic priorities and delivery ambitions for the financial year 2024/2025 within a long-term vision (to 2033) for the Council and region.
D. Service Area: Department:	. Chief Executive
E. Lead Officer: (Name and job title)	Michael Cook, Senior Policy Advisor
F. Other Officers/Partners involved: (List names, job titles and organisations)	<ul style="list-style-type: none"> • Alexandre Belle, Corporate Policy Advisor • Maggie Cripps, Function Manager Performance & Improvement • Jason McDonald, Senior Manager Business, Strategy & Resources • Clare Richards, Programme Manager

	<ul style="list-style-type: none">• Janice Robertson, Strategic Planning & Policy Manager• Naomi Sweeney, Programme Manager
G. Date(s) IIA completed:	18 December 2023; 30 January 2024

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

Yes (please delete as applicable)

If yes, - please state here:

The aim of the Council Plan is to provide the strategic framework underpinning the Council's delivery over the next financial year. The Council Plan does this in two main ways. First, it outlines 6 themes for the Council's activity (Clean Green Future; Empowered Vibrant Communities; Strong Economy Transport and Infrastructure; Fulfilling Our Potential; Good Health and Wellbeing; and Working Together, Improving Lives), and sets out a vision for these 6 themes. The themes and associated visions are intended to provide broad strategic objectives guiding departmental and service delivery across the Council.

In addition, the Council Plan highlights key actions against each of those themes (across the whole of the Borders and in each of the 5 area partnerships), highlighting key milestones for Council services across the financial year.

Performance against the Council Plan is reported to the Executive Committee on a Quarterly basis.

Lastly, the Council Plan is a strategic framework, covering a range of actions delivered across the Council. This has a number of implications for an IIA:

- Not all of the activity being pursued by the Council is set out within the Plan or should be expected to be set out within the Plan. Therefore, this IIA cannot provide a comprehensive assessment of all impacts across the Council's business.
- The Council Plan is overarching and strategic in nature. It highlights activity which the Council aims to deliver. This activity will be delivered by different departments across the Council. While the present IIA seeks to take an overview of these impacts, many of the actions detailed in the Council Plan will require specific IIAs to inform the decision-making and delivery associated with them.

Section 3 Legislative Requirements

3.1 Relevance to the Equality Duty:

Do you believe your proposal has any relevance under the Equality Act 2010?

(If you believe that your proposal may have some relevance – however small please indicate yes. If there is no effect, please enter “No” and go to Section 3.2.)

Yes

Equality Duty

A. Elimination of discrimination (both direct & indirect), victimisation and harassment. *(Will the proposal discriminate? Or help eliminate discrimination?)*

Reasoning:

The Council Plan aims to embed inclusion and anti-discrimination into its values, vision and delivery. With respect to values, one of the Council’s key values is to be *‘inclusive and fair’*, ensuring that ‘everyone has the best opportunities’ and that the Council ‘always acts fairly’.

The Vision within the Council Plan emphasises ‘wellbeing’. Consistent with approach of Scotland’s National Performance Framework, ‘wellbeing’ embodies a range of economic, social and environmental indicators, including citizens having a voice and being safe from discrimination or inclusion and able to influence their environment.

With respect to actions and delivery, the Council will seek to reduce discrimination via the development of a new operating model, a customer strategy, and an inclusive community engagement strategy. In addition, by enhancing community participation in our decision-making, as articulated on p 9, 12 and 13 of the draft Plan, we will ensure that people with lived experience can be part of our decision-making processes, further reducing the likelihood of indirect and direct discrimination.

	<p>Finally, several of the actions within the plan are aimed at improving the circumstances of people with protected characteristics, for example, neurodiversity, under Fulfilling our Potential, thus further reducing indirect discrimination.</p>
<p>B. Promotion of equality of opportunity? <i>(Will your proposal help or hinder the Council with this)</i></p>	<p>Inclusive, sustainable growth, community wealth building and a just transition are core principles underlying the Council Plan from April 2024.</p> <p>This manifests at several levels. Our vision for 2033 under the ‘fulfilling our potential’ theme is that <i>‘The Borders is a place where people have the opportunity to grow and develop into high skilled, happy and healthy global citizens’</i>; similarly, our vision for the ‘Strong Economy’ theme is <i>‘A prosperous and well-connected Borders which has seized the economic opportunities offered by a just transition and our natural capital to create sustainable growth.’</i></p> <p>This means promoting equality of opportunities for all Borderers, by improving their access to high quality, fulfilling, employment and education opportunities. This is apparent across multiple actions within the Council Plan, notably our commitment to <i>‘Continue to play a lead role in the delivery of Employability Support across the region, working with the Local Employability Partnership (LEP) and stakeholders to shape the delivery of support according to the needs of young people and adults across the region.’</i></p> <p>Similarly, under Fulfilling our Potential, the Council commits to <i>‘Increase the attendance of care experienced learners in primary and secondary schools and the proportion of care experienced school leavers attaining 5 or more award at any SCQF level’</i>, and to <i>‘Target additional resources where the poverty related attainment gap is greatest by responding to the Scottish Attainment Challenge’</i>.</p>

	<p>Our commitment to improving equality of opportunities also includes actions which focus on SBC's own internal practice, notably with the development of new Career Pathways across all SBC services, as one of the main employers within the Borders.</p>
<p>C. Foster good relations? <i>(Will your proposal help to foster or encourage good relations between those who have different equality characteristics?)</i></p>	<p>SBC is committed to empowering local communities across the Borders, and to working in partnership with Borderers to deliver high quality services, which are adapted to people's needs, as outlined in our Vision for 2030 on p.6. This includes engagement with communities of interest, including people with protected characteristics to enable us to deliver responsive services which are adapted to the needs of all Borderers.</p> <p>In particular, under fulfilling our potential, the Council has committed to <i>'Ensure that the best approaches to support neurodivergent learners are developed and shared, by ensuring that all staff have engaged with awareness training on neurodiversity and implement best practice'</i> and to <i>'Improve outcomes for children and young people with Additional Support Needs by reviewing our processes and systems for allocations of resources, as well as our staffing structure to maximise partnership working'</i>.</p> <p>It is expected that this increased engagement, accompanied by a range of actions designed to improve outcomes for people with protected characteristics should foster good relations between the Council and all local residents.</p> <p>Lastly, within the 'Working Together Improving Lives' of the Council Plan, the Council is committed to becoming and maintaining itself as an 'employer of choice'. Specific actions underpinning this commitment include:</p> <ul style="list-style-type: none"> • Implementing new Career Pathways across all SBC Services; • Developing ongoing programme of upskilling in Digital Skills for all SBC staff'

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**3.2 Which groups of people do you think will be or potentially could be, impacted by the implementation of this proposal?
(You should consider employees, clients, customers / service users, and any other relevant groups)**

Please tick below as appropriate, outlining any potential impacts on the undernoted equality groups this proposal may have and how you know this.

	Impact			Please explain the potential impacts and how you know this
	No Impact	Positive Impact	Negative Impact	
Age Older or younger people or a specific age grouping		X		<p>Per NRS data, over 25% of the population of the Borders is over 65, and over 16% under 15 (Scottish Borders Council Area Profile (nrscotland.gov.uk)). In addition, an aging population means that by 2043, the dependency ratio within the Borders will be at 80%. These considerations have informed the contents of the Council Plan, with a strong focus on ensuring that younger people can benefit from a high-quality education, and older people are empowered to prioritise their health and wellbeing.</p> <p>In particular, due to its focus on improving education outcomes, the Fulfilling our potential theme (p.9 of the Council Plan) features a number of actions designed to improve the attainment of children and young people across the Borders, for example by improving performance in numeracy and literacy skills, or by developing a play pedagogy strategy to deliver a consistent high quality and wellbeing focused approach to play for our younger children.</p> <p>Similarly, the Good Health and Wellbeing theme features a number of actions which aim to improve the condition of people with health and care needs, many of whom are older people. For example, the implementation of technology enabled care within</p>

				care homes aims at improving service delivery for vulnerable older people, as does the development of a business case for the Hawick care village.
Disability e.g. Effects on people with mental, physical, sensory impairment, learning disability, visible/invisible, progressive or recurring		X		<p>In the latest census (2011), 29.9% of residents within the Borders said that they had at least one long-term health condition or disability (Health and wellbeing: adults Research and data in the Scottish Borders: People Scottish Borders Council (scotborders.gov.uk)).</p> <p>Multiple actions across the Council Plan aim at improving outcomes and service delivery for people with mental and physical disabilities.</p> <p>As already mentioned, the Council has committed to improving our approach to support neurodivergent pupils and students, as well as those with additional support needs. Specific commitments include: Within the Fulfilling Our Potential theme:</p> <ul style="list-style-type: none"> • Ensure that the best approaches to support neurodivergent learners are developed and shared, by ensuring that all staff have engaged with awareness training on neurodiversity and implement best practice. • Improve outcomes for children and young people with Additional Support Needs by reviewing our processes and systems for allocations of resources, as well as our staffing structure to maximise partnership working. • Participation of children as part of the CYPPP, including young people with protected characteristics <p>Within the Good Health & Wellbeing theme:</p> <ul style="list-style-type: none"> • Continue to provide support to the MacMillan Improving Cancer Journeys joint partnership venture, delivering good quality advice, information and emotional support to those diagnosed with Cancer and their families

				<ul style="list-style-type: none"> Working in partnership to deliver 'Creating Hope in the Scottish Borders', the local three-year action plan for Mental Health Improvement and Suicide Prevention aiming to increase the number of people in good mental health at every age and stage of life and to reduce the number of suicide deaths in the Scottish Borders Develop social prescribing across the Scottish Borders to provide activity and projects which offer support to improve and maintain the health and wellbeing of the adult population and prevent unnecessary use of public funded health and social care services <p>One of the Council's core values, articulated on p. 6 of the Council Plan is inclusivity, committing SBC to ensuring <i>'everyone has the best opportunities and always seek to act fairly'</i>. This core value informs both the content of the Plan, as well as the delivery of council services across the board. While this value does not specifically focus on disability, it signals the Council's commitment to the principle of equality, across all protected characteristics.</p>
<p>Gender Reassignment/ Gender Identity anybody whose gender identity or gender expression is different to the sex assigned to them at birth</p>	X			<p>One of the Council's core values, as articulated on p. 6 of the Council Plan is inclusivity, committing SBC to ensuring <i>'everyone has the best opportunities and always seek to act fairly'</i>. This core value informs both the content of the Plan, as well as the delivery of council services across the board. While this value does not specifically focus on gender reassignment or identity, it signals the Council's commitment to the principle of equality, across all protected characteristics.</p> <p>Beyond this commitment to inclusivity and equality, there does not appear to be any positive or negative direct impact arising from the Plan, for people whose gender identity or gender expression is different to the sex assigned to them at birth.</p>

<p>Marriage or Civil Partnership people who are married or in a civil partnership</p>	X		<p>One of the Council's core values, as articulated on p. 6 of the Council Plan is inclusivity, committing SBC to ensuring <i>'everyone has the best opportunities and always seek to act fairly'</i>. This core value informs both the content of the plan, as well as the delivery of council services across the board. While this value does not specifically focus on marriage or civil partnership, it signals the Council's commitment to the principle of equality, across all protected characteristics.</p> <p>Beyond this commitment to inclusivity and equality, there does not appear to be any positive or negative direct impact arising from the plan, for people who are married or in a civil partnership.</p>
<p>Pregnancy and Maternity (refers to the period after the birth, and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth),</p>	X		<p>One of the Council's core values, as articulated on p. 6 of the Council Plan is inclusivity, committing SBC to ensuring <i>'everyone has the best opportunities and always seek to act fairly'</i>. This core value informs both the content of the plan, as well as the delivery of council services across the board. While this value does not specifically focus on pregnancy and maternity, it signals the Council's commitment to the principle of equality, across all protected characteristics.</p> <p>Beyond this commitment to inclusivity and equality, there does not appear to be any positive or negative direct impact linked to pregnancy or maternity, arising from the plan.</p>
<p>Race Groups: including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)</p>	X		<p>One of the Council's core values, as articulated on p. 6 of the Council Plan is inclusivity, committing SBC to ensuring <i>'everyone has the best opportunities and always seek to act fairly'</i>. This core value informs both the content of the plan, as well as the delivery of council services across the board. While this value does not specifically focus on race groups, it signals the Council's commitment to the principle of equality, across all protected characteristics.</p>

				Beyond this commitment to inclusivity and equality, there does not appear to be any positive or negative direct impact for people across race groups, arising from the plan.
Religion or Belief: different beliefs, customs (including atheists and those with no aligned belief)	X			<p>One of the Council's core values, as articulated on p. 6 of the Council Plan is inclusivity, committing SBC to ensuring <i>'everyone has the best opportunities and always seek to act fairly'</i>. This core value informs both the content of the plan, as well as the delivery of council services across the board. While this value does not specifically focus on religion or belief, it signals the Council's commitment to the principle of equality, across all protected characteristics.</p> <p>Beyond this commitment to inclusivity, there does not appear to be any positive or negative direct impact tied to religion or belief, arising from the plan.</p>
Sex women and men (girls and boys)	X			<p>One of the Council's core values, as articulated on p. 6 of the Council Plan is inclusivity, committing SBC to ensuring <i>'everyone has the best opportunities and always seek to act fairly'</i>. This core value informs both the content of the plan, as well as the delivery of council services across the board. While this value does not specifically focus on sex, it signals the Council's commitment to the principle of equality, across all protected characteristics.</p> <p>Beyond this commitment to inclusivity, there does not appear to be any positive or negative direct impact tied to sex, arising from the plan.</p>
Sexual Orientation , e.g. Lesbian, Gay, Bisexual, Heterosexual	X			<p>One of the Council's core values, as articulated on p. 5 of the Council Plan is inclusivity, committing SBC to ensuring <i>'everyone has the best opportunities and always seek to act fairly'</i>. This core value informs both the content of the plan, as well as the delivery of council services across the board. While this value does not specifically focus on sexual orientation, it signals the Council's commitment to the principle of equality, across all protected characteristics.</p>

				Beyond this commitment to inclusivity, there does not appear to be any positive or negative direct impact tied to sexual orientation, arising from the plan.
<p>3.3 Fairer Scotland Duty</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>Is the proposal strategic?</p> <p>YES (<i>please delete as applicable</i>)</p> <p>If No go to Section 4</p>				
<p>If yes, please indicate any potential impact on the undernoted groups this proposal may have and how you know this:</p>				
	Impact			State here how you know this
	No Impact	Positive Impact	Negative Impact	
<p>Low and/or No Wealth – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future.</p>		X		<p>The Scottish Borders has one of the lowest median wage in Scotland, and faces high levels of poverty and fuel poverty. 21% of the population in the Scottish Borders earns less than a living wage, and in 78% of the Borders' data zones, 10% or more pupils are registered for Free School Meals.</p> <p>In light of the evidence, tackling poverty within the Borders is a key strategic outcome for the Council. In</p>

			<p>particular under the ‘Empowered Vibrant Communities’, the Council has committed to the following outcomes: <i>‘Reduc[ing] the number of children in poverty; and reduc[ing] the impact of living in poverty on families’</i>, by updating the ‘Picture of Poverty’, ensuring that we have an up to date understanding of the needs of people across the Borders. ‘refresh[ing] its anti-poverty strategy’ and producing an annual progress report following the Local Child Poverty Action Report of 2023/24.</p> <p>Similarly, in the Council Plan, SBC has committed to <i>‘Support young people and adults who face challenging barriers to finding and maintaining employment and reaching their full potential’</i> - in particular, by playing a lead role in the delivery of employability support within the region, as articulated on p.10. While these actions are aimed at employability, rather than directly at reversing poverty, it is expected that the beneficiaries of such programmes overwhelmingly face low wealth, with the provision of better employment provides them with the potential to improve their financial situation.</p> <p>Finally, the Council Plan outlines a programme of actions which are aimed at creating a <i>‘stronger, greener, and more inclusive economy’</i> for the Borders. Whilst not as targeted towards people with no/low wealth as the actions mentioned above, these projects are designed to improve economic growth across the Region on an inclusive basis consistent with a wellbeing economy, and to stimulate employment, leading to an improvement in living conditions for Borderers. In particular, the Council</p>
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				has committed to ' <i>Support the management and delivery of Edinburgh and South-East Scotland (ESES) City-Region Growth Deal, notably the development of housing and best in class business space in Tweedbank</i> '; and to ' <i>promote the potential for inward investment within the Borders as part of the South of Scotland Inward Investment Strategy</i> '.
		X		The Council Plans features several actions designed to facilitate Borders access to basic goods and services. Notably, under Strong Inclusive Economy, Transport and Infrastructure, SBC commits to ' <i>Establish a post to create a credit union in the Scottish Borders with the aim of providing sustainable and affordable credit to families and individuals</i> '. The same section also features several actions designed to provide improved energy efficiency in homes across the region, reducing the likelihood of fuel poverty. For example, on p.8 the Council commits to ' <i>Publish and begin implementation of a long-term Scottish Borders Local Heat and Energy Efficiency Strategy, focused upon fuel poverty challenges, and opportunities for energy efficiency and renewable heat alternatives</i> ' and to ' <i>Deliver retrofit insulation and renewable heat systems to homes in the Scottish Borders under Energy Efficient Scotland Area-Based Schemes</i> '.
		X		32% of data zones in the Scottish Borders are in the bottom 20% of data zones for access deprivation in Scotland. The Council Plan features a number of actions which focus specifically on the towns facing the highest levels

			<p>of deprivation within the Borders, namely Galashiels, Hawick and Selkirk. Notably, the Council Plan highlights the construction of the new academy in Galashiels, and of Hawick High Schools. Those should improve educational outcomes for children and young people in these deprived areas. It also notes the development of a taxi-bus pilot service operating in Jedburgh, Selkirk and Newcastleton, linking the people of the town with better education, employment and economic opportunities elsewhere in the Borders.</p> <p>As a rural local authority SBC, is also committed to improve outcomes for citizens in rural areas. 8.8% of the land in the Borders are located in remote rural areas, 38.3% (see https://www.gov.scot/publications/scottish-government-urban-rural-classification-2020/pages/5/) in accessible rural areas. In particular, SBC, in the Council Plan, has committed to improve transport connectivity across the Borders by completing a Bus Network Review for the Borders, with the objective of designing a network which responds to the needs of communities and businesses, reducing area deprivation.</p>
<p>Socio-economic Background – social class i.e. parents' education, employment and income</p>		X	<p>The Council Plan highlights SBC's commitment to reduce the educational attainment gap, thereby reducing the impact of socio-economic background on children and young people educational outcomes. On p.9 in particular, the Council commits to '<i>Target additional resources where the poverty related attainment gap is greatest by responding to the Scottish Attainment Challenge</i>'.</p> <p>As mentioned above, one of the core strategic objectives articulated by the Council Plan is the creation of a strong,</p>

				<p>inclusive economy within the Borders, leading to improved employment outcomes, and improved incomes for Borderers. In particular, as mentioned on p.9 the Council is continuing to dedicate resources and play a lead role in the delivery of employability support through the LEP.</p> <p>The Council Plan also commits the Council to the delivery of projects tied to the development of 'green skills', ensuring that the population of the Borders benefits from the skills necessary to seize better employment opportunities as part of a just transition to net-zero.</p>
Looked after and accommodated children and young people		X		<p>Multiple actions across the Fulfilling our Potential and Good Health and Wellbeing sections of the Council Plan are targeted at improving outcomes for looked after and accommodated children and young people.</p> <p>Notably, p.9 notes the Council's commitment to '<i>Increase the attendance of care experienced learners in primary and secondary schools and the proportion of care experienced school leavers attaining 5 or more award at any SCQF level.</i>' P.12 highlights the Council commitment to '<i>Commission an independent advocacy service for all children and young people aged up to 26 years of age which will focus on those involved in formal process within children's services.</i>'</p>
Carers paid and unpaid including family members		X		<p>Within the Good Health & Wellbeing theme of the Council Plan (p12) specific commitment is made to 'further develop and implement a Carers Implementation Plan' aimed at addressing the interests of carers and those they support.</p>
Homelessness		X		<p>Whilst homelessness is not specifically mentioned within the Council Plan, a number of actions across the plan are</p>

				expected to have a positive outcome on homelessness in the Borders. In particular, actions tied to housing, such as the construction of new homes in Tweedbank, and tied to economic development, are expected to positively impact homelessness, by creating the circumstances for inclusive economic growth.
Addictions and substance use	X			No impacts have been identified in relation to this group.
Those involved within the criminal justice system	X			No impacts have been identified in relation to this group.

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

This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to the three matters listed below in Education and Housing/ Homelessness matters.

This relates to current and former armed forces personnel (regular or reserve) and their families.

Is the Armed Forces Covenant Duty applicable?

Yes

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;	As highlighted at section 2, this IIA provides an overview of impact and (where appropriate) the Council's responsibilities to have 'due regard'. Specific housing commitments are not identified within the draft Council Plan, but a number of Education-related commitments are made. We expect the Armed Forces Covenant Duty to be actively considered by the relevant decision-making/delivery officers in relation to those commitments. It is anticipated that those commitments may impact the families of Service personnel, who are included within definition of 'relevant family members' of currently serving members of the UK regular and reserve forces, currently serving members of British Overseas Territories' Armed Forces who are subject to UK Service law; former members of the UK regular and reserve forces and British Overseas Territory Forces, who are ordinarily resident in the UK ('veterans').
The principle that it is desirable to remove disadvantages arising for Service people from membership, or former membership, of the armed forces;	Please see above.
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.	Please see above.

Section 4 Full Integrated Impact Assessment Required

Select No if you have answered "No" to all of Sections 3.1 – 3.3.

Yes *(please delete as applicable)*

If 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.

Signed by Lead Officer:	Michael Cook
Designation:	Senior Policy Advisor
Date:	4 January 2024
Counter Signature Director:	
Date:	

Reason for recommendation:

As the analysis above highlights, there does not appear to be any negative effects arising from the proposals outlined within the Council Plan from April 2024. In addition, where said proposals will lead to new policies or projects, it is anticipated that ad hoc IIAs will be conducted.

Signed by Lead Officer:	Michael Cook
Designation:	Senior Policy Advisor
Date:	4 January 2024
Counter Signature Director	
Date:	

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This assessment should be presented to those making a decision about the progression of your proposal.

If it is agreed that your proposal will progress, you must send an electronic copy to corporate communications to publish on the webpage within 3 weeks of the decision.

Complete the below two sections. For your records, please keep a copy of this Integrated Impact Assessment form.

Action Plan (complete if required)

Actioner Name:	Action Date:
What is the issue?	
What action will be taken?	
Progress against the action:	
Action completed:	Date completed:

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Monitoring and Review

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

Performance against the Council Plan is reported to the Executive Committee on a Quarterly basis. The purpose of this performance reporting is to differentiate positive progress from problematic, or lack of, progress, and to stimulate improvement activity where appropriate. Quarterly reporting with Executive oversight ensures that performance monitoring and consequent improvement action is frequent, regular and high profile.

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

Please see the preceding answer.

When is the proposal due for review?

Before 31 March 2024 with the new Council Plan due to be operative from 1 April 2024.

Who is responsible for ensuring that this happens?

Senior Policy Advisor and Corporate Policy Advisor.

Part 2 Full Integrated Impact Assessment

5 Data and Information

What evidence has been used to inform this proposal?

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

P. 4 of the Council Plan highlights, amongst other things, the key strands of evidence and policy which shape the Council Plan. Three elements of this diagram ought to be highlighted within this section.

1. The Council Plan is informed by local and national data and evidence. This includes, for example, demographic data (e.g. [Scottish Borders Council Area Profile \(nrscotland.gov.uk\)](https://www.nrscotland.gov.uk)), of data pertaining to poverty and deprivation ([SIMD \(Scottish Index of Multiple Deprivation\)](#)), or of data related to climate change (see, e.g. [Scottish Emission Targets & Progress in reducing emissions in Scotland – 2022 Report to Parliament - Climate Change Committee \(theccc.org.uk\)](#)). Some of the data and evidence supporting the strategic vision expressed by the plan also arises from the Council's own documentation, such as the Council's Public Bodies Report, the Council's Education improvement plan, or the Scottish Borders anti-poverty strategy. This broad range of data underpins the vision for the Council for 2033, as detailed on p.5, ultimately providing the strategic context for the actions outlined in the rest of the document.

2. The Council plan is informed by the experience and aspirations of local communities. In gathering feedback on priorities for the draft plan, the Council has benefitted from engagement across a range of different processes, including:

- **Place-making.** Fundamental to the Council's engagement efforts are the town plans or place plans currently being developed within the four priority towns of Hawick, Eyemouth, Jedburgh and Galashiels identified within the Borderland Inclusive Growth Deal, as well as the place plans at different stages of progress across 58 other settlements. The purpose of these efforts is community led development in which communities come together to develop plans tailored to the needs and aspirations of their respective localities. By working with communities, particularly through its Community Engagement Officers, the Council enhances its understanding of what communities want, improving its decision-making about priorities and budgeting.
- **Community Conversations.** Undertaken through nine separate Community Conversations during September 2023, the Community Conversations are locality-based discussions led by Elected Members and senior officers to hear the thoughts and opinions of the members of the public on what is important to them. A report on 2023's Community Conversations was presented to Council on 25 January 2024 highlighting common themes of discussion around public transport, lack of local facilities, and the building of new schools.

- **Council Plan/Budget Consultation.** An online survey, between the 30th of November 2023 and the 31st of January 2024 invited members of the public to give their views, providing valuable feedback on citizens' priorities within key services areas.
 - **Secondary Schools Students Survey.** An online survey, between 9th of January 2024 and the 7th of February 2024 seeking the views on students at Scottish Borders secondary schools on the opportunities and challenges they face, the most important issues for region and how they would prioritise these.
 - **Consultation with all Trade Unions as part of the Council Plan and Budget planning processes.**
 - **Dialogue with Community Planning Partners.** Building on existing dialogue with partners across the region, a draft of the Council Plan was issued to Community Planning Partners for comments. The response from Community Planning Partners was supportive of the contents of the Council Plan.
3. Finally, performance against the Council Plan is reported to the Executive Committee on a Quarterly basis (see [Performance | Scottish Borders Council \(scotborders.gov.uk\)](#)). The performance reports inform the contents of the Council Plan at two levels. First, by measuring performance against the actions outlined in the Plan. Where the implementation is not progressing at an appropriate pace, this should generate improvement action, or, in some circumstances rescheduling of actions, including within future Council Plans. Second, in also focusing on Key Performance Indicators (KPIs), the Council's performance reports facilitate differentiation of positive progress from problematic or a lack of progress, stimulating improvement activity where appropriate.

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

Strengthening the connection between data and research and the Council's strategic decision-making. In particular SBC is developing a new operating model and one of the workstreams within this is 'Data', recognising that a Data and Information Strategy is also already in development. Through these initiatives, the aim is to significantly improve the use of data and evidence across all Council departments, including the Council's business planning process.

Reason for recommendation:

As the analysis above highlights, there do not appear to be any negative effects arising from the proposals outlined within the Council Plan from April 2024. In addition, where said proposals will lead to new policies or projects, it is anticipated that ad hoc IIAs will be conducted.

Signed by Lead Officer:	Michael Cook
Designation:	Senior Policy Advisor
Date:	4 January 2024
Counter Signature Director	
Date:	

6 Consultation and Involvement

Which groups are involved in this process and describe their involvement

As noted above, the Council Plan is informed by consultations with local communities via the Community Conversation sessions which were organised over the Summer 2023, via the Council’s place-making process, and via a consultation organised the Winter 2023-2024. It should be noted that the Community Conversations organised this year took place in schools across the Borders ensuring that the voices of younger people were represented and influence the Council’s business planning process.

In addition, the Council Plan was informed by a substantial and broad range of internal consultation with services across the organisation, providing them with the opportunity to provide key actions to be delivered against the plan's 6 themes. The plan was also developed with oversight from the Council's Corporate Management Team, and Elected Members.

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

It is expected that future community conversations will be delivered over the year 2024, led by the Council's Communities Team, CMT and Elected Members. Feedback from the sessions will inform the plan as it is refreshed over the year 2024/2025. The same applies to the Councils' place-making process. In addition, continued engagement with Council services will continue as part of the development of the next iteration of the Council Plan.

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

During Communities Conversation sessions, local residents expressed a broad range of concerns, in particular regarding the lack of transport connectivity across the region. Whilst improving transport connectivity has been one of the Council's key strategic objectives, we have ensured that transport actions feature prominently within next year's plan, notably under p. 9.

Engagement conducted with Borderers as part of the Community Conversations, place-making and the Council Plan and Budget Survey revealed concerns particularly about local public transport, a lack of local facilities, and the need for more efficient council services. As highlighted above, and in the *Council Plan and Budget Engagement and Consultation update* report, these concerns have informed the contents of the Council Plan, as reflected by a focus on public transport, actions aimed and improved service delivery, and actions focused on a more sustainable estate and service delivery, in partnership with local communities.

What have you learned from the evidence you have and the involvement undertaken? Does the initial assessment remain valid? What new (if any) impacts have become evident?

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

The main conclusion from the evidence we have gathered is summarised on p.3 of the Council Plan. In essence, the Borders face a number of complex long-term challenges which have an impact on local citizens across equality characteristics: a Just Transition to Net Zero; Poverty; and Low Economic Productivity and Wages, as well as an ageing population, and issues surrounding transport and digital connectivity.

These conclusions are consistent with those we had reached prior to the publication of the Council Plan from April 2023. This was to be expected as those challenges are well-documented, long-standing, and require long-term solutions, as expressed on the same page.

7 Mitigating Actions and Recommendations

Consider whether:

Could you modify the proposal to eliminate discrimination or reduce any identified negative impacts?
(If necessary, consider other ways in which you could meet the aims and objectives of the proposal.)

Could you modify the proposal to increase equality and, if relevant, reduce poverty and socioeconomic disadvantage?

Describe any modifications which you can make without further delay (e.g. easy, few resource implications)

Mitigation			
Please summarise all mitigations for approval by the decision makers who will approve your proposal			
Equality Characteristic/Socio economic factor	Mitigation	Resource Implications (financial, people, health, property etc)	Approved Yes/No

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8 Recommendation and Reasoning *(select which applies)*

- Implement proposal with no amendments
- ~~Implement proposal taking account of mitigating actions (as outlined above)~~ _____
- ~~Reject proposal due to disproportionate impact on equality, poverty, health and Socio-economic disadvantage~~ _____

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This assessment should be presented to those making a decision about the progression of your proposal.

If it is agreed that your proposal will progress, you must send an electronic copy to corporate communications to publish on the webpage within 3 weeks of the decision.

Complete the below two sections. For your records, please keep a copy of this Integrated Impact Assessment form.

Action Plan (complete if required)

Actioner Name:	Action Date:
What is the issue?	
What action will be taken?	
Progress against the action:	
Action completed:	Date completed:

Monitoring and Review

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

The Council Plan will be monitored via the Council's Performance Framework. Performance report detailing delivery against the objectives within the plan are presented to the Executive Committee on a quarterly basis. Said report also includes the council's performance against key performance indicators.

In addition, the Council Plan is reviewed on an annual basis, providing a key opportunity to adapt delivery on the basis of the Council's performance.

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

Details regarding the monitoring for the Council Plan were presented to Council in a report on the 23rd of November 2023 (see here: [Agenda for Scottish Borders Council on Thursday, 23rd November, 2023, 10.00 am - Scottish Borders Council \(moderngov.co.uk\)](#)). Monitoring is undertaken by the Performance Team, on a quarterly basis.

When is the proposal due for review?

The Council Plan is reviewed on an annual basis, with the present (2024/2025) iteration of the plan expected to be agreed by Council in February 2025.

Who is responsible for ensuring that this happens?

The responsibility for the development of the Council Plan lies with the Council's Business Planning Team, comprising of officers drawn from the Transformation Team and Corporate Policy Team.



Future Council & Fit for 2024 Close-out

Report by Director People, Performance & Change

Scottish Borders Council

29 February 2024

1 PURPOSE AND SUMMARY

- 1.1 This report sets out the progress SBC has made over the past 5 years under the Fit for 2024 Transformation Programme and discusses the evolution of SBC's future Transformation Programme to fully contribute to SBC's financial sustainability.**
- 1.2 This report looks at the aims of the Fit for 2024 Programme as were set out to Council in February 2019; considers the changing operating environment for SBC during the past 5 years such as COVID-19; and acknowledges the need for the continuous evolution of a customer-focussed Operating Model in anticipation of an increasingly fast changing and challenging financial and operating context in coming years.
- 1.3 As well as providing information around the transformation activity that has taken place over the past 5 years, this report also seeks to set out how SBC will reshape transformation activity to contribute towards SBC's various strategic organisational priorities as set out in the Council Plan, Financial & People Plans.

2 RECOMMENDATIONS

- 2.1 **I recommend that the Committee:**
 - (a) Consider the range, scale and successful contribution of transformation activity undertaken by SBC over the past 5 years under the Fit for 2024 Programme;**
 - (b) Agree that SBC close the Fit for 2024 Transformation programme; and evolve the Transformation activity towards a modernised and financially sustainable Operating Model;**
 - (c) Agree that SBC's Financial Plan, People Planning and Council Plan Priorities, as well as statutory obligations, will continue to be underpinned by an ongoing focus on transforming and modernising services.**

3 BACKGROUND

- 3.1 On 28 February 2019, Council agreed the Fit for 2024 Transformation Programme. The purpose of Fit for 2024 was to enable the Council to respond to unprecedented challenges (ranging from customer expectations to demography to digital transformation) and to a significant financial imperative.
- 3.2 To meet these challenges, Council approved a vision of SBC as 'adaptable, efficient and effective', focused on driving substantial improvements in wellbeing, effected through a radical new programme of transformation. This 'whole' Council approach, in which every part of the Authority would be reviewed and subject to change, was guided by the Christie principles.
- 3.3 SBC has a track record of delivery of significant permanent savings, with £84 Million delivered since 2013/14. The scale of financial challenge was significant at the outset of the Fit for 2024 Programme with SBC identifying at least £30 million of savings to be achieved over 5 years from 2019 and recognised that major transformation activity was essential across all services to support financial sustainability. During this time period, £37 Million permanent savings have been delivered.
- 3.4 The FF24 programme and a new 5-year Financial Plan were set out at the same Council meeting in February 2019, with a view to delivering a cultural shift in how savings are identified and delivered: moving away from reliance upon a reactive annual budget reduction model towards a more planned and longer-term review of how we can work differently to deliver more cost-efficient processes and services.
- 3.5 It was recognised that transforming how the council works is a complex undertaking, which requires careful planning and preparation to ensure that change is effective and delivers the outcomes required. It also needs to be adaptable enough to address a changing operating environment, and to ensure that opportunities are not missed by sticking rigidly to a plan that has been superseded by circumstances. The Fit for 2024 Programme set out 5 broad areas of focus:
- Service Reviews
 - Enhanced Community Engagement
 - Physical Assets – Reduced Estate
 - Digital Investment
 - Process Improvement
- 3.6 The operating context for SBC has changed significantly over the past 5 years since the Fit for 2024 Programme was agreed by Council. Within 2 months of the programme starting, Audit Scotland undertook a Best Value Audit of SBC during 2019. The findings were published and reported to Council on 19 Dec 2019. SBC chose to embrace the findings of the Best Value Audit report, and to go even further by setting out a 40-point Improvement Plan, which Council agreed. This Improvement Plan was developed and delivered as a transformation project itself, as were many of the improvement actions.

- 3.7 The global COVID-19 pandemic struck during the first 12 months of the Fit for 2024 Programme and had a profound effect on overall priorities for SBC, including the Fit for 2024 Programme. Significant emphasis was placed on quickly establishing a new operating model for SBC, with various changes to services delivery models and business processes. Staff were deployed flexibly across different services, digital technologies were used to overcome a multitude of challenges, more agile approaches were adopted to ensure real-time policy decisions on an ever-changing context and customers' needs were placed at the heart of everything SBC was doing.
- 3.8 Further impacts on SBC's operating environment included:
- War in Ukraine – requiring new services to be established by SBC to support Ukrainian individuals and families relocated to the area; as well as the various associated global impacts such as prices and supply chains.
 - Cost of Living Crisis – impacting the quality of life of residents in the Scottish Borders increasing the support mechanisms required from SBC.
 - Inflation – impacting upon costs of delivery across all services, including those services SBC commissions from 3rd parties.
 - Social Care demand – requiring ongoing capacity creation, adaptable solutions and a recognition of longer-term solutions development.
- 3.9 SBC demonstrated, during COVID-19 and other changing circumstances, its ability to adapt quickly and ensure business continuity of critical services in spite of multiple challenges. This was in part due to a strong familiarity with change, collaborative project delivery and the ongoing modernisation agenda across all services, that was further developed through the early work of the Fit for 2024 Programme. However, the most notable factors in SBC's successful response to the pandemic were collective clarity of purpose and the incredible efforts of SBC's staff across all services. The lessons from COVID-19, will form a critical part of all future Transformation work across SBC.
- 3.10 As SBC sets out its Council Plan and Financial Plan for the coming years, and the Fit for 2024 Programme reaches its conclusion, SBC must adjust its Transformation Programme to meet the current and future operating context, it must learn from what has worked well and it must continue to embrace organisational change that ensures the ability of all services to deliver high quality services for all of SBC's customers in a way that is both financially and environmentally sustainable.
- 3.11 The financial gains from Transformation will become more challenging for SBC to achieve in an organisation which has already implemented so much change over recent years. However, standing still is not an option and a new Operating Model must be developed, which aligns with the Financial Plan, and that delivers even more within further constrained budgets and with a smaller workforce.
- 3.12 Many of the improvements and savings made across SBC have occurred in back-office functions, and a greater emphasis will need to be placed on the scope and delivery model of frontline services. This means that difficult decisions will be required and choices made between different priorities.

4 TRANSFORMATION ACTIVITY UNDER THE FIT FOR 2024 PROGRAMME

Service Reviews

4.1 Every Directorate and Service across SBC has been subject to review over the past 5 years. In most cases, this has been service led with a strong emphasis on consistent corporate governance, including close working with colleagues from Finance and HR, as well as transformation resources as appropriate. Some reviews have been as a result of a Corporate change or new set of requirements, and have been led more centrally. Either way, services recognise the need for regular review, in line with changing demands and delivery methods, particularly where significant financial plan savings are required. The following examples are part of the service review activity undertaken over the past 5 years:

- Corporate Reviews
 - CMT Restructure
 - Review of Systems Administration
- Education
 - Comprehensive Review of Devolved School Management
 - Senior Leadership Team Review
- Resilient Communities
 - Creation of a new Economic Development Service
 - Continuous review of Business Support across all services
- Financial Services and Corporate Governance
 - Review of Finance Team
 - Review of Democratic Services
- Social Work
 - Range of review activity across Children's Services, including major change to deliver 'The Promise' and a creation of a new Children Affected by Disability (CHAD) Team.
 - Creation of overarching Public Protection Unit, bringing together Child and Adult Protection and other key functions in partnership with other agencies.
- Strategic Partnerships and Commissioning
 - Establishment of a new Commissioning Service

- Social Care Review – See case study in Figure 1.

Figure 1 – service review case study – Adult social care.

Work has sought to transform the way in which Adult Social Care services are delivered and commissioned in the Scottish Borders. The need for transformation within this area is driven by a growing demand for social care services and a finite capacity. All transformation work within Adult Social Care aims to deliver efficiencies and improvements to the way in which services are delivered, including:

- Three new Extra Care Housing developments which have each returned a significant number of home care hours capacity to the locality.
- A review of Night Support Service and the introduction of better alternative support.
- The introduction of enhanced dementia beds in Waverley Care Home preventing the need for admission to external providers.
- The introduction of temporary accommodation being offered as part of recruitment to Adult Social Care full time permanent vacancies as opposed to use of use of agency staff.
- The migration of the Community Alarm Service from analogue to digital in line with national requirements and ensuring continuity of care.
- The introduction of digital devices and new processes across the workforce, to improve information to and from frontline staff, improve outcomes of clients, and reduce travel – project has been shortlisted for the LGC awards 2024.

Further transformation work is planned over the coming years including the development of a care village model in two localities, the introduction of a reablement service, the development of a social prescribing pathway and transformation of the way in which care at home services are delivered and commissioned.

- Infrastructure & Environment
 - Creation of a Corporate Landlord Model – now a core part of the Estates Team
 - Review of Passenger Transport
- People, Performance & Change
 - Restructure of HR Services
 - Review of Performance & Improvement Function, including the creation of a new Performance Management Framework.

4.2 In addition to the specific examples listed above, there has been an extensive amount of service review work undertaken in partnership with other agencies, including co-location opportunities, shared services/resources, joint digital developments and jointly developed strategies and plans.

Enhanced Community Engagement

- 4.3 [Placemaking](#) has been a significant area of Transformation focus for SBC's commitment to enhancing community engagement. See case study in Figure 2.

Figure 2 – community engagement case study – Placemaking

Following Council's endorsement of a Placemaking approach in 2021 ([August 2021 report to Council - Minute](#), [February 2021 report to Council - Minute](#)) 9 officer posts were created in November of that year to actively support and enable more community-led decision making around public spaces, buildings and infrastructure with a community led planning approach.

Initial proposals to prioritise communities to focus on were taken to Area Partnerships in spring of 2022, and in conjunction with working groups stood up by community representatives to establish an approach, every locality adopted an inclusive model, where every community could express their interest in exploring place making.

58 communities across the Scottish Borders have expressed an interest in developing Local Place Plans at this time, with engagement and activity at varying stages and being actively monitored by the community engagement team.

Of those, four towns are part of the Borderlands Inclusive Growth Deal Place Programme and have been prioritised in the support to create their plans, as part of the process to receive a share of the £7.25 million allocated for economic development and inclusive growth.

The Borderlands model focuses on a holistic plan for a community, and considers the information and data gathered as a method for attracting funding to stimulate the economy, whilst also informing planning policy formally as a Local Place Plan. This method has been adopted across the Borders with communities looking to develop their own plans to support community aspirations into actionable projects and utilise the engagement work to inform the Local Development Plan.

Beyond this, placemaking will support Scottish Borders Council's aspirations as a "Community led council" and Community Wealth Building across the region. The breadth of information captured through this work, and wider engagement activity will inform an enhanced community engagement offering through a new strategy document, and alignment with youth focused work and directives delivered through the Promise and the YCPPP as well as the directives of the Community Planning Partnership and Regional Economic Partnership to be led by the needs of the community.

Work is ongoing as to how the plans can influence service delivery, as well as asset use and repurpose across our estate.

Further reading:

[December 2023 report to Executive - Minute \[Awaiting Update\]](#)

[April 2023 report to Executive - Minute](#)

- 4.4 [What Matters Hubs](#) have been established across the area in order to offer drop-in session and appointments with Council staff, including Social Workers and Occupational Therapists, along with other key support opportunities such as community groups and voluntary organisations. These allow an additional and often more convenient way for individuals and communities to engage with SBC and other supportive organisations in a different community-based setting.
- 4.5 Over the past 5 years, SBC has also sought to enhance engagement and accessibility for communities through reviewed Area Partnership arrangements, '[Community Conversations](#)' events across the area, various community engagement surveys on a range of topics (including the recent Budget Survey), and specific engagement on major developments and schemes such as large capital projects.
- 4.6 Customer and community engagement will be a major workstream under the new Operating Model, as well as enhanced strategic approaches to place customers and communities at the heart of service redesign.

Use of Physical Assets – Council Estate

- 4.7 SBC continues to seek to enhance the quality of the estate, whilst reducing the overall financial and environmental footprint. Whilst modernising facilities such as the learning estate, care estate or other facilities vital to the core services SBC's delivers, SBC also needs to focus on creating a

smaller estate aligned with changing operating and financial circumstances. Furthermore, the estate needs to reflect changing needs of customers and communities, as well as modern staff working practices.

- 4.8 The establishment of a Corporate Landlord model has enabled SBC to have a single view of the estate and explore more joined-up use of different SBC properties.
- 4.9 Ongoing modernisation and consolidation of the estate will need to be further prioritised as part of the new Operating Model. Reducing the estate in line with service and community needs is a more palatable proposition for communities than reducing access to vital services. Furthermore, around half of SBC's total carbon footprint is created through the estate. Therefore, transformation activity needs to focus on delivering modern, sustainable and accessible services that complement local communities.
- 4.10 SBC continues to develop the learning estate, with investment in major developments and new facilities designed to achieve the best possible modern learning environments, whilst expanding the possibilities of wider community use. The Jedburgh Campus is an example of a new concept in a multi-purpose investment that enables wider opportunities for the public rather than a traditional school model, with other SBC services and key partners working together with Education to provide a wider offering to the local community. See case study in Figure 3.

Figure 3 – Physical assets – Council estate case study – Jedburgh Grammar Campus

Jedburgh Grammar Campus has been designed as an innovative and flexible facility, catering for all ages of the community. Within the facility is a Primary & High school, which replaces three former schools: Jedburgh Grammar School, Parkside Primary School and Howdenburn Primary School. The facility also hosts the town's Contact Centre; and the Library and multiple sports facilities, which are managed by Live Borders.

The facility is designed to be digitised and operate in a way that not only provides pupils with a high-quality education, but also provides the community with a fulfilling and seamless experience regardless of which service they are interacting with.

This model will act as a blueprint for further development of SBC's Learning Estate and wider range of facilities and accommodation. The way that customers, communities, partners and staff utilise physical infrastructure continues to evolve, which means that flexible spaces which are designed to be multi-purpose and digitally enabled will become ever-more necessary.

- 4.11 Co-location with partners has continued to expand, with key local partners such as Live Borders, NHS Borders and Police Scotland occupying several SBC sites, whilst SBC staff also co-locate with partner facilities. This will remain a goal moving forward, wherever there are opportunities to protect local delivery models and encourage closer working relationships.
- 4.12 The care estate continues to be a key area of focus for SBC and local partners. As well as investing in creating capacity for the provision of care over the past 5 years, there are ambitious programmes of further development underway, which will continue to be an essential part of future collaborative transformation activity for SBC.

Digital

- 4.13 SBC's Digital Programme extends to all services. SBC's [Digital Strategy](#) was agreed by Council on 25 February 2021 and explains SBC's ambition to become the UK's first smart connected rural region. This builds upon an extensive range of projects to enable SBC to deliver excellent services to all

customers that meet the Fit for 2024 vision of being 'adaptable, efficient and effective', and seeks to do this working in partnership with all key local stakeholders. SBC's Digital investment programme looks at all infrastructure, systems, devices and applications which can enhance customer experience whilst allowing SBC to be financially and environmentally sustainable. The activity under the Digital Transformation programme includes both major corporate change and smaller service-led enhancements, examples of which are:

- Major changes to SBC's core operating systems – Business World, Digital Customer Access, MS Office 365
- Investment in new mobility technology for frontline staff working across communities, such as Total Mobile and Confirm (See case study below)
- Transformed working practices and move away from 'paper-based'
- Pathfinder for comprehensive digitally enabled transformation in Social Work, which will act as platform for future service-by-service activity.
- New SBC-wide Digital Innovation & Systems Team established.
- Multiple projects to upgrade and enhance SBC's IT infrastructure.
- Globally recognised innovation with [Inspire Learning](#) – see case study in Figure 4

Figure 4 – digital case study – Inspire Learning

Investment in Inspire Learning was agreed by Council on 28 February 2019, at the same meeting the Fit for 2024 Programme was also approved. Inspire Learning seeks to transform teaching and learning for the benefits of all teachers, children and young people by creating a world class digital learning environment in Scottish Borders Schools.

It's aimed at raising attainment and supporting equality and inclusion for all children and young people. It invests in the learning of our young people and putting them at the heart of education, improving outcomes and success for all.

The programme can unlock the potential and digital skills of our young people, benefiting individuals, families, the Borders' economy and society as a whole. It has delivered an Apple iPad to every teacher, ELC practitioner and every P4 to S6 pupil across all Borders schools, as well as class sets of shared iPads for the use of every P1 to P3 pupil and Early Years. The programme continues to support teachers in the best use of the technology in the classroom and is committed to achieving a uniquely high digital skills and education baseline for all Borders teachers through an extensive, bespoke package of professional learning and development.

SBC has achieved Apple Professional Learning Provider accreditation and as one of only two in the UK, is set to provide Apple accredited training to teachers across Scotland, the UK and beyond.

The opening of the Centre of Excellence for digital learning in Tweedbank provides a regional level environment for students, teachers, business and communities to develop digital skills in a world class space.

It is now possible to see significant benefits arising across SBC's learning environment, and whilst these results are not just because of Inspire Learning, it provides a key building block for SBC to deliver excellence across Education.

A full report will be brought to Council to outline the progress. However, positive indicators suggest:

- 100% of HMIE reports for the area now identify that technology is enhancing learning and teaching in SBC schools.
- National data (ACEL) shows an improvement for SBC in raising attainment and closing the attainment gap. Inspire Learning and digital skills has been identified as a key driver.
- Pupil participation has shown a strong upward trend, and there's a strong increase in 16-19 year olds ending up in employment, with positive destinations also increasing from 92% to 96% since 2019.
- Paper and printing volume and costs have significantly decreased across schools, with 380000 fewer pages printed.

Process Improvement

4.14 One of the five pillars of the Fit for 2024 was to deliver an ambitious programme of process improvement and productivity, enabling SBC to sustain or enhance both service delivery and quality levels, while requiring less input of resources.

4.15 This Council-wide programme has included streamlining back-office activity and increasing the productivity levels of frontline services. This has been

achieved through digital investment and building process improvement capacity across the organisation - using external expertise to boost internal skills. See figure 5 for 'Confirm' example.

4.16 The Council now has an established approach to increasing productivity in all services. Most recently, this has been utilised to deliver process improvements as part of the Adult Social Work Pathfinder. This will be a core element of our improvement efforts going forward and we will continue to equip our people with the skills required to carry out this work.

4.17 COVID-19 required the rapid establishment of new processes and major revisions to existing ones in order to both protect customers/clients accessing SBC services, and to deliver new services as required due specifically to the pandemic. Many of these changes continue to be used as improvements on previous processes.

Figure 5 – Process Improvement Case study - Confirm

Confirm is the Council's Infrastructure Asset Management System to capture and map SBC's infrastructure assets (e.g. Roads, Bridges and Structures, Street Lighting) and detailed information about them. It enables a rich history of condition, defects and the corrective work/repairs that have been undertaken or are required, and informs strategic decisions around the current and future plans for the effective management and maintenance of these assets. It allows SBC to make fundamental process improvements to the way assets are managed and information is shared at the frontline.

SBC is using its capability for mobile working using a mobile app, enabling frontline workers in the field to view mapped assets, update them, undertake inspections, raise defects and receive and carry out repair tasks with all this activity recorded against the individual assets. Benefits include:

- Single source database – single shared version of truth.
- Standardised business processes regardless of Locality.
- Data rich view of condition supporting more effective strategic decision making.
- Ease of capture & view of data via handheld mobile devices providing real-time updates.
- Tasks sent digitally to the operative's mobile devices avoiding need to return to base.
- Integrated end-to-end digital enquiry process via Customer Management platform (Jadu).
- Performance monitoring information via Dashboards and/or scheduled reports.
- Captured data can be used as a catalyst for further service improvements & prioritisation.
- Reductions in paper, travel, duplication of effort and time.

Digital processes have been developed and implemented for managing enquiries, inspecting, testing, and undertaking repairs. SBC has geospatially mapped:

- over 1,250 **Bridges** and digital processes support lifecycle management prompting inspection utilising mobile devices.
- over 21,000 Street Lighting assets, enabling the use of mobile devices for Statutory Electrical Testing and undertaking fault repairs.
- over 6,600 assets and the full 3000km of adopted road network. A fully digital process using mobile devices is being rolled out starting with the Berwickshire locality.

5 MOVING FORWARD TRANSFORMATION ACROSS SBC TO ENSURE FINANCIAL SUSTAINABILITY

5.1 In order to maintain and enhance SBC services in line with Council Plan priorities, whilst ensuring the financial sustainability of the Council, there will be a need for even more transformation over the coming years. It will become even more challenging to achieve efficiencies in areas that have already been transformed, which includes most back-office functions. SBC will need to embrace digital opportunities and alternative delivery models for frontline services and consider permanent reductions to service delivery. There will need to be different types of conversation with customers and communities, including difficult ones that involve changes away from more traditional, non-critical or non-statutory service provision. Transformation and the delivery of service efficiencies can help SBC meet service demands in the face of ongoing funding challenges but can only go so far. However, it

is clear that transformation effort remains essential for SBC's future effectiveness, and this needs to focus on evolving the entire Operating Model of all services across the Council.

5.2 The principle of a new Operating Model was agreed at the Council meeting in August 2023, and has been developed further in order to facilitate a transition from the Fit for 2024 Programme into a new phase of major Transformation activity for SBC. The new approach will involve looking at all main component parts of the Council and seeking to effect positive change that enables services to deliver excellence for all customers and communities in a sustainable way. These component parts have been identified as workstreams, each with a Lead Director, structured programme of action and projects being developed as follows:

- **Commissioning Workstream** - will develop a new robust commissioning framework for the whole Council to ensure that every pound spent by SBC results in the highest possible value for our residents.
- **Customer & Communities Workstream** - will focus on effectively aligning services and Council effort with the needs and priorities of our Customers & Communities.
- **Data Workstream** - will develop a Data & Information Strategy which lays the foundation on how SBC will harness the power of excellent data intelligence, helping us analyse and better understand the information we collect to drive excellent service delivery.
- **Digital Workstream** – will embrace the best possible digital solutions towards being the UK's first smart connected rural region.
- **Financial & Environmental Sustainability Workstream** – will develop and implement ambitious projects, practices and policies which maximise SBC's opportunities to reduce and offset SBC's environmental footprint and maintain an overview on the savings enabled by other workstreams to ensure long-term financial sustainability.
- **People – Culture Workstream** – will develop a can-do culture across SBC where everyone feels valued, empowered and inspired to deliver excellence in their roles, teams and services.
- **People – Structure Workstream** – will ensure that SBC's Operating model is underpinned by a workforce which is skilled, empowered, developed, motivated and organised to fully meet SBC's priorities and the needs of customers and communities.
- **Process Re-Design Workstream** – will revolutionise the way we operate by creating a more efficient, responsive and citizen-centric organisation, by ensuring that all processes are fit for purpose and contribute value to SBC's customers.
- **Property & Estates** – will evolve, consolidate and modernise all aspects of SBC's estate to ensure it is efficient, fit for purpose and sustainable; and that it facilitates excellent services and accessibility for customers and communities.

5.2 Investment will continue to be required in innovation, digital technology and capacity in order to meet the challenges over coming years. This is a formula which has served SBC well and will form a key cornerstone to protect and enhance critical services of the future. Not only has SBC maintained high quality services and been recognised through awards for innovation, but the Council has also maintained a more sustainable financial position than many local authorities across Scotland and the UK. The

complex range of proactive efforts by all SBC staff, frontline services and strategic support functions such as Finance and HR, coupled with prudent investment in modernisation and transformation, all needs to be sustained.

6 IMPLICATIONS

6.1 Financial

As stated in 3.3, SBC has a track record of delivering savings, with £84 Million delivered since 2013/14 and £37 Million over the past 5 years. Financial Planning is a key driver for Transformation activity. The advent of the Fit for 2024 Programme was presented to Council in February 2019 to complement Financial & Savings Plans. Similarly, the close out of this programme and the commencement of work towards a new financially sustainable operating model are timed to link directly to the presentation of the forthcoming Council Plan and the range of Financial Plan/Budget reports, which are so critical to the strategic direction and financial sustainability of SBC.

Whilst savings achieved over the past 5 years cannot be directly attributed to the Fit for 2024 Programme, it is possible to determine with confidence that SBC's successful delivery of these significant financial savings over this timeframe would not be possible without the broad range of modernisation and change activity that has taken place across all services. Indeed, SBC simply cannot step back from a significant ongoing programme of Transformation if financial sustainability is to be achieved over the coming 5 years and beyond.

6.2 Risk and Mitigations

SBC's Transformation activity needs to follow careful change management principles to ensure effective engagement with key stakeholders such as communities and staff. The Fit For 2024 Programme has had a dedicated comprehensive risk register to identify and mitigate all significant risks for the duration of the Programme. This will continue to be the case for future programmes.

6.3 Integrated Impact Assessment

Under the auspices of Fit for 2024, the entire process for completing and recording IIAs has been reviewed and improved as a transformation project. An individual IIA is required for all major Transformation Projects under the Fit for 2024 Programme, and this discipline will underpin the Operating Model going forward.

6.4 Sustainable Development Goals

Transformation activities seek to complement SBC's sustainability agenda, and to enhance SBC's ability to meet all of its goals. This will include embedding these goals and principles throughout all workstreams of the new Operating Model, as well as delivering a specific workstream focussed around Financial and Environmental Sustainability.

6.5 Climate Change

There will be a range of projects focussed on SBC's commitment to tackling climate change. These will form part of the wider Transformation Programme and delivered through the same structured approach.

6.6 Rural Proofing

All transformation activity will seek to minimise rural exclusion and enhance accessibility for customers and communities across the Scottish Borders, including a major focus on enhancing connectivity across communities where particular digital exclusion may exist.

6.7 Data Protection Impact Statement

Various projects undertaken under the Fit for 2024 Programme have required robust data protection considerations, and the work towards a new Operating Model has a specific workstream on a strategic approach for SBC to data and information. There are no direct data protection implications for this particular paper, albeit transformation activity creates volumes of new data as part of the essential stakeholder engagement, intelligence/evidence gathering. Furthermore, changes to current practice require careful consideration of the data risks. Accordingly, every transformation project considers the need for a Data Protection Impact Assessment (DPIA), and many then follow the full DPIA process.

6.8 Changes to Scheme of Administration or Scheme of Delegation

It is not anticipated that there will be any changes to the Scheme of Administration or Scheme of Delegation arising from this report.

7 CONSULTATION

- 7.1 The following consultees have all been consulted: Director of Finance, the Director of Corporate Governance), the Chief Officer Audit and Risk, the Director People Performance & Change, and Corporate Communications

Approved by

Name **Clair Hepburn**
Title **Director of People, Performance & Change**

Author(s)

Name	Designation and Contact Number
Jason McDonald	Senior Manager – Business Strategy & Resources

Background Papers:

Fit for 2024 Programme – Scottish Borders Council 28 February 2019

Previous Minute Reference: None

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

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FINANCIAL STRATEGY AND RESOURCES 2024/25

Report by Director Finance & Procurement

SCOTTISH BORDERS COUNCIL

29 February 2024

1 PURPOSE AND SUMMARY

- 1.1 The purpose of this report is to recommend the financial strategy to be followed by the Council for the next financial year, to confirm the resources available to the Council following the publication of the Local Government Finance Settlement and to identify the financial constraints and major risks to be addressed.**
- 1.2 The report also outlines the process which has supported the construction of the draft revenue and capital Financial Plans for 2024/25 as well as the draft plans for future years.
- 1.3 The report highlights that total revenue resources of £370.2m are available to Elected Members. This includes £3.2m of funding provided by Scottish Government being our share of the £144m made available nationally to Councils that freeze their Council Tax rates at 2023/24 rates.
- 1.4 The Council Management Team (CMT) has supported Members to set a corporate revenue and capital budget, meeting identified pressures facing the Council. These pressures have arisen from a variety of factors, the principal pressures included within the plan relate to ongoing inflationary pressures in transport, utilities and construction costs, the anticipated continuing constraints on external revenue and capital funding from central government and increasing care requirements, especially in children and young people requiring to be looked after and accommodated out with the authority.
- 1.5 The budget development process has been conducted to ensure that the Financial Plans of the Council are aligned with its business and people planning objectives and the level of resources available to enable delivery of the Council Plan and should be considered within the suite of documents provided today.

- 1.6 The challenging financial landscape across Scottish Local Authorities has been widely acknowledged and the long-term impact across the Scottish Borders should not be underestimated. The Financial Plan presented to Council, although balanced, relies heavily on one-off funding to support the first year of the plan allowing the Council time to make difficult decisions on service provision and delivery in a planned and engaged manner. The Transformation Programme of work required to deliver financial stability is detailed elsewhere on the Council agenda today.
- 1.7 A freeze on Council tax rates for 2024/25 at 2023/24 rates was approved by Council on 21st February 2024. Indicative increases to Council tax rates are included within the Financial Plan at 10% for 2025/26 and a further 5% for each following year.
- 1.8 The benefits, in terms of financial stability and effective change management, derived from adopting a longer-term corporate approach to the revenue and capital planning process are widely accepted. In 2022/23 a 10-year revenue financial strategy was developed and the Council has continued with this approach for 2024/25, maintaining the long-term planning horizon for both revenue and capital at 10 years. These strategies, along with the Treasury Management Strategy comprise a suite of papers designed to guide the financial planning exercise undertaken by the Council on an annual basis and feeds into the Financial Strategy 2024/25 and the resultant Financial Plans included for approval elsewhere on this agenda.
- 1.9 Financial year 2024/25 represents the second year of the current Administration's 5-year Revenue Financial Plan for the Council. It is recommended that Members continue to adopt a longer-term approach to financial planning. Estimates will continue to be updated annually as the detail of the financial settlement from Scottish Government and service costs becomes known.
- 1.10 This report also seeks approval of the financial strategy for the Council covering the period 2024/25 – 2028/29. The strategy provides the overall framework for the financial management of the Council and covers the revenue budget, capital investment plan, treasury management arrangements and the recommended policy on Reserves. Further detail on the long-term Revenue Strategy, Capital Investment Strategy and Treasury Management Strategy are detailed elsewhere on today's agenda.
- 1.11 A risk-based approach has once again been used to set the level of recommended balances to be held in contingency.

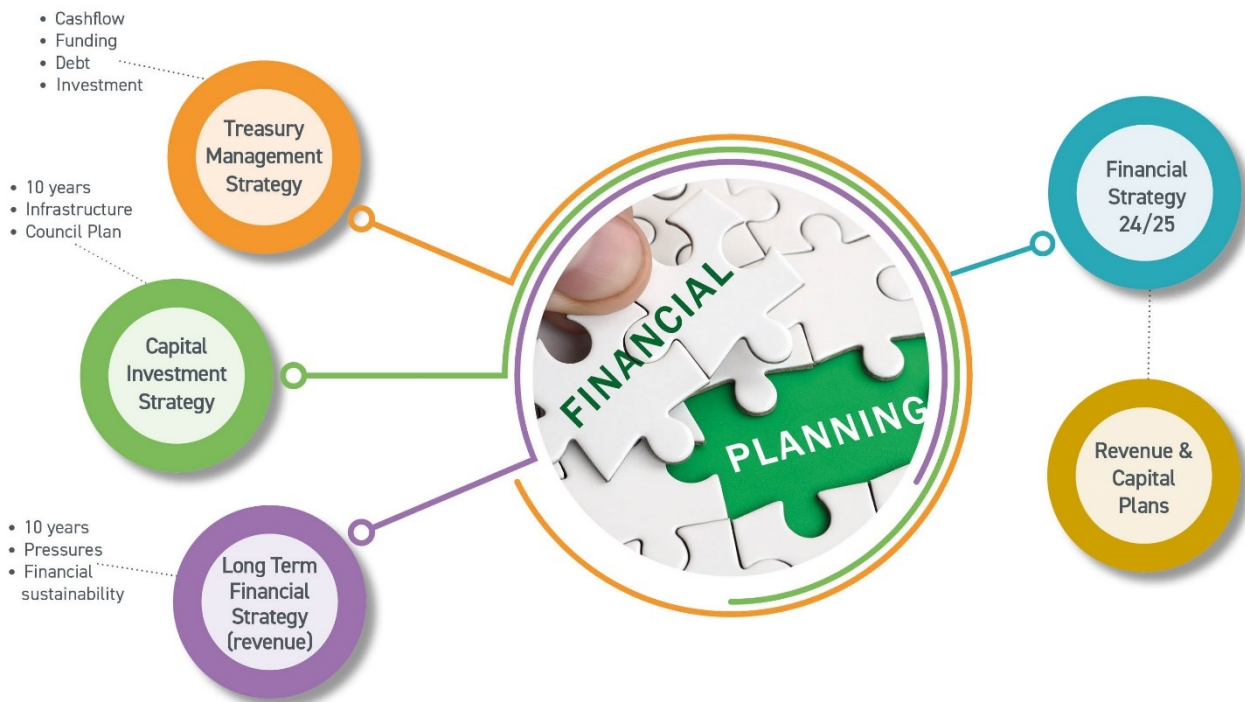
2 RECOMMENDATIONS

2.1 It is recommended that Council:

- (a) notes the estimated revenue resources for 2024/25 to 2028/29;**
- (b) notes the estimated capital resources for 2024/25 to 2033/34 and the requirement to adhere to the prudential code for capital borrowing;**
- (c) approves the financial strategy set out in section 4.8 of this report, including the recommendation to maintain unallocated reserves at c£7.4m for 2024/25, having considered the risk register highlighted in Appendix 1;**
- (d) proceeds to consider the proposed Financial Plan for 2024/25;**
- (e) agrees that any further Scottish Government funding which becomes available for 2024/25, after the Council's Financial Plan is agreed, including the SBC share of the £62.7m additional funding committed by the Deputy First Minister on 21st February, will be repaid to Reserves to partly replenish the one-off funding used to balance the 2024/25 Financial Plan.**

3 THE FINANCIAL PLANNING PROCESS 2024/25 TO 2028/29

- 3.1 Financial year 2024/25 represents the second year of the current Administration's 5-year Financial Plan for the Council, covering the period 2024/25 to 2028/29. A corporate approach has again been pursued with a focus on aligning the financial, business and people planning elements of the Council Plan.
- 3.2 A cross party group of Elected Members have been engaged throughout the financial planning process, considering proposals from CMT which have subsequently been considered by an all Member group throughout the process. The Council's Budget Survey was available from 30 November 2023 to 31 January 2024 and a survey of secondary school pupils ran from 9 January 2024 to 7 February 2024. Feedback from both surveys has regularly been fed back to Members to inform their budget considerations, complimenting other community engagement activity which has been undertaken during the last year.
- 3.3 This paper highlights the anticipated resources available to the Council over the planning period, the anticipated financial constraints, major risks to be addressed and the planning approach which was undertaken in arriving at the position presented today.
- 3.4 As shown in the illustration below, this paper forms part of a suite of reports presented to Council today which include:
 - (a) The proposed 5-year Revenue Plan and 10-year Capital Plan for the Council which details the proposed service budgets provided to enable delivery of the Council Plan;
 - (b) The Long-Term Financial Strategy (Revenue) which provides insight into the assumed revenue position of the Council over the next 10 years and the Capital Investment Strategy which highlights priorities for Capital investment over the next 10 years in order to support delivery of the Council Plan; and
 - (c) The Treasury Management Strategy which considers the debt and investment required to finance the Capital Plan considering the longer-term planning horizon and ensuring that the Council continues to operate within prudent, affordable limits.



4 FINANCIAL STRATEGY

- 4.1 The Council, along with all public bodies, faces significant challenges as it aims to provide the best possible services within the resources available. The adoption of a longer-term timeframe for financial planning has previously enabled the Council to plan the delivery of service changes across financial years through modernising services, investing in new technology, and in developing a range of strategic partnerships to provide longer term benefits. Despite the annual nature of the financial settlement, this longer-term approach has enabled the required changes to be delivered in a planned manner, mitigating the need for reactive cuts to services. This approach was enhanced for 2022/23 with the introduction of the Long-Term Strategy (Revenue) to assess the potential impact of future funding and service requirements and align revenue and capital planning over a 10-year timeframe. This Strategy is updated and issued annually.
- 4.2 The challenging financial environment Local Authorities are operating within makes it more important to plan change over the medium to long term but also makes it harder to balance budgets as inflationary increases and significant increases in demand led care services continues to put pressure on the resources available. The last 2 years have seen unprecedented inflationary increases in transport, utilities and pay whilst the demand for care and external placements for young people continues to rise.
- 4.3 The cost-of-living crisis also impacts directly and indirectly on Council services as the need for financial support increases and more early intervention work is required to support families within the region.

- 4.4 It is recognised that COVID-19 has had a long-term effect on the Council's operations. The financial position in 2023/24 has continued to be impacted by additional costs in children's services where, since the COVID-19 pandemic, demand pressures continue to rise. The monitoring reports approved by the Executive Committee throughout 2023/24 have highlighted these pressures arising across Council services and many of these pressures are anticipated to continue into 2024/25 and beyond.
- 4.5 The Fit for 2024 Programme has now been brought to close and a replacement Transformation Programme focussing on the future sustainability of the Council had been developed. This work will shape the service delivery of the Council moving forward, ensuring that it is aligned to the Council Plan and deliverable within the anticipated resources available. The Long-Term Financial Strategy (Revenue) provides scenarios of what the long-term financial position of the Council may look like to provide some guidance to the scale of challenge the Council is likely to face.
- 4.6 Principles underpinning the financial planning process undertaken for 2024/25 include:
- (a) Resources are raised to meet approved service levels in the most effective manner;
 - (b) Officers manage the effective deployment of those resources in line with the Council's objectives and priorities as set out in the Council Plan;
 - (c) The revenue and capital Financial Plans approved by Council provide stability in resource planning;
 - (d) Service changes required to deliver financial sustainability for the Council are managed corporately via the Transformation Programme; and
 - (e) Stakeholder views are taken into account via Elected Member briefings and the budget survey.
- 4.7 The Financial Plan seeks to ensure that the Council's budget is targeted so that it meets the needs of the Council Plan. As well as dealing with current cost and demand pressures, there are a number of different policy issues which also require to be addressed including the need to ensure the budget - provides the best possible stimulus to the local economy; provides adequate resources to respond to the current inflationary pressures being experienced; responds appropriately to the wider Climate Emergency declared by the Council in 2020; and looks after those who are most vulnerable in our society and targets resources through early intervention and prevention programmes to reduce future demand for public services.
- 4.8 The recommended high level Financial Strategy to be followed over the period 2024/25 – 2028/29 is therefore, to:-
- (a) **ensure the long-term stability of the Council by setting a prudent, sustainable budget in line with available resources;**
 - (b) **continue to invest in the approved education, community infrastructure and economic growth projects that will raise**

- standards, address the threat of high unemployment levels where possible, improve quality of life for local people and encourage active, healthy lifestyles;**
- (c) work with community planning partners to invest in early intervention and prevention programmes to reduce future demand for services;**
 - (d) continue to work with local RSL's deploying the affordable housing budget to provide safe warm homes through the Strategic Housing Improvement Plan;**
 - (e) set a Capital Programme which keeps debt within prudent, sustainable limits as set out in the Treasury Management Strategy;**
 - (f) provide for loans charges of £18.2m (2024/25) to finance capital investment recognising the long-term implications of capital borrowing. This figure is planned to rise in future years reflecting the Council's capital plans;**
 - (g) maximise income while keeping fees charged to service users at an affordable level;**
 - (h) support the transformation of services and reviews level and method by which services are delivered to ensure the Council remains financially sustainable;**
 - (i) to recognise the challenges faced by the organisation and maintain unallocated reserves of c£7.4m, 2% of net revenue expenditure for 2024/25, as outlined in section 5 below, and in line with the assessed risk register in Appendix 1.**
 - (j) use any additional Scottish Government funding, confirmed after the Financial Plan is approved, to partly replenish the Reserves used to balance the Financial Plan in 2024/25.**

5 RESERVES

5.1 Reserves

The Council maintains a number of funds and balances, known as Reserves, which are reported to Elected Members at regular intervals during the financial year. The Council holds Reserves in order to manage identified risks, smooth uneven cash flows and provide a contingency against unforeseen circumstances. The existence and management of adequate Reserves is a fundamental aspect of any sound financial strategy. The Financial Strategy and the associated Reserves position is subject to scrutiny by the Council's external auditors. Table 1 below shows the projected balance of each fund held within Reserves at 1 April 2024.

Table 1 Funds and Balances

	1 April 2024 (est £m)
Specific Funds	
Corporate Property Repairs and Renewals Fund	0
Plant and Vehicles Renewals Fund	4.785
Pitch & Play Park Replacement fund	1.875
Insurance Fund	1.027
Capital Fund excl. Developer Contributions	1.151

General Fund – Earmarked	
Devolved School Management	1.402
Earmarked Departmental Reserves (incl. Recovery Fund)	3.779
Allocated reserves	26.518
General Fund – Unallocated Reserves	7.414
Total	<u>47.951</u>

- 5.2 The level of Unallocated Reserves has reduced since 2023/24 although it should be noted that prior to the top up of balances during the COVID-19 period, the general fund balance held in 2021/22 was £6.3m, therefore the forecast reserve of £7.4m at 1st April 2024 represents an increase from that level. The total Reserves figure is broadly in line with figures as at 1st April 2023 however earmarked departmental Reserves have significantly reduced due to the in-year financial position and allocated Reserves have increased due to the creation of a £20m Change Fund following changes to service concession arrangements as approved by Council in February 2023.
- 5.3 A Corporate Financial Risk Register (Appendix 1) has again been used as the basis for setting unallocated Reserve levels in 2024/25 and future years. This approach seeks to quantify the risks facing the Council’s finances. A review of the major financial risks facing the Council has been undertaken by senior finance officers, the Chief Officer Audit and Risk and the Corporate Risk Officer and include underlying inflation, over optimistic savings assumptions, over optimistic assumptions regarding future Government grant funding, delays in delivery of transformation plans, unconfirmed future pay and pension cost increases, the failure by managers to enact effective budgetary control, severe weather events, potential legal and contractual claims and unplanned emergencies in approving an appropriate level of unallocated balances.
- 5.4 The level of Unallocated Reserves is directly informed by an assessment of the risks facing the Council. This approach, despite being subject to an element of informed judgement, fundamentally reflects the risks inherent in setting the revenue budget, the reasons why Reserves are held in the first place, the scale and complexity of the organisation and also provides an appropriate transparent rationale for the level of balances held.
- 5.5 **Unallocated Reserves**
Given the issues identified in the risk register and risks inherent in setting the revenue budget, Members are recommended to maintain an unallocated general fund equivalent to c£7.4m in 2024/25. The Unallocated Reserve projected at the 31st March 2024 equates to 2.0% of net revenue expenditure and is sufficient to cover 50% of the financial risks identified in the finance risk register in Appendix 1, should they be realised.

6 REVENUE RESOURCES

6.1 The total revenue funding available to the Council in 2024/25 is £370.2m as detailed in the table below. 77% (£285.7m) of the total funding for 2024/25 will be made available via Scottish Government in the form of Aggregate External Finance (AEF) with a further 2.5% (£9.6m) coming through one-off Reserves and the remaining 20% (£74.9m) being generated through Council Tax income.

Table 2: Summary of revenue resourcing within the financial plan

	2024/25 £'000	2025/26 (Provisional) £'000	2026/27 (Provisional) £'000	2027/28 (Provisional) £'000	2028/29 (Provisional) £'000	Total £'000
Aggregate External Finance						
General Revenue Support	227,299	226,873	229,023	229,023	229,023	1,141,241
Council Tax freeze funding for 2024/25	3,220	3,220	3,220	3,220	3,220	16,100
Impact of teachers 3% employer pension contribution	1,802	1,802	1,802	1,802	1,802	9,010
Ring fenced grants	3,206	3,206	3,206	3,206	3,206	16,030
Health & Social Care Partnership	8,047	8,127	8,209	8,209	8,209	40,801
Non-domestic Rates	42,089	42,089	42,089	42,089	42,089	210,445
	285,663	285,317	287,549	287,549	287,549	1,433,627
Funding for new schools through Learning Estate Investment Programme	0	2,435	3,873	3,364	3,065	12,737
Reserves	1,160	0	0	0	0	1,160
Service Concessions	8,411	0	0	0	0	8,411
Council Tax (Band D £1,356.11 in 2024/25 - 0% increase)	72,121	79,922	84,538	89,413	94,567	420,561
Second Homes Council Tax	2,814	3,095	3,250	3,413	3,584	16,156
Total	370,169	370,769	379,210	383,739	388,765	1,892,652

THE AGGREGATE EXTERNAL FINANCE (AEF) SETTLEMENT 2024/25

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

- General Revenue Grant to support expenditure on the complete range of Council Services;
- A distribution of funding from the National Non-Domestic Rates Pool; and
- Ring-fenced grants which must be used for specified purposes.
- £1.8m of funding is also assumed to fund the 3% increase to teacher's employer pension contributions from 1st April 2024. The Scottish Government have confirmed their intention to pass through related consequential received via the Barnett Formula however it is not yet known if this will be sufficient to fund the pressure in full.

6.3 The Local Government Finance Settlement, received in December 2023 confirmed revenue resources of £13.9 billion nationally in 2024/25. The progression through Parliament is set out below and the implications for the Council budget are set out in section 7 below.

- Local Government Financial Order – Laid in Parliament: 7 February 2024
- Stage 1: 8 February 2024
- Stage 2: 20 February 2024
- Stage 3: 27 February 2024
- Local Government Financial Order Debate: 28 February 2024

- 6.4 The Settlement for 2024/25 confirmed the following resources would be provided by the Scottish Government to the Scottish Borders:
- (a) Revenue Support Grant of £227.2m (including £9.8m for 23/24 pay inflation) and Non-Domestic Rates distributions of £42.1m along with Specific ring-fenced Grant of £3.2m, providing total grant support of £272.5m to the Council;
 - (b) The total specific grant of £3.2m has been confirmed to fund the Pupil Equity Fund (£1.9m) and Criminal Justice Social Work (£1.3m). £10.2m of funding previously ring-fenced by Scottish Government for Early Years has been baselined as part of the Verity House Agreement to reduce the level of ring-fenced funding provided to Local Authorities.
 - (c) In addition to these confirmed figures, Scottish Government have confirmed funding will be made available for the following priorities (national funding figures provided). Teachers Induction Scheme (£37.6m), Discretionary Housing Payments (DHP) (£92.7m), Gaelic (£0.103m), Customer First top-up (£1.41m), Scottish Disability Assistance (£3.5m) and Real Living Wage for Social care (£230m). Budgets will be created during 2024/25 for these areas once funding levels are confirmed;
 - (d) Scottish Government have also confirmed funding of £3.22m (this Council's share of £144m provided nationally) to offset the cost of implementing a freeze on Council tax levels during 2024/25.
 - (e) The development of the 2024/25 budget has seen close cooperation and joint financial planning between the Council, NHS Borders and the Integration Joint Board (IJB). Key aspects of the budget in this area include a Health and Social Care fund of £8.047m that is once again to be transferred from the NHS to Council via the IJB. This funding has previously been delegated on a permanent recurrent basis to the Council's Social Care function by the IJB and includes no uplift based on NHS funding arrangements for 2024/25. Further funding will be made available to provide Councils with a further £230m nationally in 2024/25 in order to deliver a minimum £12 hourly rate for all adult care workers in commissioned services.

6.5 In addition to the 2024/25 settlement the deputy First Minister confirmed on the 21st February 2024 that, subject to the overall funding position improving following the UK Government's Spring Budget on 6 March, an additional £62.7m of funding will be available in 2024/25. This includes the estimated £45m of funding anticipated as a result of the UK Government's announcement on Adult Social Care as well as an additional £17.2m. There will be no restrictions made on this funding and our share has not yet been confirmed.

6.6 **One-off Reserves**

The Financial Plan uses one-off Reserves of £9.6m in order to balance the financial position in 2024/25. £8.4m of these reserves had been set aside to support the 5-year revenue plan but were originally intended to be used over a 4-year period. Due to the extreme challenges the Council is facing this full reserve along with an additional £1.2m has been proposed to support 2024/25 budget. This short-term measure has been implemented to allow a planned approach to the required permanent reductions to the Council budget from 2025/26 with effective communication with

communities essential during 2024/25. The use of one-off resources can only buy time to deliver permanent financial sustainability and extends the period over which the Council is living out with its means. It also depletes Reserves going forward which reduces our ability to deal with as yet unknown pressures and the risks detailed in Appendix 1.

6.7 Council Tax

On 21st February the Council accepted additional funding of £3.22m through the 2024/25 Local Government Finance Settlement to freeze Council Tax at 2023/24 levels. This decision was made ahead of the approval of the financial plan to ensure bills can be issued to customers on time.

7 RESOURCING ESTIMATES 2024/25 AND BEYOND

- 7.1 At present, the Scottish Government has only confirmed a one-year Revenue Settlement and therefore has only published draft AEF figures for 2024/25. In planning resources over the next 5 years through the revenue plan and 10 years through the Long-Term Financial Strategy (Revenue), the Council has made assumptions about the levels of funding likely to be available and the level of savings which will be required to balance to these estimates. The assumption for planning purposes is that AEF resources will be provided on a flat cash basis in each future year of the 5-year plan. These estimates exclude any transfers for new statutory burdens.
- 7.2 Any movement from these assumptions in future finance settlements will require adjustments to be made to the overall level of growths and/or savings made in the Financial Plan. Despite the absence of firm future revenue figures, the scale of the challenge facing the Council is unlikely to diminish in the foreseeable future and longer-term planning for the delivery of savings, which may have significant lead in times and require large scale organisational change, remains an essential discipline.
- 7.3 The benefits of longer-term financial planning have previously been promoted by Audit Scotland in the overview report for Local Government in Scotland. Audit Scotland have highlighted the good practise previously adopted by the Council in adopting medium term 5-year financial planning and recommended that this approach be extended to encompass greater use of scenario planning over a longer period. In response, Council officers developed a Long-Term Financial Strategy (Revenue) as part of the 2022/23 budget with an updated strategy for 2024/25 provided elsewhere on this agenda.

COUNCIL TAX

- 7.4 As detailed in paragraph 6.6, Scottish Borders Council has accepted £3.22m of permanent, additional funding from Scottish Government and frozen its Council Tax for 2024/25 at 2023/24 rates.
- 7.5 Indicative Council Tax increases are included within the 5-year Revenue plan as shown in the table below. These increases are indicative based on the current anticipated funding available to the Council in future years but will be reviewed annually alongside all other available funding to ensure the impact on residents of the Scottish Borders is as low as possible.

Table 3: Indicative Future Year Council Tax increases

Indicative Council Tax rates in Future Years	2024/25	2025/26	2026/27	2027/28	2028/29
Annual % increase	0%	10%	5%	5%	5%
indicative Band D annual payment	£1,356.11	£ 1,491.72	£ 1,566.31	£1,644.62	£ 1,726.85
annual increase on Band D charge	£ -	£ 135.61	£ 74.59	£ 78.31	£ 82.23

7.6 Transformation Programme

The Fit for 2024 Programme has now been brought to close and a future Transformation Programme focussing on the sustainability of the Council has been developed. This work will shape the service delivery of the Council moving forward, ensuring that it is aligned to the Council Plan and deliverable within the anticipated resources available. This will ensure the Council continues to operate within its means over the longer term.

8 CAPITAL RESOURCES AND TREASURY MANAGEMENT

- 8.1 The Council has set an ambitious Capital Plan with anticipated investment of £454m over the 10-year period. £187m of this is within the Learning Estate and includes ambitious plans for 3 High Schools and 2 Primary Schools. A further £75m is proposed to be spent on the Borders Innovation Park and Borderlands and largely externally funded while £71m of Council funded expenditure is allocated to Roads and Bridges. A further £33m is planned for Care Villages within Hawick and Tweedbank.
- 8.2 In setting its Capital Plan, the Council must adhere to The Prudential Code of Capital Finance (the Code) in Local Authorities as published by the Chartered Institute of Public Finance and Accountancy (CIPFA). The Code was established to both give Local Authorities an element of flexibility but also to ensure they do not over borrow beyond levels that are sustainable over the longer term.
- 8.3 The code requires the Council to set an annual Treasury Management Strategy (TMS) which includes how it will finance its Capital Plans in an affordable and sustainable way. The TMS is approved each year along with the Revenue and Capital Plans and the Capital Investment Strategy.
- 8.4 The requirements of the Prudential Code were updated in December 2017 including the recommendation that Councils publish a Capital Investment Strategy from 2019/20. As such, Scottish Borders Council's Capital Investment Strategy is included elsewhere on this agenda as part of the suite of financial planning papers and details the capital investment priorities to ensure our assets and infrastructure are best placed to deliver the Council Plan.

CAPITAL FUNDING ASSUMPTIONS

8.5 Capital Settlement

A General Capital Grant is issued to each Local Authority in Scotland as part of the settlement letter each year. The draft settlement confirms General Capital Grant of £9.8m will be provided to the Council in 2024/25, this is £0.9m less than the funding previously confirmed by Scottish Government. The higher funding amount is assumed to continue for future years of the plan.

- 8.6 When combined with other sources of funding, the total capital funding available over the 10-year plan is estimated to be £454m. The following table summarises the total resources within the proposed Capital Plan and further information on each funding line is provided below.

Table 4 : Summary of Capital resourcing within the Financial Plan

	3 year Operational £'000	7 year Strategic £'000	Total £'000	Est. External Funding £'000	Est. SBC Contribution £'000
Specific Grants from Scottish Government	4,143	1,729	5,872	5,872	0
Other External Grants & Contributions	52,304	23,765	76,069	76,069	0
Development Contributions	6,176	700	6,876	6,876	0
Capital Receipts	6,861	1,500	8,361	0	8,361
General Capital Grant	33,444	77,763	111,207	0	111,207
Plant & Vehicle (P&V) Replacement - P&V Fund	6,000	14,000	20,000	20,000	0
Synthetic Pitch Replacement Fund	1,985	2,365	4,350	4,350	0
Funded From Revenue	1,940	0	1,940	1,940	0
Borrowing	173,380	46,254	219,634	0	219,634
					0
Total	286,233	168,076	454,309	115,107	339,202

8.7 Scottish Government – Specific Capital Grant

The settlement confirms a specific capital grant allocation of £0.515m for Cycling Walking & Safer Streets for 2024/25, an £8k increase on last year. The proposed 10-year plan assumes total specific grants from Scottish Government of £5.9m over the 10-year period to 2033/34.

8.8 Other External Capital Grants & Contributions

Many projects and programmes are successful in bringing in matched funding from a range of external sources such as SportScotland, Historic Environment Scotland, Scottish and UK Governments and Edinburgh and South East Scotland City Deal. These funds each come with specific conditions and are usually time limited. We currently anticipate funding of £115m over the 10 years of the plan, the most significant of which are Borderlands (£58.8m) and the Borders Innovation Park (£14.3m).

8.9 Development Contributions

- (a) Development Contributions are contributions made by private developers for specific infrastructure costs associated with the impact of their development. Legal agreements in place detail the terms of both the location and type of asset. Due to the uncertainty of the timing on payment of these it is not prudent to assume large sums of development contributions being received at the same time as the assets are being constructed. This means the Council is required to either use the General Capital Grant or borrowing to front fund the construction until the contributions are received.
- (b) The proposed Plan includes an assumed £6.9m of development contributions over the next 10-year period.

8.10 Capital Receipts

- (a) Capital Receipts are funds generated from the disposal of capital assets. These funds are held in the Capital Fund and used to either finance new capital expenditure or repay existing loan principal. The estimate is reviewed on a regular basis to determine assets available for disposal and their likely disposal value and timing.
- (b) The Plan assumes £6.9m of capital receipts being generated over first 3 years of the plan with a further £1.5m generated in 2027/28. The assumptions around the deliverability of these will be subject to ongoing review and will be updated in line with the ongoing asset rationalisation work.

8.11 General Capital Grant future years

The total estimated Capital Grant over the period of the plan is estimated at £111.2m. Should resources vary from current projections in future years this may require the associated borrowing levels, phasing and prioritisation of projects within the Capital Plan to be revisited.

8.12 Replacement Funds

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

8.13 Borrowing

- (a) The balance of the funds required for the Plan is secured by borrowing. Local Authorities are able to borrow to fund capital expenditure, or if given specific consent by Scottish Government. When determining the borrowing requirements, the Council must follow the Prudential Code which requires Councils to ensure they are acting prudently and sustainably. The costs of borrowing are charged to revenue via the Loans Charges budgets.
- (b) The proposed revenue budget to support capital through loans charges is set out in paragraph 4.8. Decisions to increase capital borrowing require permanent increases to the loans fund budget and must be funded by savings or the generation of additional income.
- (c) The proposed Plan includes a total borrowing over the 10-year period of £220m. It is estimated, based on assumptions around cash flow and interest rates, that this is deliverable within the estimated revenue resources. There is a risk if interest rates rise above the assumed levels this may result in additional charges. This is monitored regularly, as described in the Treasury Management Strategy to ensure that the borrowing levels are sustainable and affordable.
- (d) The borrowing requirements associated with the first 5 years of the proposed Capital Plan are included within table 5 below. The high level of loan charges over the first 4 years of the Plan is primarily driven by the construction of 3 new secondary schools, 2 new primary schools and two new care facilities. The required increased revenue budgets to pay for the borrowing has been factored into the Financial Plan.

Table 4: anticipated borrowing levels

	£m
2024/25	75.3
2025/26	62.8
2026/27	35.2
2027/28	34.3
2028/29	2.9

9 IMPLICATIONS

9.1 Financial

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

9.2 Risk and Mitigations

- (a) The Council faces a number of risks in setting its Revenue Financial Plan for five years 2024/25 - 2028/29. The main identified risks are set out in the Appendix 1. The Council faces significant financial challenges, not least the requirement to deliver ongoing savings to balance the revenue and capital plan each year, fund on going pressure from the demographic change facing the Scottish Borders

population and address challenges from ongoing COVID-19 response and recovery. The maintenance of Reserves to manage such risks is an essential element of any sound financial strategy and the recommended level of Reserves, to act as a contingency is £7.4m in financial year 2024/25.

- (b) There is an ongoing requirement for robust management action to further continue to deliver Financial Plan savings. This is fundamental to ensure the delivery of the proposals set out in the five-year Financial Plan on time and to the levels expected by the approved budget. The failure to deliver savings in line with the budget plan represents the most significant financial risk to the Council.
- (c) Within the Capital Plan, overly optimistic project management resulting in unrealistic assumptions about time, costs and risks involved continues to pose a risk. This is being mitigated by more intense scrutiny at the initiation phase and reviewing lessons learned from previous projects.
- (d) The key risks associated with the Council's revenue and capital plans will be monitored on a regular basis within the regular monitoring reports submitted to the Council's Executive Committee.
- (e) The full Corporate Financial Risk register can be found in Appendix 1.

9.3 **Integrated Impact Assessment**

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

9.4 **Sustainable Development Goals**

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

9.5 **Climate Change**

There are no effects on carbon emissions.

9.6 **Rural Proofing**

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

9.7 **Data Protection Impact Statement**

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

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

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

10 **CONSULTATION**

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

10.2 The Monitoring Officer/Chief Legal Officer, the Chief Officer Audit and Risk, the Director People, Performance and Change, the Clerk to the Council and

Corporate Communications have been consulted any comments received have been incorporated into the final report.

Approved by

Suzy Douglas
Director – Finance & Procurement

Signature

Author(s)

Name	Designation and Contact Number
Lizzie Turner	Chief Officer Finance & Procurement

Background Papers: [Item No. 8 - Council Tax - Council - 21 February 2024.pdf](#)
(moderngov.co.uk)

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

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

Contact us at Lizzie Turner, Council HQ, lizzie.turner@scotborders.gov.uk, 01835 824000 X6056.

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Risk No.	Risk Category	RISK <i>Threat to achievement of business objective</i>	Causes/Risk Factors	Consequences/ Potential Effects	Risk Owner	Original Risk Score (Assume No Controls in Place)			Current Internal Controls	Control Assessment/ Score	Potential Financial Risk	Current Risk Score (With Controls in Place)		
						Likelihood	Impact	Risk Score				Likelihood	Impact	Risk Score
1	Economy and Funding	If there is a reduction in Government funding to Local Authorities in real terms it could result in a reduced ability to provide services	Reduction in Government funding; Increase in ring fenced funding for specific national policy areas; Inflation; Increasing direction of funding within the settlement through specific grant;	Reduction in ability to provide services; Constraints on local policy areas; Reputational damage; Increasing pressure on core budgets; Real terms inflationary pressures are not funded;	Director Finance and Procurement (Section 95 Officer)	4	4	16	Estimate of resources over the 5 year period built into financial plan; There is a projection that the Council will receive a flat cash settlement from Scottish Government; Regular Monitoring and quarterly reporting to Exec Committee; Transformation and Savings Plans (incl. early engagement with services to devise plans to achieve savings);	Fully Effective Fully Effective Fully Effective Partially Effective	£ 2,850,000 based on 1% variation in SG grant	4	3	12
2	Environment	If there are adverse winter weather conditions (e.g. snow, ice, wind damage or flooding) it may result in a strain on the Winter Maintenance Budget and additional revenue and capital costs.	Adverse winter conditions; Climate Change;	Strain on Winter Maintenance budget; Additional revenue and capital costs; Service disruption;	Director Infrastructure & Environment	4	4	16	Bellwin Scheme available, threshold applies at 0.2% of net revenue budget but only if Scottish Government activate the Bellwin scheme; Allocated Reserve of £1m earmarked to provide contingency for adverse weather; Development of Community Resilience Scheme (<i>progressing but unlikely to make significant impact on costs</i>); Business Continuity Plans;	Fully Effective Fully Effective Partially Effective Partially Effective	£1m allocated reserve held seperately	4	3	12
3	Budget Control	If we are unable to deliver budgeted reductions then expenditure may not be contained within approved budgets and there may be negative impacts on service provision.	Plans not developed during the budget setting process; Budget holders not taking account of cumulative effect of failing to deliver financial savings in-year; Unanticipated increased demand for services; Inflation; Delays in implementation of technological solutions to enable innovation.	Expenditure is not contained within budget and may result in future reduced service provision; Increased accumulation of savings to be made; Knock-on impacts to other Council services;	Director Finance & Procurement (Section 95 Officer) / Budget Holders	4	4	16	Tracking through monitoring process; Budgetary Control Management Actions; Implementation of Target Operating Model to ensure the Council continues to be financially sustainable and operates within resources available;	Partially Effective Partially Effective Partially Effective	2,500,000	4	3	12
4	Budget Control	If we are unable to accurately forecast ageing population demographics and plan service provision accordingly then expenditure may not be contained within approved budgets and may result in reduced service provision.	Ageing population; Strategic Assessment data time lag; Demographic forecasting assumptions are inadequate; Lead times to plan for service provision;	Additional unexpected/unplanned revenue and capital costs;	Chief Officer IJB & HSCP	5	3	15	Business and medium term Revenue Financial Plans takes accounts of demographic pressures; Investment in provision of local facilities within medium to long term Capital Financial Plans; Improved population data available to test changes in population assumptions; Recent financial support from SG for delivery of IJB Services.	Fully Effective Partially Effective Partially Effective Partially Effective	0	4	2	8

No.	Risk Category	RISK <i>Threat to achievement of business objective</i>	Causes/Risk Factors	Consequences/ Potential Effects	Risk Owner	Original Risk Score (Assume No Controls in Place)			Current Internal Controls	Control Assessment/ Score	Potential Financial Risk	Current Risk Score (With Controls in Place)		
						Likelihood	Impact	Risk Score				Likelihood	Impact	Risk Score
						5	Budget Control	If we are unable to accurately forecast demographics in relation to vulnerable children/children with complex needs then we may not be able to plan service provision accordingly and expenditure may not be contained within approved budgets, resulting in the potential for reduced service provision.				Lead times to plan for Service Provision; Insufficient investment in early intervention and prevention; Delay in the Identification of regional complex needs/ potential future demand for services; Inflationary pressures on commissioned services; Lack of availability of OOA placements.	Significant overspend due to demand pressures and the need to accommodate looked after children in expensive residential settings including secure units (incl. placements outwith area); Additional unexpected/unplanned capital costs;	Director Social Work & Practice / Director Education & Lifelong Learning
6	Projects	If major capital projects, including IT, are not delivered then additional revenue costs are incurred without the expected asset being created.	Lack of sound project management incl. design, build and testing through to implementation; Inadequate specification of requirements; Scope Creep; Failure of strategic governance;	Potential requirement to write-off to revenue, costs incurred in developing capital schemes; Expected enablers are not developed; Expected efficiencies are not realised.	Director Infrastructure & Environment / Director Strategic Commissioning & Partnerships	3	4	12	Governance arrangements associated with development of large complex capital schemes (e.g. Tweedbank and IT transformation); Robust project management, dialogue and ensuring necessary statutory approvals are achieved; Tracking through Revenue and Capital Budget Monitoring Processes; Development of PMO (Capital).	Partially Effective Fully Effective Fully Effective Partially Effective	500,000	3	3	9
7	Economy and Funding	If there is insufficient funding to support national policy changes we may not be able to deliver changes to their full extent or they may not meet expectations.	Distribution formula used is misaligned with local requirements e.g. changes to charging regimes or teachers pay; Inflation;	Changes not delivered; Expectations not met; Negative impacts to local policies/resources to deliver national policy changes within available funding; Negative impact on financial sustainability;	Director Finance & Procurement (Section 95 Officer)	4	4	16	Active engagement through COSLA and the Settlement Distribution Group (SDG) to ensure local circumstances are reflected as far as possible in distributions; Verity House Agreement;	Partially Effective Partially Effective	0	3	3	9

No.	Risk Category	RISK Threat to achievement of business objective	Causes/Risk Factors	Consequences/ Potential Effects	Risk Owner	Original Risk Score (Assume No Controls in Place)			Current Internal Controls	Control Assessment/ Score	Potential Financial Risk	Current Risk Score (With Controls in Place)		
						Likelihood	Impact	Risk Score				Likelihood	Impact	Risk Score
						8	Supplier Failure	If major contractors/ providers of essential services (e.g. Transport/ Care) go out of business then there will be immediate loss of essential service, negative pressures on budgets, reserves and costs associated with retendering.				Market/Economic Conditions (e.g. labour, inflation); Major disruptive events;	Loss of essential services; Immediate pressure on revenue budgets / reserves; Increased evidence of costs increasing following retendering; Lack of competition/suppliers in the market for retendering; Council is provider of last resort - negative impacts on staff resourcing and Council capacity; Potential requirement to TUPE Transfer.	All Directors
9	Economy and Funding	If the Council does not adequately assess counterparty risk and select secure investments then funds deposited could be lost.	Economic Conditions (e.g. interest rates); Major disruptive events e.g. financial crises; Failures in due diligence; Lack of knowledge and Skills (Staff SPOFs);	Funds deposited are lost; Significant reputational damage; Failure to protect the public pound;	Director Finance & Procurement (Section 95 Officer)	3	3	9	Disciplined maintenance of counterparty list, spread deposits where practicable; Treasury strategy and policy in place and regularly reviewed; Daily Information from Link Asset Services; Annual revisions made to strategy to reflect changes in the economic situation; Compliance with credit control worthiness policy monitored on an ongoing basis and robust scrutiny at point of investment.	Fully Effective Fully Effective Fully Effective Fully Effective	0	2	3	6
10	Economy and Funding	If there is an increase in the scale of debts owed to the Council (Sundry income, Council Tax and Non-Domestic Rates) then the level of write offs may increase with subsequent negative pressure on Council finances.	Economic/Market Conditions (e.g. interest rates/Inflation/ downturns/ cost of living crisis); Major disruptive events e.g. financial crises; Failures in due diligence e.g. credit worthiness/ability to pay;	Potential pressure on revenue budgets as greater amounts need to be written off; Potential need to increase bad debt provisions (e.g. in line with economic conditions);	Director Finance & Procurement (Section 95 Officer)	4	3	12	Bad Debt provision in place, (<i>proved adequate for Council Tax and NDR, historically</i>); Robust Income Management and Debt Recovery Policy Framework; Ongoing monitoring/reporting of debt management to Exec Committee; Routine monitoring Council Tax collection levels and bad debt write-offs to assess if bad debt provision is sufficient;	Fully Effective Fully Effective Fully Effective	0	4	2	8

No.	Risk Category	RISK Threat to achievement of business objective	Causes/Risk Factors	Consequences/ Potential Effects	Risk Owner	Original Risk Score (Assume No Controls in Place)			Current Internal Controls	Control Assessment/ Score	Potential Financial Risk	Current Risk Score (With Controls in Place)		
						Likelihood	Impact	Risk Score				Likelihood	Impact	Risk Score
												£		
11	Economy and Funding	Changes to the taxation base (e.g. NDR income being devolved to Local Authorities rather than included in the national pool) could result in a reduced funding for the Council.	Scottish Government 3-year spending review; Changes in national policy (e.g. taxation/devolution of elements to local authorities); Economic conditions (e.g. inflation); Speed at which changes are introduced;	Reduced level of NDR income for Council with subsequent pressure on revenue budgets; Increased administration and other costs to implement policy changes/negative impacts on Council capacity;	Director Finance & Procurement (Section 95 Officer)/ Assessor/ Director Resilient Communities	3	3	9	Medium term Revenue Financial Plan (based on Scot Gov 3-year spending review); Analysis and assessment of Scottish Government settlement; Membership of National Forums (e.g. Cosla, Directors of Finance, Scottish Assessors Group);	Partially Effective Fully Effective Fully Effective	0	3	2	6
12	Budget Control	If there is a general failure of our budgetary control processes due to unexpected cost drivers then there may be negative implications across wider areas of the Council.	Additional Contract costs & Retendering processes; Unavoidable Service spend increases; Increase in stretched budgets reduces flexibility; Concurrent and compounding impacts of Market, Economic & Social Factors e.g. inflation, supply chain disruption, material price increases; Accuracy and timeliness of data for forecasting; Challenges facing the Council associated with constraints on public sector funding are increasing; The costs of goods and services increase beyond reasonable assumptions; Unknown ongoing impacts Covid-19 Pandemic (e.g. increased service demand).	Unexpected overspends in revenue and / or capital budgets; Negative impact on wider Service Plans and delivery to cover specific overspends; Delays to Capital Programmes; Potential need to retender contracts.	Director Finance & Procurement (Section 95 Officer)/ All Directors	5	4	20	Financial Regulations (incl. budgetary control processes); Monitoring processes (for both revenue and capital); Regular reporting to CMT and quarterly reporting to Executive Committee; Budgetary Control Training for Budget Holders; Ongoing monitoring of contracts; Medium-term financial planning (Revenue & Capital); Longer-term Revenue Financial Strategy (incl. scenario planning/test of assumptions); Engage with key suppliers; Regular engagement with SOLACE/ COSLA and Scottish Govt;	Fully Effective Fully Effective Fully Effective Partially Effective Partially Effective Fully Effective Fully Effective Fully Effective Fully Effective	3,700,000 (1% overspend risk on £370m)	4	3	12
13	Pay	If the pay award exceeds the budgetary provision then it will create a budgetary pressure for the Council.	Economic and Market Conditions (e.g. cost of living crisis, inflation, industrial action); Labour market shortages; Timing of pay and conditions negotiations with Trade Unions outwith budget setting cycle;	Costs exceed income/funding creating a budgetary pressure; Potential need to lobby for additional funding from Scot Gov; Negative impacts on recruitment/retention; Potential need to increase Council Tax beyond plans.	Director Finance & Procurement (Section 95 Officer)/ Director People, Performance & Change.	3	4	12	Engagement with COSLA and Directors of Finance on affordability of future pay settlements to limit impact on Council Tax payers; Council pay provision set in line with Government Pay Policy; Scenario modelling as part of medium-term financial planning; Planned/proportionate increases in Council Tax;	Fully Effective Fully Effective Fully Effective Fully Effective	2,000,000 (1% increase in pay award)	3	3	9

No.	Risk Category	RISK Threat to achievement of business objective	Causes/Risk Factors	Consequences/ Potential Effects	Risk Owner	Original Risk Score (Assume No Controls in Place)			Current Internal Controls	Control Assessment/ Score	Potential Financial Risk	Current Risk Score (With Controls in Place)		
						Likelihood	Impact	Risk Score				Likelihood	Impact	Risk Score
14	Economy and Funding	If there are legal claims and/or financial awards awarded against the Council (e.g. damages from individuals formerly under local authority care), not fully covered by insurance, then the Council will be exposed to potentially significant one-off costs.	Failure to apply safe and proper practices/breach of legislation; Litigation following a contractual claim resulting from legal dispute; An adverse judgement; Historical claims brought against the Council; Out of Court settlements;	Reputational damage (incl. headline exposure); Rectification activity; Increased scrutiny/loss of trust and credibility; Legal costs incurred; Significant unbudgeted financial costs;	All Directors/ Chief Legal Officer/ Monitoring Officer/ Director Finance & Procurement (Section 95 Officer)	4	4	16	Monitoring processes, both internal and reporting to Members; Council internal control framework (incl. adherence to policies & procedures by all respective service areas and staff; Contingent liability provision for specific claims; Defined Statutory Officer Roles and Responsibilities (e.g. Monitoring Officer, Section 95 Officer).	Fully Effective Partially Effective Fully Effective Fully Effective	£ 750,000	4	3	12
15	Economy and funding	If the Council fails to comply with HMRC requirements then there may be financial penalties	Inexperienced staff/human error; Failure of business processes/internal financial controls; Staff capacity - missed reporting deadlines;	Financial Penalties and Interest charges; Reputational damage; Additional scrutiny;	Director Finance & Procurement (Section 95 Officer) / Director People, Performance and Change	4	3	12	Business processes and internal financial controls are fit for purpose; Staff training on business processes and internal financial controls; Business World System Controls.	Partially Effective Partially Effective Fully Effective	0	2	3	6
15	Economy and Funding	Expenditure claimed through Government funding streams is no longer eligible for that grant	Inadequate retention of documentation and evidence of spend; Improper use of Grant Funding; Failure to adhere to strict Grant Funding Criteria.	The Council would have to fund any potential shortfall resulting from the audit of Grant claims which can arise a number of years after the original project concluded; Negative impact on reserves/core service provision.	Director Finance & Procurement/ Director Resilient Communities	4	3	12	Ongoing review by officers to ensure only eligible expenditure is included in any grant claims submitted for reimbursement; Internal Audit Review Outcomes; Ensuring that expenditure is only committed when funding is confirmed;	Fully Effective Fully Effective Partially Effective	0	3	2	6

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Projected General Fund unallocated balance as at 1 April 2024	7,414,000
Risks Per risk register	14,800,000
% of Risks per risk register covered by unallocated balances	50 %

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LONG TERM FINANCIAL STRATEGY (Revenue) 2024/25

Report by Director of Finance & Procurement

SCOTTISH BORDERS COUNCIL

29 FEBRUARY 2024

1 PURPOSE AND SUMMARY

- 1.1 This report presents Scottish Borders Council's updated Long Term Financial Strategy (Revenue) (LTFS) which supports the 2024/25 financial planning process.**
- 1.2 The Council first adopted a five year planning period for revenue in 2013/14. This strategy adopts a ten year forward view, aligning the time frame for strategic revenue planning with the ten year period already adopted within the Capital Plan.
- 1.3 The approach to medium and longer term financial planning is advocated as good practice by Audit Scotland. This approach has allowed the Council to deliver balanced budgets in each year since 2013/14 and to plan effectively for the financial consequences of multi-year transformational change across the Council. Since adopting a longer term planning horizon in 2013/14 the Council has successfully delivered more than £84m of savings on a permanent basis, assisting significantly with financial sustainability. Adopting a 10 year revenue planning horizon assists the Council to plan service and strategic change appropriately and ensure the financial implications of the Council Plan are properly considered, affordable and reflected in future budgets.

2 RECOMMENDATIONS

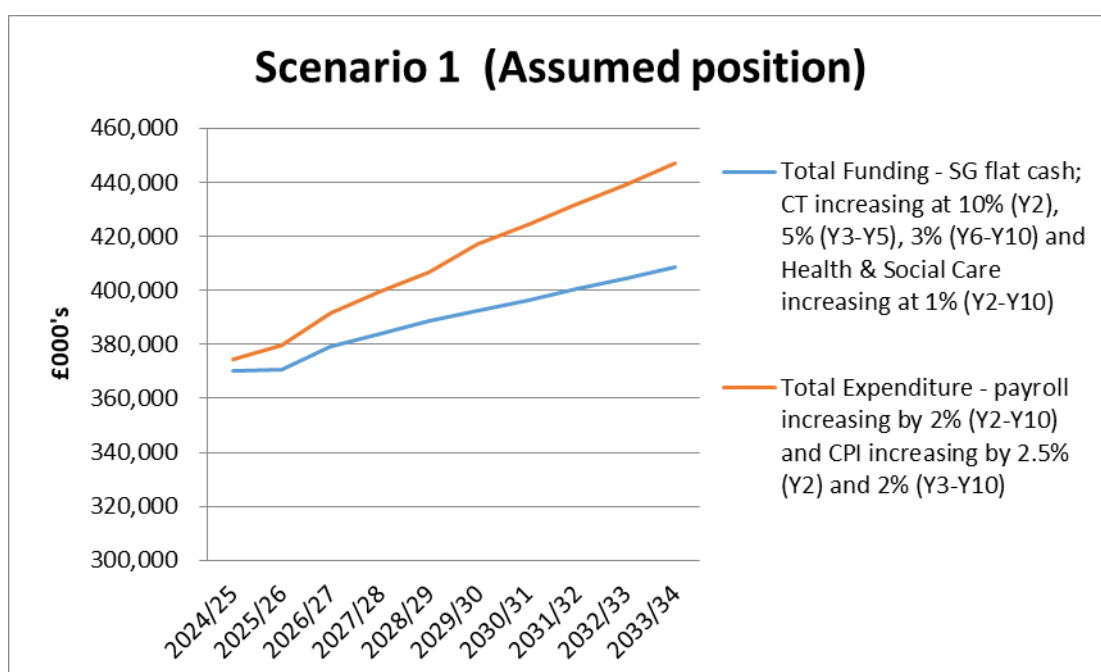
- 2.1 It is recommended that Council approves the Long Term Financial Strategy (Revenue) as part of the suite of 2024/25 budget papers on the Council agenda.**

3 LONG TERM FINANCIAL STRATEGY

- 3.1 Since 2013/14 the Council has adopted a 5 year approach to revenue Financial Plan and a 10 year timeframe for the Capital Plan. This Long Term Financial Strategy (Revenue) extends the strategic revenue planning period to 10 years. The approach to longer term financial planning is advocated as good practice by Audit Scotland.
- 3.2 This strategy is an important component of the Financial Planning process. It underpins the longer term sustainability of the Council and ensures that the financial implications of the economic climate and current service delivery are properly considered and reflected in the anticipated future position. As such the long term financial strategy is a key tool helping the Council to deliver its Vision for 2033 as set out in the Council Plan.
- 3.3 The strategy will be used to compliment the Transformation Programme and to guide the Council to inform future decision making and financial planning. Many of the challenging decisions and actions necessary will require clear vision, effective partnership working, good communication and the buy in of communities through initiatives like #yourpart.
- 3.4 The strategy supports the Council to ensure it remains financially sustainable over the longer term by understanding what resources may be available so we can live within our means, prioritising those things that are most important, adopting new ways of working, ensuring the Council is operating as efficiently as possible, exploiting new technology, developing further commercial opportunities where possible and engaging effectively with the people of the Scottish Borders to improve their quality of life and their experience of engaging with the Council.
- 3.5 For this Long Term Financial Strategy (Revenue), 2024/25 represents year 1. The Council's 5 year revenue plan covers the period to 2028/29 and this longer term financial review projects forward to 2033/34 giving a 10 year view of the revenue budget. This strategy thereby aligns the planning horizon for revenue and capital. A number of key variables have been considered in preparing the 10 year plan as shown below:
- Anticipated Scottish Government funding levels
 - Council Tax income levels
 - Opportunities for increased commercialisation to increase income including fees & charges and increased grant funding opportunities
 - Assumptions on inflation including pay increases
 - Assumptions on increased demand for services such as in Health & Social Care services
 - Loans charges – the revenue cost of borrowing to support investment through the Capital Plan
 - National policy decisions which will impact on Local Government in the future such as the National Care Service.

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

- 3.6 The full Long Term Financial Strategy (Revenue) document includes detailed assumptions on key variables considered at an assumed, best and worst case.
- 3.7 The detail provided within the appendices highlights a range of potential financial outcomes. The range of scenarios modelled highlights the need for robust cost control and the continuation of a programme of strategic transformational change to ensure the Council can respond appropriately to the ongoing financial challenges.
- 3.8 The 'assumed position' is represented in the graph below and shows a permanent £38m funding gap by 2033/34 without permanent service reductions being made.



- 3.9 The Financial Sustainability workstream of the Transformation Programme will be a key enabler for the delivery of savings required to ensure the Council operates within its means over the coming years.

4 IMPLICATIONS

4.1 Financial

There are no direct financial implications resulting from this report.

4.2 Risk and Mitigations

The major risks associated with this report are that the assumptions made within the scenarios are incorrect. This risk is mitigated in the financial modelling supporting the strategy through the use of sensitivity analysis which includes mid case, most favourable and least favourable positions. These assumptions will be flexed over time as greater clarity emerges on the impact of the Local Government settlement in future years, Council

priorities, emerging national priorities and the objectives of the new Council Plan.

4.3 **Integrated Impact Assessment**

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

4.4 **Sustainable Development Goals**

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

4.5 **Climate Change**

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

4.6 **Rural Proofing**

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

4.7 **Data Protection Impact Statement**

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

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

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

5 **CONSULTATION**

- 5.1 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 have been consulted any comments received have been incorporated into the final report.

Approved by

Name

Title

Author(s)

Name	Designation and Contact Number
Lizzie Turner	Chief Officer – Finance & Procurement 01835 824000 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 Author. Information on other language translations as well as providing additional copies.

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SCOTTISH BORDERS COUNCIL

LONG TERM FINANCIAL STRATEGY (REVENUE)

2024/2025 - 2033/2034



EXECUTIVE SUMMARY

The Scottish Borders Council's Long Term Financial Strategy (Revenue) (LTFS) is an important element of the Council's Financial Planning process. It underpins the long term sustainability of the Council and ensures that the financial implications of the economic climate and current service delivery can be properly considered and reflected in future budgets. The primary objective of the strategy is to forecast potential income and expenditure over the longer term to provide an anticipated future revenue position at a strategic level. This allows the Council to plan effectively, helping to ensure it continues to live within its means, balancing anticipated expenditure and planned new developments against the funding we estimate to raise through Government grants, Non-Domestic Rates, Council Tax and fees and charges. The Long Term Financial Strategy (Revenue) is therefore a key tool in helping the Council to deliver its Vision for 2033 as set out in the Council Plan.

The Long Term Financial Strategy (Revenue) expands the Council's financial plans for revenue income and expenditure from the detailed 5 year provisional budget contained within the Financial Plan to a high level 10 year outlook and is aligned with our planned investment in assets and infrastructure as set out in the Council's Capital Investment Strategy and 10 year Capital Investment Plan.

The Council's approach to Financial Planning has enabled the Council to successfully plan the delivery of service changes across financial years through modernising services, investing in new technology and in developing its strategic partnerships to provide longer term benefits. This approach has enabled a planned, holistic approach to service redesign and reducing costs, mitigating the need for reactive cuts to services.

It has become increasingly challenging to deliver savings on a recurrent basis and in order to remain sustainable the Council will need to make significant changes to its operating model, not just through investment in digital technologies, but through a robust review of current services including their delivery modes to ensure that these are relevant to, and provide the best value for, the communities and people that it serves. This will require effective engagement with our partners and communities and a strong focus on our agreed priorities.

The Council intends to continue integrating its approach to people, business, asset and financial planning processes ensuring these are fully aligned to clear priorities set out in the Council Plan. The Council Plan will continue to be developed and defined in a co-productive way fully involving local communities, our community planning partners and the third sector. A refreshed Transformation Programme, which includes a Financial Sustainability Workstream, will support services to enable the change to deliver these aims and ensure the Council remains financially sustainable.

The Long Term Financial Strategy (Revenue) seeks to support the future planning of change by identifying some of the key challenges facing the Council and recognising the opportunities we have to address them; this provides an indication of the scale of change required to remain financially sustainable.

This strategy supports the Council to deliver the following outcomes:

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

The Council recognises that it must continue to modernise in the face of resource constraints, changing demographics, rising expectations, calls for greater community involvement in decisions over the design and delivery of public services and the ongoing reform of the Scottish Public Sector. With limited resources and increasing pressure on Council services it is clear we need to continue to adapt and change the Council to be more efficient, more responsive to the citizens and communities of the Scottish Borders and more sustainable. We therefore need to adopt a co-productive approach that fully involves communities in decisions over place based and online service redesign from the outset, ensuring an approach that supports and empowers them when a different model of service delivery is proposed. On this basis a new Community Engagement model is being developed.

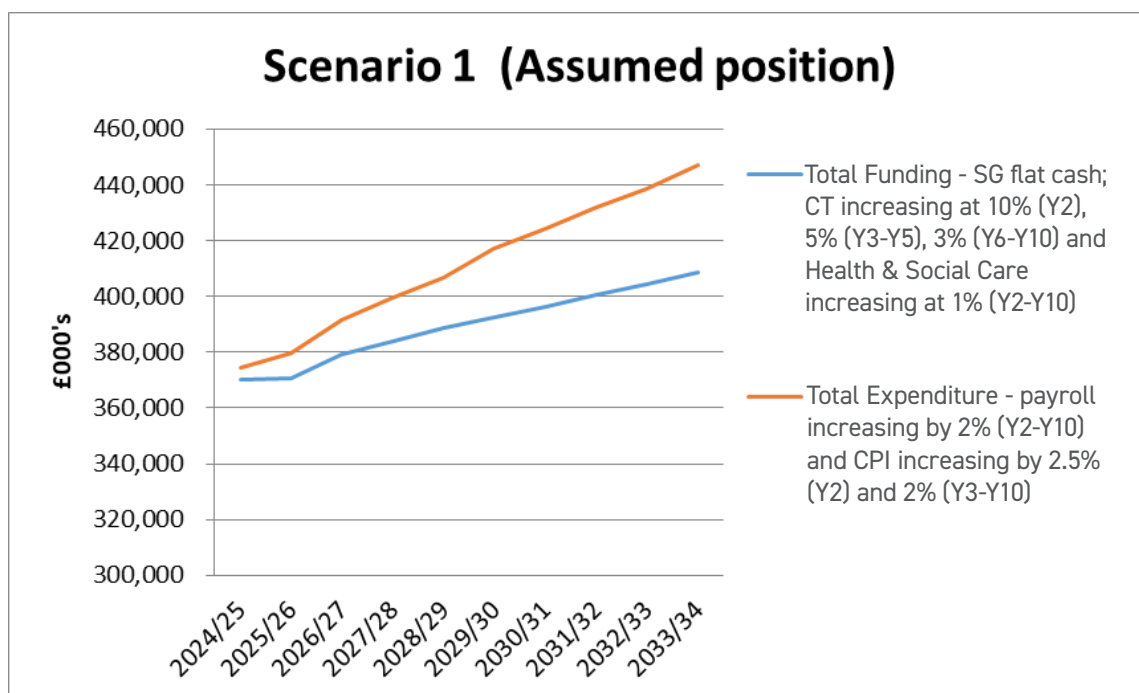
This document will be used to complement the Transformation plan and to guide the Council to inform future decision making and financial planning. Many of the challenging decisions and actions necessary will require clear vision, effective partnership working, good communication and the buy in of communities through initiatives like #yourpart.

The Long Term Financial Strategy (Revenue) supports the Council to ensure it remains financially sustainable over the longer term by living within our means, prioritising those things that are most important, adopting new ways of working, ensuring the Council is operating as efficiently as possible, exploiting new technology, developing further commercial opportunities where possible and engaging effectively with the people of the Scottish Borders to improve their quality of life and their experience of engaging with the Council.

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

Within this document a number of key assumptions are reviewed to determine the potential requirements of the future and are applied across the 10 year period. 2024/25 represents year one, with 2025/26 – 2028/29 reflected in the Council's published Revenue Financial Plan. This strategy forecasts a further 5 years giving a longer term 10 year view of the revenue budget.

In order to model the effect of variations in the key assumptions, the strategy looks at three scenarios for the 10 year period: 1) the assumed position (where years 1 to 5 reflect the Council's medium term plan and a mid case position is taken for years 6-10), 2) most favourable and 3) least favourable, with the gap between funding and expenditure representing the permanent savings required in each scenario to ensure the Council operates within resources available. The gap position shown takes account of funding assumptions including Council tax increases. The assumed position is illustrated in the graph below, this shows that without intervention an annual budget gap of over £38m would arise by 2033/34. Further details can be found in section 6 of this report.



CONTEXT

The Long Term Financial Strategy (Revenue) is part of a suite of strategic management plans including:

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

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

The Long Term Financial Strategy (Revenue) projects forward the approach taken with the medium term financial plan which is developed over a 5 year timescale and aims to identify the financial impact of known, anticipated and potential events and requirements over a 10 year time-frame.

It is recognised that future projections will contain a degree of uncertainty. The Council has therefore reviewed a range of different potential outcomes with a best, worst and mid-range scenario and has assumed that a mid-case scenario is the most likely outcome. This is intended to provide a strategic indicator of the future financial position for the Council.

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

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



The Council is clear that it wants the Scottish Borders to be a place where people have the opportunity to grow and develop into highly skilled, happy and healthy global citizens; an attractive destination for visitors, has a stronger, greener and more inclusive economy which revitalises our town centres ensuring that local businesses and social enterprises thrive. Collaborating with regional partners to maximise digital investment opportunities for Scottish Borders to become a Smart Rural Region thereby providing high-quality, online connectivity for our homes, businesses, and communities.

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

KEY INFLUENCES AND RISKS

The Long Term Financial Strategy (Revenue) has considered a number of key macro-economic issues, some of which are outwith the Council's control and those internal issues which the Council has the ability to influence. Both external and internal influences need to be considered with key variables modelled to guide Council decisions about the future. These influences (especially the external factors) pose a risk to the financial sustainability of the Council.

External Influences (outwith the Council's control)

Economic changes such as:

- Interest rate fluctuations
- Level of grant funding from Scottish Government
- National Pay agreements and wider price inflation
- Unemployment levels in the Scottish Borders
- Supply chain issues associated with the wider economy
- Size of working age population
- Impacts on the cost of living

Climate related issues such as:

- Climate change
- Flooding
- Storm damage

Public Health issues including:

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

National Policy Changes

- Policy changes arising from Scottish Government and other organisations
- New Political priorities

Internal Influences (within the Council's control)

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

KEY VARIABLES INFLUENCING THE PLAN

For this Long Term Financial Strategy (Revenue), 2024/25 represents year one. The Council's 5 year Financial Plan covers the period to 2028/29 and this longer term strategy projects forward to 2033/34 giving a 10 year strategic view of the revenue budget. The following key variables have been considered in preparing the 10 year revenue plan:

- Anticipated levels of funding from Scottish Government
- Council Tax rates and income levels
- Opportunities for increased commercialisation to raise additional income including fees & charges and increased grant funding opportunities
- Assumptions on inflation, including pay increases
- Assumptions on increased demand for services such as in Health & Social Care services
- Loans charges – the revenue cost of borrowing to support investment through the Capital Investment Plan
- National policy decisions which will impact on Local Government in the future such as the National Care Service and Council Tax Reform

- Investment in modernisation of the Council such as:
 - o IT investment to improve services, deliver revenue savings and to maintain a secure and reliable operating environment
 - o Investment in plant and vehicles to improve service delivery and addressing climate change, minimising use of vehicles where possible and investing in new fuel technologies while phasing out the use of fossil fuel vehicles.
 - o Investment in buildings to improve service delivery and energy efficiency
- Savings deliverable from the Transformation Programme including investment in digital technologies, increased automation and a reducing property footprint as well as reviewing the level and delivery model of all services.

This is not an exhaustive list of variables but include the key issues to be considered in providing the Council with a robust approach to ensuring that the Council remains financially and operationally sustainable, and in doing so ensuring that it meets its statutory obligations, its policy aspirations and the needs of local communities.

Anticipated Scottish Government funding levels

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

For financial year 2024/25 a one year settlement was provided in December 2023.

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

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

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

In financial year 2024/25, £10.2m of funding previously ring-fenced by Scottish Government has been baselined as part of their commitment to the Verity House agreement. A multi-year funding settlement from Scottish Government including clarification on the remaining ring-fenced funding

remains an aspiration for local government and it is hoped this may be forthcoming in future years. There has been a commitment from Scottish Government to consider multi-year settlements as part of the Verity House Agreement and a forward projection, even if only based on indicative figures, would allow more accurate future forecasting to take place.

Council Tax income levels

Council Tax income accounts for around 20% of Council funding. Current assumptions reflected in the plan assume a Council Tax freeze in 2024/25 funded by Scottish Government; an indicative 10% increase in Council Tax in 2025/26 and a 5% increase in each subsequent year. A range of assumptions regarding a number of variables including new housing, bad debt and discounts and exemptions are also included. In 2025/26, each 1% increase in the Council Tax raises c£0.75m of additional funding for the Council.

The mid case assumption for increases in Council Tax attempts to maintain the Council's spending power in future years in the face of increasing inflation while recognising the demands on household budgets and moves further towards parity with other Local Authorities. In 2023/24, Scottish Borders' Council Tax rates were the 7th lowest in Scotland and the 5th lowest in mainland Scotland.

It is recognised that the Scottish Government is considering a replacement for the Council Tax system. Any change to the current system has the potential to significantly impact on the Council's finances. In the absence of firm plans to reform Council Tax, the longer term model assumes the current system will continue during the 10 year period considered within this document.

Opportunities for increased commercialisation

Increasing commercialisation within the Council continues to be a focus from 2024/25. A benchmarking exercise was undertaken with other Scottish Local Authorities on fees & charges to ensure the Council's policy with respect to charging for services is in line with levels applied elsewhere and equally to determine whether the introduction of charging for new services may be appropriate. The Council income management policy was approved during 2021 and the benchmarking review also ensured that appropriate cost recovery is in place from the charges levied.

Fees & charges have been assumed to increase by an average of 10% in 2024/25 and 5% thereafter. Any additional income opportunities including fees & charges and grant funding opportunities will have a beneficial impact on the Council's financial position over the next 10 years.



Assumptions on inflation

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

2024/25	CPI	3.00%	2029/30	CPI	2.00%
	RPI	5.30%		RPI	2.50%
2025/26	CPI	2.50%	2030/31	CPI	2.00%
	RPI	3.40%		RPI	2.50%
2026/27	CPI	2.00%	2031/32	CPI	2.00%
	RPI	3.00%		RPI	2.50%
2027/28	CPI	2.00%	2032/33	CPI	2.00%
	RPI	3.00%		RPI	2.50%
2028/29	CPI	2.00%	2033/34	CPI	2.00%
	RPI	3.00%		RPI	2.50%

The UK has continued to experience unprecedented inflationary increases during 2023/24. Shown below in graphical form is the Consumer Prices Index (CPI) trend from May 2014 through to December 2023. Inflationary increases have a negative impact on the Council's budget position as service spending power reduces unless budgets are inflated accordingly.

UK Inflation at 4% in December 2023



Source: Office for National Statistics



Assumptions on Pay

Pay agreements for Council staff are negotiated at a national level. Agreement was reached for Scottish Joint Council (SJC) staff, Teachers (SNCT) and Chief Officers for 2023/24. Negotiations are underway on pay agreements for 2024/25. Councils are normally expected to fully fund pay inflation through existing resources although Scottish Government has supported some of the recent increases with additional funding.

Assumptions for increases in pay in the mid case scenario over the 10 year period from 2024/25 reflect an assumed 3% increase in pay in 2024/25 and 2% in each year thereafter, on the grounds of affordability. As future pay agreements are confirmed, these assumptions will be updated in the model. Every 1% increase in the Council's pay bill for SJC, SNCT and Chief Officer staff, costs circa £2.0m.

Assumptions on increased demand for services


The Council operates key services such as Social Work which are subject to increased demographic demand from an ageing local population. This increase has been factored into the financial plan over the 10 year period to ensure that impact of an increased number of clients and increased complexity of care packages is factored in. It is assumed in the mid case scenario these will be funded via the Health & Social Care Integration Joint Board through additional ring-fenced Scottish Government funding for Health & Social Care. Close monitoring is required to ensure that demographic growth investment is in line with increased demand for services.

If investment in this area is insufficient over a number of years this could destabilise the budget while an over-provision of growth would mean the Council would not be effectively allocating resources across the Council in line with need and priority.

Childrens & Families Social Work services have seen an unprecedented demand since the COVID-19 pandemic with a significant increase in the number of children and young people and their families from the Scottish Borders requiring support and additional care. Their needs, which in a growing number of these cases are becoming more complex requiring specialist provision, are currently having to be met outwith the Scottish Borders resulting in significant additional cost to the Council. Work is underway to find solutions based within our communities to provide support and care for these children, young people and their families in a suitable and sustainable way.

Loans charges – borrowing to support investment through the Capital Investment Plan

The Council adopts a strategic approach to its Treasury Management activities and projects the costs of funding its Capital programme through its Treasury Management Strategy. The Council has delivered significant savings in loans charges over the last number of years through the decision to defer borrowing until there is a more favourable interest rate environment. By only borrowing when necessary, the Council has avoided incurring additional interest and continues to seek to minimise the costs of capital financing over the short, medium and long term, however the Council is now in a position that having utilised all cash reserves available it will need to borrow in order to fund Capital investment, as detailed within the Capital Investment Plan.



The Council has created a Treasury Reserve from the underspend in the loan charges budget, largely driven through timing delays in delivering the Capital Investment Plan. This reserve will allow smoothing of borrowing costs over the 10 year period which stops spikes in payments destabilising the overall financial plan. Additional budget requirements are reflected in the 5 year revenue plan and continue for years 6-10 in the 10 year revenue strategy, as detailed in the Treasury Management Strategy, to reflect resources required to fund the current Capital Investment Plan.

National policy decisions which will impact on Local Government

National policy decisions impacting on Local Government such as the National Care Service and Council Tax Reform bring further long term uncertainty to the plan. The Council will also be impacted by the political priorities of both the UK and Scottish Governments. Developments in these national decisions will be followed closely by COSLA and Directors of Finance to ensure implications for Local Government can be reflected in local planning as soon as possible.

Investment in modernisation of the Council

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

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

Investment in modernising the Council must continue to be weighed against the savings required to fund this modernisation and any ongoing financial impact of the investment.

Savings deliverable from transformational change

The delivery of savings through transformational change remains a cornerstone of the Council's financial sustainability for the future. Since 2013/14 the Council has delivered more than £84m of recurring savings through a medium term planning approach supported by extensive efficiency savings and transformation activity.

It is, however, becoming increasingly challenging to deliver savings on a recurrent basis and in order to remain sustainable the Council will need to make significant changes to its operating model, not just through investment in digital technologies, but through a robust review of current services including their delivery modes to ensure that these are relevant to, and provide the best value for, the communities and people that it serves. This will require effective engagement with our partners and communities and a strong focus on agreed priorities.

Future transformational change will require to focus on investment in digital technologies (building on the current Social Work pathfinder project), increased automation, customer self-service and a reduction in the Council's extensive property footprint. Further information on how the Council will approach changing its services can be found within the Transformation Programme.

CONCLUSION

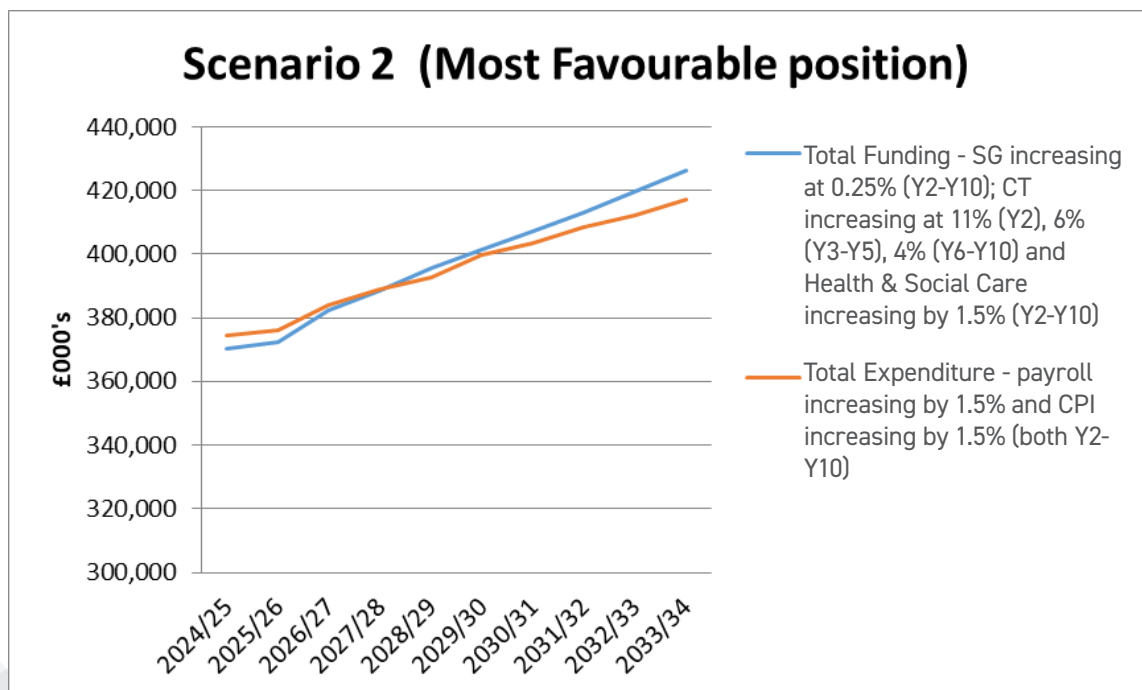
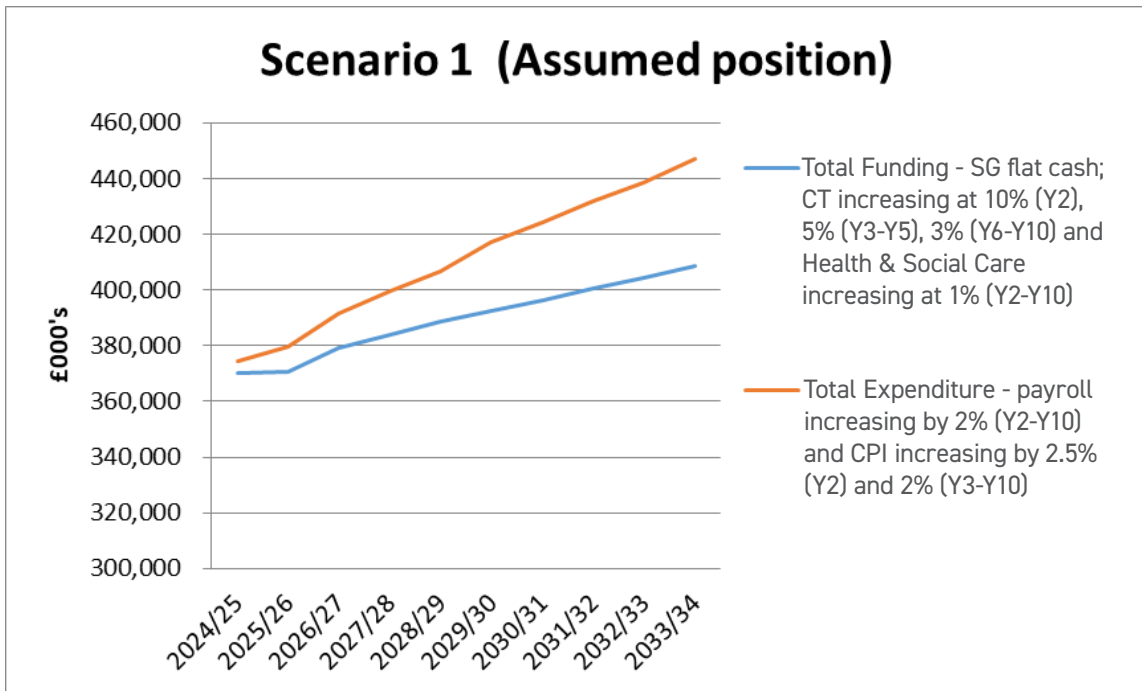
The 3 scenarios which have been created are illustrated in the graphs below. In scenario 2, the most favourable position, a positive financial gap can be seen which indicates additional investment could be accommodated within resources available. The mid case scenario, which we assume to be the most likely case, shows a requirement to make circa £38m of savings over the next 10 years. The least favourable scenario which shows no increase to current funding shows a requirement for savings of over circa £70m in the next 10 years.

This Long Term Financial Strategy (Revenue) continues to build on previous practice adopted by the Council and takes a 10 year view of the financial and operating environment facing the Council. The plan aligns the 10 year Capital Investment Plan with a 10 year revenue look forward. This longer term approach is recommended as good practice by Audit Scotland and should be seen as one of a range of tools to help the Council plan effectively as it moves forward. The inherent uncertainty of the future operating environment facing the Council is recognised, however, it is felt that by looking forward, anticipating potential issues and examining a range of scenarios the Council will be better placed to respond to future challenges.

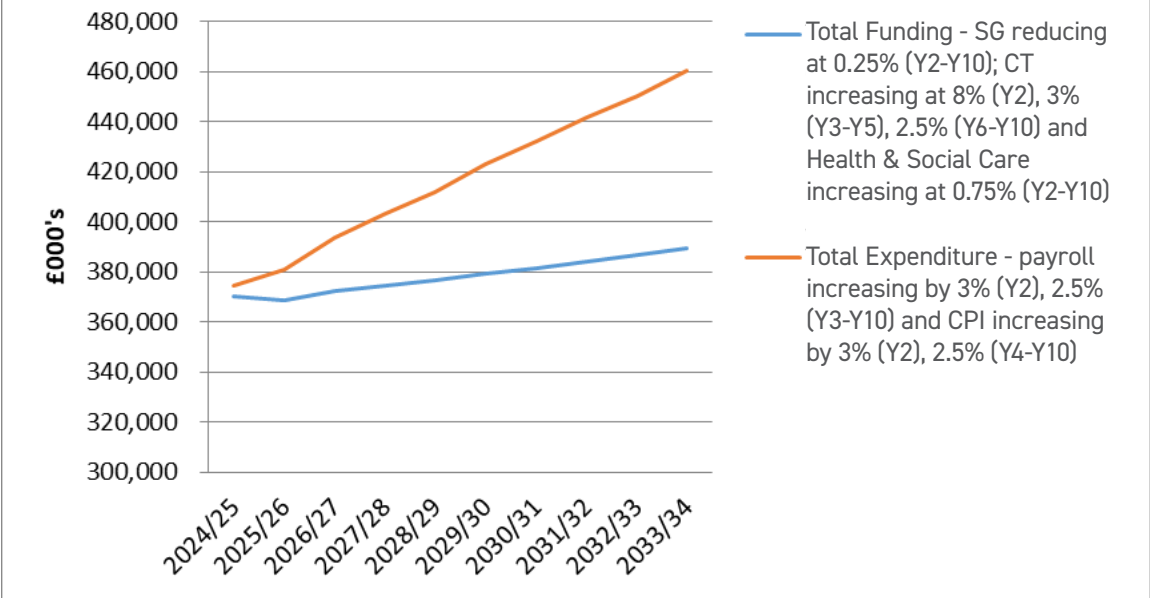
APPENDICES

Appendix 1: Graphical representation of the 3 scenarios

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



Scenario 3 (Least Favourable position)



Appendix 2: Detail contained within Scenario1 (assumed position)

Long Term financial Plan 2024/25 to 2033/34 - Mid Case Scenario

	2024/25 £'000	2025/26 (Provisional) £'000	2026/27 (Provisional) £'000	2027/28 (Provisional) £'000	2028/29 (Provisional) £'000	2029/30 (Provisional) £'000	2030/31 (Provisional) £'000	2031/32 (Provisional) £'000	2032/33 (Provisional) £'000	2033/34 (Provisional) £'000
Scottish Government Funding	277,616	277,190	279,340	279,340	279,340	279,340	279,340	279,340	279,340	279,340
Health & Social Care Partnership	8,047	8,127	8,209	8,209	8,209	8,291	8,374	8,458	8,542	8,628
Aggregate External Finance from Scottish Government	285,663	285,317	287,549	287,549	287,549	287,631	287,714	287,798	287,882	287,968
Funding for new schools through LEIP programme	0	2,435	3,873	3,364	3,065	3,065	3,065	3,065	3,065	3,065
Reserves	1,160	0	0	0	0	0	0	0	0	0
Service Concessions	8,411	0	0	0	0	0	0	0	0	0
Council Tax	74,935	83,017	87,788	92,826	98,151	101,798	105,576	109,488	113,541	117,739
Total	370,169	370,769	379,210	383,739	388,765	392,494	396,355	400,351	404,488	408,772

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	2024/25 £'000	2025/26 (Provisional) £'000	2026/27 (Provisional) £'000	2027/28 (Provisional) £'000	2028/29 (Provisional) £'000	2029/30 (Provisional) £'000	2030/31 (Provisional) £'000	2031/32 (Provisional) £'000	2032/33 (Provisional) £'000	2033/34 (Provisional) £'000
Base Budget	343,761	370,169	370,769	379,210	383,739	388,765	392,494	396,355	400,351	404,488
Budget Pressures										
Workforce budget adjustments	18,247	4,353	4,166	4,253	4,335	4,422	4,510	4,600	4,692	4,786
Non-pay and department specific inflation	6,672	1,832	2,597	1,976	1,810	1,901	1,995	2,092	2,193	2,299
Demographic pressures	1,029	1,029	1,029	1,029	1,029	1,029	1,029	1,029	1,029	1,029
Service Specific priorities & National policy changes	4,192	(2,907)	(957)	(798)	(1,167)	(65)	(125)	(183)	(234)	(281)
Loans charges to provide for capital	665	984	4,676	1,809	1,267	2,832	(364)	196	(764)	250
Amendments to Pressures	0	0	0	0	0	0	0	0	0	0
Total Pressures	30,805	5,291	11,511	8,269	7,274	10,119	7,045	7,735	6,916	8,083
Savings required to balance the plan	(4,397)	(4,691)	(3,070)	(3,740)	(2,248)	(6,390)	(3,184)	(3,739)	(2,778)	(3,800)
Total Net Expenditure	370,169	370,769	379,210	383,739	388,765	392,494	396,355	400,351	404,488	408,772
Funding	370,169	370,769	379,210	383,739	388,765	392,494	396,355	400,351	404,488	408,772



Appendix 3: Inflationary increases assumed within the scenarios

Long Term Financial Plan 2024/25 to 2033/34 - Mid Case Scenario Assumptions

	2024/25	2025/26 (Provisional)	2026/27 (Provisional)	2027/28 (Provisional)	2028/29 (Provisional)	2029/30 (Provisional)	2030/31 (Provisional)	2031/32 (Provisional)	2032/33 (Provisional)	2033/34 (Provisional)
Scottish Government funding - flat cash		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Social Care Funding from NHS	0.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
Council Tax increase	0.0%	10.0%	5.0%	5.0%	5.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Workforce increases (no agreed pay award nationally)	3.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
RPI provision	5.3%	3.4%	3.0%	3.0%	3.0%	2.5%	2.5%	2.5%	2.5%	2.5%
CPI provision	3.0%	2.5%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%

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Long Term Financial Plan 2024/25 to 2033/34 - Most Favourable Case Scenario Assumptions

	2024/25	2025/26 (Provisional)	2026/27 (Provisional)	2027/28 (Provisional)	2028/29 (Provisional)	2029/30 (Provisional)	2030/31 (Provisional)	2031/32 (Provisional)	2032/33 (Provisional)	2033/34 (Provisional)
Scottish Government funding - flat cash		0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%
Social Care Funding from NHS	0.0%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%
Council Tax increase	0.0%	11.0%	6.0%	6.0%	6.0%	4.0%	4.0%	4.0%	4.0%	4.0%
Workforce increases (no agreed pay award nationally)	3.0%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%
RPI provision	5.3%	3.0%	2.0%	2.0%	2.0%	2.5%	2.5%	2.5%	2.5%	2.5%
CPI provision	3.0%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%

Long Term Financial Plan 2024/25 to 2033/34 - Least Favourable Case Scenario Assumptions

	2024/25	2025/26 (Provisional)	2026/27 (Provisional)	2027/28 (Provisional)	2028/29 (Provisional)	2029/30 (Provisional)	2030/31 (Provisional)	2031/32 (Provisional)	2032/33 (Provisional)	2033/34 (Provisional)
Scottish Government funding - flat cash		-0.25%	-0.25%	-0.25%	-0.25%	-0.25%	-0.25%	-0.25%	-0.25%	-0.25%
Social Care Funding from NHS	0.0%	0.8%	0.8%	0.8%	0.8%	0.8%	0.8%	0.8%	0.8%	0.8%
Council Tax increase	0.0%	8.0%	3.0%	3.0%	3.0%	2.5%	2.5%	2.5%	2.5%	2.5%
Workforce increases (no agreed pay award nationally)	3.0%	3.0%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
RPI provision	5.3%	4.0%	4.0%	4.0%	4.0%	3.0%	3.0%	3.0%	3.0%	3.0%
CPI provision	3.0%	3.0%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%



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CAPITAL INVESTMENT STRATEGY 2024/25

Report by Director of Finance & Procurement

SCOTTISH BORDERS COUNCIL

29 FEBRUARY 2024

1 PURPOSE AND SUMMARY

- 1.1 This report presents Scottish Borders Council's updated Capital Investment Strategy (CIS) supporting the 2024/25 financial planning process.**
- 1.2 The requirements of the Prudential Code were updated in December 2017 and included the recommendation that Councils publish a Capital Investment Strategy to support their Capital Plan. This strategy defines the strategic investment priorities of Scottish Borders Council, aligned to the Councils Vision for 2033 and guides decisions on Capital investment proposals.
- 1.3 The Capital Investment Strategy highlights the capital investment priorities and explains how these priorities will assist with the delivery of the Council Plan, which is being presented to Council elsewhere on this agenda. As such the CIS is structured to reflect the themes of the Council Plan. The document should be read in conjunction with the Council's 10-year capital investment plan 2024 – 2034 and the Treasury Strategy which provides detail of the Council's Prudential Indicators and sets out how the Capital Investment plans of the Council will be financed.

2 RECOMMENDATIONS

- 2.1 It is recommended that Council approves the Capital Investment Strategy as part of the suite of 2024/25 budget papers on the Council agenda.**

3 BACKGROUND

- 3.1 As part of the financial planning process for 2024/25, the Council has updated and developed its Capital Investment Strategy.
- 3.2 The requirements of the Prudential Code were updated in December 2017 including the recommendation that Councils published a Capital Investment Strategy to support their Capital Plan. Scottish Borders Council has updated and developed the existing strategy to support the strategic investment priorities of the Council through the Capital Plan.

4 CAPITAL INVESTMENT STRATEGY

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

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

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

Prudential Code (CIPFA, 2017)

- 4.2 The Capital Investment Strategy is designed to highlight the capital investment priorities and explain how these priorities will assist with the delivery of the Council Plan, which is being presented to Council elsewhere on this agenda. As such the CIS is structured to reflect the themes of this Council Plan. The document should be read in conjunction with the Council’s 10-year capital investment plan 2024 – 2034 and the Treasury Strategy which provides detail of the Council’s Prudential Indicators and sets out how the Capital Investment plans of the Council will be financed.
- 4.3 The key updates to the Capital Investment Strategy from 2024/25 are:
- Updates to the Place section summarising the development of a place-based strategy which will provide a framework to underpin place-based decision making;
 - Removal of Global Pandemic section;
 - Updates to the Plant and Vehicle section to reflect current fleet summary including pool and electric vehicles;
 - Removal of Pool and Electric vehicle section as now incorporated within the Plant and Vehicle section;
 - Addition to Alternative Fuel Type section to show the types of alternative fuels being explored to reduce our emissions;
 - New section – UK Government Levelling Up Partnership (LUP) Investment – providing summary of investment package

- Replacement of Connectivity Broadband section with new Digital Transformation section which details recent digital investment including Total Mobile which has been rolled out across Adult Social Care Homecare and future digital investment plans
- Updates to the Housing Supply section outlining the Council's approach to the provision of affordable homes through the set out in the annual Strategic Housing Investment Plan (SHIP);
- Updates to the Parks and Open Spaces section to update on the programme of new and upgraded facilities in 2023/24 and 2024/25;
- Updates to the Office Accommodation section to reflect progress on refurbishment and future plans;
- New section - The Scottish Borders Council Estate - which details work to prepare an asset management plan which will include fabric condition, energy performance data and information on functional suitability of building.

4.4 The Capital Investment Strategy has been compiled with input from all relevant Council services including service input, the Property and Asset team and the Finance team.

5 IMPLICATIONS

5.1 Financial

There are no direct financial implications resulting from this report.

5.2 Risk and Mitigations

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

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

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

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

5.3 Integrated Impact Assessment

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

completed for the individual projects included in the Capital Investment Programme.

5.4 **Sustainable Development Goals**

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

5.5 **Climate Change**

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

5.6 **Rural Proofing**

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

5.7 **Data Protection Impact Statement**

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

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

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

6 **CONSULTATION**

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

Approved by

Name

Title

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Background Papers:

Previous Minute Reference:

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CAPITAL INVESTMENT STRATEGY

2024/25



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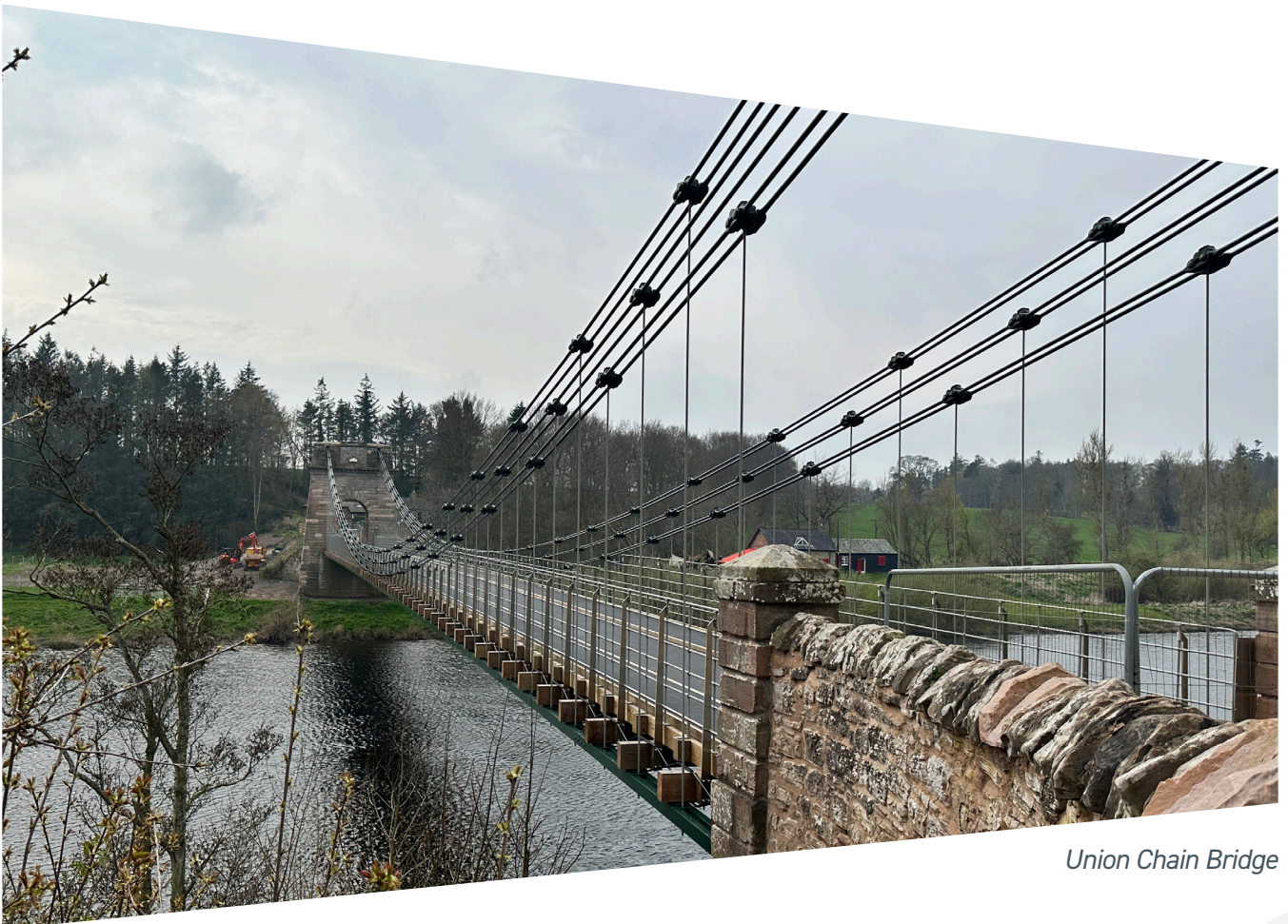
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Union Chain Bridge

FOREWORD

The Scottish Borders covers over 1,800 square miles. The region, which is noted for the quality of its natural environment, is largely rural in nature and possesses a unique history. The area, which has a widely dispersed settlement pattern, is the fourth most sparsely populated region in mainland Scotland. Almost half of our 116,020 strong population live in rural locations and a further 30% live in settlements of less than 500 people.

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

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

The Scottish Borders is also an area which faces significant inequality. Many of our communities contain significant pockets of deprivation where low incomes and fuel poverty persist. Scottish Borders Council (the Council) is a living wage employer. We pay the living wage to all our employees, including over 50 modern apprentices, and encourage all our contractors and suppliers to also pay the Scottish living wage to all their staff. Unfortunately, the Scottish Borders has proportionally more people earning less than the living wage (22%) compared to Scotland (14%), the Council is working to improve this.

Our £454m ten-year capital programme, and the many contracts we will procure to deliver this strategy, are intended to make a significant difference to the quality of life and living standards of individuals, families and communities across the region. Integral to our capital programme will be taking proactive measures to tackle climate change to provide a clean green future for the region, encourage good health and wellbeing for our whole population, ensure a vibrant sustainable local economy, ensure we invest in assets to allow young people to realise their potential, empower our local communities, and work effectively with our partners to improve the lives of local people.

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

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

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

Euan Jardine
Leader
Scottish Borders Council

David Robertson
Chief Executive
Scottish Borders Council



INTRODUCTION

This is the sixth Capital Investment Strategy prepared by the Council as required by the CIPFA Prudential Code. The strategy applies to financial year 2024/25 and subsequent financial years. It pulls together the investment implications of other more detailed policies, including the Council Plan, and provides the reader with a single point of reference with which to understand the Council's Capital Investment Plan, its funding arrangements and how individual projects will help with the delivery of the Council's strategic ambitions.

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

COUNCIL PLAN

On 29 February 2024 the Council Plan from April 2024 will be presented at Council. This plan seeks to make the most of the opportunities we have and tackle the challenges faced by this unique area of Scotland. Founded on a strong relationship with local communities, it aims to translate the policies of the elected members of the Council into tangible actions that will improve the quality of life of our 116,020 citizens and ensure the Council is in the best position possible to respond to national policies and other statutory requirements.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

STRATEGIES WHICH FEED INTO CAPITAL INVESTMENT PLAN



PLACE

We are engaging with communities to develop a place based strategy that considers ways to make things easier and more effective for citizens and realise best use of our resources. This strategy will provide a framework to underpin place based decision making around services and priorities for investment.

The implementation of stringent governance and control measures on capital projects, is allowing us to plan best value from Council budgets. In practice, this means officers prioritising the execution of initiatives which best meet the outcomes of the Council Plan and mitigate service delivery risk.

CLIMATE CHANGE

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

Officers are being held to account for the delivery of the Climate Change Route Map by a dedicated Sustainability Board. To support our commitments, we measure the carbon emissions both of the Council as an organisation, and of the Scottish Borders as a region. Key areas identified for carbon emissions reduction are how we heat our buildings and how we travel. New technologies and approaches are being considered to reduce the Council's carbon footprint when it comes to 'heat-and-fleet', including district heat networks, the feasibility of which is presently being looked at in Tweedbank with the support of grant funding.

Capital projects, in particular, are inherently high carbon emissions generators, with limited carbon neutral materials available for their construction. The carbon emissions impact of every project must therefore be a central consideration. In practice, we consider the impact on the environment of all our capital investments, and we are embedding climate considerations at all stages of our capital projects, from the pre-planning stage (including measuring the impact of investing in new assets rather than reusing or retrofitting), through to the disassembly and end-of-life of our assets. We also consider the impact of their continuous use.

ECONOMY

High levels of inflation along with disruption in the construction materials supply chain continues to impact the wider economy and consequently the Council. There has been a continued surge in demand coupled with constraints on supply, which has led to price increases, material shortages and long lead times.

To mitigate this, the Council's Finance and Procurement team have ensured that we have access to all the relevant government frameworks to help acquire the most competitive project pricing that is in the marketplace at any given time.





Clean Green Future Investment



GREEN ENERGY AND CLIMATE CHANGE

The Council has an ongoing Energy Efficiency Programme which has delivered carbon, cost and energy savings through a number of projects over that last two years including solar PV installations, boiler replacement, LED lighting upgrades, insulation upgrades, heating control enhancements and the provision of electric vehicle charging points for our own fleet and pool vehicles. The programme has also partnered with Live Borders to replace inefficient end of life plant delivering significant energy savings and improving the building environment for their customers. The Council accesses a variety of funding to deliver this investment including PWLB funding and SALIX funding. The Council is also leading a major scheme to reduce domestic consumption of energy and reduce fuel poverty in homes across the region facilitated by Changeworks.

Future project plans will focus on a hierarchy of measures that contribute to decarbonisation and reducing demand for energy. This will include building and systems improvement measures as well as the adoption of effective renewable energy sources and storage systems as well as more conventional measures that reduce the Council's reliance on carbon intensive fuels such as heating oil.

PLANT & VEHICLE

The Council continues to phase out new petrol and diesel vehicles in the sub 3.5 tonne category by 2025 and heavy vehicles by 2030.

Our fleet consists of **63** external hire vehicles and **434** owned vehicles. We also operate around **1,200** pieces of plant and equipment. We continue to focus on reducing the fleet size and to achieve operational and financial efficiencies while supporting service continuity and reducing our environmental impact.

The Council have ordered almost **£9m** over the last two years in new vehicles and plant, additionally it has leased in a further **136** vehicles, the impact of this will reduce our total cost of ownership, reduce our CO2 emissions, and reduce our need for spare vehicle capacity.

We have also increased our internal charging infrastructure from **103** in 2022 to **126** charging points for 2023.

There are currently **68** electric vehicles and **33** hybrid vehicles on the fleet this represents **37%** of the fleet in the sub 3.5t category.

Our Pool Car fleet consists of **26** full electric vehicles and **5** hybrid vehicles. Our internal hire fleet has expanded to **54** vehicles, the expansion of the internal hire fleet helps us to reduce the fleet size allowing departments to have vehicle availability only as required.



ALTERNATIVE FUEL TYPES

The Council is continuing with its commitment to reduce its carbon footprint in 2024/25 by minimising its use of vehicles where possible and investing in new fuel technologies while phasing out the use of fossil fuel vehicles. We are exploring viable options such as hydrogen, biofuel, and hybrid vehicles to diversify our fuel sources and reduce our emissions.

FLEET MANAGEMENT SOFTWARE AND COMPLIANCE ENHANCEMENT STRATEGIES

The Council is reviewing its current Fleet Management Software and plans to implement a new management system. This will help reduce maintenance costs and improve the maintenance compliance processes. Specifically, we will be able to improve the vehicle replacement process by using real-time data on total cost of ownership, based on actual and up-to-date running costs, and determine the optimal vehicle life on fleet. We will also monitor vehicle utilisation and reduce the number of vehicles held on fleet. Moreover, we will improve vehicle management by introducing an app based pre-use inspection system that will interface with the workshop repair module, reducing vehicle down time and the risk of operating defective vehicles.

PROCUREMENT STRATEGY

The procurement strategy over the coming years will be to replace vehicles earlier where possible, ideally at the end of the warranty period, to significantly reduce the operating costs and maximise the residual value. We will evaluate procurement options such as purchase, lease, contract hire or hire to provide the best value and flexibility to the Council.

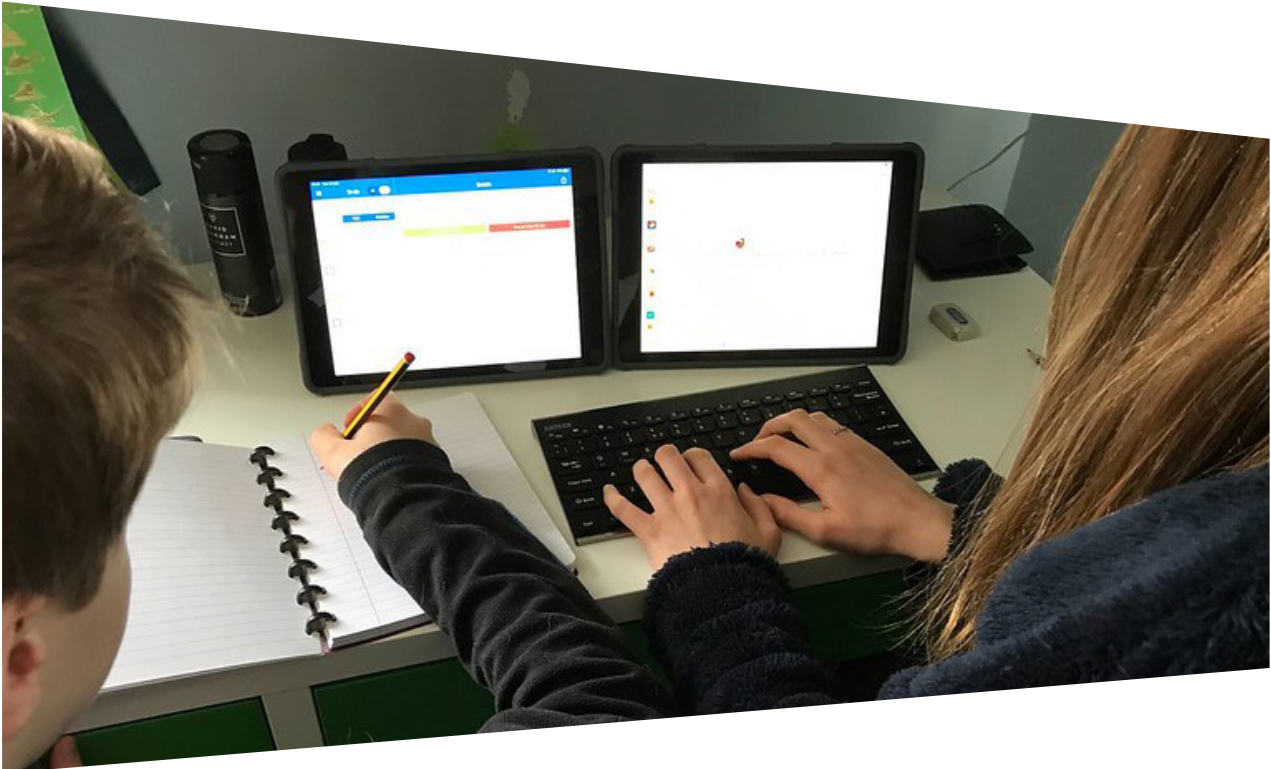




Fulfilling our Potential



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



LEARNING ESTATE

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

The Council's own Learning Estate Strategy is expected to be published in 2024 to reflect the national strategy, and will seek to set out a 15-year overview of the entire learning estate including planned investment and disinvestment to shape the learning provision over that period within available capital constraints and prudent operational limits.



Following discussions with Scottish Government, the Council were granted an extended timeframe to utilise its capital funding from Scottish Government for the delivering of 1140 hours within early learning and childcare and now have until 2025/26 to complete the required work.

Works are nearing completion at the early years facility in Newcastleton. Plans are progressing to use the funding to address potential issues with two facilities situated in Portakabin units, which are nearing the end of their useable timeframe and could impact available early years places if deemed not fit for purpose. The requirement to have increased provision for 2 year olds continues to require minor alterations at several locations.


The Council holds detailed condition and suitability information on all of its learning estate. A full audit of the school estate to determine a programme of condition related improvement works was undertaken in late 2023 and will help inform our future capital and revenue plans. As part of a review of the entire Council estate, an energy audit of the learning estate is also being carried out.

Previously, Eyemouth and Earlston Primary Schools were identified as the next priorities for investment with the intention that these buildings be replaced using currently committed Council capital resources. Following a public consultation, a detailed planning application in respect of Earlston was submitted and approved in 2022. Construction commenced in June 2023, with handover estimated to be in August 2024. The second phase involving demolition and landscaping are expected to be completed by April 2025. Work continues to identify the best option for Eyemouth and consultations will continue with the community.

Our ambition is to better support delivery of the curriculum, maximise the quality and breadth of education on offer and contribute towards providing a supportive environment which can contribute to raising attainment levels and improving outcomes for our school children and we recognise the importance of maintaining a fit-for-purpose primary school estate. However, with reducing revenue and capital resources, the Council wishes to ensure that we consider the suitability, occupancy and condition of our school buildings to ensure maximum educational benefits are realised. A key component of the emerging Learning Estate Strategy will examine the scope to create a more future-proofed estate.

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

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



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

A planning application in respect of Peebles High School was submitted and approved in 2022 with Financial Close being achieved in October 2023. The enabling works associated with the 3G pitch and games hall extension have been completed in 2023. The construction of the new build part of the project commenced in October 2023 with an estimated school handover date of September 2025. The old school is expected to be demolished and the external landscaping completed by June 2026.

A planning application was also submitted and approved in 2022 for Galashiels Academy, with Financial Close being achieved in June 2023. The construction of the new build part of the project commenced in July 2023 with an estimated school handover date of October 2025. The old school is expected to be demolished and the external landscaping completed by May 2026.

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

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

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



Strong Inclusive Economy, Transport and Infrastructure



Cycling World Championship



BUSINESS ENVIRONMENT

The Council has worked hard in recent years to encourage investment in the Scottish Borders economy. The opening of the Borders Railway in 2015 provided a major investment in the infrastructure of the region opening up the central Scottish Borders with a journey time to central Edinburgh of only 55 minutes. Scottish Government and partners invested a further £10m in the Borders Railway Blueprint to ensure the economic benefits of the Borders Railway were maximised. This included the creation of new business space at the Borders Innovation Park in Tweedbank, which is also funded by the Edinburgh and South East Scotland City Region Deal.

The Council is also a partner in the Borderland Inclusive Growth Deal, which is investing in the creation of the new business space in Coldstream and Hawick and in the creation of the Mountain Bike Innovation Centre in Innerleithen. Despite such investment, there are huge areas of the Scottish Borders economy that remain largely under developed compared to Scotland as a whole. The public sector, industries such as forestry and farming, and fishing in Berwickshire, are all major employers.

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



Borders Innovation Park, Tweedbank © Ross Campbell



TWEEDBANK EXPANSION

In 2018, the Council purchased the Lowood Estate located adjacent to the existing village of Tweedbank at the terminus of the Borders Railway. The master planning for this site is complete and 120 acres of developable land now provides the ability to plan and develop a mixed use development including new housing, care, offices and light manufacturing uses. The first contract for the construction of the first phase of office development completed in December 2021 and was occupied in 2022. The next phase of infrastructure and business space development of the Borders Innovation Park commenced in 2023/24. Both follow on from an initial investment in road infrastructure to unlock sites for development.

The Care aspect of the development will be a Care Village which will comprise ten self-contained houses each able to house six residents to provide 24 hour care needs. The village will have on-site adjacent treatment space, retail/café and recreational facilities available for use by residents' families and the wider community. The vision incorporates community at the heart of the village, the ethos being a village within a village and not seen as a separate institution.

Aberlour, a well-respected provider of children's services, are scoping to develop the Scottish Borders first Residential and Housing Support Facility for Children and Young People on the site.

CITY DEAL

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

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

BORDERLANDS

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

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

£10m investment in the Destination Tweed project, to deliver transformational economic benefit; protect, restore and invest in highly designated heritage assets; and realise the ambitions of communities by investing in a new 100-mile walking and cycling route extending from Moffat to Berwick-upon-Tweed via the heart of the Scottish Borders.

£7.25m of investment in a place making programme of investment to stimulate the repurposing and reinvention of four towns, Hawick, Galashiels, Jedburgh and Eyemouth, to create places that are economically vibrant, resilient to change and that attract a working age population.

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

£2.5m for developing a Natural Capital Innovation Zone area to enable businesses and land managers to trial environmentally friendly pilots, advance sector strategies and measures to capture and analyse real time information to maximise product yields, minimise pollution, promote carbon capture and flood management. In addition, the project will benefit from **£2.5m** of revenue funding.

£7m for developing a South of Scotland Skills and Learning Network focused on emerging growth sectors such as transport and energy storage, sustainable construction, advanced manufacturing, renewable technologies, agri-tech and data science.

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

UK GOVERNMENT LEVELLING UP PARTNERSHIP (LUP) INVESTMENT

The Council has been selected as a Scottish Local Authority for a LUP investment with the UK Government. The financial package includes up to £20m capital funding (2025/26), as well as capacity payments of £90k split between 2024/25 and 2025/26 to support local authorities to allow them to dedicate additional resource to the process. The Council are working closely with the UK Government and more information on priorities and timeframes will be available from April 2024.



DIGITAL TRANSFORMATION

To be a successful smart rural region, improving the lives of the people who live and work in the Scottish Borders and transforming service delivery models through use of enhanced digital tools, modern IT digital platforms along with connectivity are a pre-requisite.

In 2016/17, the Council signed a major strategic partnership with CGI for the provision of IT services and this contract was extended in 2020 until 2040. The contract is designed to support the Council in the delivery of services and to transform both the Council's IT infrastructure and wider Council services. A significant investment of £34m by the Council in digital transformation has allowed us, in partnership with CGI, to undertake the following investment:

- Delivered significant improvement in the network bandwidth and Wi-Fi infrastructure in schools, laying the foundations for the transformation project "Inspire Learning";
- Investment in iPads for every child in the Borders P4 to S6. The project aim is to revolutionise the delivery of education both at home and in the class room enabling remote learning, encouraging collaboration between schools and equipping pupils with the IT skills required for the 21st Century workplace;
- A full refresh of the Council's IT hardware covering both the Corporate and Curricular networks;
- Migration of Enterprise Resource Planning system, which replaced outdated and disparate finance, payroll, HR and Procurement systems with one integrated IT solution, from on-premise to the Cloud;
- Investment in handheld digital devices and enterprise mobility software tools for Social Care and Social Work to provide access to real time information and recording for our workers. This has streamlined operations and improved response times to both support our front line workers but improve customer outcomes. Benefits have been realized through reduction in paperwork, travel and administration. In addition this has enhanced worker safety through use of protect digital tools;
- Investment in Digital Customer Access solutions which will transform the way the Council interacts with its stakeholders thoroughly simplifying the integration with back office systems, improvements in online information and forms, and enhanced self service capabilities; and
- Investment in transfer to cloud solution software to enhance remote access, reduce both energy consumption and carbon emissions.

Capital Investment in future years will focus on:

- Delivering enhanced connectivity across the region to support Internet of Things;
- Delivery of digital and innovation in our new school developments;
- Further investment in enterprise mobility tools and hand held devices across all frontline services to further deliver service change and improve staff and customer outcomes; and
- Further investment in cloud based software solutions.

Total Mobile was rolled out across Adult Social Care Homecare during March 2023, giving staff access to up-to-date information about their clients and the ability to update the system whilst on a client visit; travel time and mileage can be easily recorded whilst going from one client to the next and a lone worker safety solution provides reassurance and improves safety whilst working in the community.

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

CONNECTIVITY PHYSICAL INFRASTRUCTURE – ROAD AND RAIL

The condition of the infrastructure of the Scottish Borders is essential to keep the region moving, connected to the rest of Scotland and the UK, and provides a major support to the local economy. The ten-year Capital Investment Plan recognises the need to continue to invest in the road, pavements and bridges infrastructure of the region. Here, digital solutions are being leveraged by roads officers to support decision making and prioritisation, with the latest Scottish road maintenance condition survey data accessible on a web-based platform.

In addition, the Council recognises the need to promote investment in other forms of transport and the ten-year Capital Investment Plan provides significant funding in multi-use paths to link our communities including the expansion of safer walking and cycling infrastructure funded by specific grants. Officers engage with Transport Scotland, Sustrans, Heritage Lottery Funding and SOSE to derive grant funding which will help deliver active travel schemes. Investments, which along with other similar initiatives, will provide vital links to communities, encourage more people to walk and cycle by creating dedicated traffic-free routes and enhance key locations across the Scottish Borders for both residents and visitors.

Turning to rail, the Council remains committed to the extension of the Borders Railway through Hawick and on to Carlisle.



Hawick Flood Prevention Scheme



Empowered, Vibrant Communities



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

TOWN CENTRES AND TOURISM

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

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



The Great Tapestry of Scotland, Galashiels



The Great Tapestry of Scotland builds on other significant investment to encourage tourism such as the recent investment in the expansion of the Jim Clark Motorsport Museum in Duns. The Jim Clark Motorsport Museum provides a fitting home for memorabilia and cars associated with the world champion racing driver. Several towns in the Scottish Borders, particularly Hawick, are suffering from declining industrial buildings in the form of old textile mills. The costs of re-purposing or renovating these buildings can be very significant which poses financial challenges.

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

WASTE MANAGEMENT

The evolving Waste Management strategy required the closure of the Easter Langlee landfill site by 2021. This required a solution by which residual waste is transported out with the Scottish Borders to be dealt with by other facilities. The Council has procured contracts to deal with residual waste and has also constructed a Waste Transfer Station at Easter Langlee which became operational in July 2019, negating the need to maintain disposal to our landfill site which has since been capped and restored. As a result of this work, the Council has sent less than 1% (227 tonnes) of household residual waste produced in the Scottish Borders (50,610 tonnes) to landfill, which is the lowest in Scotland. It also ensured the Council met the requirements of Scottish Government's landfill ban ahead of its original 2021 deadline.

The new residual waste management contract with Levenseat and other waste management arrangements saw Scottish Borders secure the biggest increase in recycling rates of any area of Scotland in 2019. In 2022, the Scottish Borders recycling rate increased to 57.3%, the second highest in Scotland. In addition, the Council's waste services saw their carbon impact decrease from 134,118 metric tonnes of Carbon Dioxide equivalent (TCO2e) in 2018 to 115,472 TCO2e in 2022.

During 2021, the Council awarded a new contract for the haulage and treatment of kerbside collected recycling i.e. paper, card, cans and plastics. The new contract has ensured all of the materials currently collected are maintained with no impact to households or businesses.

HOUSING SUPPLY

The Council as a stock transfer authority retains responsibility for strategic housing supply in the Scottish Borders. The Council actively works with Scottish Government and Registered Social Landlords to deliver the objectives set out in the annual Strategic Housing Investment Plan (SHIP). The Council and its partners have an excellent track record of attracting affordable housing grants and meeting the targets set out in the SHIP. The SHIP is now in its 15th iteration and since it was introduced in 2007 the Council and its partners have delivered 1,774 new affordable homes including social housing and homes for mid-market rent.

The SHIP 2024-29 illustrates how a variety of funding mechanisms can be drawn upon to ensure and maximise project delivery to meet the affordable housing targets and contribute to the outcomes set out in the Council's Local Housing Strategy 2023-2028 (LHS), as well as meeting the current Housing Supply Target of 353 homes per annum of which 141 should be additional affordable homes.

The Council will continue to contribute part of its Second Homes Council Tax for the provision of affordable housing including the provision of extra care housing, and also uses the Affordable Housing Policy Development Contributions to assist delivery of affordable housing.



Poynder Apartments, Kelso



PARKS AND OPEN SPACES

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

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

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

The Skate Park in Peebles was completed in 2023/24. Following completion of upgrades to play parks across the region in 2023/24 in Gavinton, Newstead, Kelso and Selkirk as well as a larger play park delivered at St Boswells. We are continuing the delivery of play parks investment, engaging communities in the prioritisation and design of facilities.

Our programme for 2024/25 includes the installation of the new Skate/Pump Park in Jedburgh and Pump Track and Multi Use Games Area in Walkerburn. We are working with our contractor and with communities in the rollout of the £70k upgrades to existing smaller play parks as well as larger play park investment. Work will commence with the large play park at Sleepy Valley in Hawick in Spring/early Summer 2024, with play park upgrades being delivered thereafter in Woodstock Avenue, Galashiels and further communities across the region.

The Council continues to further our efforts to respond to the climate emergency and biodiversity crisis. Nature Restoration funding has been used to expand our capacity and management practices in support of nature. This is an approach we will continue to build on in 2024/25 subject to funding announcements.

We are partners in Pollinators along the Tweed, a project being delivered by Tweed Forum and Buglife. The project aims to identify and modify our maintenance approach to better support local pollinator networks, supported by capital funding to enable this transformation. This provides opportunities for volunteering, education and health and wellbeing to be promoted and enhanced in our communities.



Playpark, Duns

LIVE BORDERS

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

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





Good Health and Wellbeing



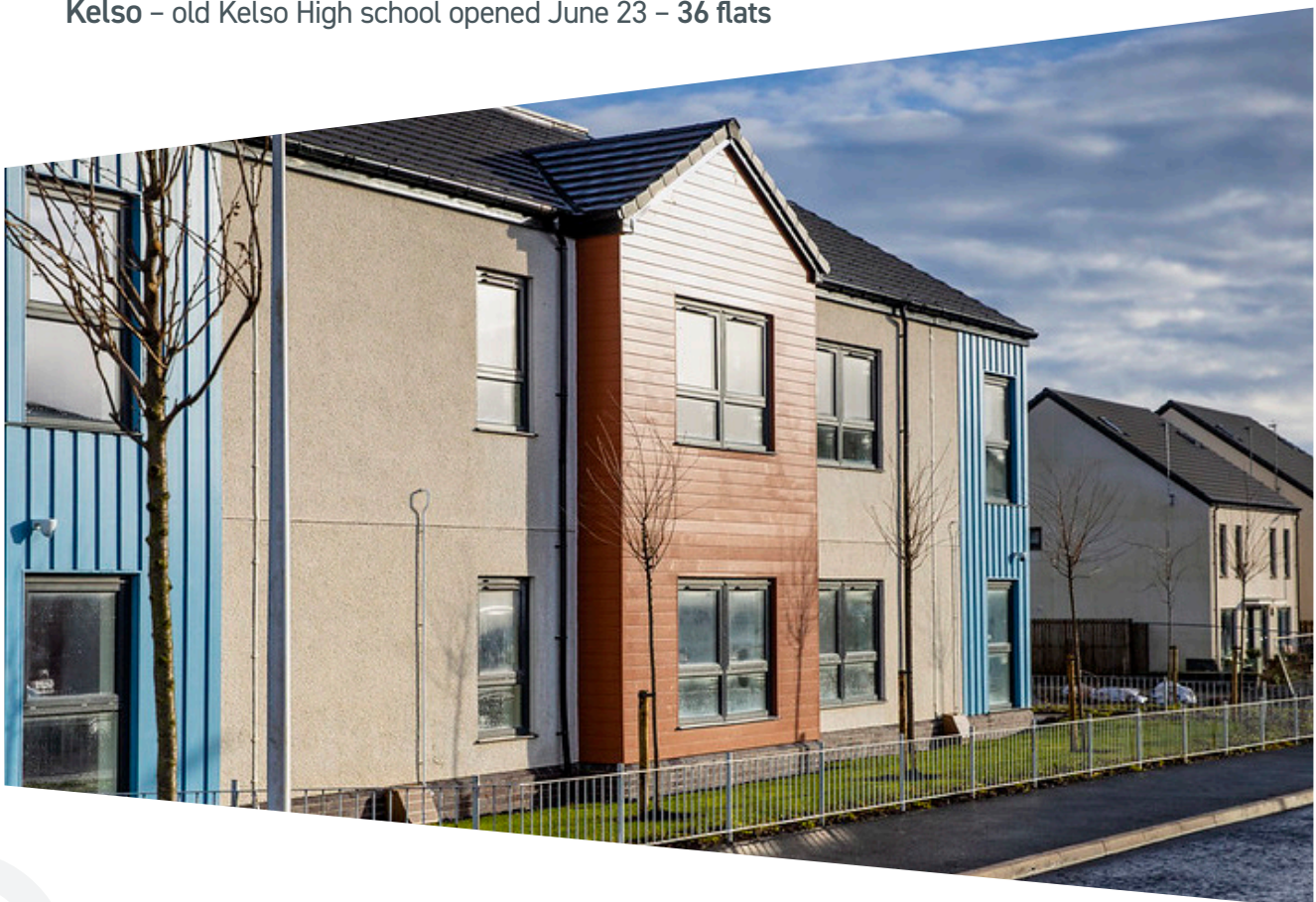
The Council approved a major strategy for the housing and care of older people in June 2018 entitled “Integrated Strategic Plan for Older People’s Housing Care and Support.” This strategy, covering a ten-year period to 2028, recognises the need to invest significant resources through the Integrated Health and Social Care Partnership, which is overseen by the Health and Social Care Integration Joint Board (IJB), in order to cater for the needs of an increasingly older population. The strategy proposed a range of development including Extra Care Housing, to be delivered in partnership with both Trust Housing Association (THA) and Eildon Housing Association (EHA) in six key locations across the Borders – three are now fully operational - Duns (THA), Galashiels (EHA), Kelso (EHA). Three remain to be completed, Hawick is in planning to be delivered on the Stirches site in partnership with EHA, Eyemouth and Peebles sites have still to be identified. The Council has agreed to make contributions from Second Homes Council Tax to support the future planned developments in Eyemouth, Hawick and Peebles.

Three of the **six** have been built and are fully operational.

Duns – Longfield Gardens opened March 2021 – **30 Flats**

Galashiels – Wilkie Gardens opened November 2021 – **39 Flats**

Kelso – old Kelso High school opened June 23 – **36 flats**



Todlaw, Duns



The Council is in planning to develop new care facilities in Hawick on the Stirches site and as part of the Lowood estate in Tweedbank. A range of options for these facilities incorporating innovative best practice with regards to care village design and dementia design. A full business proposal will be presented to the IJB and Council in 2024. As part of these schemes, the Council is working collaboratively with NHS Borders to explore the potential provision of visiting Health Services within these new developments.

Investment has also been made in digital tools to empower our teams to access, use and update information and data while working anywhere in the Scottish Borders and to help keep them safe when they are working alone across the region. The rollout of the technology was completed within Social Care in March 2023 with the next stage of transformation being the Pathfinder within Adult Social Work which is due to complete in March 2024. Using new dynamic routing and scheduling tools and mobile handsets to securely deliver and record information on our service users' needs and wellbeing, our home care service will be able to deliver more care visits, improve the quality of care recording and use the data required in real time to ultimately improve the outcomes for the people we provide care for across the Scottish Borders.

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

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

SOCIAL WORK

The Social Work team will continue developing the use of video conferencing, where appropriate and conducive to effective communication, to reduce the necessity of staff having to travel significant distances for reviewing and interviewing purposes. A key element of this will be the continued engagement to develop the adoption of agile working practices across a reduced Council estate which will allow individual services to quickly respond to changing service needs.

In addition, and in line with the Council's vision to enhance the use of technology, we will continue to develop the Pathfinder Project to enhance the use of technology, to support our practitioners to work more flexibly with service users. We will further develop the use of mobile devices for the completion of case recording and the completion of assessments.





Working Together to Improve Lives



DIGITAL CUSTOMER ACCESS

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

STRATEGIC ASSET MANAGEMENT

The Council operates and maintains a significant and diverse property portfolio. The Council has developed an estates strategy to provide a consistent framework for how we manage and maintain our estates and how we focus capital investment priorities. The strategy will also deliver better use of our estate and rationalise our property footprint in order to deliver operational efficiencies while investing capital in those buildings that remain.

In practice, officers not only survey the Council's assets for material condition, but also engage with users to ensure that community needs are met. To drive efficiencies in energy consumption across our estate, a Building Management System strategy is presently being developed.





OFFICE ACCOMMODATION

The Council has started to deliver on its previous commitment to move to agile working and to consolidate offices with a refurbishment programme that has focused on Council Headquarters, Hawick High Street and Galashiels Paton Street offices as these were the largest. Office accommodation in Hawick and Galashiels has been closed as a result of this transformation, with some of these already sold and others planned for disposal in the coming year. Further work is planned for the remaining office estate, but as part of a wider data-driven asset and energy reduction approach.

DEPOT RATIONALISATION

The Council currently operates from six depots located across the region as well as a number of stone depots and a quarry, some of which are no longer fully utilised. The depot estate will be assessed to prioritise much needed investment in essential facilities to support staff and service delivery but also to disinvest and deliver financial efficiencies.



THE SCOTTISH BORDERS COUNCIL ESTATE

A programme of work is currently underway to prepare an Asset Management Plan of the whole estate which will include current information on the fabric, condition and the functional suitability of individual buildings. This will also include updated data on the energy performance of each asset. The collation of this data will allow the preparation of a 'dashboard' which will allow an objective overview of properties by category and location, allowing a focused and data driven approach to our investment strategy.

EMERGENCY AND UNPLANNED SCHEMES

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

TREASURY MANAGEMENT STRATEGY

The Treasury Management Strategy is a framework, which ensures the Council operates within prudent, affordable limits of compliance with the CIPFA Treasury Management and Prudential Code revised in 2021. The Strategy aims to:

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

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

PRUDENTIAL CODE

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

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

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

Due to the introduction of a new accounting regulation, namely, International Financial Reporting Standard (IFRS 16) – Leasing, the way in which we account for Leases will change from 1 April 2024. Previous leases that were held off Balance Sheet and therefore not included as a fixed asset of the Council are now required to be included. This is likely to have an effect on the Prudential Indicators for 2024/25 and the full impact is currently being assessed through a data gathering exercise.

GOVERNANCE

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

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

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

SKILLS AND TRAINING

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

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

All elected members will be offered capital, revenue and treasury management training as part of their induction, with refresher training offered every two years.



LINKS

[IJB Strategic Commissioning Plan](#)

[Council Plan](#)

[Treasury Management Strategy](#)

[Financial Plan](#)

[Climate Change Route Map](#)

[Local Development Plan](#)

[Asset Management Plan](#)

[Strategic Housing Improvement Plan \(SHIP\)](#)

[Estates Strategy](#)

[City Deal](#)

[Borderlands](#)

[Regional Transport Strategy](#)

LINKS TO THE CAPITAL INVESTMENT PLAN

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



Berwickshire High School





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TREASURY MANAGEMENT STRATEGY 2024/25

Report by Director of Finance and Procurement SCOTTISH BORDERS COUNCIL

29 February 2024

1 PURPOSE AND SUMMARY

- 1.1 This report proposes the 2024/25 Treasury Management Strategy for Council approval.**
- 1.2 CIPFA (Chartered Institute of Public Finance and Accountancy) defines Treasury Management as 'The management of the local authority's borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks'. The Treasury Management Strategy is the framework which ensures that the Council operates within prudent and affordable limits in compliance with the CIPFA Code.
- 1.3 The strategy for 2024/25 is included in this report at Appendix 1 and reflects the impact of the Administration's draft Financial Plans for 2024/25 onwards on the prudential and treasury indicators for the Council.

2 RECOMMENDATIONS

- 2.1 It is recommended that the Council:**
 - (a) Approves the Treasury Management Strategy 2024/25 as set out in Appendix 1;**
 - (b) Notes that that draft Treasury Management Strategy was considered by Audit Committee on 12 February 2024;**
 - (c) Reviews capital expenditure going forward to ensure they remain realistic, affordable and sustainable; and**
 - (d) Ensures that the revenue consequences of all capital projects be fully reviewed in all investment decisions.**

3 BACKGROUND

3.1 In line with recommended practice set out in the CIPFA Code (i.e. Treasury Management in the Public Services: Code of Practice and Cross-Sectorial Guidance Notes) the Audit Committee scrutinised the 2024/25 Treasury Management Strategy on the 12th February 2024 and recommended it for Council approval.

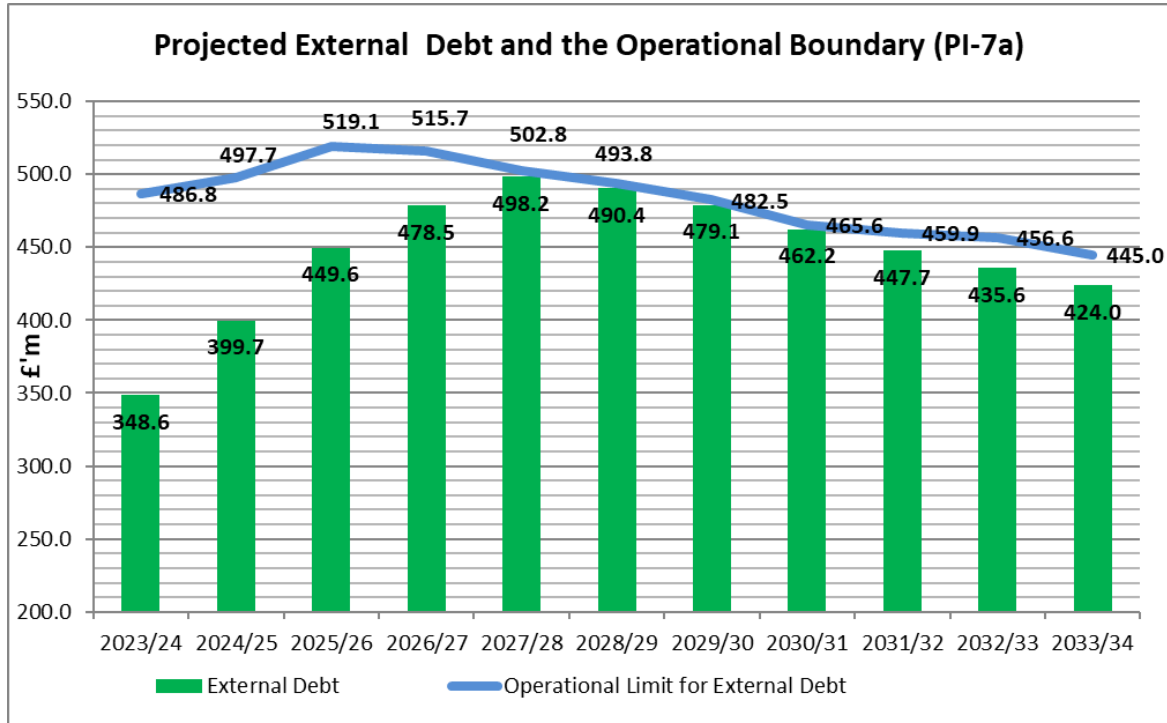
4 TREASURY MANAGEMENT STRATEGY 2024/25

4.1 Appendix 1 contains the draft Treasury Management Strategy for 2024/25 for consideration by Council.

4.2 This is based on the current draft Financial Capital Plans for 2024/25 to 2033/34 which are being presented to Council elsewhere on this Agenda.

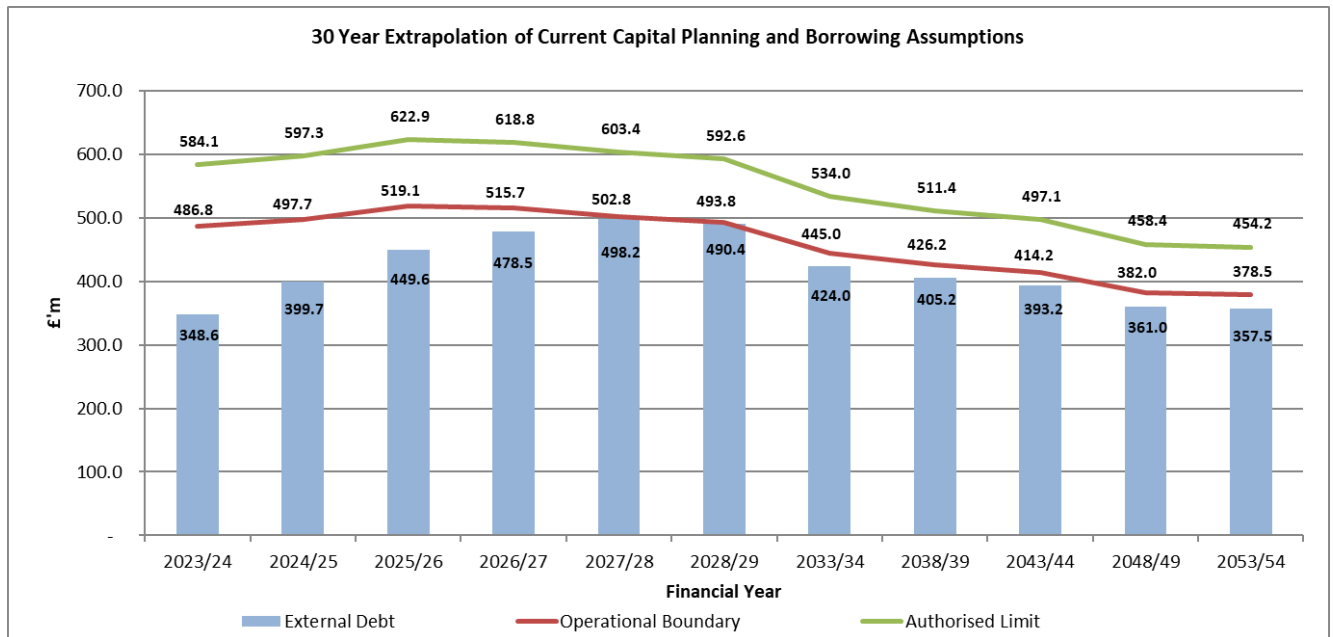
4.3 Appendix 1, Annex A contains a summary of the proposed indicators within the strategy.

4.4 The table below shows the “Operational Boundary” against the anticipated levels of external borrowing. The external borrowing levels should not normally exceed the operational boundary limit, defined by the Prudential Framework. The gap between these two elements as seen in the table, consistently shows that the Council maintains an “under-borrowed” position. The gap however is reducing over the years due to the ambitious capital programme.



4.5 The chart below details projected external borrowing for the next 5 financial years and then at each 5 year interval up to 2053/54. Alongside this, the Operational Boundary and Authorised Limit are also shown. The chart is designed to inform long term scenario planning in line with best practice.

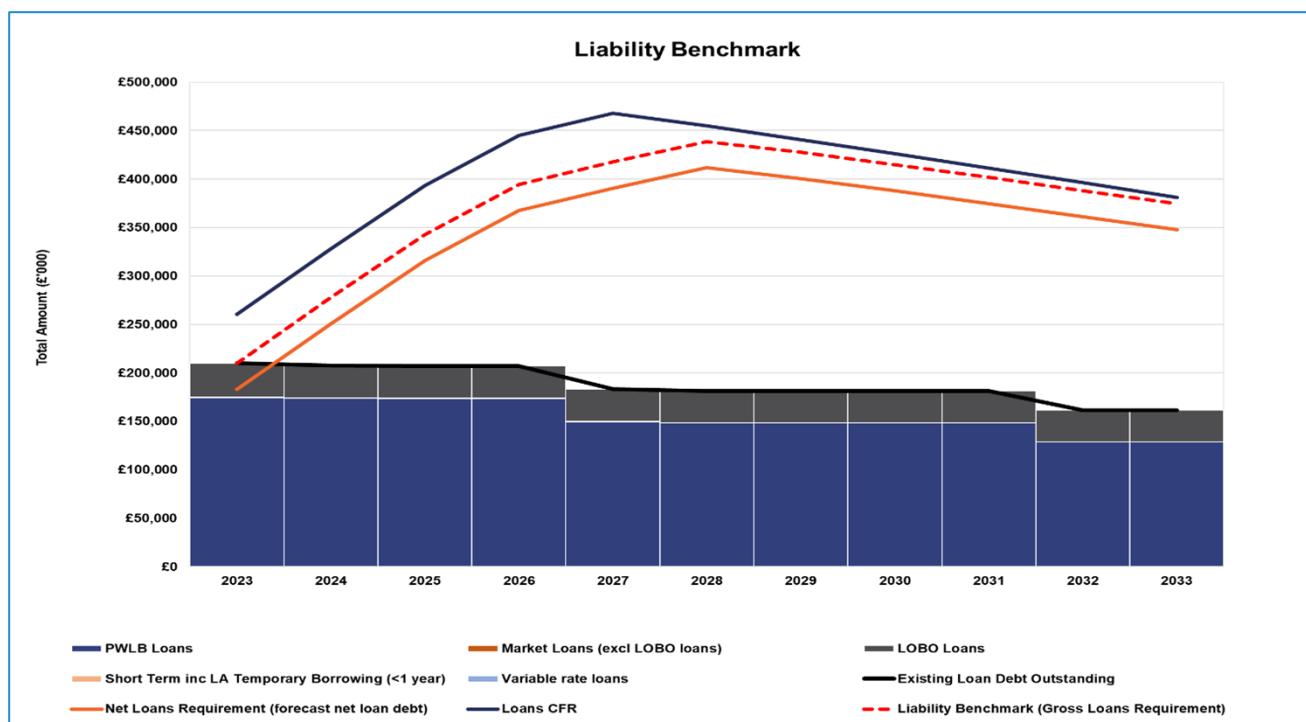
It should be noted that from 2032-33, the first year outwith the current 10 year Capital Plan, a 10 year average capital expenditure, and annual borrowing requirement of £10.5m, has been assumed.



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

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

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



4.7 The implementation of IFRS16 has been deferred until 1st April 2024. When implemented this will mean that leases which were previously off balance sheet and funded via revenue sheet will now be included. Leases form part of the other long term liability figures which make up the Prudential Indicators that will be reported in the Treasury Management Strategy Statement for 2025/2026.

5 IMPLICATIONS

5.1 Financial

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

5.2 Risk and Mitigations

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

5.3 Integrated Impact Assessment

There is no impact or relevance to Equality Duty or the Fairer Scotland Duty for this report. This is a routine financial monitoring report which forms part of the governance of the Treasury function within the Council.

5.4 Sustainable Development Goals

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

5.5 Climate Change

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

5.6 Rural Proofing

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

5.7 Data Protection Impact Statement

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

5.8 Changes to Scheme of Administration or Scheme of Delegation

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

6 CONSULTATION

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

Approved by

Suzy Douglas

.....

Director of Finance and Procurement

Signature

Author(s)

Name	Designation and Contact Number
Suzy Douglas	Director of Finance and Procurement (X5881)

Background Papers:

Previous Minute Reference: not applicable

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

Contact us at Finance and Procurement, Scottish Borders Council, Council Headquarters, Newtown St Boswells, Melrose, TD6 0SA Tel: 01835 825249 Fax 01835 825166. email: <mailto:t&cteam@scotborders.gov.uk>

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APPENDIX 1

SCOTTISH BORDERS COUNCIL

TREASURY MANAGEMENT STRATEGY (incorporating the Annual Investment Strategy) 2024/25

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1 Purpose and Scope

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

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

- The capital plans of the Council (including prudential indicators);
- A policy for the statutory repayment of loans fund advances, (how residual capital expenditure is charged to revenue over time);
- The Treasury Management Strategy (how the investments and borrowings are organised), including treasury indicators, and
- An Annual Investment Strategy (the parameters on how investments are to be managed).

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

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

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

1.2 Scrutiny

The 3 main reports are required to be adequately scrutinised by committee before being recommended to the Council. This role is undertaken by the **Audit Committee**.

1.3 Treasury Management Strategy for 2024/25

The strategy for 2024/25 covers two main areas:

Capital Issues

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

Treasury management issues

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

1.4 These elements cover the requirements of the Local Government in Scotland Act 2003, the CIFPA (Chartered Institute of Public Finance and Accountancy) Prudential Code (the Prudential Code), the CIFPA Treasury Management Code (the Code) and Scottish Government loans fund repayment regulations and investment regulations, particularly Finance Circulars 5/2010 and 7/2016.

- 1.5** The increased Member consideration of treasury management matters and the need to ensure that officers dealing with treasury management are trained and kept up to date requires a suitable training process for Members and officers. This Council will continue to address this important issue by:
- a) Elected Members**
- Working with members of the Audit Committee to identify their training needs
 - Working with Link Treasury Services to identify appropriate training provision for elected members
- b) Officers** dealing with treasury management matters will have the option of various levels of training, depending on need, including:
- Treasury courses run by the Council's advisers
 - Attendance at CIPFA treasury management training events
 - Attendance at the CIPFA Scottish Treasury Management Forum and information exchanged via the Treasury Management Forum network
 - On the job training in line with the approved Treasury Management Practices (TMPs).

1.6 Treasury Management Consultants

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

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

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

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

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

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

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

Treasury management

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

Service delivery

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

Commercial return

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

The revised Treasury Management Code requires an authority to implement the following: -

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

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

1. The risks associated with service and commercial investments should be proportionate to their financial capacity – i.e. that plausible losses could be absorbed in budgets or reserves without unmanageable detriment to local services;
2. An authority must not borrow to invest for the primary purpose of commercial return;
3. It is not prudent for local authorities to make any investment or spending decision that will increase the CFR, and so may lead to new borrowing, unless directly and primarily related to the functions of the authority, and where any commercial returns are either related to the financial viability of the project in question or otherwise incidental to the primary purpose;

4. An annual review should be conducted to evaluate whether commercial investments should be sold to release funds to finance new capital expenditure or refinance maturing debt;
5. A prudential indicator is required for the net income from commercial and service investments as a proportion of the net revenue stream;
6. Create new Investment Management Practices to manage risks associated with non-treasury investments, (similar to the current Treasury Management Practices).

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

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

1.9 International Financial Reporting Standard (IFRS) 16 – Leasing

The CIPFA LAASAC Local Authority Accounting Code Board deferred implementation of IFRS16 until 1st April 2024, the 2024/25 financial year. From this date, most leases which were previously off balance sheet and funded via revenue, will now be included as part of the other long term liabilities. The full impact of this change will be reflected in the Financial Statements for the year to 31 March 2025 and the Prudential and Treasury Indicators in the Treasury Management Strategy Statement for 2025/2026 onwards.

2 Background

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

"The management of the local authority's borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."

3 The Capital Prudential Indicators 2024/25 – 2028/29

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

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

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

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

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

The draft revenue budget sets loans charges associated with capital borrowing over the next 5 years at £18.2m in 2024/25, rising to £26.9m in 2028/29.

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

3.1 Capital Expenditure (Prudential Indicator PI-1)

This prudential indicator is a summary of the Council's capital expenditure plans, both those agreed previously, and those forming part of this planning cycle. The Capital Financial Plan for 2024/25 – 2033/34 includes the following capital expenditure forecasts for the first five years. 2023/24 projected outturn figures are also shown:

Capital Expenditure (PI-1) £m	Estimate					
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Assets & Infrastructure	46.5	20.8	14.8	13.0	12.9	12.5
Other Corporate Services	8.4	5.7	0.1	0.5	0.2	0.2
Children & Young People	35.0	68.8	51.9	32.9	21.9	2.5
Culture & Sport	1.0	0.4	2.0	0.8	0.8	0.8
Economic Regeneration	4.1	20.8	16.6	15.2	9.9	8.2
Housing Strategy & Services	1.0	0.5	0.5	0.5	0.5	0.5
Social Care Infrastructure	1.3	4.0	12.2	3.2	13.2	-
Emergency & Unplanned & Planned programme adjustments	-0.4	0.2	0.2	0.2	0.2	0.2
Total	96.9	216.2	98.3	66.3	59.6	24.9

3.2 Capital Financing Assumptions

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

Capital Expenditure £m	Estimate					
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Capital Expenditure – per plan	96.9	121.2	98.3	66.3	59.6	24.9
Other Relevant Expenditure	-	-	-	-	-	-
Total Expenditure	96.9	121.2	98.3	66.3	59.6	24.9
Financed by:						
Capital receipts	2.1	3.9	1.5	1.5	1.5	-
CFCR	0.9	1.9	-	-	-	-
Developer Contributions	0.6	5.9	0.1	0.1	0.1	0.1
Govt. General Capital Grants	26.2	9.8	12.5	11.1	11.1	11.1
Govt. Specific Capital Grants	1.6	2.9	1.0	0.3	0.3	0.2
Other Grants & Contributions	11.2	19.1	17.2	15.6	9.8	8.1
Plant & Vehicle / Infrastructure Fund	6.4	2.0	2.0	2.0	2.0	2.0
Synthetic Pitch Replacement Fund	-	0.4	1.1	0.5	0.5	0.5
Net financing need for the year met by borrowing	47.9	75.3	62.9	35.2	34.3	2.9

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

- a) The second prudential indicator is the Council's Capital Financing Requirement (CFR). The CFR is simply the total historic outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of the Council's indebtedness and so its underlying borrowing need. Any capital expenditure identified above, which has not immediately been paid for through a revenue or capital resource, will increase the CFR. The CFR does not increase indefinitely, as prudent annual repayments from revenue need to be made which reflect the useful life of capital assets financed by borrowing. From 1 April 2016, authorities have been able to choose whether to use scheduled debt amortisation (loans pool charges), or another suitable method of calculation in order to repay borrowing. The Council calculates repayment of loans fund advances with reference to the life of an asset using the annuity method (option 3) – further details at 3.5 below.
- b) The CFR also includes any other long term liabilities (e.g. PFI schemes, finance leases). Whilst these increase the CFR, and therefore the Council's borrowing requirement, these types of scheme include a borrowing facility by the PFI, PPP lease provider and so the Council is not required to separately borrow for these schemes. The Council has £111.3m of liabilities relating to such schemes within the 2023/24 long term liabilities figure. The CFR may be impacted by the changes under IFRS 16 (see 1.9 above).
- c) The Council is asked to approve the following CFR projections on the page below:

Capital Financing Requirement (PI-2) £m	Actual	Estimate					
	22/23	23/24	24/25	25/26	26/27	27/28	28/29
Total CFR (PI-2) *	347.7	415.5	480.7	532.4	555.3	576.5	565.3
Movement in CFR represented by:							
Net financing need for the year (above)		47.9	75.3	62.9	35.2	34.3	2.9
Less scheduled debt amortisation and other financing movements		19.9	(10.1)	(11.2)	(12.3)	(13.1)	(14.1)
Movement in CFR		67.8	65.2	51.7	22.9	21.2	(11.2)

* The CFR for this calculation includes projected capital expenditure to 31 March of each financial year and the retrospective service concession arrangements for 23/24.

- d) A key aspect of the regulatory and professional guidance is that elected members are aware of the size and scope of any commercial activity in relation to the authority's overall financial position. This Council does not currently have any commercial activity.

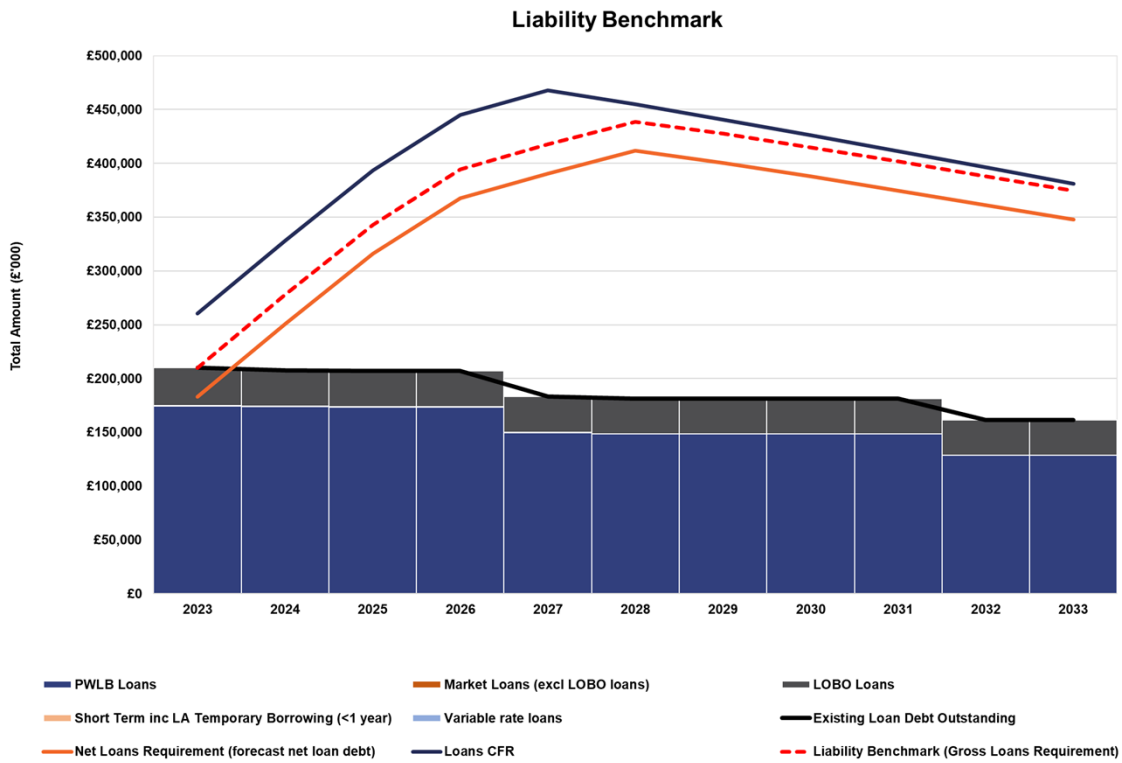
3.4 Liability Benchmark

The third prudential indicator is the Liability Benchmark (LB). The Authority is required to estimate and measure the LB for the forthcoming financial year and the following two financial years, as a minimum however CIPFA strongly recommends that the LB is produced for at least ten years. The Council has measured the LB for a ten year period in line with the Capital Plan as shown in the graph below.

There are four components to the LB: -

- Existing loan debt outstanding:** the Authority's existing loans that are still outstanding in future years, with no new borrowing added.
- Loans CFR:** this is calculated in accordance with the loans CFR definition in the Prudential Code and projected into the future based on approved prudential borrowing and planned Loans Fund advances/Loans Fund principal repayments.
- Net loans requirement:** this will show the Authority's gross loan debt less treasury management investments at the last financial year-end, projected into the future and based on its approved prudential borrowing, planned Loans Fund principal repayments and any other major cash flows forecast.
- Liability benchmark** (or gross loans requirement): this equals net loans requirement plus short-term liquidity allowance.

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



3.5 Statutory Repayment of Loans Fund Advances

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

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

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

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

Under regulation 14 (2) of SSI 2016 No 123, the Council calculates the annuity rate based on historic annuity rates to ensure that it is a prudent application and it is currently 3.18%.

A consultation was issued for an amendment to the regulation 14 in December 2023 however no conclusion has been reached yet.

4 Treasury Management Strategy

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

4.1 Current Portfolio Position

- a) The overall treasury management portfolio as at 31 March 2023 and for the position as at 31 December 2023 are shown below for both borrowing and investments.

TREASURY PORTFOLIO				
	actual 31.3.23 £000	actual 31.3.23 %	current 31.12.23 £000	current 31.12.23 %
Treasury investments				
Banks	2,163	7%	1,450	39%
DMADF (H.M.Treasury)	8,500	30%	0	0%
Money Market Funds	18,500	63%	2,250	61%
Total managed in house	29,163	100%	3,700	100%
Total managed externally	0	0%	0	0%
Total treasury investments	29,163	100%	3,700	100%
Treasury external borrowing				
Third party loans	600	0.3%	600	0.3%
PWLB	174,308	83%	173,737	84%
LOBOs	35,000	16.7%	33,000	15.7%
Total external borrowing	209,908	100%	207,337	100%
Net treasury investments / (borrowing)	(180,745)	0	(203,637)	0

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

as at 31 March £m	Estimate					
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Borrowing	237.3	289.5	340.5	370.5	391.5	385.0
Other Long Term Liabilities (Finance Leases)	111.3	110.2	109.1	108.0	106.7	105.4
Total Gross Borrowing (Prudential Indicator PI-5)	348.6	399.7	449.6	478.5	498.2	490.4
Capital Financing Requirement*	532.4	555.3	576.5	565.3	552.6	539.5
(Under) / Over Borrowing (Prudential Indicator PI-6)	(183.8)	(155.6)	(126.9)	(86.8)	(54.4)	(49.1)

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

- c) Within the range of prudential indicators there are a number of key indicators to ensure that the Council operates its activities within well-defined limits. One of these (PI-6) is that the Council needs to ensure that its gross debt figure (shown above in PI-5)) does not, except in the short term, exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for 2023/24 and the following two financial years. This allows some flexibility for limited early borrowing for future years but ensures that borrowing is not undertaken for revenue or speculative purposes.
- d) The Council has complied with this prudential indicator in the current year and no difficulties are currently envisaged for the long term future. This view takes into account current commitments, existing plans, and the proposals in the Financial Plans for 2024/25.

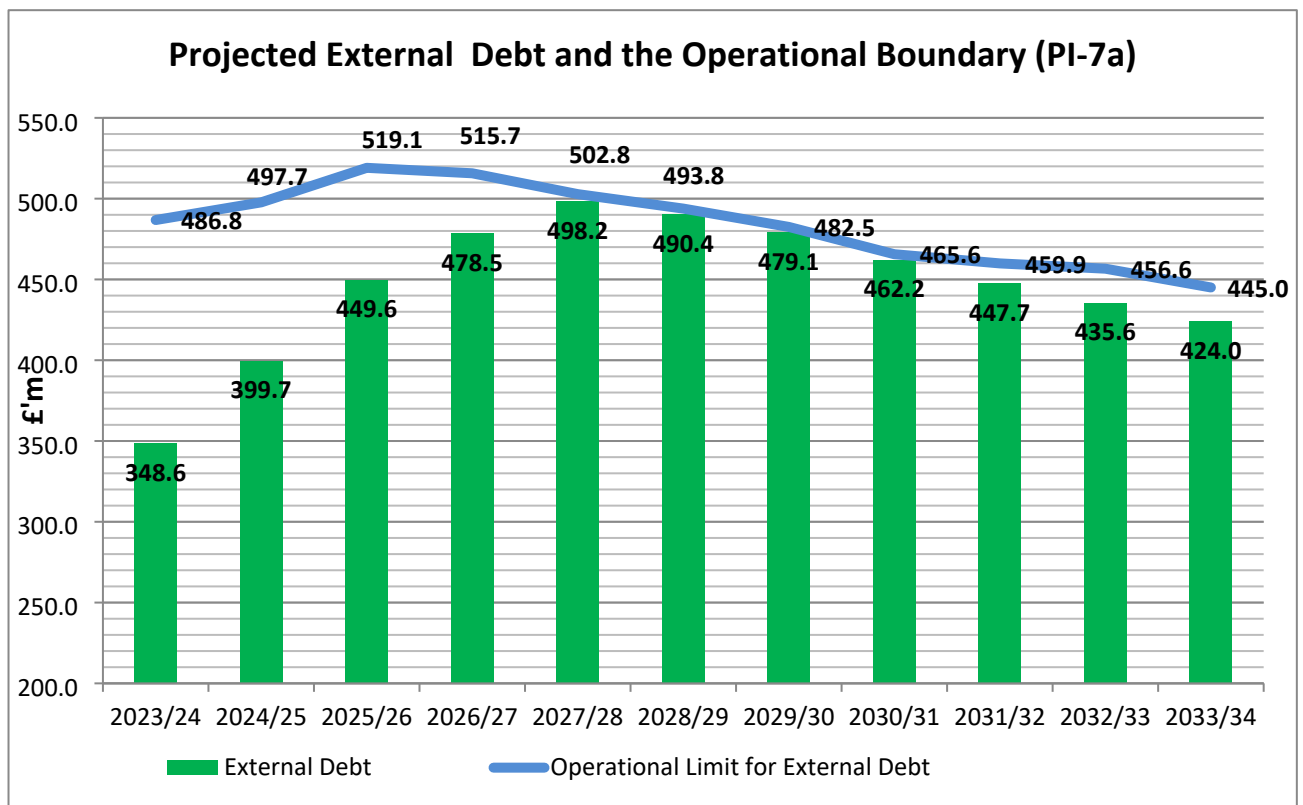
4.2 Treasury Indicators: Limits to Borrowing Activity

The Operational Boundary (Prudential Indicator PI-7)

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

Operational boundary £m	Estimate					
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Total Operational Boundary (PI-7a)	486.8	497.7	519.1	515.7	502.8	493.8
Less: Other long term liabilities	(111.3)	(110.2)	(109.1)	(108.0)	(106.7)	(105.4)
Operational Boundary exc. Other Long Term Liabilities (PI-7b)	375.5	387.5	410.0	407.7	396.1	388.4

- b) The following chart shows how the current and projected Operational Borrowing limit compare with the anticipated levels of gross external debt (PI-5).

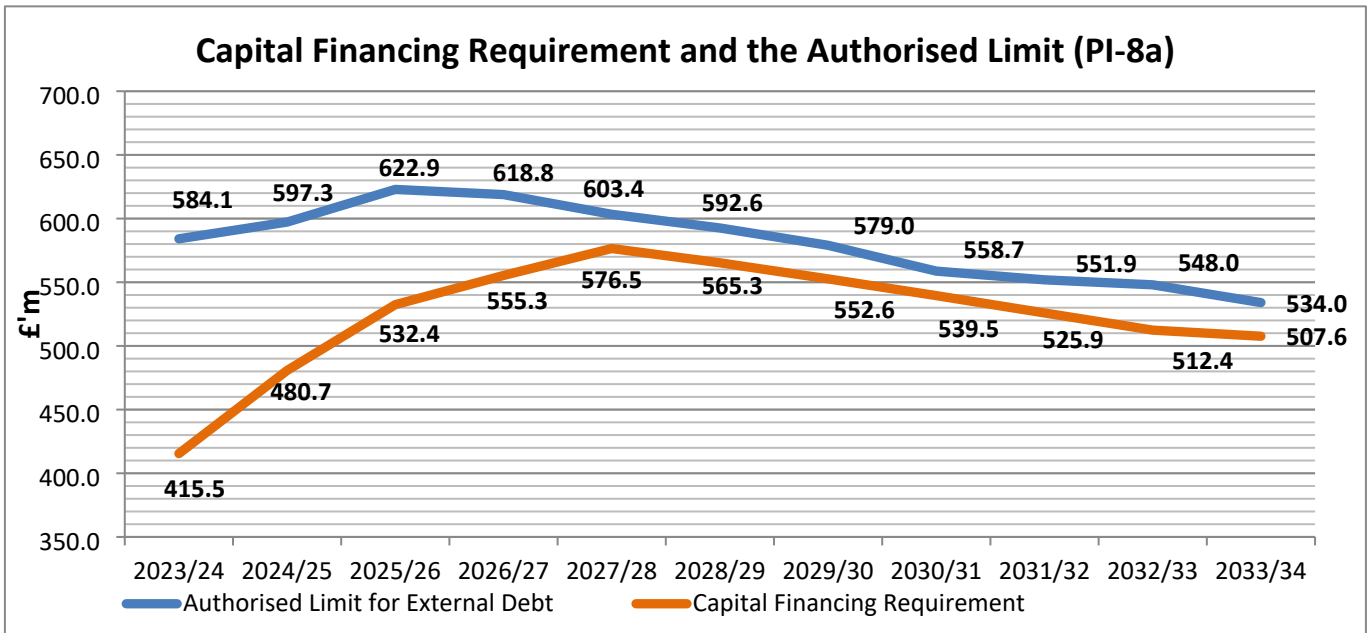


The Authorised Limit for External Debt (Prudential Indicator PI-8)

- c) A further key prudential indicator represents a control on the maximum level of borrowing. This represents a legal limit beyond which external debt is prohibited, and this limit needs to be set or revised by the full Council. It reflects the level of external debt which, while not desired, could be afforded in the short term, but is not sustainable in the longer term.
- d) The authorised limits for external debt for the current year and two subsequent years are the legislative limits determined under Regulation 6(1) of the Local Authority (Capital Finance and Accounting) (Scotland) Regulations 2016.
- e) The Council is asked to approve the following Authorised Limit, being the Operational Boundary (PI-7a) plus 20% margin:

Authorised Limit £m	Estimate					
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Total Authorised Limit (PI-8a)	584.1	597.3	622.9	618.8	603.4	592.6
Less: Other long term liabilities	(111.3)	(110.2)	(109.1)	(107.9)	(106.7)	(105.4)
Authorised Limit exc. Other Long-Term Liabilities (PI-8b)	472.8	487.1	513.8	510.9	496.7	487.2

- f) The chart on the below shows how the current and projected Capital Financing Requirement (PI-2) compares to the Authorised Limit for External Debt (PI – 8a).



4.3 Prospects for Interest Rates

- a) The Council has appointed Link Group as its treasury advisor and part of their service is to assist the Council to formulate a view on interest rates.

Link provided the following forecasts and associated commentary on 8th January 2024.

These are forecasts for certainty rates (gilt yields plus 80bps):

Link Group Interest Rate View 08.01.24													
	Mar-24	Jun-24	Sep-24	Dec-24	Mar-25	Jun-25	Sep-25	Dec-25	Mar-26	Jun-26	Sep-26	Dec-26	Mar-27
BANK RATE	5.25	5.25	4.75	4.25	3.75	3.25	3.00	3.00	3.00	3.00	3.00	3.00	3.00
3 month ave earnings	5.30	5.30	4.80	4.30	3.80	3.30	3.00	3.00	3.00	3.00	3.00	3.00	3.00
6 month ave earnings	5.20	5.10	4.60	4.10	3.70	3.30	3.10	3.10	3.10	3.10	3.10	3.10	3.10
12 month ave earnings	5.00	4.90	4.40	3.90	3.60	3.20	3.10	3.10	3.10	3.10	3.10	3.20	3.20
5 yr PWLB	4.50	4.40	4.30	4.20	4.10	4.00	3.80	3.70	3.60	3.60	3.50	3.50	3.50
10 yr PWLB	4.70	4.50	4.40	4.30	4.20	4.10	4.00	3.90	3.80	3.70	3.70	3.70	3.70
25 yr PWLB	5.20	5.10	4.90	4.80	4.60	4.40	4.30	4.20	4.20	4.10	4.10	4.10	4.10
50 yr PWLB	5.00	4.90	4.70	4.60	4.40	4.20	4.10	4.00	4.00	3.90	3.90	3.90	3.90

Additional notes by Link on this forecast table: -

Our central forecast for interest rates was previously updated on 7 November and reflected a view that the Monetary Policy Committee (MPC) would be keen to further demonstrate its anti-inflation credentials by keeping Bank Rate at 5.25% until at least H2 2024. We expect rate cuts to start when both the CPI inflation and wage/employment data are supportive of such a move, and when there is a likelihood of the overall economy enduring at least a slowdown or mild recession over the coming months (although most recent GDP releases have surprised with their on-going robustness).

Naturally, timing on this matter will remain one of fine judgment: cut too soon, and inflationary pressures may well build up further; cut too late and any downturn or recession may be prolonged.

In the upcoming months, our forecasts will be guided not only by economic data releases and clarifications from the MPC over its monetary policies and the Government over its fiscal policies, but also international factors such as policy development in the US and Europe, the provision of fresh support packages to support the faltering recovery in China as well as the on-going conflict between Russia and Ukraine, and Gaza and Israel.

PWLB RATES

The short and medium part of the gilt curve has rallied since the start of November as markets price in a quicker reduction in Bank Rate through 2024 and 2025 than held sway back then. This reflects market confidence in inflation falling back in a similar manner to that already seen in the US and the Euro-zone. At the time of writing there is c70 basis points difference between the 5 and 50 year parts of the curve.

The balance of risks to the UK economy: -

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

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

- **Labour and supply shortages** prove more enduring and disruptive and depress economic activity (accepting that in the near-term this is also an upside risk to inflation and, thus, could keep gilt yields high for longer).
- **The Bank of England** has increased Bank Rate too fast and too far over recent months, and subsequently brings about a deeper and longer UK recession than we currently anticipate.
- **Geopolitical risks**, for example in Ukraine/Russia, the Middle East, China/Taiwan/US, Iran and North Korea, which could lead to increasing safe haven flows.

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

- Despite the tightening in bank rate to 5.25%, the **Bank of England allows inflationary pressures to remain elevated** for a long period within the UK economy, which then necessitates Bank Rate staying higher for longer than we currently project.
- **The pound weakens** because of a lack of confidence in the UK Government's pre-election fiscal policies, which may prove inflationary, resulting in investors pricing in a risk premium for holding UK sovereign debt.
- Projected **gilt issuance, inclusive of natural maturities and QT**, could be too much for the markets to comfortably digest without higher yields consequently.

LINK GROUP FORECASTS

We expect the Monetary Policy Committee (MPC) will keep Bank Rate at 5.25% until the second half of 2024, to combat on-going inflationary and wage pressures, even if they have dampened somewhat of late. We do not think that the MPC will increase Bank Rate above 5.25%.

Gilt yields and PWLB rates

The overall longer-run trend is for gilt yields and PWLB rates to fall back over the timeline of our forecasts, as inflation continues to fall through 2024.

Our target borrowing rates are set **two years forward** (as we expect rates to fall back) and the current PWLB (certainty) borrowing rates are set out below: -

PWLB debt	Current borrowing rate as at 08.01.24 p.m.	Target borrowing rate now (end of Q4 2025)	Target borrowing rate previous (end of Q3 2025)
5 years	4.53%	3.70%	3.80%
10 years	4.67%	3.90%	3.80%
25 years	5.19%	4.20%	4.20%
50 years	4.97%	4.00%	4.00%

Borrowing advice

Our long-term (beyond 10 years) forecast for Bank Rate remains at 3% and reflects Capital Economics' research that suggests AI and general improvements in productivity will be supportive of a higher neutral interest rate. As all PWLB certainty rates are currently significantly above this level, borrowing strategies will need to be reviewed in that context. Overall, better value can be obtained at the shorter end of the curve and short-dated fixed LA to LA monies should be considered. Temporary borrowing rates will remain elevated for some time to come but may prove the best option whilst the market continues to factor in Bank Rate reductions for 2024 and later.

Our suggested budgeted earnings rates for investments up to about three months' duration in each financial year are set out below.

Average earnings in each year	Now	Previously
2023/24 (residual)	5.30%	5.30%
2024/25	4.55%	4.70%
2025/26	3.10%	3.20%
2026/27	3.00%	3.00%
2027/28	3.25%	3.25%
2028/29	3.25%	3.25%
Years 6 to 10	3.25%	3.25%
Years 10+	3.25%	3.25%

As there are so many variables at this time, caution must be exercised in respect of all interest rate forecasts.

Our interest rate forecast for Bank Rate is in steps of 25 bps, whereas PWLB forecasts have been rounded to the nearest 10 bps and are central forecasts within bands of + / - 25 bps. Naturally, we continue to monitor events and will update our forecasts as and when appropriate.

4.4 Borrowing Strategy

- a) The Council is currently maintaining an under-borrowed position. This means that the capital borrowing need, (the Capital Financing Requirement), has not been fully funded with loan debt as cash supporting the Council's reserves, balances and cash flow has been used as a temporary measure. This strategy is prudent as medium and longer dated borrowing rates are expected to fall from their current levels once prevailing inflation concerns are addressed by tighter near-term monetary policy. That is, Bank Rate remains elevated through to the second half of 2024.
- b) Against this background and the risks within the economic forecast, caution will be adopted with the 2024/25 treasury operations. The Director of Finance and Procurement will monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances:
- *if it was felt that there was a significant risk of a sharp FALL in borrowing rates*, then borrowing will be postponed.
 - *if it was felt that there was a significant risk of a much sharper RISE in borrowing rates than that currently forecast*, fixed rate funding will be drawn whilst interest rates are lower than they are projected to be in the next few years.
- c) Any decisions will be reported to the appropriate decision-making body at the next available opportunity.

4.5 Policy on borrowing in advance of need

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

4.6 Debt Rescheduling

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

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

- a)** Currently the PWLB Certainty Rate is set at gilts + 80 basis points for non-Housing Revenue Account borrowing. However, consideration may still need to be given to sourcing funding from the following sources for the following reasons:
- Local authorities (primarily shorter dated maturities out to 3 years or so – still cheaper than the Certainty Rate).
 - Financial institutions (primarily insurance companies and pension funds but also some banks, out of forward dates where the objective is to avoid a “cost of carry” or to achieve refinancing certainty over the next few years).
 - Municipal Bonds Agency (possibly still a viable alternative depending on market circumstances prevailing at the time).
- b)** Our advisors will keep us informed as to the relative merits of each of these alternative funding sources.

5 Investment Strategy

5.1 Investment Objectives and Policy

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

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

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

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

5.2 Council Permitted Investments

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

5.3 Creditworthiness Policy

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

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

Y	Pi1	Pi2	P	B	O	R	G	N/C
1	1.25	1.5	2	3	4	5	6	7
Up to 5yrs	Up to 5yrs	Up to 5yrs	Up to 2yrs	Up to 1yr	Up to 1yr	Up to 6mths	Up to 100days	No Colour

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

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

5.4 Country and Sector Considerations

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

Country Limits

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

Institutional Sector Limits

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

UK Building Societies	£25 m
Banks	£35 m
UK Local Authorities	£40 m
UK Government Debt Management Office	£unlimited
UK Gilts and Treasury Bills	£20 m
Institutions covered by Government Guarantee	£10 m
Part Nationalised Banks	£35 m
Money Market Funds (AAA)	£25 m

These limits will be monitored regularly for appropriateness.

5.5 Individual Institution Monetary Limits

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

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

- (i) No individual limit will be applied on lending to a UK local authority, other than it must not exceed the relevant sector limit of £40m.
- (ii) Further to Sections 5.4 and 5.5, if the rating of the Council’s own banker falls below the criteria, the time limit on money deposited with the bank will be reduced to an overnight basis.

b) As mentioned earlier, the treasury function manages the funds of the Council, any subsidiary organisations, the Pension Fund and the Common Good and Trust Funds. When applying the limits set out in the table above, these limits will apply to the cumulative investment with an institution from the Council, the Pension Fund and the Common Good Funds and Trust Funds.

Group Limits

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

Group of Banks

£10m

Council’s Own Banker

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

5.6 Types of Investments

a) For institutions on the approved counterparty list, investments will be restricted to safer instruments (such as deposits). Currently this involves the use of money market funds, the Debt Management Account Deposit Facility (DMADF) and institutions with higher credit ratings than the minimum permissible rating outlined in the investment strategy, as well as the Council’s own bank.

- b) Where appropriate, investments will be made through approved brokers. The current list of approved brokers comprises:
- BGC Brokers L.P.
 - ICAP Securities Limited
 - Sterling International Brokers Limited
 - Tradition (UK) Limited

5.7 Investment Strategy and bank rate projections

In-house funds

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

Investment returns expectations

- b) The current forecast shown in paragraph 4.3, includes a forecast for Bank Rate to have peaked 5.25% in Q4 2023.
- c) The suggested budgeted investment earnings rates for returns on investments placed for periods up to about three months during each financial year are as follows:

Average earnings in each year	
2023/24 (residual)	5.30%
2024/25	4.55%
2025/26	3.10%
2026/27	3.00%
2027/28	3.25%
Years 6 to 10	3.25%
Years 10+	3.25%

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

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

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

Maximum principal sums invested for longer than 365 days (TI-5)						
£m	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Principal sums invested for longer than 365 days	20%	20%	20%	20%	20%	20%

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

5.8 Investment Risk Benchmarking

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

a) Security

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

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

b) Liquidity

In respect of this area the Council seeks to maintain:

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

c) Yield

Local measures of yield are:

Investments – **Internal returns above the 365 day backward looking SONIA (Sterling Overnight Index Average) un compounded rate**

At the end of the financial year, the Council will report on its investment activity as part of the Annual Treasury Report.

6 Performance Indicators

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

6.2 Debt Performance Indicators

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

Target is to be at or below the Scottish Average for 2023/24.

- (ii) Average borrowing rate movement year on year

Target is to maintain or reduce the average borrowing rate for the Council versus 2023/24.

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

6.4 Loans Charges

- a) Loans Charges for 2024/25 are expected to be at or below the Revenue Budget estimate contained in the Council’s Financial Plans to be approved in February 2024, which are estimated as follows:

£m	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Total Loan Charges *	13.6	18.2	20.9	23.8	25.7	26.9

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

- b) The expected outturn for 2023/24 reflects the cumulative adjustment for service concession arrangements. The above budgets exclude the revenue impact of funding the cost of the National Housing Trust (NHT) and the lending to Registered Social Landlords (RSL) and lending in respect of the Council-led house building programme with the Scottish Futures Trust, as these are assumed to be revenue neutral overall.

6.5 The indicators, based on actual performance for the year, will be included in the Treasury Management Annual Report for 2024/25.

ANNEXES

ANNEX A SUMMARY OF PRUDENTIAL AND TREASURY INDICATORS

Indicator Ref.	Indicator	Page Ref.	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
PRUDENTIAL INDICATORS								
Capital Expenditure Indicator								
PI-1	Capital Expenditure Limits (£m)	8	96.9	121.2	98.3	66.3	59.6	24.9
PI-2	Capital Financing Requirement (CFR) (£m)	10	415.5	480.7	532.4	555.3	576.5	565.3
Affordability Indicator								
PI-3	Ratio of Financing Costs to Net Revenue (inc. capital PPP repayment costs)	29	5.8%	7.5%	8.1%	8.9%	9.3%	9.6%
PI-4	Incremental movement of Capital Investment Decisions on Council Tax		£(0.09)	£(0.06)	£(0.05)	£(0.04)	£(0.02)	£(0.00)
External Debt Indicators								
PI-5	Actual Debt (£m)	12	348.6	399.7	449.6	478.5	498.2	490.4
PI-7a	Operational Boundary (inc. Other Long Term Liabilities) (£m)	13	468.8	497.7	519.1	515.7	502.8	493.8
PI-7b	Operational Boundary (exc. Other Long Term Liabilities) (£m)	13	375.5	387.5	410.0	407.7	396.1	388.4
PI-8a	Authorised Limit (inc. Other Long Term Liabilities) (£m)	14	584.1	597.3	622.9	618.8	603.4	592.6
PI-8b	Authorised Limit (exc. Other Long Term Liabilities) (£m)	14	472.8	487.1	513.8	510.9	496.7	487.2
Indicators of Prudence								
PI-6	(Under)/Over Gross Borrowing against the CFR (£m)	12	(183.8)	(155.6)	(126.9)	(86.8)	(54.4)	(49.1)
TREASURY INDICATORS								
TI-1	Upper Limit to Fixed Interest Rates based on Net Debt (£m)	30	486.8	497.7	519.1	515.7	502.8	493.8
TI-2	Upper Limit to Variable Interest Rates based on Net Debt (£m)	30	170.4	174.2	181.7	180.5	176.0	172.8
TI-3	Maturity Structure of Fixed Interest Rate Borrowing 2023/24	30	Lower		Upper			
	Under 12 months		0%		20%			
	12 months to 2 years		0%		20%			
	2 years to 5 years		0%		20%			
	5 years to 10 years		0%		20%			
	10 years and above		20%		100%			
TI-5	Maximum Principal Sum invested greater than 365 days	25	20%	20%	20%	20%	20%	20%

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

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

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

%	Actual	Estimate					
	22/23	23/24	24/25	25/26	26/27	27/28	28/29
Ratio of Financing Costs to Net Revenue Stream (PI-3) <i>(inc. capital PPP repayment costs)</i>	7.7%	5.8%	7.5%	8.1%	8.9%	9.2%	9.6%

The estimates of financing costs include current commitments, the revisions due to the rebasing of the service concession arrangements and the proposals in the Financial Plans for 2024/25. The movements in the above ratio from 2023/24 onwards reflect a real-time reduction in overall financial resources available to the Council.

Treasury Management Limits on Activity

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

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

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

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

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

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

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

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

£m	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Interest rate exposures						
	Upper	Upper	Upper	Upper	Upper	Upper
Limits on fixed interest rates based on net debt (TI-1)	486.8	497.7	519.1	515.7	502.8	493.8
Limits on variable interest rates based on net debt (TI-2)	170.4	174.2	181.7	180.5	176.0	172.8
Maturity Structure of fixed interest rate borrowing 2023/24 (TI-3)						
	Lower			Upper		
Under 12 months	0%			20%		
12 months to 2 years	0%			20%		
2 years to 5 years	0%			20%		
5 years to 10 years	0%			20%		
10 years and above	20%			100%		

ANNEX B: INTEREST RATE FORECASTS 2024-27

[PWLB rates and forecast shown below have taken into account the 20 basis point certainty rate reduction effective as of the 1st November 2012.] There are no changes to these forecasts as at 30.01.24.

Link Group Interest Rate View 08.01.24													
	Mar-24	Jun-24	Sep-24	Dec-24	Mar-25	Jun-25	Sep-25	Dec-25	Mar-26	Jun-26	Sep-26	Dec-26	Mar-27
BANK RATE	5.25	5.25	4.75	4.25	3.75	3.25	3.00	3.00	3.00	3.00	3.00	3.00	3.00
3 month ave earnings	5.30	5.30	4.80	4.30	3.80	3.30	3.00	3.00	3.00	3.00	3.00	3.00	3.00
6 month ave earnings	5.20	5.10	4.60	4.10	3.70	3.30	3.10	3.10	3.10	3.10	3.10	3.10	3.10
12 month ave earnings	5.00	4.90	4.40	3.90	3.60	3.20	3.10	3.10	3.10	3.10	3.10	3.20	3.20
5 yr PWLB	4.50	4.40	4.30	4.20	4.10	4.00	3.80	3.70	3.60	3.60	3.50	3.50	3.50
10 yr PWLB	4.70	4.50	4.40	4.30	4.20	4.10	4.00	3.90	3.80	3.70	3.70	3.70	3.70
25 yr PWLB	5.20	5.10	4.90	4.80	4.60	4.40	4.30	4.20	4.20	4.10	4.10	4.10	4.10
50 yr PWLB	5.00	4.90	4.70	4.60	4.40	4.20	4.10	4.00	4.00	3.90	3.90	3.90	3.90

		Interest Rate Forecasts							
Bank Rate	Mar-24	Jun-24	Sep-24	Dec-24	Mar-25	Jun-25	Sep-25	Dec-25	
Link	5.25%	5.25%	4.75%	4.25%	3.75%	3.25%	3.00%	3.00%	
Cap Econ	5.25%	5.00%	4.50%	4.00%	3.50%	3.00%	3.00%	3.00%	
5Y PWLB RATE									
Link	4.50%	4.40%	4.30%	4.20%	4.10%	4.00%	3.80%	3.70%	
Cap Econ	4.50%	4.30%	4.20%	4.00%	3.90%	3.80%	3.80%	3.70%	
10Y PWLB RATE									
Link	4.70%	4.50%	4.40%	4.30%	4.20%	4.10%	4.00%	3.90%	
Cap Econ	4.50%	4.40%	4.20%	4.10%	4.10%	4.10%	4.10%	4.10%	
25Y PWLB RATE									
Link	5.20%	5.10%	4.90%	4.80%	4.60%	4.40%	4.30%	4.20%	
Cap Econ	5.10%	4.80%	4.60%	4.30%	4.40%	4.40%	4.50%	4.60%	
50Y PWLB RATE									
Link	5.00%	4.90%	4.70%	4.60%	4.40%	4.20%	4.10%	4.00%	
Cap Econ	4.70%	4.60%	4.50%	4.30%	4.30%	4.30%	4.40%	4.40%	

Source: Link Treasury Services, January 2024

ANNEX C: ECONOMIC BACKGROUND – supplied by Link

The third quarter of 2023/24 saw:

- A 0.3% m/m decline in real GDP in October, potentially partly due to unseasonably wet weather, but also due to the ongoing drag from higher interest rates. Growth for the second quarter, ending 30th September, was revised downwards to -0.1% and growth on an annual basis was also revised downwards, to 0.3%;
- A sharp fall in wage growth, with the headline 3myy rate declining from 8.0% in September to 7.2% in October, although the ONS “experimental” rate of unemployment has remained low at 4.2%;
- CPI inflation continuing on its downward trajectory, from 8.7% in April to 4.6% in October, then again to 3.9% in November;
- Core CPI inflation decreasing from April and May’s 31 years’ high of 7.1% to 5.1% in November, the lowest rate since January 2022;
- The Bank of England holding Bank Rate at 5.25% in November and December;
- A steady fall in 10-year gilt yields as investors revised their interest rate expectations lower.

The revision of GDP data in Q2 to a 0.1% q/q fall may mean the mildest of mild recessions has begun. Indeed, real GDP in October fell 0.3% m/m which does suggest that the economy may stagnate again in Q3. The weakness in October may partly be due to the unseasonably wet weather. That said, as the weakness was broad based it may also be the case that the ongoing drag from higher interest rates is more than offsetting any boost from the rise in real wages.

However, the rise in the flash composite activity Purchasing Managers Index, from 50.7 in November to 51.7 in December, did increase the chances of the economy avoiding a contraction in Q3. The improvement was entirely driven by the increase in the services activity balance from 50.9 to 52.7. (Scores above 50 point to expansion in the economy, although only tepid in this instance.) The press release noted that this was primarily driven by a revival in consumer demand in the technological and financial services sectors. This chimes with the further improvement in the GfK measure of consumer confidence in December, from -24 to -22.

The services PMI is now consistent with non-retail services output growing by 0.5% q/q in Q3, but this is in stark contrast to the manufacturing sector where the output balance slumped from 49.2 to 45.9 and, at face value, the output balance is consistent with a 1.5% q/q fall in manufacturing output in Q3.

The 0.3% m/m fall in retail sales volumes in October means that after contracting by 1.0% q/q (which was downwardly revised from -0.8% q/q) in Q2, retail activity remained weak at the start of Q3. That suggests higher interest rates are taking a bigger toll on real consumer spending.

Higher interest rates have filtered through the financial channels and weakened the housing market but, overall, it remains surprisingly resilient with the Halifax house price index recently pointing to a 1.7% year on year increase whilst Nationwide’s December data pointed to a -1.8% year on year decrease. However, the full weakness in real consumer spending and real business investment has yet to come as currently it is estimated that around two thirds to a half of the impact of higher interest rates on household interest payments has yet to be felt.

Overall, we expect real GDP growth to remain subdued throughout 2024 as the drag from higher interest rates is protracted but a fading of the cost-of-living crisis and interest rate cuts in the second half of 2024 will support a recovery in GDP growth in 2025.

The labour market remains tight by historical standards, but the sharp fall in wage growth seen in October will reinforce the growing belief in markets that interest rates will be cut mid-2024. Wage growth eased in October much faster than the consensus expected. Total earnings fell by 1.6% m/m, which meant the headline 3myy rate eased from 8.0% in September to 7.2% in October. This news will be welcomed by the Bank of England. Indeed, the timelier three-month annualised rate of average earnings growth fell from +2.4% to -1.2%. Excluding bonuses, it fell from 5.3% to 2.0%. Furthermore, one of the Bank's key barometers of inflation persistence, regular private sector pay growth, dropped from 7.9% 3myy to 7.3%, which leaves it comfortably on track to fall to 7.2% by December, as predicted by the Bank in November.

The fall in wage growth occurred despite labour demand being stronger in October than expected. The three-month change in employment eased only a touch from +52,000 in September to +50,000 in October. But resilient labour demand was offset by a further 63,000 rise in the supply of workers in the three months to October. That meant labour supply exceeded its pre-pandemic level for the first time, and the unemployment rate remained at 4.2% in October. In the three months to November, the number of job vacancies fell for the 17th month in a row, from around 959,000 in October to around 949,000. That has reduced the vacancy to unemployment ratio as demand for labour eases relative to supply, which may support a further easing in wage growth in the coming months.

CPI inflation fell from 6.7% in September to 4.6% in October, and then again to 3.9% in November. Both these falls were bigger than expected and there are clear signs of easing in domestic inflationary pressures. The fall in core CPI inflation from 5.7% to 5.1% in November was bigger than expected (consensus forecast 5.6%). That's the lowest rate since January 2022. Some of the decline in core inflation was due to the global influence of core goods inflation, which slowed from 4.3% to 3.3%. But some of it was due to services inflation falling from 6.6% to 6.3%. The Bank views the latter as a key barometer of the persistence of inflation and it came in further below the Bank's forecast of 6.9% in its November Monetary Policy Report. This will give the Bank more confidence that services inflation is now on a firmly downward path.

The Bank of England sprung no surprises with its December monetary policy committee (MPC) meeting, leaving interest rates at 5.25% for the third time in a row and pushing back against the prospect of near-term interest rate cuts. The Bank continued to sound hawkish, with the MPC maintaining its tightening bias saying that "further tightening in monetary policy would be required if there were evidence of more persistent inflationary pressures". And it stuck to the familiar script, saying that policy will be "sufficiently restrictive for sufficiently long" and that "monetary policy is likely to need to be restrictive for an extended period of time". In other words, the message is that the MPC is not yet willing to endorse investors' expectations that rates will be cut as soon as May 2024.

Looking ahead, our colleagues at Capital Economics forecast that the recent downward trends in CPI and core inflation will stall over the next few months before starting to decline more decisively again in February. That explains why we think the Bank of England won't feel comfortable cutting interest rates until H2 2024.

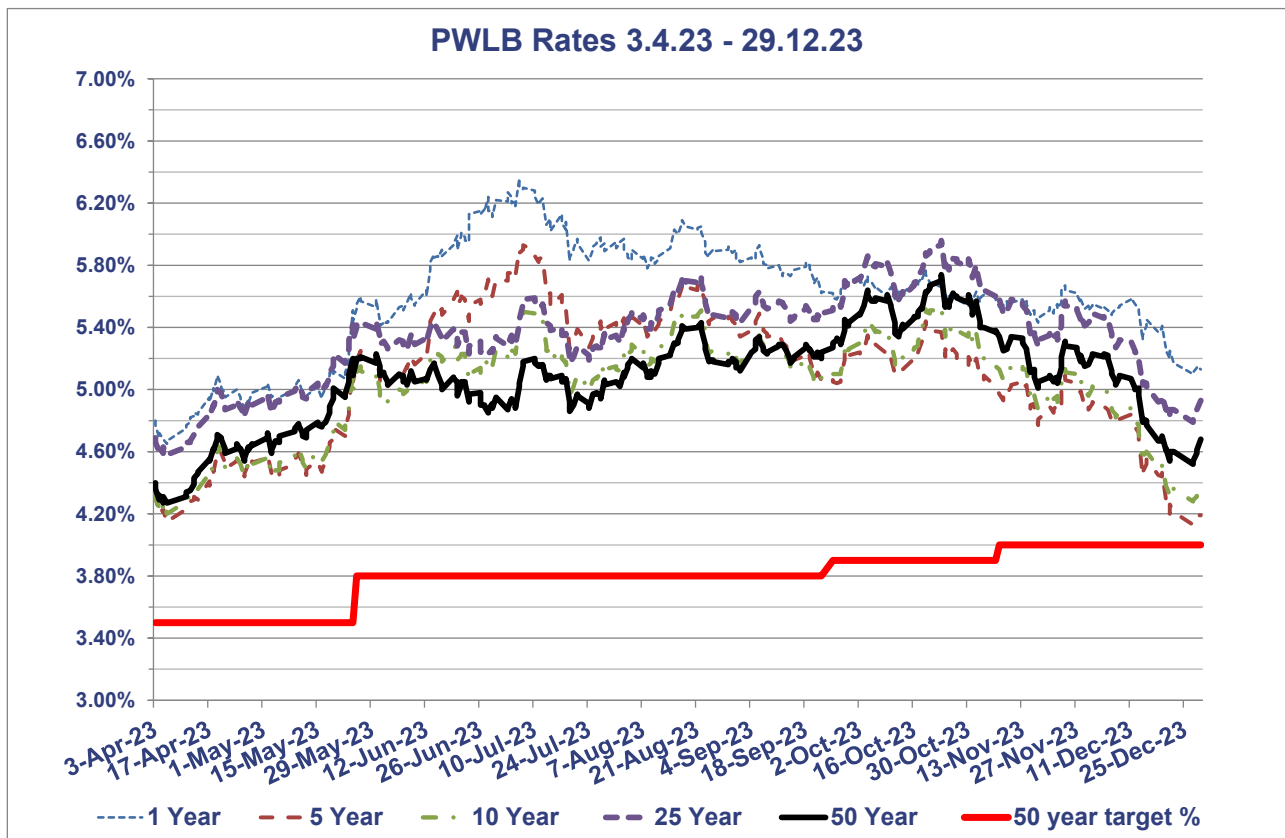
The fall in UK market interest rate expectations in December has driven most of the decline in 10-year gilt yields, which have fallen in line with 10-year US Treasury and euro-zone yields. 10-year gilt yields have fallen from 4.68% in October 2023 to around 3.70% in early January, with further declines likely if the falling inflation story is maintained.

Investors' growing expectations that the Fed will cut interest rates soon has led to an improvement in risk sentiment, which has boosted the pound and other risky assets. In addition, the rise in the pound, from \$1.21 in November to \$1.27 now, has also been supported by the recent relative decline in UK wholesale gas prices.

The further fall in 10-year real gilt yields in December has supported the recent rise in the FTSE 100. That said, the index remains 5% below its record high in February 2023. This modest rise in equities appear to have been mostly driven by strong performances in the industrials and rate-sensitive technology sectors. But UK equities have continued to underperform US and euro-zone equities. The FTSE 100 has risen by 2.2% in December, while the S&P 500 has risen by 3.8%.

This is partly due to lower energy prices, which have been a relatively bigger drag on the FTSE 100, due to the index's high concentration of energy companies.

In the chart below, the rise in gilt yields across the curve in the first half of 2023/24, and therein PWLB rates, is clear to see, prior to the end of year rally based on a mix of supportive domestic and international factors.



	1 Year	5 Year	10 Year	25 Year	50 Year
Low	4.65%	4.13%	4.20%	4.58%	4.27%
Date	06/04/2023	27/12/2023	06/04/2023	06/04/2023	05/04/2023
High	6.36%	5.93%	5.53%	5.96%	5.74%
Date	06/07/2023	07/07/2023	23/10/2023	23/10/2023	23/10/2023
Average	5.60%	5.09%	5.03%	5.35%	5.08%
Spread	1.71%	1.80%	1.33%	1.38%	1.47%

MPC meetings 2nd November and 14th December 2023

On 2nd November, the Bank of England's Monetary Policy Committee (MPC) voted to keep Bank Rate on hold at 5.25%, and on 14th December reiterated that view. Both increases reflected a split vote, the latter by 6 votes to 3, with the minority grouping voting for an increase of 0.25% as concerns about "sticky" inflation remained in place.

Nonetheless, with UK CPI inflation now at 3.9%, and core inflating beginning to moderate (5.1%), markets are voicing a view that rate cuts should begin in Q1 2024/25, some way ahead of the

indications from MPC members. Of course, the data will be the ultimate determinant, so upcoming publications of employment, wages and inflation numbers will be of particular importance, and on-going volatility in Bank Rate expectations and the gilt yield curve can be expected.

In addition, what happens outside of the UK is also critical to movement in gilt yields. The US FOMC has kept short-term rates in the range of 5.25%-5.50%, whilst the ECB has moved its Deposit rate to a probable peak of 4%. Markets currently expect both central banks to start cutting rates in 2024.

ANNEX D: TREASURY MANAGEMENT PRACTICE

PERMITTED INVESTMENTS, ASSOCIATED CONTROLS AND LIMITS

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

Treasury risks

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

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

Controls on treasury risks

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

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

Unlimited investments

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

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

Environmental, Social & Governance (ESG) Considerations

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

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

From Link's perspective, the most important issue is ensuring that there is a clear understanding of what "environmental, social and governance (ESG)" investment considerations means. It is about understanding the ESG "risks" that an entity is exposed to and evaluating how well it manages these risks, (all entities will be subject to these to one extent or other). It is NOT the same as Socially Responsible Investing, (typically where you apply negative screens), and equally, it is NOT the same as Sustainable Investing, (investing in products / companies based on expected sustainable and beneficial societal impact, alongside a financial return).

There is such a huge potential for misunderstanding which could have material unintended consequence i.e., limiting of potential counterparty options, thus decreasing diversification. The above could then lead to authorities widening credit criteria to take on more names, or those with a stronger "ESG" performance, which could then increase credit risk...which would place the cornerstone of prudent investing at risk.

The other factor, i.e., what local authorities can or already do to take this into account, is credit ratings. All the main agencies are now extolling how they incorporate ESG risks alongside more traditional financial risk metrics when assessing counterparty ratings. As such, you could argue that their incorporation is already being done, to an extent, by the use of mainstream rating agencies.

Also, a final note to point out is that given ESG risks are all about potential impact on entity enterprise value; the “G” (governance) is by far the most important one when considering treasury investments, the majority of which will be shorter-term in nature. This is because poor governance can have a more immediate impact on the financial circumstances of an entity and the potential for a default event that would impact the amount the local authorities receive back from their investments. Those financial institutions that are viewed as having poor/weak corporate governance are generally less well rated in the first instance or have a higher propensity for being subject to negative rating action. So, this element of ESG is of high importance to an investor that is following investment guidance with the security, liquidity and yield (SLY) principle at its core. Environmental & Social factors are also important, but more for the long-term impact, unless you are specifically going down the “impact” / “sustainable” type investment route...and there are not many options for that in respect of short-term investments.

Naturally, Link continues to look at ways in which we can incorporate these factors into our creditworthiness assessment service. However, the lack of consistency, as well as uncertainty as to how the Treasury Management Code may develop TMP1, means that although we continue to review the options and will update clients as progress is made, it is not practicable to expand broadly upon ESG matters at the current time.

ANNEX E: CREDIT AND COUNTERPARTY RISK MANAGEMENT

Permitted Investments, Associated Controls and Limits for Scottish Borders Council, Common Good and Trust Funds and In-house Managed Pension Fund

Type of Investment	Treasury Risks	Mitigating Controls	Council Limits	Common Good & Trust Funds Limits	Pension Fund In-house Limits
Cash type instruments					
Page 277 a. Deposits with the Debt Management Account Facility (UK Government) (Very low risk)	This is a deposit with the UK Government and as such counterparty and liquidity risk is very low, and there is no risk to value. Deposits can be between overnight and 6 months.	Little mitigating controls required. As this is a UK Government investment the monetary limit is unlimited to allow for a safe haven for investments.	£unlimited, maximum 6 months	£unlimited, maximum 6 months	£unlimited, maximum 6 months
b. Deposits with other local authorities or public bodies (Very low risk)	These are considered quasi-UK Government debt and as such counterparty risk is very low, and there is no risk to value. Liquidity may present a problem as deposits can only be broken with the agreement of the counterparty, and penalties can apply. Deposits with other non-local authority bodies will be restricted to the overall credit rating criteria.	Little mitigating controls required for local authority deposits, as this is a quasi UK Government investment. Non-local authority deposits will follow the approved credit rating criteria.	£40m and maximum 1 year	£5m and maximum 1 year	£40m and maximum 1 year
c. Money Market Funds (MMFs) (very low risk)	Pooled cash investment vehicle which provides very low counterparty, liquidity and market risk. These will primarily be used as liquidity instruments.	Funds will only be used where the MMFs has a "AAA" rated status from either Fitch, Moody's or Standard and Poor's.	£5m per fund/£25m total	£5m per fund/£25m total	£5m per fund/£25m total

Type of Investment	Treasury Risks	Mitigating Controls	Council Limits	Common Good & Trust Funds Limits	Pension Fund In-house Limits
d. Ultra-short dated bond funds (low risk)	Pooled cash investment vehicle which provides very low counterparty, liquidity and market risk. These will primarily be used as liquidity instruments.	Funds will only be used where they have a “AAA” rated status from either Fitch, Moody’s or Standard and Poor’s.	N/A	N/A	N/A
e. Call account deposit accounts with financial institutions (banks and building societies) (Low risk depending on credit rating)	These tend to be low risk investments, but will exhibit higher risks than categories (a), (b) and (c) above. Whilst there is no risk to value with these types of investments, liquidity is high and investments can be returned at short notice.	The counterparty selection criteria approved above restricts lending only to high quality counterparties, measured primarily by credit ratings from Fitch, Moody’s and Standard and Poor’s. Day to day investment dealing with these criteria will be further strengthened by use of additional market intelligence.	As shown in the counterparty section criteria above	As shown in the counterparty section criteria above	As shown in the counterparty section criteria above
f. Term deposits with financial institutions (banks and building societies) (Low to medium risk depending on period & credit rating)	These tend to be low risk investments, but will exhibit higher risks than categories (a), (b) and (c) above. Whilst there is no risk to value with these types of investments, liquidity is low and term deposits can only be broken with the agreement of the counterparty, and penalties may apply.	The counterparty selection criteria approved above restricts lending only to high quality counterparties, measured primarily by credit ratings from Fitch, Moody’s and Standard and Poor’s. Day to day investment dealing with these criteria will be further strengthened by use of additional market intelligence.	As shown in the counterparty section criteria above	As shown in the counterparty section criteria above	As shown in the counterparty section criteria above

Type of Investment	Treasury Risks	Mitigating Controls	Council Limits	Common Good & Trust Funds Limits	Pension Fund In-house Limits
g. Government Gilts and Treasury Bills (Very low risk)	These are marketable securities issued by the UK Government and as such counterparty and liquidity risk is very low, although there is potential risk to value arising from an adverse movement in interest rates (no loss if these are held to maturity).	Little counterparty mitigating controls are required, as this is a UK Government investment. The potential for capital loss will be reduced by limiting the maximum monetary and time exposures.	£20m, maximum 1 year	£5m, maximum 1 year	£20m, maximum 1 year

Type of Investment	Treasury Risks	Mitigating Controls	Council Limits	Common Good & Trust Fund Limits	Pension Fund In-house Limits
Other types of investments					
a. Investment properties	These are non-service properties which are being held pending disposal or for a longer term rental income stream. These are highly illiquid assets with high risk to value (the potential for property prices to fall or for rental voids).	In larger investment portfolios some small allocation of property-based investment may counterbalance/compliment the wider cash portfolio. Property holding will be revalued regularly and reported annually with gross and net rental streams.	£30m	£25m.	N/A
Page 280 b. Loans to third parties, including soft loans	These are service investments either at market rates of interest or below market rates (soft loans). These types of investments may exhibit credit risk and are likely to be highly illiquid.	Each third party loan requires Member approval and each application is supported by the service rational behind the loan and the likelihood of partial or full default.	£25m.	£1m	N/A
c. Loans to a local authority company	These are service investments either at market rates of interest or below market rates (soft loans). These types of investments may exhibit credit risk and are likely to be highly illiquid.	Each loan to a local authority company requires Member approval and each application is supported by the service rational behind the loan and the likelihood of partial or full default.	£25m	N/A	N/A
d. National Housing Trust (Very Low Risk due to Scottish Government Underwriting Shareholdings in a local authority company)	These are loans to a Special Purpose Vehicle to allow it to purchase new homes under the NHT umbrella. These loans represent either 65% or 70% of the purchase price, the remainder being funded by the developer. The loan is redeemed after a 5 to 10 year period when the properties are sold. These are service investments which may exhibit market risk and are likely to be highly illiquid.	Loan redemption arises when the homes are sold. Interest payments are made to the Council by the SPV from rental payments in the intervening period. Both the loan amount and associated interest payments are underwritten by Scottish Government.	£8m	N/A.	N/A

Type of Investment	Treasury Risks	Mitigating Controls	Council Limits	Common Good & Trust Fund Limits	Pension Fund In-house Limits
e. Shareholdings in a local authority company	These are service investments which may exhibit market risk and are likely to be highly illiquid.	Each equity investment in a local authority company requires Member approval and each application will be supported by the service rational behind the investment and the likelihood of loss.	£1m.	N/A.	N/A
f. Investment in the Subordinated Debt of projects delivered via the 'HubCo' model (Very Low Risk)	These are investments that are exposed to the success or failure of individual projects and are highly illiquid.	The Council and Scottish Government (via the SFT) are participants in and party to the governance and controls within the project structure. As such they are well placed to influence and ensure the successful completion of the project's term. These projects are based on robust business cases with a cashflow from public sector organisations (i.e. low credit risk)	£600,000	N/A	N/A

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The Monitoring of Investment Counterparties

The status of counterparties will be monitored regularly. The Council receives credit rating and market information from Link Group, including when ratings change, and counterparties are checked promptly. On occasion ratings may be downgraded when an investment has already been made. The criteria used are such that a minor downgrading should not affect the full receipt of the principal and interest. Any counterparty failing to meet the criteria will be removed from the list immediately by the Acting Chief Financial Officer, and if required new counterparties which meet the criteria will be added to the list.

Use of External Fund Managers

It is the Council's policy to use external fund managers to manage the investment portfolios of the Scottish Borders Council Pension Fund and the pooled investment fund of the Common Good and Trust Funds. This Annex reflects the approved policies around the Common Good and Trust Fund Investment Strategy but specifically excludes, as allowed by regulations, the work undertaken by External Fund Managers in relation to the Scottish Borders Council Pension Fund.

ANNEX F: APPROVED COUNTRIES FOR INVESTMENTS

This list is based on those countries which have sovereign ratings of AA- or higher, (we show the lowest rating from Fitch, Moody's and S&P) and also have banks operating in sterling markets which have credit ratings of green or above in the Link creditworthiness service.

Based on lowest available rating

AAA

- a) Australia
- b) Denmark
- c) Germany
- d) Netherlands
- e) Norway
- f) Singapore
- g) Sweden
- h) Switzerland

AA+

- i) Canada
- j) Finland
- k) U.S.A.

AA

- l) Abu Dhabi (UAE)

AA-

- m) Belgium
- n) France
- o) Qatar
- p) **U.K.**

[Ratings provided by Link Group as at 30 January 2024]

ANNEX G: SCHEME OF DELEGATION

Full Council

- receiving and reviewing reports on treasury management policies, practices and activities;
- approval of annual strategy.

Boards/committees/council/responsible body

- approval of/amendments to the organisation's adopted clauses, treasury management policy statement and treasury management practices;
- budget consideration and approval;
- approval of the division of responsibilities;
- receiving and reviewing regular monitoring reports and acting on recommendations;
- approving the selection of external service providers and agreeing terms of appointment.

Body/person(s) with responsibility for scrutiny

- reviewing the treasury management policy and procedures and making recommendations to the responsible body.

THE TREASURY MANAGEMENT ROLE OF THE SECTION 95 OFFICER

The S95 (responsible) officer

- Take and/or authorise all operational decisions regarding the Council's investments and borrowing, in accordance with approved Treasury Management Strategy.
- Responsible for execution and administration of treasury management decisions in accordance with the Council's Treasury Management Strategy, and if (s)he is a CIPFA member, CIPFA's Standard of Professional Practice on Treasury Management.
- In terms of Treasury Management, from time to time, formulate suitable criteria for assessing and monitoring the credit risk of investment counterparties and construct a lending list defining appropriate limits.
- Borrow, in advance of need, where, for instance, a sharp rise in interest rates is expected, and so borrowing early at fixed interest rates will be economically beneficial or meet budgetary constraints. Adopt a cautious approach to any such borrowing, and a business case to support the decision-making process must consider:
 - the benefits of borrowing in advance,
 - the investment risks created by the existence of investments at the same time as additional borrowing being outstanding; and
 - how far in advance it is reasonable to borrow, considering the risks identified. Any such advance borrowing shall be reported through the mid-year or annual Treasury Management reporting mechanism.
- Take the most appropriate form of borrowing depending on the prevailing interest rates at the time, taking into account the risks shown in the forecast contained in the Treasury Management Strategy.
- Maintain a counterparty list consistent with the Investment Counterparty Selection Criteria and revise the criteria and submit them to Committee for approval as necessary, and in addition, set out the types of investment to be made (Permitted Investments).
- Preparation of a capital strategy to include capital expenditure, capital financing, non-financial investments and treasury management, with a long-term timeframe
- Ensuring that the capital strategy is prudent, sustainable, affordable and prudent in the long term and provides value for money.

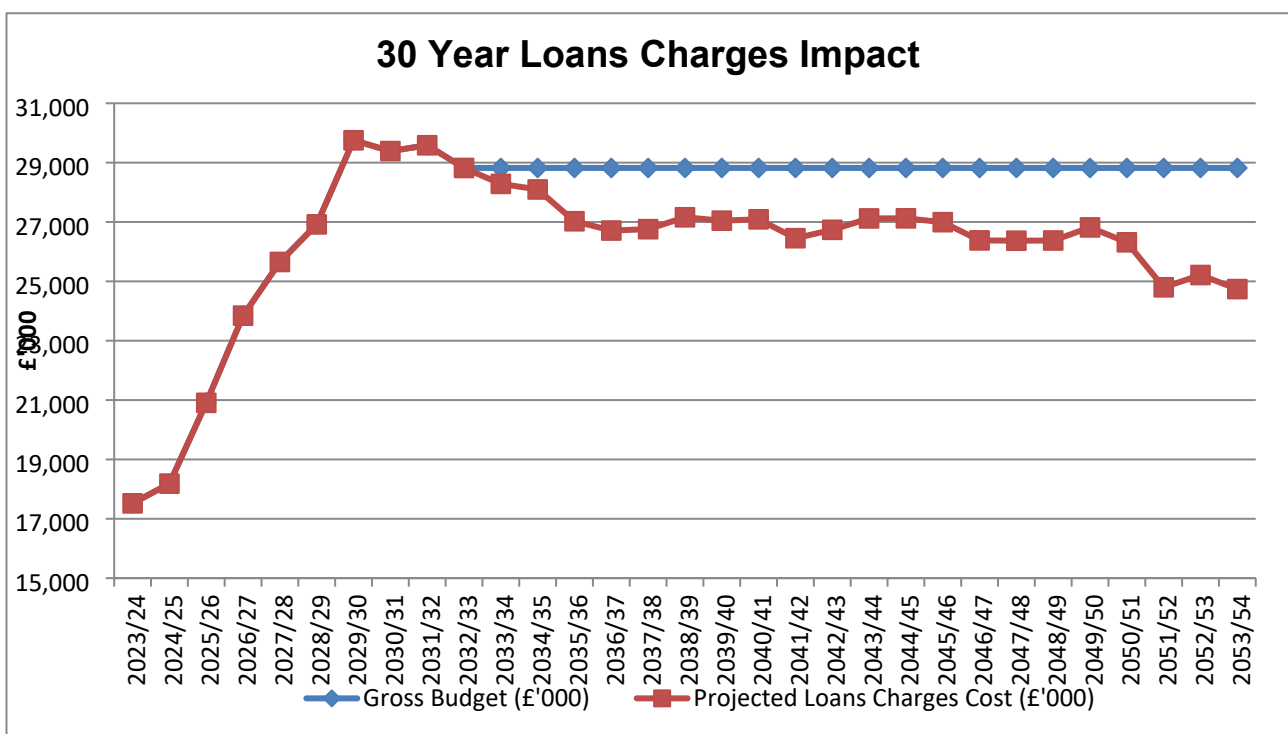
- Ensuring that due diligence has been carried out on all treasury and non-financial investments and is in accordance with the risk appetite of the Council.
- Ensure that the Council has appropriate legal powers to undertake expenditure on non-financial assets and their financing.
- Ensuring the proportionality of all investments so that the Council does not undertake a level of investing which exposes the authority to an excessive level of risk compared to its financial resources.
- Ensuring that an adequate governance process is in place for the approval, monitoring and ongoing risk management of all non-financial investments and long term liabilities.
- Provision to members of a schedule of all non-treasury investments including material investments in subsidiaries, joint ventures, loans and financial guarantees ensuring that members are adequately informed and understand the risk exposures taken on by the Council.
- Ensuring that the Council has adequate expertise, either in house or externally provided, to carry out the above.
- Creation of Treasury Management Practices which specifically deal with how non-treasury investments will be carried out and managed, to include the following (*TM Code p54*): -
 - *Risk management (TMP1 and schedules), including investment and risk management criteria for any material non-treasury investment portfolios;*
 - *Performance measurement and management (TMP2 and schedules), including methodology and criteria for assessing the performance and success of non-treasury investments;*
 - *Decision making, governance and organisation (TMP5 and schedules), including a statement of the governance requirements for decision making in relation to non-treasury investments; and arrangements to ensure that appropriate professional due diligence is carried out to support decision making;*
 - *Reporting and management information (TMP6 and schedules), including where and how often monitoring reports are taken;*
 - *Training and qualifications (TMP10 and schedules), including how the relevant knowledge and skills in relation to non-treasury investments will be arranged.*

ANNEX H

Long Term (30 Year) Loans Charges Analysis

Current capital and revenue plans have been extrapolated over a 30 year period in order to assess the impact on the revenue Loans Charges budget. In line with assumptions made when assessing external debt and associated limits, long term capital planning will create an increasing charge which will require to be addressed through the revenue financial planning process. Movements in notional loans charges associated with internal borrowing also impact on these figures.

It should be noted that from 2033-34, the first year outwith the current 10 year Capital Plan, a 10 year average capital expenditure, and annual borrowing requirement of £10.5m, has been assumed and the gross budget remains at the 2033-34 amount.



ANNEX I: CREDIT RATINGS

Long and Short Term Credit Ratings

Audit Commission Grading#	Fitch		Moody's		Standard and Poor's	
	Long Term	Short Term	Long Term	Short Term	Long Term	Short Term
Extremely strong grade	AAA	F1+	Aaa	P-1	AAA	A-1+
Very strong grade	AA+	F1+	Aa1	P-1	AA+	A-1+
	AA	F1+	Aa2	P-1	AA	A-1+
	AA-	F1+	Aa3	P-1	AA-	A-1+
Strong grade But susceptible to adverse conditions	A+	F1+ / F1	A1	P-1	A+	A-1+ / A-1
	A	F1	A2	P-1 / P-2	A	A-1
	A-	F1	A3	P-1 / P-2	A	A-1 / A-2
Adequate Grade	BBB+	F2	Baa1	P-2	BBB+	A-2
	BBB	F2 / F3	Baa2	P-2 / P-3	BBB	A-2 / A-3
	BBB-	F3	Baa3	P-3	BBB-	A-2
Speculative Grade	BB+	B	Ba1	NP *	BB+	B-1
	BB	B	Ba2	NP	BB	B-2
	BB-	B	Ba3	NP	BB-	B-3
Very Speculative Grade	B+	B	Ba1	NP	B+	-
	B	B	Ba2	NP	B	-
	B-	B	Ba3	NP	B-	-
Vulnerable Grade	CCC	C	Caa1	NP	CCC+	C
	CCC	C	Caa2	NP	CCC	C
	CCC	C	Caa3	NP	CCC-	C
	CC	C	-	NP	CC	C
	C	C	Ca	NP	C	C
Defaulting Grade	D	D	C	NP	D	D

for the purpose of standardisation based on Standard and Poor's credit rating definitions.

* NP – Not Prime

Source: Audit Commission adaptation of information from Fitch, Moody's and Standard & Poor's

ANNEX J: INVESTMENT PERFORMANCE/RISK BENCHMARKING

The consideration and approval of security and liquidity benchmarks are also part of Member reporting. These benchmarks are targets and so may be breached from time to time. Any breach will be reported, with supporting reasons, in the Annual Treasury Report.

Yield

These benchmarks are currently widely used to assess investment performance. Local measures of yield benchmarks are:

Investments – Internal returns above the 365 day backward looking SONIA (Sterling Overnight Index Average) un compounded rate

Security and liquidity benchmarks are already intrinsic to the approved Treasury Strategy through the counterparty selection criteria and some of the prudential indicators. Benchmarks for the cash type investments are below. In the other investment categories, appropriate benchmarks will be used where available.

Liquidity

This is defined as an organisation “having adequate, though not excessive, cash resources, borrowing arrangements, overdrafts or standby facilities to enable it at all times to have the level of funds available to it which are necessary for the achievement of its business/service objectives” (CIPFA Treasury Management Code of Practice). In respect of liquidity, the Council seeks to maintain:

**Bank overdraft - £2,000,000
Liquid short term deposits of at least £1,500,000 available with a week’s notice**

The availability of liquidity in the portfolio can be benchmarked by the monitoring of the Weighted Average Life (WAL) of the portfolio – shorter WAL would generally embody less risk. In this respect, the proposed benchmark to be used is:

WAL benchmark is expected to be 0.5 years, with a maximum of 1.00 years.

Security of the investments

In the context of benchmarking, assessing security is a much more subjective area to assess. Security is currently evidenced by the application of minimum credit quality criteria to investment counterparties, primarily using the Creditworthiness service provided by Link Group. Whilst this approach embodies security considerations, benchmarking levels of risk is more problematic. One method to benchmark security risk is to assess the historic level of default against the minimum criteria used in the Council’s investment strategy.

The Council’s maximum security risk benchmark for the whole portfolio, when compared to these historic default tables, is:

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

These benchmarks are embodied in the criteria for selecting cash investment counterparties and these will be monitored and reported to Members in the Annual Treasury Management Report. As this data is collated, trends and analysis will be collected and reported.

GLOSSARY OF TERMS

CIPFA	Chartered Institute of Public Finance and Accountancy
CIPFA Code	Treasury Management in the Public Services: Code of Practice and Cross-Sectoral Guidance Notes
CFR	Capital Financing Requirement is the estimated level of borrowing or financing needed to fund capital expenditure.
Consent to Borrow	Para 1 (1) of Schedule 3 of the Local Government (Scotland) Act 1975 (the 1975 Act) effectively restricts local authorities to borrowing only for capital expenditure. Under the legislation Scottish Ministers may provide consent for local authorities to borrow for expenditure not covered by this paragraph, where they are satisfied that the expenditure should be met by borrowing.
Gilts	A gilt is a UK Government liability in sterling, issued by HM Treasury and listed on the London Stock Exchange. The term “gilt” or “gilt-edged security” is a reference to the primary characteristic of gilts as an investment: their security. This reflects the fact that the British Government has never failed to make interest or principal payments on gilts as they fall due.
MPC	Monetary Policy Committee
NHT	National Housing Trust initiative undertaken in partnership with the Scottish Futures Trust.
Other Long-Term Liabilities	Balance sheet items such as Public Private Partnership (PPP), and leasing arrangements which already include borrowing instruments.
PPP	Public-Private Partnership.
Prudential Indicators	The Prudential Code sets out a basket of indicators (the Prudential Indicators) that must be prepared and used to demonstrate that local authorities have fulfilled the objectives of the Prudential Code.
QE	Quantitative Easing
SONIA	SONIA (Sterling Overnight Index Average), is the risk-free rate for sterling markets administered by the Bank of England.
Treasury Indicators	These consist of a number of Treasury Management Indicators that local authorities are expected to ‘have regard’ to, to demonstrate compliance with the Treasury Management Code of Practice.

You can get this document on tape, in Braille, large print and various computer formats by contacting the address below.

Statutory Reporting and Treasury team, Finance, Scottish Borders Council, Council HQ, Newtown St Boswells
01835 824000, t&cteam@scotborders.gov.uk

FINANCIAL PLAN 2024/25 – INTEGRATED IMPACT ASSESSMENTS

Report By Director People, Performance & Change

SCOTTISH BORDERS COUNCIL

29 February 2024

1 PURPOSE AND SUMMARY

1.1 This report seeks to provide assurance to members that potential equality impacts of the proposals contained within the Council's Financial Plan 2024/25 have been identified and will be managed accordingly.

1.2 The Council has a legal obligation under the Equality Act 2010, when exercising functions, to have due regard to the need to:

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act.
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.
- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

This is known as the Public Sector Equality Duty.

1.3 Carrying out and considering the findings of an Equality Impact Assessment (EIA) as part of the decision making process is the method of ensuring "due regard" is paid to the effect of the relevant policy or practice on the Council's obligations under the Public Sector Equality Duty.

1.4 The Council also has an obligation under the Fairer Scotland Duty to consider how socio- economic inequalities can be reduced through strategic decisions that it makes.

1.5 The Armed Forces Covenant Duty requires the Council to actively consider matters relating to the specific position of armed forces personnel, veterans and their families when dealing with Education, Housing or Homelessness matters.

1.6 The Council accordingly subjects prospective policies and practices to assessment through an Integrated Impact Assessment (IIA). This addresses potential impacts, both positive and negative, on the Council's duties under

the Equality Act, Fairer Scotland legislation and where appropriate the Armed Forces Covenant Duty.

- 1.7 Initial Integrated Impact Assessments on the 2024/25 Financial Plan proposals have been undertaken along with the revenue and capital budget planning processes.

In some cases the second stage of evidence gathering and consultation has also already taken place.

There is one new capital proposal which has been subject to initial assessment. The other capital proposals have all been carried forward from previous years and have not been re-assessed given assessments are already in place. Re-assessment may, however, take place as the projects develop.

- 1.8 While some of the assessed proposals indicate no impact, it is recommended that any potential impact continues to be monitored, given the nature of the proposals.
- 1.9 These proposals may potentially impact in a positive or negative way on one or more of the Protected Characteristics or Socio- Economic Factors and any potential negative impact would require ongoing management through their implementation stage, in terms of mitigating and alleviating these impacts. Any positive impacts identified at this stage should be maximised during the planning and implementation stage of the proposals.

2 RECOMMENDATIONS

2.1 It is recommended that Council

- a) **notes the summary outcomes of the 36 Initial Integrated Impact Assessments undertaken in respect of the 2024/25 Financial Plan proposals as detailed in Appendix 1;**
- b) **agrees that officers undertake further and ongoing Impact Assessment work, as necessary, in respect of these proposals with specific reference to the equality or socio- economic groups on whom there may be a possible impact:**
- (i) **agrees that where there is an identified relevance to the Council's statutory duty and there is a possible positive impact on one or more equality characteristic or socio- economic group, actions to maximise this impact should be identified and implemented as part of the project planning and delivery of each proposal or project;**
- (ii) **agrees that where there is an identified relevance to the Council's statutory duty and where there is a possible negative impact on one or more equality characteristic or socio- economic group, actions to mitigate and alleviate this impact should be identified and implemented as part of the project planning and delivery of each proposal or project.**

3 BACKGROUND

3.1 The Council has a legal obligation in terms of the Equality Act 2010, when exercising functions, to have due regard to the need to:

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act;
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

This is known as the Public Sector Equality Duty.

3.2 The nine protected characteristics detailed within the Equality Act are:

- age;
- disability;
- gender reassignment;
- marriage and civil partnership;
- pregnancy and maternity;
- race;
- religion or belief;
- sex;
- sexual orientation

3.3 The Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 requires that all changes to Council policy or practice are Impact Assessed for relevance to each part of the Public Sector Equality Duty under the Act.

3.4 The Council is also subject to the Fairer Scotland Duty. The duty also derives from the Equality Act 2010 and requires the Council to have due regard to how it can reduce inequalities of outcome caused by socio-economic disadvantage when making strategic decisions.

3.5 "Socio- economic disadvantage" is defined as follows:

- Low and/ or No Wealth/ Income
- Material Deprivation
- Area Deprivation
- Socio – economic background

3.6 There is an obligation placed on the Council through an amendment to the Armed Forces Act 2006 to have regard to three principles when exercising "relevant functions":

- 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.

“Relevant functions” for Scottish Borders Council are those relating to Education and Housing/ Homelessness.

4 OVERVIEW OF INTEGRATED IMPACT ASSESSMENT PROCESS

4.1 In addition to the Council’s legal obligations, an Integrated Impact Assessment (IIA) is a tool to help the Council make sure its policies, services and functions are fit for purpose by meeting the needs of its community, service users and staff. Carrying out an IIA involves systematically assessing the potential (or actual) effects of policies on people in respect of the protected characteristics listed in the Equality Act 2010, the socio-economic factors covered by the Fairer Scotland Duty and where appropriate the Armed Forces Covenant Duty. These are detailed above in paragraphs 3.2 to 3.6.

4.2 In addition the Council also undertakes an assessment of potential impact on people with the following characteristics:

- Care Experienced People
- Carers.
- Homelessness
- Addictions and Substance use
- People involved with the Criminal Justice system.

Rural proofing, sustainable development and climate change assessments are also undertaken as part of any Policy change decision.

4.3 If the IIA shows there is discrimination against a protected group, then the proposal should go no further until the discrimination has been alleviated, mitigated or justified; alternatively if there is a negative but non-discriminatory impact on such a group, efforts should be made to minimise any detrimental impact and to maximise any beneficial impact.

Similarly, due regard should be had to the reduction of any negative impacts on the socio- economic groups.

4.4 On reporting equalities and socio- economic impacts to Council it is not enough to state that an IIA has been carried out. The Council must be made aware of what the impacts are and how these can be addressed, and must use these findings within their decision making processes. Copies of each of the Integrated Impact Assessments are contained in Appendix 2.

5 IMPACT ASSESSMENT FOR BUDGET PROPOSALS

5.1 As part of the 2024/25 Financial Planning process initial impact analyses on proposals brought forward to members have been undertaken by the relevant Lead Officer in order to inform the planning and decision making of Senior Officers, the Council Management Team and Members. This seeks

to ensure that any potential impacts form part of the evaluation criteria when considering budget proposals alongside financial benefit, potential impact on performance and outcomes, deliverability and the views of stakeholders.

5.2 For the Financial Planning proposals a relevant officer undertook an initial evaluation of equality impact and impact on socio- economic groups, considering the following factors:

- Whether the proposal has any relevance to the duties of the Council under the Equality Act 2010 (*in terms of eliminating discrimination, victimisation and harassment, promoting equal opportunities and fostering good relations*);
- Whether the proposal is strategic, and therefore any impact on the Fairer Scotland duty falls to be considered;
- Where appropriate, whether the principles in the Armed Forces Act require any action to be taken.
- Which groups of people may be positively or negatively impacted should the proposal be adopted;
- Where a possible negative impact is identified, what this impact, in summary terms may be and how it may be mitigated against.

5.3 Initial Integrated Impact Assessments have been undertaken in respect of 35 key component Revenue Financial Plan savings proposals and one capital proposal. Certain proposals have been identified as clearly operational in nature and accordingly do not require an Integrated Impact Assessment. Other proposals were contained in previous Financial Plans and have already been the subject of assessment. As detailed in paragraph 1.6, those proposals have been re-assessed where appropriate and all will be subject to continued monitoring.

5.4 Those proposals which have been assessed may potentially impact on one or more of the Equality Characteristic Groups or Socio – Economic Groups in a positive or negative way. Any potential negative impact would require ongoing management through each proposal's implementation stage, in terms of mitigating and alleviating these impacts. Any positive impact identified should be maximised during the planning and implementation stage of the proposals.

5.5 While some of the assessed proposals indicate no impact, it is recommended that any potential impact continues to be monitored, given the nature of the proposals.

6 NEXT STEPS

6.1 The outcomes of the Initial Impact Assessments are summarised in Appendix 1 and the full Assessment templates are contained in Appendix 2. While the vast majority of the Assessments were undertaken using the Council's templates, Assessments for some integrated services have used those of the Scottish Borders Health & Social Care Partnership.

The proposals will continue to be assessed and managed through evidence gathering and mitigation and alleviation in accordance with the IIA process. There will be particular focus on those proposals for which a potential negative impact has been identified.

- 6.2 If at any point when undertaking further Integrated Impact Assessments, evidence suggests there may be discrimination against a protected characteristic or socio- economic group, then the proposal should go no further until the discrimination has been alleviated, mitigated or justified. Alternatively, if there is a negative but non-discriminatory impact on such a group, efforts should be made to minimise any detrimental impact and to maximise any beneficial impact.
- 6.3 In some cases, it has been identified that there will be a reduction in numbers of staff in certain areas, steps will be taken to minimise the impact of this on current members of staff as detailed below. For the purposes of brevity this has not been repeated in any individual IIA.
- 6.4 Key to this is the 'People Planning' process, the aim of which is to support managers to consider their current workforce make-up, think about where their services will be in the coming years and plan ahead to manage changes effectively.
- 6.5 To manage changes/ reductions effectively in impacted areas the Council will take into account staff turnover, vacancy management and will consider various options, including Deployment, Redeployment, and Flexible Retirement. It is anticipated that these efforts will reduce the need for staff members to leave the employment of the Council on a non-voluntary basis.
- 6.6 Deployment and Redeployment opportunities are sought across the Council, which should increase retention. Relevant HR tools and Policies promote good practice by prominently stating that employees will be treated fairly and that the Council is committed to ensuring that discrimination, victimisation and harassment does not occur. Additionally, HR Policies provide guidance and procedures that when consistently applied, ensure fairness in application.

All of these aspects demonstrate the Council's commitment to eliminating discrimination, advancing equality of opportunity and fostering good relations.

- 6.7 Similarly, when changes mean that an employee's role alters, whether because of a change in duties, the way the work is undertaken, or a change in location, HR policies and procedures will be used to mitigate the effects of the change and to allow the employee to adapt to a new way of working. This includes the provision of appropriate training, where appropriate, the application of the Council's Disturbance Policy, consideration of requests for flexible working arrangements and if an employee has a disability the application of such adjustments as are reasonable to allow them to undertake their role.

7 IMPLICATIONS

7.1 Financial

There are no additional financial implications associated with this report, its content referring specifically to the impacts of the Council's Financial Plan proposals.

7.2 Risk and Mitigations

- (a) Following the Council's agreed process for Integrated Impact Assessment should ensure that any potential impact, positive or negative, of any proposal, on any equality or socio-economic group, is identified in a timely manner. As such this approach means that the Council is taking steps to fulfil its duties under the Equality Act 2010; and does not inadvertently implement proposals that would directly or indirectly discriminate against any protected group. This serves to mitigate against: negative impacts to individuals, reputational damage, negative perceptions of credibility and transparency, increases in the number of complaints and potential legal claims.
- (b) Where a potential negative impact is identified, a clear plan for mitigation, alleviation and/or justification should be put in place in order to address this impact. Where any impact prevails, this should be reported back to members to inform ongoing decision-making over the delivery of the required savings within the Financial Plan. As the management of risk has a focus on pursuing opportunities as well as reducing threats this report details that when positive impacts in relation to protected equality or socio-economic groups are identified, efforts will be made to maximise and capitalise upon these during the planning and implementation stages of any given proposal.
- (c) As detailed in the main body of the report, in addition to the IIA process, HR policies and procedures support the equalities requirements, further mitigating the risk of non-compliance and the possibility that the Council fails in its duty to abide by relevant sections of the Equality Act 2010.

7.3 Integrated Impact Assessment

The Integrated Impact Assessment process detailed in this report will assist equality outcomes for service users, Council employees and the Borders community. Any issues regarding Council staff will be addressed through Trades Unions and Staff Consultation processes.

Because of the subject matter of this report an Integrated Impact Assessment is not required for the report.

7.4 **Sustainable Development Goals**

There is no impact on any of the UN Sustainable Development Goals.

7.5 **Climate Change**

There are no Climate Change implications arising from the Impact Assessments.

7.6 **Rural Proofing**

There are no Rural Proofing implications arising from the Impact Assessments.

7.7 **Data Protection Impact Statement**

There are no personal data implications arising from the Impact Assessments.

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

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

8 CONSULTATION

- 8.1 The Director of Finance & Procurement, Director of Corporate Governance , the Chief Officer Audit and Risk, Chief Officer Finance & Procurement and Corporate Communications have been consulted and their comments have been incorporated into this report.

Approved by

Clair Hepburn
Director People, Performance & Change

Author

Name	Designation and Contact Number
Iain Davidson	Employee Relations Manager 01835 825221

Background Papers: Copies of each of the 36 Integrated Impact Assessments have been made available electronically.

Previous Minute Reference:

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

Contact us at: Iain Davidson, Employee Relations Manager, Scottish Borders Council,
Council Headquarters, Newtown St Boswells, Melrose, TD6 0SA.
Telephone – 01835 825221.
E-mail – idaavidson@scotborders.gov.uk

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	Is the project relevant to the duties of the Council under the Equality Act 2010			Which groups of people may be impacted (both positively and negatively) if the proposal is adopted?																			
Revenue proposals	Elimination of discrimination victimisation and harassment	Promotion of equality of opportunity	Foster good relations	Age	Disability	Gender Reassignment	Marriage/ Civil Partnership	Pregnancy& Maternity	Race	People with Religious or other Beliefs	Sex	Sexual Orientation	Fairer Scotland Duty	Low/ No Wealth	Material Deprivation	Area Deprivation	Socio - Economic Background	Care Experienced People	Carers	Homelessness	Addictions/ Substance Use	Involvement in the Criminal Justice System	Armed Forces Covenant?
Finance & Corporate Governance																							
Additional fees & Charges Income - Animal Licensing	N	N	N	None	None	None	None	None	None	None	None	None	Yes	None	None	None	None	None	None	None	None	None	No
Additional fees & Charges Income - Immigration Property Inspections	Y	Y	Y	None	None	None	None	None	Negative	None	None	None	Yes	None	None	None	None	None	None	None	None	None	No
Additional fees & Charges Income - Pest Eradication Charges/ Stray Dog Reclaiming Fees	N	N	N	None	None	None	None	None	None	None	None	None	Yes	Negative	Negative	None	None	None	None	None	None	None	No
Additional fees & Charges Income - Private Water Supplies	N	N	N	None	None	None	None	None	None	None	None	None	Yes	Negative	Negative	Negative	None	None	None	None	None	None	No
Additional fees & Charges Income - Public Health Funerals	N	N	N	None	None	None	None	None	None	None	None	None	Yes	None	None	None	None	None	None	None	None	None	No
Additional fees & Charges Income - Weights & Measures	N	N	N	None	None	None	None	None	None	None	None	None	Yes	None	None	None	None	None	None	None	None	None	No
Additional fees & Charges Income - Civic Government Licences (Licences Other)	N	N	N	None	None	None	None	None	None	None	None	None	Yes	None	None	None	None	None	None	None	None	None	No
Additional fees & Charges Income - Commercial Entertainment Licences	N	N	N	None	None	None	None	None	None	None	None	None	Yes	None	None	None	None	None	None	None	None	None	No
Additional fees & Charges Income - Non Commercial Entertainment Licences	N	N	N	None	None	None	None	None	None	None	None	None	Yes	Negative	Negative	None	None	None	None	None	None	None	No
Additional fees & Charges Income - Short Term Lets	N	N	N	None	None	None	None	None	None	None	None	None	Yes	None	None	None	None	None	None	None	None	None	No
Additional fees & Charges Income - Taxi Licences	N	N	N	None	None	None	None	None	None	None	None	None	Yes	None	None	None	None	None	None	None	None	None	No
Additional fees & Charges Income - Street Naming	N	N	N	None	None	None	None	None	None	None	None	None	Yes	None	None	None	None	None	None	None	None	None	No
Additional fees & Charges Income - Property Enquiry Certificates - Property Numbering/ Renaming	N	N	N	None	None	None	None	None	None	None	None	None	Yes	None	None	None	None	None	None	None	None	None	No
Assessment & Electoral Registration Services	N	N	N	Negative	None	None	None	None	Negative	None	None	None	No	None	None	None	None	None	None	None	None	None	No

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Integrated Impact Assessment (IIA)

Stage 1 Scoping and Assessing for Relevance

Section 1 Details of the Proposal

<p>A. Title of Proposal:</p>	<p>Scottish Borders Council's Operating Model 2024-2028</p>
<p>B. What is it?</p>	<p>A new Policy/Strategy/Practice/Project <input type="checkbox"/></p> <p>A revised Policy/Strategy/Practice X</p>
<p>C. Description of the proposal:</p> <p>(Set out a clear understanding of the purpose of the proposal being developed or reviewed (what are the aims, objectives and intended outcomes, including the context within which it will operate)</p>	<p>The development of the Council's operating model will reshape the Transformation Programmes for SBC and look at the key overarching component parts that affect the overall effectiveness, relevance and financial sustainability of all Council services to ensure the Council remains able to fulfil its responsibilities and deliver the highest possible quality services to all communities.</p>

At Council meeting of 31 August 2023, Members approved the report on the strategic principles and aims for developing the operating model for the next five years. The following principles serve as the proposed foundation for the operating model, building upon existing plans in particular the Council Plan and seeks to establish consistency and clarity across all Council services over processes, structure, quality and expectations.

Citizen – Centric Approach

- A citizen-centric approach is essential, placing the needs, aspirations, and well-being of the community at the forefront of decision-making and service delivery. SBC’s operating model should ensure ongoing active engagement with citizens, incorporating their input in policy-making, service design, and evaluation processes.

Collaborative Governance

- Collaborative governance encourages partnerships and collaboration between the Council, other public sector partners, third sector organisations, and community stakeholders. It fosters inclusive decision-making processes and shared accountability, allowing for collective problem-solving and the pooling of resources to achieve common goals.

Transparent and Accountable Practices

- Transparency and accountability are vital to promote public trust and confidence in the Council. The operating model should include mechanisms for open access to information, clear decision-making processes, and robust systems for monitoring and evaluation. Additionally, it should encourage the responsible use of resources and adherence to ethical standards.

Agile and Response Operations

- The operating model should support a more agile and responsive approach in our neighbourhoods to meet evolving societal, economic, and environmental challenges. This entails flexibility in resource allocation at a local level, streamlined efficient processes, and the ability to adapt to changing circumstances swiftly. It should foster innovation, experimentation, and continuous improvement in service delivery.

Effective Leadership and Governance

- Efficient resource allocation is necessary to optimise service delivery and achieve desired outcomes within budgetary constraints. The operating model should prioritise evidence-based decision-making, resource efficiency, and performance measurement. It should promote collaboration *Scottish Borders Council – 31 August 2023* between departments,

effective project management, and the adoption of digital technologies to streamline operations.

Efficient Resource Allocation

- Efficient resource allocation is necessary to optimise service delivery and achieve desired outcomes within budgetary constraints. The operating model should prioritise evidence-based decision-making, resource efficiency, and performance measurement. It should promote collaboration *Scottish Borders Council – 31 August 2023*
- between departments, effective project management, and the adoption of digital technologies to streamline operations.

Sustainable Development and Environmental Responsibility

- The operating model should reflect a commitment to sustainable development and environmental responsibility. It should encourage practices that minimise SBC's environmental footprint, promote climate resilience, and support the transition to a low-carbon economy. Integration of sustainable development goals into policies, service provision, and infrastructure planning should be a key consideration, with the aim of SBC achieving its Net Zero obligations and acting as an exemplar for communities.

Staff Engagement and Development

- Staff engagement and development are critical for building a motivated and skilled workforce within the SBC. The operating model should prioritise the recruitment, training, professional development and retention of employees. It should promote diversity, equality, and inclusion, while fostering a supportive work culture that recognises and rewards excellence. The recruitment and retention of talented individuals is vital to the delivery of high quality services; as is the involvement of staff in designing and developing Council services and business solutions.

What specific things will the developing Operating Model impact?

- The development of the Council's operating model will reshape the Transformation Programmes for SBC and look at the key overarching component parts that affect the overall effectiveness, relevance and financial sustainability of all Council services. It will align with the 6 key themes of the Council Plan (Clean Green Future; Empowered Vibrant Communities; Fulfilling our Potential; Good Health and Wellbeing; Strong Inclusive Economy and Infrastructure and Working Together Effectively) and will pose key questions in the design of the future Council, including:
 - Customer & Communities – Have we engaged meaningfully and are our services designed and co-produced?

	<ul style="list-style-type: none"> ○ Staff – Are we fully enabling, equipping & empowering staff to allow SBC to excel? ○ Digital Technology, Systems and IT – Are we using the full potential of digital solutions to maximise the benefits for customer experience, community wellbeing, staff enablement, financial sustainability and service quality? ○ Property – Does the current and planned SBC estate optimise its value and effective use, whilst minimising its footprint and costs? <p>This operating model will consist of 9 workstreams, each led by a director and critical friend:</p> <ul style="list-style-type: none"> ● Customers & Communities ● People - Structure ● People - Culture ● Property/Estates ● Digital ● Data ● Commissioning ● Process Re-design ● Financial & Environmental Sustainability <p>This IIA will be an overarching IIA for the Operating Model, however individual IIA's for each workstream will be written as and when required.</p>
<p>D. Service Area:</p>	<p>The whole of Scottish Borders Council</p>

Department:	
E. Lead Officer: (Name and job title)	Clair Hepburn - Director People, Performance and Change
F. Other Officers/Partners involved: (List names, job titles and organisations)	<p>David Robertson – Chief Executive</p> <p>Clair Hepburn – Director People, Performance and Change</p> <p>Jen Holland – Director Strategic Commissioning & Partnerships</p> <p>John Curry – Director Infrastructure & Environment</p> <p>Lesley Munro – Director Education & Lifelong Learning</p> <p>Jenni Craig – Director Resilient Communities</p> <p>Suzy Douglas – Director of Finance & Procurement</p> <p>Nuala McKinlay – Director of Corporate Governance</p> <p>Chris Myers – Chief Officer Scottish Borders Health & Social Care Partnership</p> <p>Jason McDonald – Senior Manager Business Strategy and Resources</p> <p>Kelly Tait – Project Manager, Transformation</p>
	04.01.2024 – 1 st Draft

G. Date(s) IIA completed:	10.01.2024 - Final Version
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Section 2 Will there be any impacts as a result of the relationship between this proposal and other policies?

Yes
If yes, - please state here: Yes, the outcomes and actions of the operating model will form the basis of how the Council operates going forward which could therefore impact current policies. Any policies impacted will be addressed as it arises.

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Section 3 Legislative Requirements

3.1 Relevance to the Equality Duty:	
Do you believe your proposal has any relevance under the Equality Act 2010?	
<i>(If you believe that your proposal may have some relevance – however small please indicate yes. If there is no effect, please enter “No” and go to Section 3.2.)</i>	
Equality Duty	Reasoning:
A. Elimination of discrimination (both direct & indirect), victimisation and harassment. <i>(Will the proposal discriminate? Or help eliminate discrimination?)</i>	The operating model’s objective is to ensure the Council remains able to fulfil its responsibilities and deliver the highest possible quality services to all. It will therefore look to address and eliminate any discrimination.

<p>B. Promotion of equality of opportunity?</p> <p><i>(Will your proposal help or hinder the Council with this)</i></p>	<p>The operating model's objective is to ensure the Council remains able to fulfil its responsibilities and deliver the highest possible quality services to all. It will therefore look to ensure that individual differences are valued and respected so that everyone has the same opportunities to participate.</p>
<p>C. Foster good relations?</p> <p><i>(Will your proposal help to foster or encourage good relations between those who have different equality characteristics?)</i></p>	<p>The operating model's objective is to ensure the Council remains able to fulfil its responsibilities and deliver the highest possible quality services to all. It will therefore look to improve relationships with all stakeholders such as staff, citizens and partners.</p>

<p>3.2 Which groups of people do you think will be or potentially could be, impacted by the implementation of this proposal? (You should consider employees, clients, customers / service users, and any other relevant groups)</p>				
<p>Please tick below as appropriate, outlining any potential impacts on the undernoted equality groups this proposal may have and how you know this.</p>				
	Impact			Please explain the potential impacts and how you know this
	No Impact	Positive Impact	Negative Impact	
<p>Age Older or younger people or a specific age grouping</p>		<p>X</p>		<p>One of the foundations of the operating model is to have a citizen-centric approach, placing the needs, aspirations and well-being of the community at the forefront of decision-making and service delivery. The operating model should ensure ongoing active engagement with citizens by incorporating their input into policymaking, service design and evaluation processes. Therefore, there should be a positive impact on all equality groups. Specific</p>

				requirements of this characteristic will be addressed in detail through the individual workstream IIA's.
Disability A physical or mental impairment that has a substantial and long term adverse effect on a person's ability to carry out normal day to day activities. This may be visible or invisible, progressive or recurring.		X		One of the foundations of the operating model is to have a citizen-centric approach, placing the needs, aspirations and well-being of the community at the forefront of decision-making and service delivery. The operating model should ensure ongoing active engagement with citizens by incorporating their input into policymaking, service design and evaluation processes. Therefore, there should be a positive impact on all equality groups. Specific requirements of this characteristic will be addressed in detail through the individual workstream IIA's.
Gender Reassignment/ Gender Identity anybody whose gender identity or gender expression is different to their birth sex		X		One of the foundations of the operating model is to have a citizen-centric approach, placing the needs, aspirations and well-being of the community at the forefront of decision-making and service delivery. The operating model should ensure ongoing active engagement with citizens by incorporating their input into policymaking, service design and evaluation processes. Therefore, there should be a positive impact on all equality groups. Specific requirements of this characteristic will be addressed in detail through the individual workstream IIA's.
Marriage or Civil Partnership people who are married or in a civil partnership		x		One of the foundations of the operating model is to have a citizen-centric approach, placing the needs, aspirations and well-being of the community at the forefront of decision-making and service delivery. The operating model should ensure ongoing active engagement with citizens by incorporating their input into policymaking, service design and evaluation processes. Therefore, there should be a positive impact on all equality groups. Specific

				requirements of this characteristic will be addressed in detail through the individual workstream IIA's.
Pregnancy and Maternity (refers to the period after the birth and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth),		x		One of the foundations of the operating model is to have a citizen-centric approach, placing the needs, aspirations and well-being of the community at the forefront of decision-making and service delivery. The operating model should ensure ongoing active engagement with citizens by incorporating their input into policymaking, service design and evaluation processes. Therefore, there should be a positive impact on all equality groups. Specific requirements of this characteristic will be addressed in detail through the individual workstream IIA's.
Race: including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)		x		One of the foundations of the operating model is to have a citizen-centric approach, placing the needs, aspirations and well-being of the community at the forefront of decision-making and service delivery. The operating model should ensure ongoing active engagement with citizens by incorporating their input into policymaking, service design and evaluation processes. Therefore, there should be a positive impact on all equality groups. Specific requirements of this characteristic will be addressed in detail through the individual workstream IIA's.
Religion or Belief: different religious or philosophical beliefs, customs (including atheists and those with no aligned belief) e.g. Christianity, Islam, Hindu, pacifism, vegetarianism, gender critical.		x		One of the foundations of the operating model is to have a citizen-centric approach, placing the needs, aspirations and well-being of the community at the forefront of decision-making and service delivery. The operating model should ensure ongoing active engagement with citizens by incorporating their input into policymaking, service design and evaluation processes. Therefore, there should be a positive impact on all equality groups. Specific

				requirements of this characteristic will be addressed in detail through the individual workstream IIA's.
Sex women and men (girls and boys)		x		One of the foundations of the operating model is to have a citizen-centric approach, placing the needs, aspirations and well-being of the community at the forefront of decision-making and service delivery. The operating model should ensure ongoing active engagement with citizens by incorporating their input into policymaking, service design and evaluation processes. Therefore, there should be a positive impact on all equality groups. Specific requirements of this characteristic will be addressed in detail through the individual workstream IIA's.
Sexual Orientation , e.g. Lesbian, Gay, Bisexual, Heterosexual		x		One of the foundations of the operating model is to have a citizen-centric approach, placing the needs, aspirations and well-being of the community at the forefront of decision-making and service delivery. The operating model should ensure ongoing active engagement with citizens by incorporating their input into policymaking, service design and evaluation processes. Therefore, there should be a positive impact on all equality groups. Specific requirements of this characteristic will be addressed in detail through the individual workstream IIA's.
<p>3.3 Fairer Scotland Duty</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>				

Is the proposal strategic?

Yes

If No go to Section 4

If yes, please indicate any potential impact on the undernoted groups this proposal may have and how you know this:

	Impact			State here how you know this
	No Impact	Positive Impact	Negative Impact	
Low and/or No Wealth – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future.		X		The Operating Model in its entirety will have an impact, which will be detailed in each workstream’s IIA.
Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies		X		The Operating Model in its entirety will have an impact, which will be detailed in each workstream’s IIA.

Area Deprivation – where you live (e.g. rural areas), where you work (e.g. accessibility of transport), see rural proofing guidance		X		The Operating Model in its entirety will have an impact, which will be detailed in each workstream's IIA.
Socio-economic Background – social class i.e. parents' education, employment and income		X		The Operating Model in its entirety will have an impact, which will be detailed in each workstream's IIA.
Care experienced people		X		The Operating Model in its entirety will have an impact, which will be detailed in each workstream's IIA.
Carers paid and unpaid including family members		X		The Operating Model in its entirety will have an impact, which will be detailed in each workstream's IIA.
Homelessness		X		The Operating Model in its entirety will have an impact, which will be detailed in each workstream's IIA.
Addictions and substance use		X		The Operating Model in its entirety will have an impact, which will be detailed in each workstream's IIA.
Those involved within the criminal justice system		X		The Operating Model in its entirety will have an impact, which will be detailed in each workstream's IIA.

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:
<p>The unique obligations of, and sacrifices made by, the armed forces;</p> <p>The MOD Statutory Guidance gives the following examples:</p> <ul style="list-style-type: none">• Danger• Geographical Mobility• Separation from Family• Service Law• Unfamiliarity with Civilian Life• Hours of Work• Stress	

<p>The principle that it is desirable to remove disadvantages arising for Service people from membership, or former membership, of the armed forces;</p>	
<p>The principle that special provision for Service people may be justified by the effects on such people of membership, or former membership, of the armed forces.</p>	

Section 4 Full Integrated Impact Assessment Required

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

Yes

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.

Individual workstream’s will have their own IIA if required which will provide more detail, this IIA cover’s the overall operating model.

<p>Signed by Lead Officer:</p>	<p>Jason McDonald</p>
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Designation:	Senior Manager Business Strategy and Resources
Date:	17/01/2024
Counter Signature Director:	Clair Hepburn
Date:	25/01/2024

Integrated Impact Assessment (IIA)

Stage 1 Scoping and Assessing for Relevance

Section 1 Details of the Proposal

A. Title of Proposal:	Corporate Restructure – Review of Management Structures
B. What is it?	A new Policy/Strategy/Practice/Project <input type="checkbox"/> A revised Policy/Strategy/Practice X <input type="checkbox"/>
C. Description of the proposal: (Set out a clear understanding of the purpose of the proposal being developed or reviewed (what are the aims, objectives and intended outcomes, including the context within which it will operate)	A review of the Council's senior management structure.
D. Service Area: Department:	Corporate

E. Lead Officer: (Name and job title)	Clair Hepburn Director, People, Performance & Change
F. Other Officers/Partners involved: (List names, job titles and organisations)	Iain Davidson Employee Relations Manager
G. Date(s) IIA completed:	15/02/2024

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

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

Section 3 Legislative Requirements

3.1 Relevance to the Equality Duty:
Do you believe your proposal has any relevance under the Equality Act 2010? Yes

(If you believe that your proposal may have some relevance – however small please indicate yes. If there is no effect, please enter “No” and go to Section 3.2.)

Equality Duty	Reasoning:
A. Elimination of discrimination (both direct & indirect), victimisation and harassment. <i>(Will the proposal discriminate? Or help eliminate discrimination?)</i>	The review and any reallocation of duties will be conducted in a manner not discriminatory against any group who share a protected characteristic.
B. Promotion of equality of opportunity? <i>(Will your proposal help or hinder the Council with this)</i>	There will be equality of opportunity regardless of protected characteristic.
C. Foster good relations? <i>(Will your proposal help to foster or encourage good relations between those who have different equality characteristics?)</i>	N/A

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3.2 Which groups of people do you think will be or potentially could be, impacted by the implementation of this proposal? (You should consider employees, clients, customers / service users, and any other relevant groups)				
Please tick below as appropriate, outlining any potential impacts on the undernoted equality groups this proposal may have and how you know this.				
	Impact			Please explain the potential impacts and how you know this
	No	Positive Impact	Negative Impact	

	Impact			
Age Older or younger people or a specific age grouping	X			<p>The review will not adversely affect any employee regardless of protected characteristic.</p> <p>The outcome of the review will not materially affect the balance of the senior management team by protected characteristic.</p>
Disability A physical or mental impairment that has a substantial and long term adverse effect on a person's ability to carry out normal day to day activities. This may be visible or invisible, progressive or recurring.	X			
Gender Reassignment anybody who is proposing to undergo, is undergoing, or has undergone a process (or part of a process) for the purpose of reassigning the person's sex by changing physiological or other attributes of sex.	X			
Marriage or Civil Partnership people who are married or in a civil partnership	X			
Pregnancy and Maternity (refers to the period after the birth and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth),	X			
Race: including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)	X			

Religion or Belief: different religious or philosophical beliefs, customs (including atheists and those with no aligned belief) e.g. Christianity, Islam, Hindu, pacifism, vegetarianism, gender critical.	X			
Sex women and men (girls and boys)	X			
Sexual Orientation , e.g. Lesbian, Gay, Bisexual, Heterosexual	X			
<p>3.3 Fairer Scotland Duty</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>Is the proposal strategic?</p> <p>Yes</p> <p>If No go to Section 4</p>				

If yes, please indicate any potential impact on the undernoted groups this proposal may have and how you know this:

	Impact			State here how you know this
	No Impact	Positive Impact	Negative Impact	
Low and/or No Wealth – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future.	X			<p>This is a review of the Council’s senior management structure, which will assign the managers responsible for the Council’s strategic direction.</p> <p>There is no adverse individual impact.</p>
Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies	X			
Area Deprivation – where you live (e.g. rural areas), where you work (e.g. accessibility of transport), see rural proofing guidance	X			
Socio-economic Background – social class i.e. parents’ education, employment and income	X			
Care experienced people	X			
Carers paid and unpaid including family members	X			

Homelessness	X			
Addictions and substance use	X			
Those involved within the criminal justice system	X			

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

This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to the three matters listed below in Education and Housing/ Homelessness matters.

This relates to current and former armed forces personnel (regular or reserve) and their families.

Is the Armed Forces Covenant Duty applicable?

No

If "Yes", please complete below

Covenant Duty	How this has been considered and any specific provision made:
<p>The unique obligations of, and sacrifices made by, the armed forces;</p> <p>The MOD Statutory Guidance gives the following examples:</p> <ul style="list-style-type: none"> • Danger • Geographical Mobility • Separation from Family • Service Law • Unfamiliarity with Civilian Life • Hours of Work • Stress 	
<p>The principle that it is desirable to remove disadvantages arising for Service people from membership, or former membership, of the armed forces;</p>	
<p>The principle that special provision for Service people may be justified by the effects on such people of membership, or former membership, of the armed forces.</p>	

Section 4 Full Integrated Impact Assessment Required

Select No if you have answered "No" to all of Sections 3.1 – 3.3.


No (please delete as applicable)


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

If a full impact assessment is not required briefly explain why there are no effects and provide justification for the decision.

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Signed by Lead Officer:	 Clair Hepburn
Designation:	Director, People Performance & Change
Date:	15/02/2024

Counter Signature Director:	
Date:	15/02/2024

Integrated Impact Assessment (IIA)

Stage 1 Scoping and Assessing for Relevance

Section 1 Details of the Proposal

A. Title of Proposal:	Increased Fees & Charges – Parks & Environment
B. What is it?	A revised Policy/Strategy/Practice
C. Description of the proposal: (Set out a clear understanding of the purpose of the proposal being developed or reviewed (what are the aims, objectives and intended outcomes, including the context within which it will operate))	Review / Increase in charges for : <ul style="list-style-type: none"> • Burials • Allotments • Pitch Bookings
D. Service Area: Department:	Infrastructure & Environment, Parks & Environment
E. Lead Officer:	Carol Cooke, Parks & Environment Manager

(Name and job title)	
F. Other Officers/Partners involved: (List names, job titles and organisations)	
G. Date(s) IIA completed:	16/02/24

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

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No
If yes, - please state here:

Section 3 Legislative Requirements

3.1 Relevance to the Equality Duty:
Do you believe your proposal has any relevance under the Equality Act 2010? <i>(If you believe that your proposal may have some relevance – however small please indicate yes. If there is no effect, please enter “No” and go to Section 3.2.)</i>

Equality Duty	Reasoning:
A. Elimination of discrimination (both direct & indirect), victimisation and harassment. <i>(Will the proposal discriminate? Or help eliminate discrimination?)</i>	n/a
B. Promotion of equality of opportunity? <i>(Will your proposal help or hinder the Council with this)</i>	<p>In principle an increase in charges may have an effect on equality of opportunity.</p> <p>In practice, however, the increases are relatively small the resulting fees are also comparable with similar services in neighbouring and/or similar rural authorities so the effects should be minimal.</p>
C. Foster good relations? <i>(Will your proposal help to foster or encourage good relations between those who have different equality characteristics?)</i>	<p>The increases are relatively small; the resulting fees are also comparable with similar services in neighbouring and/or similar rural authorities. As such they are not expected to have an impact on the council's relationship with those who have equality characteristics.</p>

3.2 Which groups of people do you think will be or potentially could be, impacted by the implementation of this proposal? (You should consider employees, clients, customers / service users, and any other relevant groups)				
Please tick below as appropriate, outlining any potential impacts on the undernoted equality groups this proposal may have and how you know this.				
	Impact			Please explain the potential impacts and how you know this
	No Impact	Positive Impact	Negative Impact	

Age Older or younger people or a specific age grouping			x	The increase in charges may be less affordable. In practice, however, the increases are relatively small and the resulting fees are also comparable with similar services in neighbouring and/or similar rural authorities
Disability A physical or mental impairment that has a substantial and long term adverse effect on a person's ability to carry out normal day to day activities. This may be visible or invisible, progressive or recurring.	x			
Gender Reassignment anybody who is proposing to undergo, is undergoing, or has undergone a process (or part of a process) for the purpose of reassigning the person's sex by changing physiological or other attributes of sex.	x			
Marriage or Civil Partnership people who are married or in a civil partnership	x			
Pregnancy and Maternity (refers to the period after the birth and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth),	x			
Race: including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)	x			

Religion or Belief: different religious or philosophical beliefs, customs (including atheists and those with no aligned belief) e.g. Christianity, Islam, Hindu, pacifism, vegetarianism, gender critical.	x			
Sex women and men (girls and boys)	x			
Sexual Orientation , e.g. Lesbian, Gay, Bisexual, Heterosexual	x			
<p>3.3 Fairer Scotland Duty</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>Is the proposal strategic?</p> <p>Yes</p> <p>If No go to Section 4</p>				

If yes, please indicate any potential impact on the undernoted groups this proposal may have and how you know this:				
	Impact			State here how you know this
	No Impact	Positive Impact	Negative Impact	
Low and/or No Wealth – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future.			x	Slight increase in charges may be less affordable. In practice, however, the increases are relatively small.
Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies			x	Slight increase in charges may be less affordable. In practice, however, the increases are relatively small.
Area Deprivation – where you live (e.g. rural areas), where you work (e.g. accessibility of transport), see rural proofing guidance	x			
Socio-economic Background – social class i.e. parents' education, employment and income			x	Slight increase in charges may be less affordable. In practice, however, the increases are relatively small.
Care experienced people	x			

Carers paid and unpaid including family members	x			
Homelessness	x			
Addictions and substance use	x			
Those involved within the criminal justice system	x			

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

This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to the three matters listed below in Education and Housing/ Homelessness matters.

This relates to current and former armed forces personnel (regular or reserve) and their families.

Is the Armed Forces Covenant Duty applicable?

No

If "Yes", please complete below

Covenant Duty	How this has been considered and any specific provision made:
<p>The unique obligations of, and sacrifices made by, the armed forces;</p> <p>The MOD Statutory Guidance gives the following examples:</p> <ul style="list-style-type: none"> • Danger • Geographical Mobility • Separation from Family • Service Law • Unfamiliarity with Civilian Life • Hours of Work • Stress 	
<p>The principle that it is desirable to remove disadvantages arising for Service people from membership, or former membership, of the armed forces;</p>	
<p>The principle that special provision for Service people may be justified by the effects on such people of membership, or former membership, of the armed forces.</p>	

Section 4 Full Integrated Impact Assessment Required

Select No if you have answered "No" to all of Sections 3.1 – 3.3.

Yes

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 increases in Fees and charges have been assessed as part of wider service provision to ensure services are being delivered sustainably and in line with inflation.

The position will be monitored and if necessary a full Impact Assessment will be undertaken.

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Signed by Lead Officer:	Carol Cooke
Designation:	Parks & Environment Manager
Date:	16/02/24

Counter Signature Director:	John Curry
Date:	21/02/24

Integrated Impact Assessment (IIA)

Stage 1 Scoping and Assessing for Relevance

Section 1 Details of the Proposal

A. Title of Proposal:	Increased Fees & Charges for Roads related items
B. What is it?	A new Policy/Strategy/Practice/Project <input type="checkbox"/> A revised Policy/Strategy/Practice <input checked="" type="checkbox"/>
C. Description of the proposal: (Set out a clear understanding of the purpose of the proposal being developed or reviewed (what are the aims, objectives and intended outcomes, including the context within which it will operate))	Review / Increase in charges for : <ul style="list-style-type: none"> • Road Closures • Scaffolding Permits • Temporary Traffic Light Permits • Road Occupation Permits • Road Opening Permits • Skips

D. Service Area: Department:	Place Infrastructure & Environment,
E. Lead Officer: (Name and job title)	Brian Young, Infrastructure Manager
F. Other Officers/Partners involved: (List names, job titles and organisations)	Jason Hedley, Chief Officer Roads
G. Date(s) IIA completed:	13/2/24

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

No
If yes, - please state here:

Section 3 Legislative Requirements

3.1 Relevance to the Equality Duty:

Do you believe your proposal has any relevance under the Equality Act 2010?

(If you believe that your proposal may have some relevance – however small please indicate yes. If there is no effect, please enter “No” and go to Section 3.2.) YES

Equality Duty

Reasoning:

A. Elimination of discrimination (both direct & indirect), victimisation and harassment. *(Will the proposal discriminate? Or help eliminate discrimination?)*

N/A

B. Promotion of equality of opportunity?
(Will your proposal help or hinder the Council with this)

In principle an increase in charges may have an effect on equality of opportunity.

In practice, however, most of the increases are relatively small (5 to 10% typically) and are more likely to impact on businesses than individuals, so the effects should be minimal. Those increases that

	are larger are business related and bring the Council, in line with neighbouring authorities
C. Foster good relations? <i>(Will your proposal help to foster or encourage good relations between those who have different equality characteristics?)</i>	The fees and charges are comparable with similar services in neighbouring and/or similar rural authorities. As such they are not expected to have an impact on the council's relationship with those who have equality characteristics

3.2 Which groups of people do you think will be or potentially could be, impacted by the implementation of this proposal? (You should consider employees, clients, customers / service users, and any other relevant groups)

Please tick below as appropriate, outlining any potential impacts on the undernoted equality groups this proposal may have and how you know this.

	Impact			Please explain the potential impacts and how you know this
	No Impact	Positive Impact	Negative Impact	
Age Older or younger people or a specific age grouping			X	Increase in charges may make them less affordable for some groups.
Disability A physical or mental impairment that has a substantial and long term adverse effect on a person's ability to carry out normal day to day activities. This may be visible or invisible, progressive or recurring.	X			
Gender Reassignment anybody who is proposing to undergo, is undergoing, or has undergone a process (or part of a process) for	X			

the purpose of reassigning the person's sex by changing physiological or other attributes of sex.				
Marriage or Civil Partnership people who are married or in a civil partnership	X			
Pregnancy and Maternity (refers to the period after the birth and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth),	X			
Race: including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)	X			
Religion or Belief: different religious or philosophical beliefs, customs (including atheists and those with no aligned belief) e.g. Christianity, Islam, Hindu, pacifism, vegetarianism, gender critical.	X			
Sex women and men (girls and boys)	X			
Sexual Orientation , e.g. Lesbian, Gay, Bisexual, Heterosexual	X			

3.3 Fairer Scotland Duty

This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to how we can reduce inequalities of outcome caused by socioeconomic disadvantage when making strategic decisions.

The duty is set at a strategic level - these are the key, high level decisions that SBC will take. This would normally include strategy documents, decisions about setting priorities, allocating resources and commissioning services.

Is the proposal strategic?

Yes

If No go to Section 4

If yes, please indicate any potential impact on the undernoted groups this proposal may have and how you know this:

	Impact			State here how you know this
	No Impact	Positive Impact	Negative Impact	
Low and/or No Wealth – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future.			X	Increase in charges may make service less affordable. In practice, however, the increases are relatively small and/or unlikely to directly impact on the group identified (primarily business related).

Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies			X	Increase in charges may make service less affordable. In practice, however, the increases are relatively small and/or unlikely to directly impact on the group identified (primarily business related).
Area Deprivation – where you live (e.g. rural areas), where you work (e.g. accessibility of transport), see rural proofing guidance			X	Increase in charges may make service less affordable. In practice, however, the increases are relatively small and/or unlikely to directly impact on the group identified (primarily business related).
Socio-economic Background – social class i.e. parents' education, employment and income			X	Increase in charges may make service less affordable. In practice, however, the increases are relatively small and/or unlikely to directly impact on the group identified (primarily business related).
Care experienced people	X			
Carers paid and unpaid including family members	X			
Homelessness	X			
Addictions and substance use	X			
Those involved within the criminal justice system	X			

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

This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to the three matters listed below in Education and Housing/ Homelessness matters.

This relates to current and former armed forces personnel (regular or reserve) and their families.

Is the Armed Forces Covenant Duty applicable?

No

If "Yes", please complete below

Covenant Duty	How this has been considered and any specific provision made:
<p>The unique obligations of, and sacrifices made by, the armed forces;</p> <p>The MOD Statutory Guidance gives the following examples:</p> <ul style="list-style-type: none"> • Danger • Geographical Mobility • Separation from Family • Service Law • Unfamiliarity with Civilian Life • Hours of Work 	

<ul style="list-style-type: none"> • Stress 	
<p>The principle that it is desirable to remove disadvantages arising for Service people from membership, or former membership, of the armed forces;</p>	
<p>The principle that special provision for Service people may be justified by the effects on such people of membership, or former membership, of the armed forces.</p>	

Section 4 Full Integrated Impact Assessment Required

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

Yes

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 position will be monitored and if necessary a full IIA will be undertaken

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Signed by Lead Officer:	Brian Young
Designation:	Infrastructure Manager
Date:	13/2/24
Counter Signature Director:	John Curry
Date:	21/2/24

Integrated Impact Assessment (IIA)

Stage 1 Scoping and Assessing for Relevance

Section 1 Details of the Proposal

A. Title of Proposal:	Increased Fees & Charges - Waste Services
B. What is it?	A new Policy/Strategy/Practice/Project <input type="checkbox"/> A revised Policy/Strategy/Practice X
C. Description of the proposal: (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))	Annual review of the Council's fees & charges for the Waste Services. For example, special/bulky uplifts, trade waste collections, CRC trade waste permits and disposal waste transfer stations.
D. Service Area: Department:	Waste Infrastructure & Environment

E. Lead Officer: (Name and job title)	Ross Sharp-Dent Waste & Passenger Transport Manager
F. Other Officers/Partners involved: (List names, job titles and organisations)	Various officers from the finance dept.
G. Date(s) IIA completed:	15/02/2024

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

Yes
If yes, - please state here: Departmental policies and procedures

Section 3 Legislative Requirements

3.1 Relevance to the Equality Duty:
Do you believe your proposal has any relevance under the Equality Act 2010?

<i>(If you believe that your proposal may have some relevance – however small please indicate yes. If there is no effect, please enter “No” and go to Section 3.2.)</i>	
Equality Duty	Reasoning:
A. Elimination of discrimination (both direct & indirect), victimisation and harassment. <i>(Will the proposal discriminate? Or help eliminate discrimination?)</i>	<p>Yes – Price increases may make these things less affordable.</p> <p>However, with the exception of Special Uplifts users will tend to be commercial/ business entities.</p> <p>However important to recognise that by increasing the charges the Council is more likely to be able to recover its costs and there be able to afford to maintain service. Affordability of services, particularly those that are not statutory is a key consideration for the Council at the current time.</p>
B. Promotion of equality of opportunity? <i>(Will your proposal help or hinder the Council with this)</i>	<p>Yes – Price increases may make these things less affordable.</p> <p>However, with the exception of Special Uplifts users will tend to be commercial/ business entities.</p> <p>However important to recognise that by increasing the charges the Council is more likely to be able to recover its costs and there be able to afford to maintain service. Affordability of services, particularly those that are not statutory is a key consideration for the Council at the current time.</p>
C. Foster good relations? <i>(Will your proposal help to foster or encourage good relations between those who have different equality characteristics?)</i>	Likely to hinder – Price increases may make these things less affordable.

	<p>However, with the exception of Special Uplifts users will tend to be commercial/ business entities.</p> <p>However important to recognise that by increasing the charges the Council is more likely to be able to recover its costs and there be able to afford to maintain service. Affordability of services, particularly those that are not statutory is a key consideration for the Council at the current time.</p>
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3.2 Which groups of people do you think will be or potentially could be, impacted by the implementation of this proposal? (You should consider employees, clients, customers / service users, and any other relevant groups)

Please tick below as appropriate, outlining any potential impacts on the undernoted equality groups this proposal may have and how you know this.

	Impact			Please explain the potential impacts and how you know this
	No Impact	Positive Impact	Negative Impact	
Age Older or younger people or a specific age grouping		x	x	<p>Increasing bulky uplift charges may negatively impact older and younger age group as they may not have access to transport and therefore Community Recycling Centres. As a result they may be more reliant on the bulky uplift service.</p> <p>By increasing the charges the Council is more likely to be able to recover its costs and there be able to afford to maintain the bulky uplift service. Affordability of</p>

				services, particularly those that are not statutory is a key consideration for the Council at the current time.
Disability A physical or mental impairment that has a substantial and long term adverse effect on a person's ability to carry out normal day to day activities. This may be visible or invisible, progressive or recurring.		x	x	<p>Increasing bulky uplift charges may negatively impact those with a disability as they may not have access to transport and therefore Community Recycling Centres. As a result they may be more reliant on the bulky uplift service.</p> <p>By increasing the charges the Council is more likely to be able to recover its costs and there be able to afford to maintain the bulky uplift service. Affordability of services, particularly those that are not statutory is a key consideration for the Council at the current time.</p>
Gender Reassignment anybody who is proposing to undergo, is undergoing, or has undergone a process (or part of a process) for the purpose of reassigning the person's sex by changing physiological or other attributes of sex.	x			
Marriage or Civil Partnership people who are married or in a civil partnership	x			
Pregnancy and Maternity (refers to the period after the birth and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth),		x	x	<p>Increasing bulky uplift charges may negatively impact those in the pregnancy and maternity group as they may not have access to transport and therefore Community Recycling Centres. As a result they may be more reliant on the bulky uplift service.</p> <p>By increasing the charges the Council is more likely to be able to recover its costs and there be able to afford to</p>

				maintain the bulky uplift service. Affordability of services, particularly those that are not statutory is a key consideration for the Council at the current time.
Race: including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)		x		
Religion or Belief: different religious or philosophical beliefs, customs (including atheists and those with no aligned belief) e.g. Christianity, Islam, Hindu, pacifism, vegetarianism, gender critical.		x		
Sex women and men (girls and boys)		x		
Sexual Orientation , e.g. Lesbian, Gay, Bisexual, Heterosexual		x		
<p>3.3 Fairer Scotland Duty</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>				

Is the proposal strategic?

Yes

If No go to Section 4

If yes, please indicate any potential impact on the undernoted groups this proposal may have and how you know this:

	Impact			State here how you know this
	No Impact	Positive Impact	Negative Impact	
<p>Low and/or No Wealth – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future.</p>		x	X	<p>Increases may make these things less affordable.</p> <p>However, with the exception of Special Uplifts users will tend to be commercial/ business entities.</p> <p>By increasing the charges the Council is more likely to be able to recover its costs and there be able to afford to maintain the services covered by this IIA.</p> <p>Affordability of services, particularly those that are not statutory is a key consideration for the Council at the current time.</p>
<p>Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies</p>		x	X	<p>Increases may make these things less affordable.</p> <p>However, with the exception of Special Uplifts users will tend to be commercial/ business entities.</p>

				<p>By increasing the charges the Council is more likely to be able to recover its costs and there be able to afford to maintain the services covered by this IIA.</p> <p>Affordability of services, particularly those that are not statutory is a key consideration for the Council at the current time.</p>
<p>Area Deprivation – where you live (e.g. rural areas), where you work (e.g. accessibility of transport), see rural proofing guidance</p>			X	<p>Increases may make these things less affordable.</p> <p>However, with the exception of Special Uplifts users will tend to be commercial/ business entities.</p> <p>Those that live in remote area or further from Community Recycling Centres are likely to be more reliant on the special/bulky uplift service.</p> <p>By increasing the charges the Council is more likely to be able to recover its costs and there be able to afford to maintain the services covered by this IIA.</p> <p>Affordability of services, particularly those that are not statutory is a key consideration for the Council at the current time.</p>
<p>Socio-economic Background – social class i.e. parents' education, employment and income</p>		X	X	<p>Increases may make these things less affordable.</p>

				<p>However, with the exception of Special Uplifts users will tend to be commercial/ business entities.</p> <p>By increasing the charges the Council is more likely to be able to recover its costs and there be able to afford to maintain the services covered by this IIA.</p> <p>Affordability of services, particularly those that are not statutory is a key consideration for the Council at the current time.</p>
Care experienced people	X			
Carers paid and unpaid including family members	X			
Homelessness	X			
Addictions and substance use	X			
Those involved within the criminal justice system	X			

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

This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to the three matters listed below in Education and Housing/ Homelessness matters.

This relates to current and former armed forces personnel (regular or reserve) and their families.

Is the Armed Forces Covenant Duty applicable?

NO

If "Yes", please complete below

Covenant Duty

How this has been considered and any specific provision made:

The unique obligations of, and sacrifices made by, the armed forces;

The [MOD Statutory Guidance](#) gives the following examples:

- Danger
- Geographical Mobility
- Separation from Family
- Service Law
- Unfamiliarity with Civilian Life
- Hours of Work
- Stress

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 effect of the increases has been taken into account when setting the rates.

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Signed by Lead Officer:	Ross Sharp-Dent
Designation:	Waste & Passenger Transport Manager
Date:	15 February 2024
Counter Signature Director:	John Curry
Date:	21 February 2024

Integrated Impact Assessment (IIA)

Stage 1 Scoping and Assessing for Relevance

Section 1 Details of the Proposal

<p>A. Title of Proposal:</p>	<p>Increased Fees & Charges within Planning Housing and Related Services</p>
<p>B. What is it?</p>	<p>A revised Practice <input type="checkbox"/></p>
<p>C. Description of the proposal:</p> <p>(Set out a clear understanding of the purpose of the proposal being developed or reviewed (what are the aims, objectives and intended outcomes, including the context within which it will operate)</p>	<p>Implementation of an average 10% increase in existing Fees & Charges. No new charges proposed this year.</p> <p>Heritage & Conservation - Archaeology (professional fees)</p> <p>Housing - Landlord Registration Fees and PRS grants</p>

	<p>Development Management - Pre-Planning Application Advice Service</p> <p>Building Standards Service - Preliminary Enquiries, property inspections, letter of confirmation, temporary structures, safety at sports ground, percolation tests, and dangerous and defective building admin fee.</p> <p>Roads Planning – searches and Road construction consent inspections and adoptions. No fee increase for Vehicular Access Consents.</p>
<p>D. Service Area:</p> <p>Department:</p>	Planning, Housing & Related Services
<p>E. Lead Officer:</p> <p>(Name and job title)</p>	<p>Ian Aikman</p> <p>Chief Planning & Housing Officer</p>
<p>F. Other Officers/Partners involved:</p> <p>(List names, job titles and organisations)</p>	HR/Finance
<p>G. Date(s) IIA completed:</p>	08/02/2024

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

No
If yes, - please state here:

Section 3 Legislative Requirements

3.1 Relevance to the Equality Duty:	
Do you believe your proposal has any relevance under the Equality Act 2010?	
No	
Equality Duty	Reasoning:
A. Elimination of discrimination (both direct & indirect), victimisation and harassment. (Will the proposal discriminate? Or help eliminate discrimination?)	It is not considered that the fee and charges increase will hinder the elimination of discrimination, victimisation and harassment.
B. Promotion of equality of opportunity? <i>(Will your proposal help or hinder the Council with this)</i>	It is not considered that the fee and charges increase will hinder the promotion of equality of opportunity.

C. Foster good relations?

(Will your proposal help to foster or encourage good relations between those who have different equality characteristics?)

It is not considered that the fee and charges increase will hinder the fostering of good relations.

3.2 Which groups of people do you think will be or potentially could be, impacted by the implementation of this proposal? (You should consider employees, clients, customers / service users, and any other relevant groups)

The fee and charges increases are on average set at 10%, which will make them less affordable for communities and applicants at a time where there is an affordability/cost of living crisis. However, this is a relatively modest increase which enables the provision and continued availability of these services, some of which may otherwise have had to have been removed. The majority of the fees and charges do not cover the costs of service delivery and there is therefore an embodied element of the Council subsidy to maintain these services to the public, even at this increased level of fee or charge.

The larger increases of up to 59% are proposed for larger scale, more complex developments and renewable energy proposals. These will generally be affordable for the commercial interests promoting those developments and constitute a modest component of the development value of the project.

There are a range of exemptions to certain categories for Pre-application planning enquiries, as follows:

- advice in respect of proposals which only require listed building consent or conservation area consent.
- developments solely proposing disabled facilities or access.
- 100% Affordable Housing Schemes.
- proposals where the applicant/developer is a registered charity or a Community Council.
- discussions with residents potentially affected by developments.
- one meeting or written response following a refusal of an application, where revisions to that refused scheme within the same application site are proposed.

Exemptions also apply within the Building Standards regime for development that addresses accessibility issues.

	Impact			Please explain the potential impacts and how you know this
	No Impact	Positive Impact	Negative Impact	
Age Older or younger people or a specific age grouping			x	<p>The fee and charges increases mean the services will be less affordable. The charges and fee for prospective applicants is relatively modest and ensure that the services continue to be provided.</p> <p>There is no charge for engagement with communities of all age groups on planning matters and other services areas.</p>
Disability A physical or mental impairment that has a substantial and long term adverse effect on a person's ability to carry out normal day to day activities. This may be visible or invisible, progressive or recurring.	x			<p>Exemptions are made for paying fee for preliminary planning enquiries that:</p> <ul style="list-style-type: none"> • developments solely proposing disabled facilities or access.

Gender Reassignment anybody who is proposing to undergo, is undergoing, or has undergone a process (or part of a process) for the purpose of reassigning the person's sex by changing physiological or other attributes of sex.	x			No impact predicted.
Marriage or Civil Partnership people who are married or in a civil partnership	x			No impact predicted.
Pregnancy and Maternity (refers to the period after the birth and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth),	x			No impact predicted.
Race: including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)	x			No impact predicted.
Religion or Belief: different religious or philosophical beliefs, customs (including atheists and those with no aligned belief) e.g. Christianity, Islam, Hindu, pacifism, vegetarianism, gender critical.	x			No impact predicted.
Sex women and men (girls and boys)	x			No impact predicted.

Sexual Orientation , e.g. Lesbian, Gay, Bisexual, Heterosexual	x			No impact predicted.
<p>3.3 Fairer Scotland Duty</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>Is the proposal strategic?</p> <p>Yes</p> <p>If No go to Section 4</p>				
<p>If yes, please indicate any potential impact on the undernoted groups this proposal may have and how you know this:</p>				
	Impact			State here how you know this
	No Impact	Positive Impact	Negative Impact	
Low and/or No Wealth – enough money to meet basic living costs and pay bills but have			X	

no savings to deal with any unexpected spends and no provision for the future.				
Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies			X	
Area Deprivation – where you live (e.g. rural areas), where you work (e.g. accessibility of transport), see rural proofing guidance			X	
Socio-economic Background – social class i.e. parents' education, employment and income			X	
Care experienced people	X			
Carers paid and unpaid including family members	X			
Homelessness	X			
Addictions and substance use	X			
Those involved within the criminal justice system	x			

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

This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to the three matters listed below in Education and Housing/ Homelessness matters.

This relates to current and former armed forces personnel (regular or reserve) and their families.

Is the Armed Forces Covenant Duty applicable?

No

If "Yes", please complete below

Covenant Duty	How this has been considered and any specific provision made:
<p>The unique obligations of, and sacrifices made by, the armed forces;</p> <p>The MOD Statutory Guidance gives the following examples:</p> <ul style="list-style-type: none"> • Danger • Geographical Mobility • Separation from Family • Service Law • Unfamiliarity with Civilian Life • Hours of Work 	

<ul style="list-style-type: none"> Stress 	
<p>The principle that it is desirable to remove disadvantages arising for Service people from membership, or former membership, of the armed forces;</p>	
<p>The principle that special provision for Service people may be justified by the effects on such people of membership, or former membership, of the armed forces.</p>	

Section 4 Full Integrated Impact Assessment Required

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

Yes

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 effect of the increases has been taken into account when setting the rates.
 The position will be monitored and if necessary a full Impact Assessment will be undertaken.

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Signed by Lead Officer:	Ian L Aikman
Designation:	Chief Planning & Housing Officer
Date:	08/02/2024
Counter Signature Director:	John Curry
Date:	21/2/24

Integrated Impact Assessment (IIA)

Part 1 Scoping

1 Details of the Proposal

<p>Title of Proposal:</p>	<p>Commercial Rent Increases due to inflation in the rental market</p>
<p>What is it?</p>	<p>A new Policy/Strategy/Practice <input type="checkbox"/></p> <p>A revised Policy/Strategy/Practice <input checked="" type="checkbox"/></p>
<p>Description of the proposal:</p> <p>(Set out a clear understanding of the purpose of the proposal being developed or reviewed (what are the aims, objectives and intended outcomes, including the context within which it will operate).</p>	<p>The Council's sublet estate has the ability to review the rents charged on a regular basis (normally every 3 years)</p> <p>It is proposed that the rent reviews due in 2024/25 are implemented and rents increased in line with market value.</p>

	The additional income generated by the increases in the rents will support the savings identified in the Council's Corporate Plan
Service Area: Department:	Estates – Infrastructure & Environment
Lead Officer: (Name and job title)	Jo Stewart, Estates Strategy Manager
Other Officers/Partners involved: (List names, job titles and organisations)	Replacement Estates Surveyor Donna Coltart, Estates Strategy Officer Jacqui MacQuarrie, Senior Technical /Assistant
Date(s) IIA completed:	07 th February 2023 Reviewed 16 th February 2024

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

Yes

If yes, - please state here:

This policy will support the Council's Transformation programme and Estates Strategy

3 Legislative Requirements

3.1 Relevance to the Equality Duty:

Do you believe your proposal has any relevance under the Equality Act 2010?

(If you believe that your proposal may have some relevance – however small please indicate yes. If there is no effect, please enter “No” and go to Section 3.2.)

Yes

<p>Equality Duty</p>	<p>Reasoning:</p>
<p>Elimination of discrimination (both direct & indirect), victimisation and harassment. <i>(Will the proposal discriminate? Or help eliminate discrimination?)</i></p>	<p>N/A</p>
<p>Promotion of equality of opportunity? <i>(Will your proposal help or hinder the Council with this)</i></p>	<p>In principle an increase in charges may have an effect on equality of opportunity.</p> <p>In practice, however, most of the increases will be typically around 10% and are more likely to impact on businesses than individuals, so the effects should be minimal. Those increases that are larger are business related and bring the Council, in line with current market rental rates.</p>
<p>Foster good relations? <i>(Will your proposal help or hinder the council's relationships with those who have equality characteristics?)</i></p>	<p>The fees and charges bring the Council, in line with current market rental rates. As such they are not expected to have an impact on the council's relationship with those who have equality characteristics</p>

<p>3.2 Which groups of people do you think will be or potentially could be, impacted by the implementation of this proposal? (You should consider employees, clients, customers / service users, and any other relevant groups)</p>		
<p>Please tick below as appropriate, outlining any potential impacts on the undernoted equality groups this proposal may have and how you know this.</p>		
	<p>Impact</p>	<p>Please explain the potential impacts and how you</p>

	No Impact	Positive Impact	Negative Impact	know this
Age Older or younger people or a specific age grouping	X			
Disability e.g. Effects on people with mental, physical, sensory impairment, learning disability, visible/invisible, progressive or recurring	X			
Gender Reassignment Trans/Transgender Identity anybody whose gender identity or gender expression is different to the sex assigned to them at birth	X			
Marriage or Civil Partnership people who are married or in a civil partnership	X			
Pregnancy and Maternity (refers to the period after the birth, and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth),	X			
Race Groups: including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)	X			

Religion or Belief: different beliefs, customs (including atheists and those with no aligned belief)	X			
Sex – Gender Identity women and men (girls and boys) and those who self-identify their gender	X			
Sexual Orientation , e.g. Lesbian, Gay, Bisexual, Heterosexual	X			
<p>3.3 Fairer Scotland Duty</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>Is the proposal strategic?</p> <p>Yes</p> <p><i>Legal right to do it and under obligation to obtain best value from our sublet estate.</i></p> <p>If No go to Section 4</p>				

If yes, please indicate any potential impact on the undernoted groups this proposal may have and how you know this:				
	Impact			State here how you know this
	No Impact	Positive Impact	Negative Impact	
Low and/or No Wealth – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future.	X			
Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies	X			
Area Deprivation – where you live (e.g. rural areas), where you work (e.g. accessibility of transport)	X			Rents normally reflect the economic status of an area.
Socio-economic Background – social class i.e. parents' education, employment and income	X			
Looked after and accommodated children and young people	X			

Carers paid and unpaid including family members	X			
Homelessness	X			
Addictions and substance use	X			
Those involved within the criminal justice system	X			

4 Full Integrated Impact Assessment Required

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

Yes (please delete as applicable)

If a full impact assessment is not required briefly explain why there are no effects and provide justification for the decision.

Signed by Lead Officer:	Jo Stewart
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Designation:	Estates Strategy Manager
Date:	20/02/2024
Counter Signature Director	John Curry
Date:	21/02/24

Integrated Impact Assessment (IIA)

Stage 1 Scoping and Assessing for Relevance

Section 1 Details of the Proposal

<p>A. Title of Proposal:</p>	<p>More Efficient Property & Assets Portfolio</p>
<p>B. What is it?</p>	<p>A new Policy/Strategy/Practice/Project <input type="checkbox"/></p> <p>A revised Policy/Strategy/Practice X</p>
<p>C. Description of the proposal:</p> <p>(Set out a clear understanding of the purpose of the proposal being developed or reviewed (what are the aims, objectives and intended outcomes, including the context within which it will operate))</p>	<p><i>Savings resulting from property rationalisation and implementing the findings of the estates strategy review to drive efficiencies across the Council. Savings will be made from non-domestic rates (NDR), utilities, and property maintenance, including cleaning services. Any FTE impact is likely to be from facilities posts in affected buildings.</i></p> <p>The Corporate Landlord Model, which predates this proposal, centralises all property estate-related</p>

	budgets, decision making and activities within a central team. This allows for a more integrated approach to property and facilities management and drives value for money decision making across the whole Council property estate, which ultimately leads to significant benefits and cost savings.
D. Service Area: Department:	Estates
E. Lead Officer: (Name and job title)	Ray Cherry Chief Officer Estates
F. Other Officers/Partners involved: (List names, job titles and organisations)	Jo Stewart Estates Strategy Manager
G. Date(s) IIA completed:	6.2.24

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

Yes
T.O.M., Energy Efficiency / Net Zero programme / Implementation of Estates Strategy Review & development of Asset Management Plan. There may be some impact on local communities, but not on customer services as the principle of the proposal is one of a holistic approach.

Section 3 Legislative Requirements

3.1 Relevance to the Equality Duty:	
Do you believe your proposal has any relevance under the Equality Act 2010?	
Yes	
Equality Duty	Reasoning:
A. Elimination of discrimination (both direct & indirect), victimisation and harassment. <i>(Will the proposal discriminate? Or help eliminate discrimination?)</i>	Process improvement, focussing on an Intelligent Client/Service Property Lead and ensuring there is a corporate approach to strategic property asset management which will help eliminate discrimination.
B. Promotion of equality of opportunity? <i>(Will your proposal help or hinder the Council with this)</i>	Process improvement, focussing on an Intelligent Client/Service Property Lead and ensuring there is a corporate approach to strategic property asset management which will promote equality of opportunity.

<p>C. Foster good relations?</p> <p><i>(Will your proposal help to foster or encourage good relations between those who have different equality characteristics?)</i></p>	<p>Estates will work closely with all services within the Council, including partner agencies and third sector partners, to ensure a focussed and corporate approach to strategic property asset management providing the right property equality outcomes.</p>
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<p>3.2 Which groups of people do you think will be or potentially could be, impacted by the implementation of this proposal? (You should consider employees, clients, customers / service users, and any other relevant groups)</p>				
<p>Please tick below as appropriate, outlining any potential impacts on the undernoted equality groups this proposal may have and how you know this.</p>				
	Impact			Please explain the potential impacts and how you know this
	No Impact	Positive Impact	Negative Impact	
<p>Age Older or younger people or a specific age grouping</p>		X	X	<p>Some employees may find it more difficult to adjust to a more flexible form of working and increased use of digital resources.</p> <p>Other employees may enjoy the opportunities that digital resources offer.</p>
<p>Disability A physical or mental impairment that has a substantial and long term adverse effect on a person's ability to carry out normal day to day activities. This may be visible or invisible, progressive or recurring.</p>		X	X	<p>Increased digital access will empower all staff allowing them to self-serve within their roles.</p> <p>Disabled employees may find it more difficult to adjust to a more flexible form of working.</p>

Gender Reassignment anybody who is proposing to undergo, is undergoing, or has undergone a process (or part of a process) for the purpose of reassigning the person's sex by changing physiological or other attributes of sex.	X			
Marriage or Civil Partnership people who are married or in a civil partnership	X			
Pregnancy and Maternity (refers to the period after the birth and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth),		X		Increased digital access and agile working will be a benefit to employees who are pregnant and on maternity leave – keeping in touch days will be easier to facilitate.
Race: including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)	X			
Religion or Belief: different religious or philosophical beliefs, customs (including atheists and those with no aligned belief) e.g. Christianity, Islam, Hindu, pacifism, vegetarianism, gender critical.	X			
Sex women and men (girls and boys)	X			

Sexual Orientation , e.g. Lesbian, Gay, Bisexual, Heterosexual	X			
<p>3.3 Fairer Scotland Duty</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>Is the proposal strategic?</p> <p>Yes</p> <p>If No go to Section 4</p>				
<p>If yes, please indicate any potential impact on the undernoted groups this proposal may have and how you know this:</p>				
	Impact			State here how you know this
	No Impact	Positive Impact	Negative Impact	
<p>Low and/or No Wealth – enough money to meet basic living costs and pay bills but have</p>	X			

no savings to deal with any unexpected spends and no provision for the future.				
Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies		X	X	Some staff may not have the digital connectivity or the facilities to work from home as roles become more agile.
Area Deprivation – where you live (e.g. rural areas), where you work (e.g. accessibility of transport), see rural proofing guidance		X	X	Allowing staff to work in an agile way using digital technology places less reliance on being in an office. Remote working, subject to sufficient connectivity will benefit those living in remote communities as commuting will become less of a daily requirement. For staff living in communities with poor digital connectivity alternative provision will need to be made.
Socio-economic Background – social class i.e. parents' education, employment and income	X			
Care experienced people	X			
Carers paid and unpaid including family members		X	X	For current employees, a change to work patterns may have a negative impact on some with caring responsibilities.

				Equally, different work patterns will benefit some with caring responsibilities.
Homelessness	X			
Addictions and substance use	X			
Those involved within the criminal justice system	X			

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

This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to the three matters listed below in Education and Housing/ Homelessness matters.

This relates to current and former armed forces personnel (regular or reserve) and their families.

Is the Armed Forces Covenant Duty applicable?

No

If "Yes", please complete below	
Covenant Duty	How this has been considered and any specific provision made:
<p>The unique obligations of, and sacrifices made by, the armed forces;</p> <p>The MOD Statutory Guidance gives the following examples:</p> <ul style="list-style-type: none"> • Danger • Geographical Mobility • Separation from Family • Service Law • Unfamiliarity with Civilian Life • Hours of Work • Stress 	
<p>The principle that it is desirable to remove disadvantages arising for Service people from membership, or former membership, of the armed forces;</p>	
<p>The principle that special provision for Service people may be justified by the effects on such people of membership, or former membership, of the armed forces.</p>	

Section 4 Full Integrated Impact Assessment Required

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

Yes (please delete as applicable)

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

If a full impact assessment is not required briefly explain why there are no effects and provide justification for the decision.

Individual projects when specified as part of the Estates review, will have individual IIA’s undertaken.

The position will be monitored and if necessary a full Impact Assessment will be undertaken.

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Signed by Lead Officer:	Ray Cherry
Designation:	Chief Officer Estates
Date:	6.2.24
	John Curry

Counter Signature Director:	
Date:	21/2/24

Integrated Impact Assessment (IIA)

Stage 1 Scoping and Assessing for Relevance

Section 1 Details of the Proposal

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A. Title of Proposal:	Waste Management
B. What is it?	A new Policy/Strategy/Practice/Project <input type="checkbox"/> A revised Policy/Strategy/Practice <input checked="" type="checkbox"/>
C. Description of the proposal: (Set out a clear understanding of the purpose of the proposal being developed or reviewed (what are the aims, objectives and intended outcomes, including the context within which it will operate))	Savings to be made from further optimisation of the waste service including review of working patterns. Future years' savings from implementation of national legislation including Deposit Return Scheme and Extended Producer Responsibility obligations.
D. Service Area:	Infrastructure & Environment

Department:	Waste Management
E. Lead Officer: (Name and job title)	Ross Sharp-Dent Waste Manager
F. Other Officers/Partners involved: (List names, job titles and organisations)	
G. Date(s) IIA completed:	03/02/22 Reviewed 10/02/23 Reviewed 13/02/24

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

Yes
If yes, - please state here: Departmental practices and procedures.

Section 3 Legislative Requirements

3.1 Relevance to the Equality Duty:	
Do you believe your proposal has any relevance under the Equality Act 2010? Yes	
<i>(If you believe that your proposal may have some relevance – however small please indicate yes. If there is no effect, please enter “No” and go to Section 3.2.)</i>	
Equality Duty	Reasoning:
A. Elimination of discrimination (both direct & indirect), victimisation and harassment. <i>(Will the proposal discriminate? Or help eliminate discrimination?)</i>	Process improvement, improved staff communications & engagement, focussing on customer intelligence and needs and enhanced community engagement will help eliminate discrimination.
B. Promotion of equality of opportunity? <i>(Will your proposal help or hinder the Council with this)</i>	Improved staff communications & engagement & process improvement, focussing on customer intelligence and needs and

	enhanced community engagement will promote opportunity for all protected groups.
C. Foster good relations? <i>(Will your proposal help to foster or encourage good relations between those who have different equality characteristics?)</i>	The focus on staff engagement/communications, community engagement, participation and empowerment will help foster good relations between different groups.

3.2 Which groups of people do you think will be or potentially could be, impacted by the implementation of this proposal? (You should consider employees, clients, customers / service users, and any other relevant groups)

Please tick below as appropriate, outlining any potential impacts on the undernoted equality groups this proposal may have and how you know this.

	Impact			Please explain the potential impacts and how you know this
	No Impact	Positive Impact	Negative Impact	
Age Older or younger people or a specific age grouping		X	X	Changes to waste collection and disposal services has the potential to have both a positive and negative impact on older people. This will be mitigated by consideration of these matters during the service design. Communication of changes will be critical.
Disability A physical or mental impairment that has a substantial and long term adverse effect on a person's ability to carry out normal		X	X	Changes to waste collection and disposal services has the potential to have both a positive and negative impact on older people. This will be mitigated by

day to day activities. This may be visible or invisible, progressive or recurring.				consideration of these matters during the service design. Communication of changes will be critical.
Gender Reassignment anybody who is proposing to undergo, is undergoing, or has undergone a process (or part of a process) for the purpose of reassigning the person's sex by changing physiological or other attributes of sex.	X			
Marriage or Civil Partnership people who are married or in a civil partnership	X			
Pregnancy and Maternity (refers to the period after the birth and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth),	X			
Race: including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)	X			
Religion or Belief: different religious or philosophical beliefs, customs (including atheists and those with no aligned belief) e.g. Christianity, Islam, Hindu, pacifism, vegetarianism, gender critical.	X			

Sex women and men (girls and boys)	X			
Sexual Orientation , e.g. Lesbian, Gay, Bisexual, Heterosexual	X			
<p>3.3 Fairer Scotland Duty</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>Is the proposal strategic?</p> <p>Yes</p> <p>If No go to Section 4</p>				
<p>If yes, please indicate any potential impact on the undernoted groups this proposal may have and how you know this:</p>				
	Impact			State here how you know this
	No Impact	Positive Impact	Negative Impact	

<p>Low and/or No Wealth – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future.</p>		X	X	<p>Changes to waste collection and disposal services has the potential to have both a positive and negative impact. This will be mitigated by consideration of these matters during the service design. Communication of changes will be critical.</p> <p>For current employees, any potential reduction in staff numbers may mean an impact on this group.</p>
<p>Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies</p>		X	X	<p>For current employees, any potential reduction in staff numbers may mean an impact on this group.</p>
<p>Area Deprivation – where you live (e.g. rural areas), where you work (e.g. accessibility of transport), see rural proofing guidance</p>		X	X	<p>Changes to waste collection and disposal services has the potential to have both a positive and negative impact in respect of area. This will be mitigated by consideration of these matters during the service design. Communication of changes will be critical.</p>
<p>Socio-economic Background – social class i.e. parents' education, employment and income</p>			X	<p>For current employees, any potential reduction in staff numbers may mean an impact on this group.</p>
<p>Care experienced people</p>	X			

Carers paid and unpaid including family members		X	X	For current employees, a change to work patterns could have either a negative or positive impact on some with caring responsibilities. Different work patterns may also make working for the Council attractive and practical for those with caring responsibilities.
Homelessness	X			
Addictions and substance use	X			
Those involved within the criminal justice system	X			

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

This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to the three matters listed below in Education and Housing/ Homelessness matters.

This relates to current and former armed forces personnel (regular or reserve) and their families.

Is the Armed Forces Covenant Duty applicable?

No

If "Yes", please complete below

Covenant Duty	How this has been considered and any specific provision made:
<p>The unique obligations of, and sacrifices made by, the armed forces;</p> <p>The MOD Statutory Guidance gives the following examples:</p> <ul style="list-style-type: none"> • Danger • Geographical Mobility • Separation from Family • Service Law • Unfamiliarity with Civilian Life • Hours of Work • Stress 	
<p>The principle that it is desirable to remove disadvantages arising for Service people from membership, or former membership, of the armed forces;</p>	

The principle that special provision for Service people may be justified by the effects on such people of membership, or former membership, of the armed forces.

Section 4 Full Integrated Impact Assessment Required

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

Yes

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

If a full impact assessment is not required briefly explain why there are no effects and provide justification for the decision.

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Signed by Lead Officer:

Ross Sharp – Dent

Designation:	Waste Manager	
Date:	03/02/22 – Reviewed 10/02/23 – Reviewed 13/02/24	
Counter Signature Director:	John Curry	
Date:	21/02/2024	

Scottish Borders Health and Social Care Partnership



Equality, Human Rights and Fairer Scotland Duty Impact Assessment – Stage 1 Proportionality and Relevance

Completion of the template below will give senior officers the confidence that the Equality Duty, the Scottish Specific Public Sector Equality Duties, Human Rights and the Fairer Scotland Duty have been considered at the beginning of and throughout the proposal development and that action plans are in place, where applicable, to; identify relevant stakeholders, undertake robust consultation to deliver a collaborative approach to co-producing the E&HRIA.

What Integration Joint Board (IJB) report or Partnership decision does this proportionality and relevance assessment relate to:

Scottish Borders HSCP Learning Disability Service Coming Home Programme

Relevant protected characteristics materially impacted, or potentially impacted, by proposals (clients, customers, employees, people using services) indicate all that apply

Age	Disability <small>Learning Disability, Learning Difficulty,</small>	Gender	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity	Race	Religion and Belief <small>(including non-belief)</small>	Sexual Orientation
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	Mental Health, Physical Autism/Asperger's							
X	X		X			X		X

Equality and Human Rights Measurement Framework – Reference those identified in Stage 1

Education	Work	Living Standards	Health	Justice and Personal Security	Participation
Higher education Lifelong learning	Employment Earnings	Poverty Housing Social Care	Social Care Health outcomes Access to health care Mental health Palliative and end of life care*	Hate crime, homicides and sexual/domestic abuse Reintegration, resettlement and rehabilitation*	Political and civic participation and representation Access to services Social and community cohesion* Family Life*

*Supplementary indicators

Main Impacts	Are these impacts positive or negative or a combination of both	Are the impacts significant or insignificant?
People with Learning Disability who are currently placed out of Scottish Borders due to lack of availability of appropriate support and	Positive for individuals and their families returning to live/remaining in the Scottish Borders.	Significant

accommodation or at risk of being placed out of area will return home.		
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Is the proposal considered strategic under the Fairer Scotland Duty?	Yes
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E&HRIA to be undertaken and submitted with the report – Possibly for Project 1	Proportionality & Relevance Assessment undertaken by: Susan Henderson Planning and Development Officer 27 July 2023 Reviewed 4 Sept 2023
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Equality Human Rights and Fairer Scotland Duty Impact Assessment

Stage 2 Empowering People - Capturing their Views



Scottish Borders HSCP Learning Disability Service Coming Home Programme

(People with learning disabilities will continue to live and be supported in Scottish Borders)

Equality Human Rights and Fairer Scotland Impact Assessment Team

Role	Name	Job title	Date of IA Training
E&HR Service Specialist			
HSCP Senior Mgt Team Member	Simon Burt	General Manager Learning Disability and Mental Health	
Responsible Officer	Susan Henderson	Planning and Development officer	
Main Stakeholder (NHS Borders)	Peter Old	Assistant Team Manager	

Mains Stakeholder (SBC)	Douglas Ireland	Acting Group Manager Learning Disability and Mental health	
Third/Independent Sector Rep			
Service User			

Evidence Gathering (will also influence and support consultation/engagement/community empowerment events)

Evidence Type	Source	What does the evidence tell you about the protected characteristics affected?
What equalities information is routinely collected from people currently using the service or affected by the policy?	MOSAIC and EMIS records Age, Gender, Disability (Learning)	Higher percentage of male population; spread of age from 14-55 (CHECK) Physical disabilities, neurodiversity,
Data on populations in need	National report Coming Home programme LD transitions tracker Scottish Borders Dynamic Support Register	Information on the Scottish Wide data is available here: Coming Home Implementation: report from the Working Group on Complex Care and Delayed Discharge - gov.scot (www.gov.scot)
Data on relevant protected characteristic	Not collated locally	Embedding these into the recently implemented Dynamic Support register will result in collation of this data
Data on service uptake/access	Not applicable	Currently services are in development. Subject to future reporting.

Data on socio economic disadvantage	Financial assessments	18 years plus. All in receipt of welfare benefits. Coming Home Implementation: report from the Working Group on Complex Care and Delayed Discharge - gov.scot (www.gov.scot)
Research/literature evidence	Coming Home Report Coming Home Implementation report	Health inequalities add in SCLD info reports Coming Home Implementation: report from the Working Group on Complex Care and Delayed Discharge - gov.scot (www.gov.scot)
Existing experiences of service information	Winterbourne review; service user family feedback;	Negative experience living far from families; restrictive practices; living in hospital when ready for discharge
Evidence of unmet need	Service referrals; dynamic support register; transitions tracker	People with learning disability and very complex support needs right to be accommodated and live near their families and loved ones is infringed.
Good practice guidelines	no	
Other – please specify		
Risks Identified	Coming Home Implementation: report from the Working Group on Complex Care and Delayed Discharge - gov.scot (www.gov.scot)	Breach people’s human rights by detaining them in hospital longer than necessary; Legal action due to failure to comply (Check coming home report); infringing people’s rights to choose support, where they live;

		Families increased costs due to travelling – a negative impact on the Fairer Scotland Duty (socioeconomic impacts)
Additional evidence required		

Consultation/Engagement/Community Empowerment Events

Event 1 – conversations with families impacted

Date	Venue	Number of People in attendance by category*	Protected Characteristics Represented
Various dates in 2023	Individual homes	7 families	Learning Disability; Age;

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Views Expressed	Officer Response
Will improve family life by having people closer to family homes.	To gather views from families and evaluate following the move home to Scottish Borders.
Person centered support is essential	Packages of support will be tailored to each person to involve all important people in that person's life, including fostering good relationships with new neighbours and building links in their communities to enhance and sustain their community presence.

Some anxiety if the support breaks down – what then?	Learning disability service to support the support team and each individual in their new accommodation.
Some people would like to be involved in group family meetings	Meetings to be arranged from end September onwards

Event 2 – work with Live Through friends (LTF)

Date	Venue	Number of People in attendance by category*	Protected Characteristics Represented
During 2023	MS teams meetings; in person workshops	3-12	Learning Disability, Age

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Views Expressed	Officer Response
<p>LTF currently providing guidance and support to Learning Disability service, individuals, families and co-opting Studio 3 to support robust support planning.</p> <p>Good life planning gathers information to build robust support packages.</p> <p>LTF told us this approach has worked well for other people.</p>	<p>Member of the learning disability service will gather the learning gained from the Good Life Planning approach to share with wider learning disability team to influence and inform future approaches, planning and commissioning.</p>

Event 3 – Conversation with AVATAR

Date	Venue	Number of People in attendance by category*	Protected Characteristics Represented

7/9/23	Conversation with AVATAR	1	Learning disability; autistic people
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Views Expressed	Officer Response
Agrees that person centered approach is appropriate and would welcome further conversation when we plan the larger supported housing project.	Will include AVATAR in consultation when moving onto the larger supported housing project and in future learning disability consultations.

Equality, Human Rights and Fairer Scotland Duty Impact Assessment

Stage 3



Analysis of findings and recommendations

Report Title - Scottish Borders HSCP Learning Disability Service Coming Home Programme

Please detail a summary of the purpose of the proposal being developed or reviewed including the aims, objectives and intended outcomes

The 2018 Scottish Government report, “Coming Home: A Report on Out-of-Area Placements and Delayed Discharge for People with Learning Disabilities and Complex Needs” concluded that all adults with learning disabilities, including those with complex needs, should experience meaningful and fulfilled lives close to home. There is an urgent need to address this and an expectation that this should be achieved by March 2024. Scottish Government will be monitoring Health & Social Care Partnerships progress in achieving these strategic aims. This is called the “Dynamic Support Register”. Locally, we have developed the “Coming Home Programme” which will oversee the development of services for those in scope.

A future funding model in the IJB between NHS Borders and Scottish Borders Council will require to be developed to support this going forward.

A funding gap needs to be filled to achieve these projects.

Equality Act 2010 – Relevant Protected Characteristics as identified in Stage 1 or during Stage 2 (include none identified at this stage)

Protected Characteristic	Equality Duty	What impact and or difference will the proposal have	Measures to evaluate/mitigating actions
Age	Eliminating discrimination, harassment, victimisation, or any other prohibited conduct	None identified at stage	
	Advancing equality of opportunity	Adults carers will be closer to their adult children and their ability to continue to have a relationship will be enhanced.	Evaluate the impact on family carers 1 year on.
	Fostering good relations by reducing prejudice and promoting understanding	None identified at stage	
Disability	Eliminating discrimination, harassment, victimisation, or any other prohibited conduct	People with a learning disability and complex needs will no longer be accommodated and supported in inappropriate out of area placements.	People currently accommodated outwith, or at risk of being accommodated outwith will return to/remain in Scottish Borders or and reported through the Dynamic Support register.
	Advancing equality of opportunity	People with a learning disability and complex needs will be appropriately supported in area of their choice.	Reporting on success through Dynamic Support Register.
	Fostering good relations by reducing prejudice and promoting understanding	The engagement of 'LivesThroughFriends' will enable conversations to take place in the local community as part of the new approach adopted to deliver positive and sustainable neighbourly / community relationships.	Measured through individuals being actively engaged in their local communities and evidence of natural friendships and networks outside of support arrangements.

Gender Reassignment	Eliminating discrimination, harassment, victimisation, or any other prohibited conduct	The engagement of 'LivesThroughFriends' will enable conversations to take place in the local community as part of the new approach adopted to deliver positive and sustainable neighbourly / community relationships.	Measured through individuals being actively engaged in their local communities and evidence of natural friendships and networks outside of support arrangements.
	Advancing equality of opportunity	None identified at stage	
	Fostering good relations by reducing prejudice and promoting understanding	The engagement of 'LivesThroughFriends' will enable conversations to take place in the local community as part of the new approach adopted to deliver positive and sustainable neighbourly / community relationships.	Measured through individuals being actively engaged in their local communities and evidence of natural friendships and networks outside of support arrangements.
Marriage and Civil Partnership	Eliminating discrimination, harassment, victimisation, or any other prohibited conduct	None identified at stage	
	Advancing equality of opportunity	None identified at stage	
	Fostering good relations by reducing prejudice and promoting understanding	None identified at stage	
Pregnancy and Maternity	Eliminating discrimination, harassment, victimisation, or any other prohibited conduct	None identified at stage	

	Advancing equality of opportunity	None identified at stage	
	Fostering good relations by reducing prejudice and promoting understanding	None identified at stage	
Race	Eliminating discrimination, harassment, victimisation, or any other prohibited conduct	None identified at stage	
	Advancing equality of opportunity	None identified at stage	
	Fostering good relations by reducing prejudice and promoting understanding	None identified at stage	
Religion & Belief including non-belief	Eliminating discrimination, harassment, victimisation, or any other prohibited conduct	The engagement of 'LivesThroughFriends' will enable conversations to take place in the local community as part of the new approach adopted to deliver positive and sustainable neighbourly / community relationships.	Measured through individuals being actively engaged in their local communities and evidence of natural friendships and networks outside of support arrangements.
	Advancing equality of opportunity	None identified at stage	
	Fostering good relations by reducing prejudice and promoting understanding	The engagement of 'LivesThroughFriends' will enable conversations to take place in the local community as part of the new approach adopted to deliver positive and	Measured through individuals being actively engaged in their local communities

		sustainable neighbourly / community relationships.	and evidence of natural friendships and networks outside of support arrangements.
Gender (Sex)	Eliminating discrimination, harassment, victimisation, or any other prohibited conduct	None identified at stage	
	Advancing equality of opportunity	None identified at stage	
	Fostering good relations by reducing prejudice and promoting understanding	None identified at stage	
Sexual Orientation	Eliminating discrimination, harassment, victimisation, or any other prohibited conduct	The engagement of 'LivesThroughFriends' will enable conversations to take place in the local community as part of the new approach adopted to deliver positive and sustainable neighbourly / community relationships.	Measured through individuals being actively engaged in their local communities and evidence of natural friendships and networks outside of support arrangements.
	Advancing equality of opportunity	None identified at stage	
	Fostering good relations by reducing prejudice and promoting understanding	The engagement of 'LivesThroughFriends' will enable conversations to take place in the local community as part of the new approach adopted to deliver positive and sustainable neighbourly / community relationships.	Measured through individuals being actively engaged in their local communities and evidence of natural friendships and networks outside of support arrangements.

Equality and Human Rights Measurement Framework Human– Reference those identified in Stage 1 (remove those that do not apply)

Article	Enhancing or Infringing	Impact and or difference will the proposal have	Measures to evaluate/mitigating actions
Education	Higher education and lifelong learning	People will be given the opportunity to learn new skills.	Support plans; participation in activities
Work	Employment Earnings	People will be given the opportunity to learn new skills, may gain access to volunteering opportunities and or supported employment where applicable.	Measure through support plans and local employment statistics.
Living Standards	Poverty Housing Social Care	Adult carers will have reduced travel costs. People will have security of tenure in housing in Scottish Borders.	Maintenance of tenancies
Health	Social Care Health outcomes Access to health care Mental health Palliative and end of life care*	Enhanced models of support will be developed to support these individuals. Close health monitoring between Learning Disability service and Primary Care will improve people’s health and wellbeing.	Number of people receiving health checks
Justice and Personal Security	Hate crime	Reduce potential incidence of hate crime due to fostering good relationships in neighbourhoods and local communities.	Number of incidences reported.

			Invite local safer communities team to participate in families and staff meetings.
Participation	Political and civic participation and representation Access to services Social and community cohesion* Family Life*	People will live closer to families and participate in family and community life	Measured by meaningful connections being made following transition to new support arrangements.

Fairer Scotland Duty

Identify changes to the strategic programme/proposal/decision to be made to reduce negative impacts on equality of outcome and or improving health inequalities	We need to further explore the Good Life planning process with 'Lives Through Friends' to embed into future planning and commissioning approaches.
Identify the opportunities the strategic programme/proposal/decision provides to reduce or further reduce inequalities of outcome and or improving health inequalities	We are currently unable to support this cohort of individuals to return to /continue to live successfully in Scottish Borders, close to family and able to participate in community life.

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Are there any negative impacts with no identified mitigating actions? If yes, please detail these below: Not applicable

Equality, Human Rights & Fairer Scotland Duty Impact Assessment Recommendations

What recommendations were identified during the impact assessment process:

Recommendation	Recommendation owned by:	Date recommendation will be implemented by	Review Date
Embed further data collection into the Dynamic Support register	Susan Henderson (Planning and development Officer)	September 2023	September 2024
Meet with AVATAR	Susan Henderson (Planning and development Officer)	March 2024	March 2025
Collate and report on measurements	Susan Henderson (Planning and development Officer)	March 2024	March 2025
Set up families meetings	Susan Henderson (Planning and development Officer)	September 2023	April 2024

Monitoring Impact – Internal Verification of Outcomes

How will you monitor the impact this proposal affects different groups, including people with protected characteristics?

Bi-monthly report to Coming Home Programme Board

Update report to Integration Joint Board

Scottish Borders Equality Outcomes and Mainstreaming Report

Procured, Tendered or Commissioned Services (SSPSED)

Is any part of this policy/service to be carried out wholly or partly by contactors and if so, how will equality, human rights including children’s rights and the Fairer Scotland duties be addressed?

Not a route identified at this time

Communication Plan (SSPSED)

Please provide a summary of the communication plan which details how the information about this policy/service to young people, those with a visual or hearing sensory impairment, difficulty with reading or numbers, learning difficulties or English as a second language will be communicated.

Members and IJB briefing papers.

Easy read

Families meetings

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Signed Off By

Name: Strategic Lead Simon Burt, General Manager Learning Disability and mental health

Date: 12-09-23

Integrated Impact Assessment (IIA)

Stage 1 Scoping and Assessing for Relevance

Section 1 Details of the Proposal

<p>A. Title of Proposal:</p>	<p>Shared Lives</p>
<p>B. What is it?</p>	<p>Continuation of practice</p>
<p>C. Description of the proposal:</p> <p>(Set out a clear understanding of the purpose of the proposal being developed or reviewed (what are the aims, objectives and intended outcomes, including the context within which it will operate)</p>	<p>The contract for Shared Lives is currently approaching start of year 5 on 1 March 2024. It has been extended for a further 2 years beyond this and scope continues to include people with or without a learning disability who would benefit from this type of support arrangement.</p>

	<p>Shared Lives offers people who require care and support the opportunity to live independently in the community and can be an alternative to living in a care home, housing with care or housing with support. The Shared Lives scheme matches people who need care and support with an approved carer. The carer shares their family and community life and gives care and support to the person with care needs. Some people live with their Shared Lives carer, while others are regular day-time visitors. Some people combine day-time visits with overnight stays. Shared Lives carers are self-employed individuals and are supported through the Shared Lives scheme locally.</p>
<p>D. Service Area:</p> <p>Department:</p>	<p>Learning Disability Service</p> <p>Social Work & Practice</p>
<p>E. Lead Officer:</p> <p>(Name and job title)</p>	<p>Simon Burt, General Manager Mental Health and Learning Disability, Scottish Borders Health and Social Care Partnership (HSCP)</p>
<p>F. Other Officers/Partners involved:</p> <p>(List names, job titles and organisations)</p>	<p>Susan Henderson, Planning and Development Officer, Learning Disability Service;</p> <p>John Yallop, Principal Finance Officer, Finance - Chief Executives Department; Scottish Borders Council;</p> <p>Karen Law, Senior Contracts Officer – Social Care and Health Strategic Commissioning and Partnerships</p> <p>Gwyneth Lennox, Head of Adult Social Care; SBC Shared Lives Team – Cornerstone;</p>

G. Date(s) IIA completed:	Updated: 14 February 2024

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

No
If yes, - please state here:

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Section 3 Legislative Requirements

3.1 Relevance to the Equality Duty:
Do you believe your proposal has any relevance under the Equality Act 2010? YES

Equality Duty	Reasoning:
A. Elimination of discrimination (both direct & indirect), victimisation and harassment. <i>(Will the proposal discriminate? Or help eliminate discrimination?)</i>	Yes – provides a suitable model of support for adults to ensure that they can be supported in their communities in a way that fosters inclusion and reduces discrimination.
B. Promotion of equality of opportunity? <i>(Will your proposal help or hinder the Council with this)</i>	Yes – Provides appropriate support and enablement to allow greater opportunity for people.
C. Foster good relations? <i>(Will your proposal help to foster or encourage good relations between those who have different equality characteristics?)</i>	Yes – provides high quality support and promotes positive relationships with carers and people requiring support e.g. people with learning disability.

3.2 Which groups of people do you think will be or potentially could be, impacted by the implementation of this proposal? (You should consider employees, clients, customers / service users, and any other relevant groups)				
Please tick below as appropriate, outlining any potential impacts on the undernoted equality groups this proposal may have and how you know this.				
	Impact			Please explain the potential impacts and how you know this
	No Impact	Positive Impact	Negative Impact	
Age Older or younger people or a specific age grouping		X		Can support young people in transition to remain in family type placements for longer. The service was set up originally

				to support 7 young people remain in family-based support arrangements as adults. Supports carers by providing opportunities for respite/short breaks,
Disability A physical or mental impairment that has a substantial and long term adverse effect on a person's ability to carry out normal day to day activities. This may be visible or invisible, progressive or recurring.		X		Provides support for adults to live in family environments in local communities.
Gender Reassignment anybody who is proposing to undergo, is undergoing, or has undergone a process (or part of a process) for the purpose of reassigning the person's sex by changing physiological or other attributes of sex.	X			
Marriage or Civil Partnership people who are married or in a civil partnership	X			
Pregnancy and Maternity (refers to the period after the birth and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth),	X			
Race: including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)	X			

Religion or Belief: different religious or philosophical beliefs, customs (including atheists and those with no aligned belief) e.g. Christianity, Islam, Hindu, pacifism, vegetarianism, gender critical.	X			
Sex women and men (girls and boys)	X			
Sexual Orientation , e.g. Lesbian, Gay, Bisexual, Heterosexual	X			
<p>3.3 Fairer Scotland Duty</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>Is the proposal strategic?</p> <p>Yes</p>				
<p>If yes, please indicate any potential impact on the undernoted groups this proposal may have and how you know this:</p>				
	Impact	State here how you know this		

	No Impact	Positive Impact	Negative Impact	
Low and/or No Wealth – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future.		X		<p>People with disabilities and mental health needs are over represented in this group.</p> <p>Provides opportunities for individuals to become self-employed Shared Lives carers and earn money caring for someone in their own home.</p> <p>Scotland-state-of-sector-21-22-min.pdf (sharedlivesplus.org.uk)</p> <p>Shared Lives sector remains resilient amongst new opportunity for growth - The state of the UK sector 2022-2023 - Shared Lives Plus</p> <p>Buzzword busting: 'Intersectionality,' 'multiple disadvantages,' and Shared Lives. - Shared Lives Plus</p>
Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace		X		As above

broken electrical goods, warm home, leisure and hobbies				
Area Deprivation – where you live (e.g. rural areas), where you work (e.g. accessibility of transport), see rural proofing guidance		X		Enables people to be supported in local communities in rural as well as more populated areas where people are recruited as Shared Lives carers providing the care and support in family homes.
Socio-economic Background – social class i.e. parents' education, employment and income	X			
Care experienced people		X		Can support young people in transition to remain in family type support arrangements for longer. The service was set up originally to support 7 young people remain in family-based support arrangements as adults. It continues to grow. Shared Lives outcomes and quality - Shared Lives Plus
Carers paid and unpaid including family members		X		Suitable placements will provide replacement care and respite to carers Shared Lives outcomes and quality - Shared Lives Plus
Homelessness		X		May present opportunities for people to prevent homelessness by them being matched with a shared Lives carer and being supported in someone's home.
Addictions and substance use	X			
Those involved within the criminal justice system	X			

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

This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to the three matters listed below in Education and Housing/ Homelessness matters.

This relates to current and former armed forces personnel (regular or reserve) and their families.

Is the Armed Forces Covenant Duty applicable?

No

If "Yes", please complete below

Covenant Duty	How this has been considered and any specific provision made:
<p>The unique obligations of, and sacrifices made by, the armed forces;</p> <p>The MOD Statutory Guidance gives the following examples:</p> <ul style="list-style-type: none"> • Danger • Geographical Mobility • Separation from Family • Service Law 	

<ul style="list-style-type: none"> • Unfamiliarity with Civilian Life • Hours of Work • Stress 	
<p>The principle that it is desirable to remove disadvantages arising for Service people from membership, or former membership, of the armed forces;</p>	
<p>The principle that special provision for Service people may be justified by the effects on such people of membership, or former membership, of the armed forces.</p>	

Section 4 Full Integrated Impact Assessment Required

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

YES

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.

There is no change to current direction of travel and contract is in place for 2 years.

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Signed by Lead Officer:	Simon Burt
Designation:	Learning Disability/ Mental Health Manager
Date:	14/02/24
Counter Signature Director:	
Date:	

Integrated Impact Assessment (IIA)

Stage 1 Scoping and Assessing for Relevance

Section 1 Details of the Proposal

A. Title of Proposal:	Additional Fees & Charges – Health & Social Care
B. What is it?	A new Policy/Strategy/Practice/Project <input type="checkbox"/> A revised Policy/Strategy/Practice x
C. Description of the proposal: (Set out a clear understanding of the purpose of the proposal being developed or reviewed (what are the aims, objectives and intended outcomes, including the context within which it will operate))	Increase the charges of freezer hire from £1.40 to £1.60 (excl VAT), an increase of 14.57%. Increase the charges of microwave hire from £1.12 to £1.29 (excl VAT), an increase of 14.82%.
D. Service Area: Department:	Social Work & Practice/Adult Social Care

E. Lead Officer: (Name and job title)	Chris Myers Chief Officer Health & Social Care
F. Other Officers/Partners involved: (List names, job titles and organisations)	Hayley Megson HR Business Partner
G. Date(s) IIA completed:	16/2/2024

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

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

Section 3 Legislative Requirements

3.1 Relevance to the Equality Duty:
Do you believe your proposal has any relevance under the Equality Act 2010?

(If you believe that your proposal may have some relevance – however small please indicate yes. If there is no effect, please enter “No” and go to Section 3.2.)

Yes

Equality Duty	Reasoning:
A. Elimination of discrimination (both direct & indirect), victimisation and harassment. <i>(Will the proposal discriminate? Or help eliminate discrimination?)</i>	The change will be the same for all so does not discriminate.
B. Promotion of equality of opportunity? <i>(Will your proposal help or hinder the Council with this)</i>	The change will be the same for all but will affect some groups more.
C. Foster good relations? <i>(Will your proposal help to foster or encourage good relations between those who have different equality characteristics?)</i>	N/A

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3.2 Which groups of people do you think will be or potentially could be, impacted by the implementation of this proposal? (You should consider employees, clients, customers / service users, and any other relevant groups)		
Please tick below as appropriate, outlining any potential impacts on the undernoted equality groups this proposal may have and how you know this.		
	Impact	Please explain the potential impacts and how you

	No Impact	Positive Impact	Negative Impact	know this
Age Older or younger people or a specific age grouping			x	<p>This will increase the cost by £70.40 per year for a freezer and £62.05 for a microwave, assuming these are hired for a year. This will have a larger effect on elderly people who are more likely to use this service. Elderly people may also have less disposable income.</p> <p>The number of people hiring freezers and/or microwaves is small, however there could be a bigger impact where an individual hires both.</p>
Disability A physical or mental impairment that has a substantial and long term adverse effect on a person's ability to carry out normal day to day activities. This may be visible or invisible, progressive or recurring.			x	<p>This will increase the cost by £70.40 per year for a freezer and £62.05 for a microwave, assuming these are hired for a year. This will have a larger effect on disabled people who are more likely to use this service.</p> <p>The number of people hiring freezers and/or microwaves is small, however there could be a bigger impact where an individual hires both.</p>
Gender Reassignment anybody who is proposing to undergo, is undergoing, or has undergone a process (or part of a process) for the purpose of reassigning the person's sex by changing physiological or other attributes of sex.	x			

Marriage or Civil Partnership people who are married or in a civil partnership	x			
Pregnancy and Maternity (refers to the period after the birth and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth),	x			
Race: including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)	x			
Religion or Belief: different religious or philosophical beliefs, customs (including atheists and those with no aligned belief) e.g. Christianity, Islam, Hindu, pacifism, vegetarianism, gender critical.	x			
Sex women and men (girls and boys)	x			
Sexual Orientation , e.g. Lesbian, Gay, Bisexual, Heterosexual	x			
<p>3.3 Fairer Scotland Duty</p> <p>This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to how we can reduce inequalities of outcome caused by socioeconomic disadvantage when making <u>strategic</u> decisions.</p>				

The duty is set at a strategic level - these are the key, high level decisions that SBC will take. This would normally include strategy documents, decisions about setting priorities, allocating resources and commissioning services.

Is the proposal strategic?

Yes / No *(please delete as applicable)*

If No go to Section 4

If yes, please indicate any potential impact on the undernoted groups this proposal may have and how you know this:

	Impact			State here how you know this
	No Impact	Positive Impact	Negative Impact	
Low and/or No Wealth – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future.			x	The increase will affect those with low/ no wealth more than others. There could be a bigger impact where an individual hires both a freezer and a microwave.
Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken			x	The increase will affect those who are materially deprived more than others.

electrical goods, warm home, leisure and hobbies				
Area Deprivation – where you live (e.g. rural areas), where you work (e.g. accessibility of transport), see rural proofing guidance	x			
Socio-economic Background – social class i.e. parents' education, employment and income	x			
Care experienced people	x			
Carers paid and unpaid including family members	x			
Homelessness	x			
Addictions and substance use	x			
Those involved within the criminal justice system	x			

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

This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to the three matters listed below in Education and Housing/ Homelessness matters.

This relates to current and former armed forces personnel (regular or reserve) and their families.

Is the Armed Forces Covenant Duty applicable?

No

If "Yes", please complete below

Covenant Duty	How this has been considered and any specific provision made:
<p>The unique obligations of, and sacrifices made by, the armed forces;</p> <p>The MOD Statutory Guidance gives the following examples:</p> <ul style="list-style-type: none">• Danger• Geographical Mobility• Separation from Family• Service Law• Unfamiliarity with Civilian Life• Hours of Work• Stress	

<p>The principle that it is desirable to remove disadvantages arising for Service people from membership, or former membership, of the armed forces;</p>	
<p>The principle that special provision for Service people may be justified by the effects on such people of membership, or former membership, of the armed forces.</p>	

Section 4 Full Integrated Impact Assessment Required

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

Yes *(please delete as applicable)*

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

If a full impact assessment is not required briefly explain why there are no effects and provide justification for the decision.

Signed by Lead Officer:	
Designation:	
Date:	
Counter Signature Director:	
Date:	

Integrated Impact Assessment (IIA)

Stage 1 Scoping and Assessing for Relevance

Section 1 Details of the Proposal

A. Title of Proposal:	Additional Fees & Charges – Health & Social Care
B. What is it?	A new Policy/Strategy/Practice/Project <input type="checkbox"/> A revised Policy/Strategy/Practice x
C. Description of the proposal: (Set out a clear understanding of the purpose of the proposal being developed or reviewed (what are the aims, objectives and intended outcomes, including the context within which it will operate))	Increase the charges of Meals at Home from £3.50 per meal to £3.89 per meal (excl VAT), an increase of 11.14%.
D. Service Area: Department:	Social Work & Practice/Adult Social Care
E. Lead Officer:	Chris Myers Chief Officer Health & Social Care

(Name and job title)	
F. Other Officers/Partners involved: (List names, job titles and organisations)	John Yallop Senior Finance Officer Hayley Megson HR Business Partner
G. Date(s) IIA completed:	16/2/2024

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

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

Section 3 Legislative Requirements

3.1 Relevance to the Equality Duty:
Do you believe your proposal has any relevance under the Equality Act 2010?

(If you believe that your proposal may have some relevance – however small please indicate yes. If there is no effect, please enter “No” and go to Section 3.2.)

Yes

Equality Duty	Reasoning:
A. Elimination of discrimination (both direct & indirect), victimisation and harassment. <i>(Will the proposal discriminate? Or help eliminate discrimination?)</i>	The change will be the same for all so does not discriminate.
B. Promotion of equality of opportunity? <i>(Will your proposal help or hinder the Council with this)</i>	The change will be the same for all but will affect some groups more.
C. Foster good relations? <i>(Will your proposal help to foster or encourage good relations between those who have different equality characteristics?)</i>	N/A

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3.2 Which groups of people do you think will be or potentially could be, impacted by the implementation of this proposal? (You should consider employees, clients, customers / service users, and any other relevant groups)		
Please tick below as appropriate, outlining any potential impacts on the undernoted equality groups this proposal may have and how you know this.		
	Impact	Please explain the potential impacts and how you

	No Impact	Positive Impact	Negative Impact	know this
Age Older or younger people or a specific age grouping			x	This will increase the cost by £141.96 per year, assuming meals are ordered over 7 days. This will have a larger effect on elderly people who are more likely to use this service. Elderly people may also have less disposable income.
Disability A physical or mental impairment that has a substantial and long term adverse effect on a person's ability to carry out normal day to day activities. This may be visible or invisible, progressive or recurring.			x	This will increase the cost by £141.96 per year, assuming meals are ordered over 7 days. This will have a larger effect on disabled people who are more likely to use this service.
Gender Reassignment anybody who is proposing to undergo, is undergoing, or has undergone a process (or part of a process) for the purpose of reassigning the person's sex by changing physiological or other attributes of sex.	x			
Marriage or Civil Partnership people who are married or in a civil partnership	x			
Pregnancy and Maternity (refers to the period after the birth and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth),	x			

Race: including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)	x			
Religion or Belief: different religious or philosophical beliefs, customs (including atheists and those with no aligned belief) e.g. Christianity, Islam, Hindu, pacifism, vegetarianism, gender critical.	x			
Sex women and men (girls and boys)	x			
Sexual Orientation , e.g. Lesbian, Gay, Bisexual, Heterosexual	x			
<p>3.3 Fairer Scotland Duty</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>Is the proposal strategic?</p> <p>Yes / No (<i>please delete as applicable</i>)</p>				

If No go to Section 4

If yes, please indicate any potential impact on the undernoted groups this proposal may have and how you know this:

	Impact			State here how you know this
	No Impact	Positive Impact	Negative Impact	
Low and/or No Wealth – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future.			x	The increase will affect those with low/ no wealth more than others.
Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies			x	The increase will affect those who are materially deprived more than others.
Area Deprivation – where you live (e.g. rural areas), where you work (e.g. accessibility of transport), see rural proofing guidance	x			

Socio-economic Background – social class i.e. parents' education, employment and income	x			
Care experienced people	x			
Carers paid and unpaid including family members	x			
Homelessness	x			
Addictions and substance use	x			
Those involved within the criminal justice system	x			

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

This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to the three matters listed below in Education and Housing/ Homelessness matters.

This relates to current and former armed forces personnel (regular or reserve) and their families.

Is the Armed Forces Covenant Duty applicable?	
No	
If "Yes", please complete below	
Covenant Duty	How this has been considered and any specific provision made:
<p>The unique obligations of, and sacrifices made by, the armed forces;</p> <p>The MOD Statutory Guidance gives the following examples:</p> <ul style="list-style-type: none"> • Danger • Geographical Mobility • Separation from Family • Service Law • Unfamiliarity with Civilian Life • Hours of Work • Stress 	
<p>The principle that it is desirable to remove disadvantages arising for Service people from membership, or former membership, of the armed forces;</p>	
<p>The principle that special provision for Service people may be justified by the effects on such people of membership, or former membership, of the armed forces.</p>	

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Section 4 Full Integrated Impact Assessment Required

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

Yes *(please delete as applicable)*

If 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.

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Signed by Lead Officer:	
Designation:	

Date:	
Counter Signature Director:	
Date:	

Integrated Impact Assessment (IIA)

Stage 1 Scoping and Assessing for Relevance

Section 1 Details of the Proposal

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<p>A. Title of Proposal:</p>	<p>To reduce the council funded police Community Action Team back to its original complement of officers, so that it remains sustainable and offers continued value for money within a tight budget settlement.</p>
<p>B. What is it?</p>	<p>A new Policy/Strategy/Practice/Project <input type="checkbox"/></p> <p>A revised Policy/Strategy/Practice x</p>
<p>C. Description of the proposal:</p> <p>(Set out a clear understanding of the purpose of the proposal being developed or reviewed (what are the aims, objectives and intended outcomes, including the context within which it will operate)</p>	<p>In 2013 Police Scotland was established and the 8 legacy forces in Scotland ceased to exist. The Scottish Borders had been a division in the former Lothian and Borders Police and at that time had the full spectrum of resources based locally. The HQ was in Hawick.</p>

Under Police Scotland the Scottish Borders became part of a new division that included Mid, East and West Lothian. The resource allocation was adjusted to meet the wider divisional need resulting in a re balancing within the Borders.

It was recognised that resources the Scottish Borders assigned to community policing did not match those that had been present under the legacy structure. In 2018 the council began funding a sergeant and six constables, this increased to two sergeants and 12 constables in 2019. These officers are known as the Community Action Team.

The purpose of the increase was to give more uniformity in the number of officers that could be deployed at any given time. A tasking group of 12 elected members and council officers was established who meet monthly.

Activity has been aligned to the Local Policing Plan and council Community Plan. Tasks are identified through analysis and elected members contribute through matters they raise of concern to constituents. A monthly and quarterly performance reporting is prepared and circulated.

Adjustments in police numbers nationally, a challenging budget settlement and recognition that Police Scotland are responsible for law enforcement has resulted in a decision to adjust the CAT number down to a sergeant and six constables. In part the council does not want to artificially inflate police numbers when Police Scotland is re balancing divisional allocations. The council is also operating within a tight financial envelope.

The revised CAT will be based around a three year Service Level Agreement with a break point after years one and two.

Given the reduction of 50% there is inevitable going to be an adjustment in what can be achieved. Parking and antisocial behaviour associated with quality of life remain ongoing priorities.

There remains an opportunity to use analysis to task the CAT resources and for members to contribute to the process. Police Scotland already have officers on 24/7 response and community teams across the Borders. The CAT supplement these officers in being dedicated to community issues.

	<p>Policing will be maintained regardless of the existence of the CAT given the function is set out in legislation (<i>The Police & Fire Reform (Scotland) Act 2012</i>).</p> <p>What may receive less attention are parking and low-level quality of life issues.</p>
<p>D. Service Area:</p> <p>Department:</p>	<p>Social Work</p> <p>Safer Communities & Homelessness</p>
<p>E. Lead Officer:</p> <p>(Name and job title)</p>	<p>Graham Jones</p> <p>Group Manager - Safer Communities & Homelessness</p>
<p>F. Other Officers/Partners involved:</p> <p>(List names, job titles and organisations)</p>	<p>Wendy Marsden - Partnership Analyst, SBC</p> <p>Stuart Fletcher – Chief Inspector, Police Scotland</p> <p>Julie Pirone – Elected Member, SBC</p>
<p>G. Date(s) IIA completed:</p>	<p>20/02/2024</p>

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

Yes (please delete as applicable)

If yes, - please state here:

Local Policing Plan and council Community Plan.

Section 3 Legislative Requirements

3.1 Relevance to the Equality Duty:

Do you believe your proposal has any relevance under the Equality Act 2010?

(If you believe that your proposal may have some relevance – however small please indicate yes. If there is no effect, please enter “No” and go to Section 3.2.)

The proposal does not alter the requirements on the delivery of policing locally under *The Police & Fire Reform (Scotland) Act 2012*.

Equality Duty

A. Elimination of discrimination (both direct & indirect), victimisation and harassment. *(Will the proposal discriminate? Or help eliminate discrimination?)*

Reasoning:

The Chief Constable is responsible for the allocation of sufficient resources to a particular area. The CAT officers supplement the authorised establishment and are there to augment core resources. The police themselves have operational independence and allocate resources based upon demand, threat, risk and harm.

B. Promotion of equality of opportunity?

(Will your proposal help or hinder the Council with this)

Policing should be impartial so all sectors of the community should receive the same level of service.

<p>C. Foster good relations?</p> <p><i>(Will your proposal help to foster or encourage good relations between those who have different equality characteristics?)</i></p>	<p>All police officers should have a broad awareness of diversity matters. Given that policing is <i>by consent</i> every interaction should be of importance in maintaining community trust and cooperation. The core policing operation is 24/7, 365 days a year. Local areas can request assistance by specialist officers when additional resource is required.</p>

3.2 Which groups of people do you think will be or potentially could be, impacted by the implementation of this proposal? (You should consider employees, clients, customers / service users, and any other relevant groups)

Please tick below as appropriate, outlining any potential impacts on the undernoted equality groups this proposal may have and how you know this.

	Impact			Please explain the potential impacts and how you know this
	No Impact	Positive Impact	Negative Impact	
Age Older or younger people or a specific age grouping	x			
Disability A physical or mental impairment that has a substantial and long term adverse effect on a person's ability to carry out normal day to day activities. This may be visible or invisible, progressive or recurring.	x			
Gender Reassignment anybody who is proposing to undergo, is undergoing, or has undergone a process (or part of a process) for	x			

the purpose of reassigning the person's sex by changing physiological or other attributes of sex.				
Marriage or Civil Partnership people who are married or in a civil partnership	x			
Pregnancy and Maternity (refers to the period after the birth and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth),	x			
Race: including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)	x			
Religion or Belief: different religious or philosophical beliefs, customs (including atheists and those with no aligned belief) e.g. Christianity, Islam, Hindu, pacifism, vegetarianism, gender critical.	x			
Sex women and men (girls and boys)	x			
Sexual Orientation , e.g. Lesbian, Gay, Bisexual, Heterosexual	x			

3.3 Fairer Scotland Duty

This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to how we can reduce inequalities of outcome caused by socioeconomic disadvantage when making strategic decisions.

The duty is set at a strategic level - these are the key, high level decisions that SBC will take. This would normally include strategy documents, decisions about setting priorities, allocating resources and commissioning services.

Is the proposal strategic?

Yes *(please delete as applicable)*

If No go to Section 4

If yes, please indicate any potential impact on the undernoted groups this proposal may have and how you know this:

	Impact			State here how you know this
	No Impact	Positive Impact	Negative Impact	
Low and/or No Wealth – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future.	x			The reduction in CAT officers does not impact on individual wealth.

Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies	x			The reduction in CAT officers does not impact on individual wealth.
Area Deprivation – where you live (e.g. rural areas), where you work (e.g. accessibility of transport), see rural proofing guidance	x			The reduction in CAT officers does not impact on individual wealth.
Socio-economic Background – social class i.e. parents' education, employment and income	x			The reduction in CAT officers does not impact on individual wealth.
Care experienced people	x			The reduction in CAT officers does not impact on individual wealth.
Carers paid and unpaid including family members	x			The reduction in CAT officers does not impact on individual wealth.
Homelessness	x			The reduction in CAT officers does not impact on individual wealth.
Addictions and substance use	x			The reduction in CAT officers does not impact on individual wealth.
Those involved within the criminal justice system	x			While the CAT officers should be focussed on task supported by elected Members which will invariably involve the detection or crimes and offences, this is core business links to the wider policing response.

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:
<p>The unique obligations of, and sacrifices made by, the armed forces;</p> <p>The MOD Statutory Guidance gives the following examples:</p> <ul style="list-style-type: none"> • Danger • Geographical Mobility • Separation from Family • Service Law • Unfamiliarity with Civilian Life • Hours of Work • Stress 	

<p>The principle that it is desirable to remove disadvantages arising for Service people from membership, or former membership, of the armed forces;</p>	
<p>The principle that special provision for Service people may be justified by the effects on such people of membership, or former membership, of the armed forces.</p>	

Section 4 Full Integrated Impact Assessment Required

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

No *(please delete as applicable)*

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

If a full impact assessment is not required briefly explain why there are no effects and provide justification for the decision.

No, a full integrated impact assessment is not required, the CAT has been incrementally reduced in line with its original resource profile. Police Scotland are the law enforcement agency and the Chief constable has responsibility for adequate resourcing as set out in legislation. Performance is assessed against the Local Policing Plan bi-annually.

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Signed by Lead Officer:	Graham Jones
Designation:	Group Manager – Safer Communities & Homelessness
Date:	20/2/2024
Counter Signature Director:	David Robertson – Chief Executive
Date:	

Integrated Impact Assessment (IIA)

Stage 1 Scoping and Assessing for Relevance

Section 1 Details of the Proposal

<p>A. Title of Proposal:</p>	<p>Increase to fees for School Lets</p>
<p>B. What is it?</p>	<p>A new Policy/Strategy/Practice/Project <input type="checkbox"/></p> <p>A revised Policy/Strategy/Practice <input type="checkbox"/></p> <p>The hourly rate charged by the Council for hiring of the use of a school building.</p>
<p>C. Description of the proposal:</p> <p>(Set out a clear understanding of the purpose of the proposal being developed or reviewed (what are the aims, objectives and intended outcomes, including the context within which it will operate)</p>	<p>The fees for school lets need to be increased to ensure that :</p> <ul style="list-style-type: none"> • services remain viable; • providers in other sectors remain viable and are not disadvantaged by the Council's fee structure; • to cover the increase in costs to the overheads in school buildings (e.g. electricity, staffing etc)

D. Service Area: Department:	Education / Facilities
E. Lead Officer: (Name and job title)	Caroline Jackson Facilities Manager
F. Other Officers/Partners involved: (List names, job titles and organisations)	Live Borders Kirsty Maxwell, Finance Business Partner Business Support
G. Date(s) IIA completed:	21 st February 2024

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

Yes
If yes, - please state here: This may impact some low income families and community clubs and groups.

Section 3 Legislative Requirements

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

<p>C. Foster good relations?</p> <p><i>(Will your proposal help to foster or encourage good relations between those who have different equality characteristics?)</i></p>	<p>No</p>
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<p>3.2 Which groups of people do you think will be or potentially could be, impacted by the implementation of this proposal? (You should consider employees, clients, customers / service users, and any other relevant groups)</p>				
<p>Please tick below as appropriate, outlining any potential impacts on the undernoted equality groups this proposal may have and how you know this.</p>				
	<p>Impact</p>			<p>Please explain the potential impacts and how you know this</p>
	<p>No Impact</p>	<p>Positive Impact</p>	<p>Negative Impact</p>	
<p>Age Older or younger people or a specific age grouping</p>			<p>X</p>	<p>This increase may negatively affect all user groups who use school lets.</p>
<p>Disability A physical or mental impairment that has a substantial and long term adverse effect on a person's ability to carry out normal day to day activities. This may be visible or invisible, progressive or recurring.</p>	<p>X</p>			
<p>Gender Reassignment anybody who is proposing to undergo, is undergoing, or has undergone a process (or part of a process) for the purpose of reassigning the person's sex by</p>	<p>X</p>			

changing physiological or other attributes of sex.				
Marriage or Civil Partnership people who are married or in a civil partnership	X			
Pregnancy and Maternity (refers to the period after the birth and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth),	X			
Race: including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)	X			
Religion or Belief: different religious or philosophical beliefs, customs (including atheists and those with no aligned belief) e.g. Christianity, Islam, Hindu, pacifism, vegetarianism, gender critical.	X			
Sex women and men (girls and boys)	X			
Sexual Orientation , e.g. Lesbian, Gay, Bisexual, Heterosexual	X			

3.3 Fairer Scotland Duty

This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to how we can reduce inequalities of outcome caused by socioeconomic disadvantage when making strategic decisions.

The duty is set at a strategic level - these are the key, high level decisions that SBC will take. This would normally include strategy documents, decisions about setting priorities, allocating resources and commissioning services.

Is the proposal strategic?

Yes

If No go to Section 4

If yes, please indicate any potential impact on the undernoted groups this proposal may have and how you know this:

	Impact			State here how you know this
	No Impact	Positive Impact	Negative Impact	
Low and/or No Wealth – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future.			X	This increase may negatively affect all user groups who use school lets.

Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies			X	This increase may negatively affect all user groups who provide leisure and hobby opportunities.
Area Deprivation – where you live (e.g. rural areas), where you work (e.g. accessibility of transport), see rural proofing guidance				
Socio-economic Background – social class i.e. parents' education, employment and income				
Care experienced people				
Carers paid and unpaid including family members				
Homelessness				
Addictions and substance use				
Those involved within the criminal justice system				

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

This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to the three matters listed below in Education and Housing/ Homelessness matters.

This relates to current and former armed forces personnel (regular or reserve) and their families.

Is the Armed Forces Covenant Duty applicable?

Yes

If "Yes", please complete below

Covenant Duty	How this has been considered and any specific provision made:
<p>The unique obligations of, and sacrifices made by, the armed forces;</p> <p>The MOD Statutory Guidance gives the following examples:</p> <ul style="list-style-type: none">• Danger• Geographical Mobility• Separation from Family• Service Law• Unfamiliarity with Civilian Life• Hours of Work• Stress	<p>No specific provision is appropriate.</p>

<p>The principle that it is desirable to remove disadvantages arising for Service people from membership, or former membership, of the armed forces;</p>	<p>N/A – no specific disadvantages for service people</p>
<p>The principle that special provision for Service people may be justified by the effects on such people of membership, or former membership, of the armed forces.</p>	<p>N/A – no specific disadvantages for service people</p>

Section 4 Full Integrated Impact Assessment Required

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

Yes

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

If a full impact assessment is not required briefly explain why there are no effects and provide justification for the decision.

Signed by Lead Officer:	C Jackson & C Robertson
Designation:	Facilities Manager & Quality Improvement Manager
Date:	20.4.24
Counter Signature Director:	
Date:	23rd February 2024

Integrated Impact Assessment (IIA)

Stage 1 Scoping and Assessing for Relevance

Section 1 Details of the Proposal

<p>A. Title of Proposal:</p>	<p>Inspire Academy</p>
<p>B. What is it?</p>	<p>A new Policy/Strategy/Practice/Project <input type="checkbox"/></p> <p>A revised Policy/Strategy/Practice <input type="checkbox"/></p> <p>Projected Income for 2024 - 25</p>
<p>C. Description of the proposal:</p> <p>(Set out a clear understanding of the purpose of the proposal being developed or reviewed (what are the aims, objectives and intended outcomes, including the context within which it will operate)</p>	<p>Projected Income for 2024 – 25 for Inspire Academy LLP</p>

D. Service Area: Department:	Education
E. Lead Officer: (Name and job title)	Catherine Thomson Quality Improvement Manager
F. Other Officers/Partners involved: (List names, job titles and organisations)	Kirsty Maxwell, Finance
G. Date(s) IIA completed:	21 st February 2024

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

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

Section 3 Legislative Requirements

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

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<p>C. Foster good relations?</p> <p><i>(Will your proposal help to foster or encourage good relations between those who have different equality characteristics?)</i></p>	

3.2 Which groups of people do you think will be or potentially could be, impacted by the implementation of this proposal? (You should consider employees, clients, customers / service users, and any other relevant groups)

Please tick below as appropriate, outlining any potential impacts on the undernoted equality groups this proposal may have and how you know this.

	Impact			Please explain the potential impacts and how you know this
	No Impact	Positive Impact	Negative Impact	
Age Older or younger people or a specific age grouping	X			
Disability A physical or mental impairment that has a substantial and long term adverse effect on a person's ability to carry out normal day to day activities. This may be visible or invisible, progressive or recurring.	X			
Gender Reassignment anybody who is proposing to undergo, is undergoing, or has undergone a process (or part of a process) for the purpose of reassigning the person's sex by	X			

changing physiological or other attributes of sex.				
Marriage or Civil Partnership people who are married or in a civil partnership	X			
Pregnancy and Maternity (refers to the period after the birth and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth),	X			
Race: including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)				
Religion or Belief: different religious or philosophical beliefs, customs (including atheists and those with no aligned belief) e.g. Christianity, Islam, Hindu, pacifism, vegetarianism, gender critical.	X			
Sex women and men (girls and boys)	X			
Sexual Orientation , e.g. Lesbian, Gay, Bisexual, Heterosexual	X			

3.3 Fairer Scotland Duty

This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to how we can reduce inequalities of outcome caused by socioeconomic disadvantage when making strategic decisions.

The duty is set at a strategic level - these are the key, high level decisions that SBC will take. This would normally include strategy documents, decisions about setting priorities, allocating resources and commissioning services.

Is the proposal strategic?

Yes

If No go to Section 4

If yes, please indicate any potential impact on the undernoted groups this proposal may have and how you know this:

	Impact			State here how you know this
	No Impact	Positive Impact	Negative Impact	
Low and/or No Wealth – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future.	X			

Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies	X			
Area Deprivation – where you live (e.g. rural areas), where you work (e.g. accessibility of transport), see rural proofing guidance	X			
Socio-economic Background – social class i.e. parents' education, employment and income	X			
Care experienced people	X			
Carers paid and unpaid including family members	X			
Homelessness	X			
Addictions and substance use	X			
Those involved within the criminal justice system	X			

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

This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to the three matters listed below in Education and Housing/ Homelessness matters.

This relates to current and former armed forces personnel (regular or reserve) and their families.

Is the Armed Forces Covenant Duty applicable?

Yes

If "Yes", please complete below

Covenant Duty	How this has been considered and any specific provision made:
<p>The unique obligations of, and sacrifices made by, the armed forces;</p> <p>The MOD Statutory Guidance gives the following examples:</p> <ul style="list-style-type: none">• Danger• Geographical Mobility• Separation from Family• Service Law• Unfamiliarity with Civilian Life• Hours of Work• Stress	N/A

<p>The principle that it is desirable to remove disadvantages arising for Service people from membership, or former membership, of the armed forces;</p>	<p>N/A</p>
<p>The principle that special provision for Service people may be justified by the effects on such people of membership, or former membership, of the armed forces.</p>	<p>N/A</p>

Section 4 Full Integrated Impact Assessment Required

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

Yes / No *(please delete as applicable)*

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

If a full impact assessment is not required briefly explain why there are no effects and provide justification for the decision.

Signed by Lead Officer:	C Thomson
Designation:	Quality Improvement Manager
Date:	21.2.24
Counter Signature Director:	<i>Hesley M. M.</i>
Date:	23rd February 2024

Integrated Impact Assessment (IIA)

Stage 1 Scoping and Assessing for Relevance

Section 1 Details of the Proposal

<p>A. Title of Proposal:</p>	<p>Increase to fees for non-funded childcare</p>
<p>B. What is it?</p>	<p>A new Policy/Strategy/Practice/Project <input type="checkbox"/></p> <p>A revised Policy/Strategy/Practice <input type="checkbox"/></p> <p>The hourly rate charged by the Council for childcare (Childcare Fees) in some nurseries and in Knowepark Out of School Club</p>
<p>C. Description of the proposal:</p> <p>(Set out a clear understanding of the purpose of the proposal being developed or reviewed (what are the aims, objectives and intended outcomes, including the context within which it will operate)</p>	<p>Childcare fees need to be increased to ensure that :</p> <ul style="list-style-type: none"> • services remain viable;

	<ul style="list-style-type: none"> • providers in other sectors remain viable and are not disadvantaged by the Council's fee structure; • the current inequality where some families are able to benefit from Council subsidised childcare whilst others are not, is rectified.
D. Service Area: Department:	Education – Early Years
E. Lead Officer: (Name and job title)	Margot Black Early Years Manager
F. Other Officers/Partners involved: (List names, job titles and organisations)	Christian Robertson, Quality Improvement Officer Kirsty Maxwell, Finance Business Partner
G. Date(s) IIA completed:	15 th February 2024

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

Yes
If yes, - please state here: This may impact some families if they want to top up their government funded places.

Section 3 Legislative Requirements

3.1 Relevance to the Equality Duty:

Do you believe your proposal has any relevance under the Equality Act 2010?

(If you believe that your proposal may have some relevance – however small please indicate yes. If there is no effect, please enter “No” and go to Section 3.2.)

Equality Duty	Reasoning:
A. Elimination of discrimination (both direct & indirect), victimisation and harassment. (Will the proposal discriminate? Or help eliminate discrimination?)	This increase may negatively affect parents from lower income families.
B. Promotion of equality of opportunity? <i>(Will your proposal help or hinder the Council with this)</i>	No – but mitigations such as promoting the use of Childcare Vouchers, HMRC Tax Free Childcare payments and help parents to pay for additional childcare by setting up payment plans and by

	putting them in touch with SBC's Welfare Benefits Adviser will support families.
C. Foster good relations? <i>(Will your proposal help to foster or encourage good relations between those who have different equality characteristics?)</i>	This will have a neutral effect.

3.2 Which groups of people do you think will be or potentially could be, impacted by the implementation of this proposal? (You should consider employees, clients, customers / service users, and any other relevant groups)

Please tick below as appropriate, outlining any potential impacts on the undernoted equality groups this proposal may have and how you know this.

	Impact			Please explain the potential impacts and how you know this
	No Impact	Positive Impact	Negative Impact	
Age Older or younger people or a specific age grouping			X	
Disability A physical or mental impairment that has a substantial and long term adverse effect on a person's ability to carry out normal day to day activities. This may be visible or invisible, progressive or recurring.	X			

Gender Reassignment anybody who is proposing to undergo, is undergoing, or has undergone a process (or part of a process) for the purpose of reassigning the person's sex by changing physiological or other attributes of sex.	X			
Marriage or Civil Partnership people who are married or in a civil partnership	X			
Pregnancy and Maternity (refers to the period after the birth and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth),	X			
Race: including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)	X			
Religion or Belief: different religious or philosophical beliefs, customs (including atheists and those with no aligned belief) e.g. Christianity, Islam, Hindu, pacifism, vegetarianism, gender critical.	X			
Sex women and men (girls and boys)	X			

Sexual Orientation , e.g. Lesbian, Gay, Bisexual, Heterosexual	X			
<p>3.3 Fairer Scotland Duty</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>Is the proposal strategic?</p> <p>Yes</p> <p>If No go to Section 4</p>				
<p>If yes, please indicate any potential impact on the undernoted groups this proposal may have and how you know this:</p>				
	Impact			State here how you know this
	No Impact	Positive Impact	Negative Impact	
Low and/or No Wealth – enough money to meet basic living costs and pay bills but have			x	By increasing the charges parents on low income will be impacted. To counter this issue we promote the use of Childcare Vouchers, HMRC Tax Free Childcare

no savings to deal with any unexpected spends and no provision for the future.				<p>payments and help parents to pay for childcare by setting up payment plans and by putting them in touch with SBC's Welfare Benefits Adviser who can identify other benefits they may be entitled to.</p> <p>This increase will only affect parents who use hours in addition to the 1140 hours of free Early Learning and Childcare (ELC), or parents who use SBC school aged childcare in Selkirk</p>
Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies				
Area Deprivation – where you live (e.g. rural areas), where you work (e.g. accessibility of transport), see rural proofing guidance				
Socio-economic Background – social class i.e. parents' education, employment and income				
Care experienced people				
Carers paid and unpaid including family members				
Homelessness				
Addictions and substance use				

Those involved within the criminal justice system				
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<h3>3.4 Armed Forces Covenant Duty (<i>Education and Housing/ Homelessness proposals only</i>)</h3>	
<p>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.</p> <p>This relates to current and former armed forces personnel (regular or reserve) and their families.</p> <p>Is the Armed Forces Covenant Duty applicable?</p> <p>Yes</p> <p>If "Yes", please complete below</p>	
<p>Covenant Duty</p>	<p>How this has been considered and any specific provision made:</p>
<p>The unique obligations of, and sacrifices made by, the armed forces;</p>	<p>No specific provision is appropriate.</p>

<p>The MOD Statutory Guidance gives the following examples:</p> <ul style="list-style-type: none"> • Danger • Geographical Mobility • Separation from Family • Service Law • Unfamiliarity with Civilian Life • Hours of Work • Stress 	
<p>The principle that it is desirable to remove disadvantages arising for Service people from membership, or former membership, of the armed forces;</p>	<p>N/A – no specific disadvantages for service people</p>
<p>The principle that special provision for Service people may be justified by the effects on such people of membership, or former membership, of the armed forces.</p>	<p>N/A – no specific disadvantages for service people</p>

Section 4 Full Integrated Impact Assessment Required

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

Yes / No *(please delete as applicable)*

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

If a full impact assessment is not required briefly explain why there are no effects and provide justification for the decision.

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Signed by Lead Officer:	C Robertson
Designation:	Quality Improvement Manager
Date:	20.4.24
Counter Signature Director:	<i>Hesley M. M.</i>

Date:

23rd February 2024

Stage 2 Evidence Gathering and Consultation

<p>A. Title of Proposal:</p>	<p>Increase to fee for non-funded childcare</p>
<p>B. Service Area: Department:</p>	<p>Education – Early Years</p>
<p>C. Lead Officer: (Name and job title)</p>	<p>Margot Black, Early Years Manager</p>
<p>D. Other Officers/Partners involved: (List names, job titles and organisations)</p>	<p>Christian Robertson, Quality Improvement Manager Kirsty Maxwell, Finance Business Partner</p>

E. Date(s) IIA completed:	15 th February 2024
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Section 1 Data and Information

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

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

We have used information received via surveys to establish current rates charged by other childcare providers in Scottish Borders. We also worked closely with some of the private and voluntary sector Early Learning and Childcare (ELC) Providers on the Councils Framework to establish a sustainable rate for SBC to pay for Funded ELC provision. This rate is currently £7.17 for 2 year olds and £6.83 for 3 and 4 year olds. Over the last 3 years, the Council has started to increase what it charges to the be the same as the rate it pays.

The Council is still subsidising childcare and this means there is a risk in losing both the Council provision and provision in the private and voluntary sector when parents choose the Council services as a cheaper option risk losing provision.

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

A parental survey is currently live seeking views on all aspects of ELC. It is unlikely that parents would support rate increase but not increasing the rate may result in a loss of provision. Delaying the increase until after the Easter break means that parents who use SBC childcare provision during the holidays, will not be affected immediately and have advance warning of the increase for the summer.

Section 2 Consultation and Involvement

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

Please state your answer here

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

Please state your answer here

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

Please state your answer here

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D. Describe any events held and views obtained (if applicable). Add or remove as needed.

Event 1

Date	Venue	Number of People in attendance	Protected Characteristics Represented

Views Expressed

Officer Response

Stage 3 Summary and Next Steps

Section 1 Summary

Summarise what you have learned then develop this further.

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

Please consider the following:

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

What new (if any) impacts have become evident?

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

SBC are subsidising childcare for parents who have access to it and this can potentially put the sustainability of other services in the Borders at risk. The availability of SBC wraparound has meant that some parents have been able to access subsidised childcare where other parents have not had this ability. An annual increase in fees charged to move towards full cost recovery is required.

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A. Please indicate if the proposal will proceed

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

Section 2 Sign Off

Signed by Lead Officer:	C Robertson
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Designation:	Quality Improvement Manager
Date:	
Counter Signature Director:	<i>Hesley M. M.</i>
Date:	23 rd February 2024

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

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

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NA

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

Please state your answer here

D. When is the proposal due for review?

Please state your answer here

E. Who is responsible for ensuring that this happens?

Please state your answer here

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

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

Section 4 Action Plan (complete if relevant, remove if not)

Action Owner Name:	Action Date:
What is the issue?	
What action will be taken?	
Progress against the action:	
Action completed:	Date completed:

Integrated Impact Assessment (IIA)

Stage 1 Scoping and Assessing for Relevance

Section 1 Details of the Proposal

<p>A. Title of Proposal:</p>	<p>Increase to fees for Primary School Meals</p>
<p>B. What is it?</p>	<p>A new Policy/Strategy/Practice/Project <input type="checkbox"/></p> <p>A revised Policy/Strategy/Practice <input type="checkbox"/></p> <p>The cost of a school meal for P6 and P7 pupils will increase by 10% from £2.40 to £2.64</p>
<p>C. Description of the proposal:</p> <p>(Set out a clear understanding of the purpose of the proposal being developed or reviewed (what are the aims, objectives and intended outcomes, including the context within which it will operate)</p>	<p>The cost of School meals need to be temporarily increased until Scottish government policy comes into effect for free school meals for all primary aged pupils. This increase is to cover increase costs in:</p> <ul style="list-style-type: none"> • Food items/ingredients • Electricity • Staffing

D. Service Area: Department:	Education, Catering & Facilities
E. Lead Officer: (Name and job title)	Caroline Jackson, Debbie Hosie, John Gray Cleaning & Facilities
F. Other Officers/Partners involved: (List names, job titles and organisations)	Catering Dept Business Support Kirsty Maxwell, Finance Business Partner
G. Date(s) IIA completed:	21 st February 2024

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

Yes
If yes, - please state here: This may impact all families who are not already claiming free school meals.

Section 3 Legislative Requirements

3.1 Relevance to the Equality Duty:	
Do you believe your proposal has any relevance under the Equality Act 2010? <i>(If you believe that your proposal may have some relevance – however small please indicate yes. If there is no effect, please enter “No” and go to Section 3.2.)</i>	
Equality Duty	Reasoning:
A. Elimination of discrimination (both direct & indirect), victimisation and harassment. <i>(Will the proposal discriminate? Or help eliminate discrimination?)</i>	This temporary increase may negatively affect families who are not currently in receipt of free school meals.
B. Promotion of equality of opportunity? <i>(Will your proposal help or hinder the Council with this)</i>	No

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<p>C. Foster good relations?</p> <p><i>(Will your proposal help to foster or encourage good relations between those who have different equality characteristics?)</i></p>	<p>No</p>
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3.2 Which groups of people do you think will be or potentially could be, impacted by the implementation of this proposal? (You should consider employees, clients, customers / service users, and any other relevant groups)

Please tick below as appropriate, outlining any potential impacts on the undernoted equality groups this proposal may have and how you know this.

	Impact			Please explain the potential impacts and how you know this
	No Impact	Positive Impact	Negative Impact	
Age Older or younger people or a specific age grouping			X	
Disability A physical or mental impairment that has a substantial and long term adverse effect on a person's ability to carry out normal day to day activities. This may be visible or invisible, progressive or recurring.	X			
Gender Reassignment anybody who is proposing to undergo, is undergoing, or has undergone a process (or part of a process) for the purpose of reassigning the person's sex by	X			

changing physiological or other attributes of sex.				
Marriage or Civil Partnership people who are married or in a civil partnership	X			
Pregnancy and Maternity (refers to the period after the birth and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth),	X			
Race: including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)	X			
Religion or Belief: different religious or philosophical beliefs, customs (including atheists and those with no aligned belief) e.g. Christianity, Islam, Hindu, pacifism, vegetarianism, gender critical.	X			
Sex women and men (girls and boys)	X			
Sexual Orientation , e.g. Lesbian, Gay, Bisexual, Heterosexual	X			

3.3 Fairer Scotland Duty

This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to how we can reduce inequalities of outcome caused by socioeconomic disadvantage when making strategic decisions.

The duty is set at a strategic level - these are the key, high level decisions that SBC will take. This would normally include strategy documents, decisions about setting priorities, allocating resources and commissioning services.

Is the proposal strategic?

Yes

If No go to Section 4

If yes, please indicate any potential impact on the undernoted groups this proposal may have and how you know this:

	Impact			State here how you know this
	No Impact	Positive Impact	Negative Impact	
Low and/or No Wealth – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future.			X	This temporary increase may negatively affect families who are not currently in receipt of free school meals.

Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies				
Area Deprivation – where you live (e.g. rural areas), where you work (e.g. accessibility of transport), see rural proofing guidance				
Socio-economic Background – social class i.e. parents' education, employment and income				
Care experienced people				
Carers paid and unpaid including family members				
Homelessness				
Addictions and substance use				
Those involved within the criminal justice system				

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

This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to the three matters listed below in Education and Housing/ Homelessness matters.

This relates to current and former armed forces personnel (regular or reserve) and their families.

Is the Armed Forces Covenant Duty applicable?

Yes

If "Yes", please complete below

Covenant Duty	How this has been considered and any specific provision made:
<p>The unique obligations of, and sacrifices made by, the armed forces;</p> <p>The MOD Statutory Guidance gives the following examples:</p> <ul style="list-style-type: none">• Danger• Geographical Mobility• Separation from Family• Service Law• Unfamiliarity with Civilian Life• Hours of Work• Stress	<p>No specific provision is appropriate.</p>

<p>The principle that it is desirable to remove disadvantages arising for Service people from membership, or former membership, of the armed forces;</p>	<p>N/A – no specific disadvantages for service people</p>
<p>The principle that special provision for Service people may be justified by the effects on such people of membership, or former membership, of the armed forces.</p>	<p>N/A – no specific disadvantages for service people</p>

Section 4 Full Integrated Impact Assessment Required

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

Yes / No *(please delete as applicable)*

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

If a full impact assessment is not required briefly explain why there are no effects and provide justification for the decision.

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Signed by Lead Officer:	Debbie Hosie & Carolyn Robertson
Designation:	Catering Manager & Quality Improvement Manager
Date:	20.4.24
Counter Signature Director:	<i>Hesley M. O.</i>
Date:	23rd February 2024

Integrated Impact Assessment (IIA)

Stage 1 Scoping and Assessing for Relevance

Section 1 Details of the Proposal

A. Title of Proposal:	Amendment to Fees and Charges - Registrars
B. What is it?	A new Policy/Strategy/Practice/Project <input type="checkbox"/> A revised Policy/Strategy/Practice x
C. Description of the proposal: (Set out a clear understanding of the purpose of the proposal being developed or reviewed (what are the aims, objectives and intended outcomes, including the context within which it will operate))	Additional income from higher Fees & Charges which are related to planned NRS increases. Possible reductions in demand due to higher prices have been factored into assumptions.
D. Service Area: Department:	Resilient Communities – Customer Advice and Support Service

E. Lead Officer: (Name and job title)	Gillian Young
F. Other Officers/Partners involved: (List names, job titles and organisations)	Katrina Wilkinson, Delivery Manager – Revenues & Benefits Carol Anderson, Delivery Manager – Customer Care Hayley Megson, HR Business Partner
G. Date(s) IIA completed:	19/2/2024

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

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

Section 3 Legislative Requirements

3.1 Relevance to the Equality Duty:
Do you believe your proposal has any relevance under the Equality Act 2010?

(If you believe that your proposal may have some relevance – however small please indicate yes. If there is no effect, please enter “No” and go to Section 3.2.)

yes

Equality Duty	Reasoning:
A. Elimination of discrimination (both direct & indirect), victimisation and harassment. <i>(Will the proposal discriminate? Or help eliminate discrimination?)</i>	Increases are proposed across all services and include mandatory increases applied by National Records of Scotland. Anyone who has difficulty in making payment can speak to the Council’s Financial Support & Inclusion team.
B. Promotion of equality of opportunity? <i>(Will your proposal help or hinder the Council with this)</i>	As above
C. Foster good relations? <i>(Will your proposal help to foster or encourage good relations between those who have different equality characteristics?)</i>	As above

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3.2 Which groups of people do you think will be or potentially could be, impacted by the implementation of this proposal? (You should consider employees, clients, customers / service users, and any other relevant groups)		
Please tick below as appropriate, outlining any potential impacts on the undernoted equality groups this proposal may have and how you know this.		
	Impact	Please explain the potential impacts and how you

	No Impact	Positive Impact	Negative Impact	know this
Age Older or younger people or a specific age grouping	x			
Disability A physical or mental impairment that has a substantial and long term adverse effect on a person's ability to carry out normal day to day activities. This may be visible or invisible, progressive or recurring.	x			
Gender Reassignment anybody who is proposing to undergo, is undergoing, or has undergone a process (or part of a process) for the purpose of reassigning the person's sex by changing physiological or other attributes of sex.	x			
Marriage or Civil Partnership people who are married or in a civil partnership			x	Civil and Marriage fee increases may affect affordability however this impacts all affected groups and the services are not compulsory.
Pregnancy and Maternity (refers to the period after the birth and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth),	x			
Race: including colour, nationality, ethnic origins, including minorities (e.g. gypsy	x			

travellers, refugees, migrants and asylum seekers)				
Religion or Belief: different religious or philosophical beliefs, customs (including atheists and those with no aligned belief) e.g. Christianity, Islam, Hindu, pacifism, vegetarianism, gender critical.			x	Civil and Marriage fee increases may affect affordability however this impacts all affected groups and the services are not compulsory. Percentage fee increase to religious ceremonies is higher than others, however this increase is set by NRS.
Sex women and men (girls and boys)		x		
Sexual Orientation , e.g. Lesbian, Gay, Bisexual, Heterosexual			x	Civil and Marriage fee increases may affect affordability however this impacts all affected groups and the services are not compulsory.
<p>3.3 Fairer Scotland Duty</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>Is the proposal strategic?</p> <p>Yes (<i>please delete as applicable</i>)</p> <p>If No go to Section 4</p>				

If yes, please indicate any potential impact on the undernoted groups this proposal may have and how you know this:				
	Impact			State here how you know this
	No Impact	Positive Impact	Negative Impact	
Low and/or No Wealth – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future.			x	Civil and Marriage fee increases may affect affordability however this impacts all affected groups and the services are not compulsory.
Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies			x	Civil and Marriage fee increases may affect affordability however this impacts all affected groups and the services are not compulsory.
Area Deprivation – where you live (e.g. rural areas), where you work (e.g. accessibility of transport), see rural proofing guidance	x			
Socio-economic Background – social class i.e. parents' education, employment and income			x	
Care experienced people	x			
Carers paid and unpaid including family members	x			

Homelessness	x			
Addictions and substance use	x			
Those involved within the criminal justice system	x			

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

This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to the three matters listed below in Education and Housing/ Homelessness matters.

This relates to current and former armed forces personnel (regular or reserve) and their families.

Is the Armed Forces Covenant Duty applicable?

No

If "Yes", please complete below

Covenant Duty	How this has been considered and any specific provision made:
<p>The unique obligations of, and sacrifices made by, the armed forces;</p> <p>The MOD Statutory Guidance gives the following examples:</p> <ul style="list-style-type: none"> • Danger • Geographical Mobility • Separation from Family • Service Law • Unfamiliarity with Civilian Life • Hours of Work • Stress 	
<p>The principle that it is desirable to remove disadvantages arising for Service people from membership, or former membership, of the armed forces;</p>	
<p>The principle that special provision for Service people may be justified by the effects on such people of membership, or former membership, of the armed forces.</p>	

Section 4 Full Integrated Impact Assessment Required

Select No if you have answered "No" to all of Sections 3.1 – 3.3.

No (please delete as applicable)

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

If a full impact assessment is not required briefly explain why there are no effects and provide justification for the decision.

The effects occurs if the choice is made to use the service which is not mandatory. The service can booked significantly in advance. The impact can either be avoided or mitigated over a prolonged period due to planning.

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Signed by Lead Officer:	Gillian Young
Designation:	Customer Advice & Support Manager
Date:	19th February 2024
	Jenni Craig

Counter Signature Director:	
Date:	

Integrated Impact Assessment (IIA)

Stage 1 Scoping and Assessing for Relevance

Section 1 Details of the Proposal

<p>A. Title of Proposal:</p>	<p>Council Tax Second Home Policy</p>
<p>B. What is it?</p>	<p>A revised Policy</p>
<p>C. Description of the proposal:</p> <p>(Set out a clear understanding of the purpose of the proposal being developed or reviewed (what are the aims, objectives and intended outcomes, including the context within which it will operate)</p>	<p>As a result of changes to legislation. Local Authorities have the discretion to increase the Council Tax charged on Second Homes with the option to vary the charge to a maximum of 200%.</p> <p>Recommendations have been prepared to introduce this in the Scottish Borders to come into effect from 1 April 2024.</p>

	This proposal has the aim of bringing more properties back into permanent use as a sole or main residence and should contribute to more vibrant communities.
D. Service Area: Department:	Resilient Communities Customer Advice & Support
E. Lead Officer: (Name and job title)	Katrina Wilkinson, Revenues & Benefits Service Delivery Manager
F. Other Officers/Partners involved: (List names, job titles and organisations)	Clare Pettie, Development Officer
G. Date(s) IIA completed:	08/01/2024

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

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

Section 3 Legislative Requirements

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

<p>B. Promotion of equality of opportunity?</p> <p><i>(Will your proposal help or hinder the Council with this)</i></p>	
<p>C. Foster good relations?</p> <p><i>(Will your proposal help to foster or encourage good relations between those who have different equality characteristics?)</i></p>	

<p>3.2 Which groups of people do you think will be or potentially could be, impacted by the implementation of this proposal? (You should consider employees, clients, customers / service users, and any other relevant groups)</p>				
<p>Please tick below as appropriate, outlining any potential impacts on the undernoted equality groups this proposal may have and how you know this.</p>				
	Impact			Please explain the potential impacts and how you know this
	No Impact	Positive Impact	Negative Impact	
<p>Age Older or younger people or a specific age grouping</p>	✓			
<p>Disability e.g. Effects on people with mental, physical, sensory impairment, learning disability, visible/invisible, progressive or recurring</p>	✓			

Gender Reassignment/ Gender Identity anybody whose gender identity or gender expression is different to the sex assigned to them at birth	✓			
Marriage or Civil Partnership people who are married or in a civil partnership	✓			
Pregnancy and Maternity (refers to the period after the birth, and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth),	✓			
Race Groups: including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)	✓			
Religion or Belief: different beliefs, customs (including atheists and those with no aligned belief)	✓			
Sex women and men (girls and boys)	✓			
Sexual Orientation , e.g. Lesbian, Gay, Bisexual, Heterosexual	✓			

3.3 Fairer Scotland Duty

This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to how we can reduce inequalities of outcome caused by socioeconomic disadvantage when making strategic decisions.

The duty is set at a strategic level - these are the key, high level decisions that SBC will take. This would normally include strategy documents, decisions about setting priorities, allocating resources and commissioning services.

Is the proposal strategic? Yes

Yes / No (*please delete as applicable*)

If No go to Section 4

If yes, please indicate any potential impact on the undernoted groups this proposal may have and how you know this:

	Impact			State here how you know this
	No Impact	Positive Impact	Negative Impact	
Low and/or No Wealth – 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.			✓	As this policy will impact people with second homes, I would not expect this category of people to be impacted. However it is worth noting that the increase in charges at short notice could result in financial difficulties for second home owner.

Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies			✓	Increasing the cost of Council Tax on second homes will increase outgoings which <i>could</i> result in owners not being able to afford material goods/services
Area Deprivation – where you live (e.g. rural areas), where you work (e.g. accessibility of transport)	✓			It doesn't matter where you live, this change will affect everyone with a second home in the same way
Socio-economic Background – social class i.e. parents' education, employment and income	✓			It doesn't matter what your socio-economic background is, this change will affect everyone with a second home in the same way
Looked after and accommodated children and young people	✓			Second homes will not affect looked after/accommodated children
Carers paid and unpaid including family members	✓			Second homes will not directly affect carers
Homelessness	✓			Second homes will not affect homelessness
Addictions and substance use	✓			Second homes will not directly affect people with addictions/substance use
Those involved within the criminal justice system	✓			Second homes will directly not affect those involved with criminal justice system

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.

Yes *(please delete as applicable)*


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

If a full impact assessment is not required briefly explain why there are no effects and provide justification for the decision.

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Signed by Lead Officer:

Katrina Wilkinson

Designation:	Revenues and Benefits Service Delivery Manager
Date:	
Counter Signature Director:	 Jenni Craig
Date:	12.1.2024

Stage 2 Evidence Gathering and Consultation

<p>A. Title of Proposal:</p>	<p>Council Tax Second Home Policy</p>
<p>B. Service Area: Department:</p>	<p>Resilient Communities Customer Advice & Support</p>
<p>C. Lead Officer: (Name and job title)</p>	<p>Katrina Wilkinson, Revenues & Benefits Service Delivery Manager</p>
<p>D. Other Officers/Partners involved: (List names, job titles and organisations)</p>	<p>Clare Pettie, Development Officer</p>
<p>E. Date(s) IIA completed:</p>	<p>10/01/2024</p>

Section 1 Data and Information

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

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

Legislation change
CMT consultation
Policies introduced by other Scottish Local Authorities

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

This is new legislation and an opportunity for Local Authorities to implement a policy to increase income and/or increase housing available in Borders.

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Section 2 Consultation and Involvement

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

Revenues & Benefits Delivery Manager – prepare new policy, prepare papers for members, implement & enforce procedures as a result of the change, communicating the change to those affected
Development Officer – analyse current empty homes and impact new policy would have, prepare new policy, prepare paper for members, CMT consultation, assist implementation of procedures, update website/CASS directory
Finance – responsible for managing the income generated from this policy change
Empty Homes Officer – impact this change will have on the Local Housing Strategy
CMT – agree policy and content of report for members
Communications – preparing a press release
APWG – approve policy recommendation
Council – approve policy recommendation

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

Katrina Wilkinson & Clare Pettie are responsible for managing the policy implementation effective from 1 April 2024. CMT consultation has taken place and there was no significant feedback, CMT will discuss the content 10 January (today) Press Release following Council on 25 January 2024

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

All feedback has been considered and incorporated in to the report as required.

D. Describe any events held and views obtained (if applicable). Add or remove as needed.

Event 1

Date	Venue	Number of People in attendance	Protected Characteristics Represented

Views Expressed	Officer Response

Stage 3 Summary and Next Steps

Section 1 Summary

Summarise what you have learned then develop this further.

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

Please consider the following:

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

What new (if any) impacts have become evident?

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

No new impacts have become evident as a result of completing this IIA and I believe the initial assessment remains valid. I don't believe there is a disproportionate impact on equality or fairer Scotland characteristics by introducing this policy change.

CASS currently have a procedure in place for handing enquiries relating to cost of living/difficulty making payments, and will follow this when handling and calls that arise as a result of this policy change.

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G. Please indicate if the proposal will proceed

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

Section 2 Sign Off

Signed by Lead Officer:

Designation:	Revenues & Benefits Delivery Manager
Date:	
Counter Signature Director:	Jenni Craig
Date:	12.1.2024

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

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

Please state your answer here

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

Please state your answer here

J. When is the proposal due for review?

Please state your answer here

--

K. Who is responsible for ensuring that this happens?

Please state your answer here

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

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

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Section 4 Action Plan (complete if relevant, remove if not)

Action Owner Name:	Action Date:
What is the issue?	

What action will be taken?

Progress against the action:

Action completed:

Date completed:

Integrated Impact Assessment (IIA)

Stage 1 Scoping and Assessing for Relevance

Section 1 Details of the Proposal

A. Title of Proposal:	Additional Fees & Charges Income
B. What is it?	A new Policy/Strategy/Practice/Project <input type="checkbox"/> A revised Policy/Strategy/Practice <input type="checkbox"/> x
C. Description of the proposal: (Set out a clear understanding of the purpose of the proposal being developed or reviewed (what are the aims, objectives and intended outcomes, including the context within which it will operate))	Increase in Recovery charges for Animal Licensing of ranging from 9.84 to 10.30 percent

D. Service Area: Department:	Corporate Governance
E. Lead Officer: (Name and job title)	Nuala McKinlay Director Corporate Governance
F. Other Officers/Partners involved: (List names, job titles and organisations)	
G. Date(s) IIA completed:	21 / 2 /24

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

/ No (please delete as applicable)

If yes, - please state here:

Section 3 Legislative Requirements

3.1 Relevance to the Equality Duty:

Do you believe your proposal has any relevance under the Equality Act 2010?

(If you believe that your proposal may have some relevance – however small please indicate yes. If there is no effect, please enter “No” and go to Section 3.2.)

Equality Duty

A. Elimination of discrimination (both direct & indirect), victimisation and harassment. *(Will the proposal discriminate? Or help eliminate discrimination?)*

Reasoning:

The change will be the same for all so does not discriminate.

B. Promotion of equality of opportunity?

(Will your proposal help or hinder the Council with this)

The change will be the same for all so has no impact on equality of opportunity

<p>C. Foster good relations?</p> <p><i>(Will your proposal help to foster or encourage good relations between those who have different equality characteristics?)</i></p>	<p>The change will be the same for all so has no impact on fostering good relationships.</p>
--	--

3.2 Which groups of people do you think will be or potentially could be, impacted by the implementation of this proposal? (You should consider employees, clients, customers / service users, and any other relevant groups)

Please tick below as appropriate, outlining any potential impacts on the undernoted equality groups this proposal may have and how you know this.

	Impact			Please explain the potential impacts and how you know this
	No Impact	Positive Impact	Negative Impact	
Age Older or younger people or a specific age grouping	x			
Disability A physical or mental impairment that has a substantial and long term adverse effect on a person's ability to carry out normal day to day activities. This may be visible or invisible, progressive or recurring.	x			
Gender Reassignment anybody who is proposing to undergo, is undergoing, or has undergone a process (or part of a process) for the purpose of reassigning the person's sex by	x			

changing physiological or other attributes of sex.				
Marriage or Civil Partnership people who are married or in a civil partnership	x			
Pregnancy and Maternity (refers to the period after the birth and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth),	x			
Race: including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)	x			
Religion or Belief: different religious or philosophical beliefs, customs (including atheists and those with no aligned belief) e.g. Christianity, Islam, Hindu, pacifism, vegetarianism, gender critical.	x			
Sex women and men (girls and boys)	x			
Sexual Orientation , e.g. Lesbian, Gay, Bisexual, Heterosexual	x			

3.3 Fairer Scotland Duty

This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to how we can reduce inequalities of outcome caused by socioeconomic disadvantage when making strategic decisions.

The duty is set at a strategic level - these are the key, high level decisions that SBC will take. This would normally include strategy documents, decisions about setting priorities, allocating resources and commissioning services.

Is the proposal strategic?

Yes / *(please delete as applicable)*

If No go to Section 4

If yes, please indicate any potential impact on the undernoted groups this proposal may have and how you know this:

	Impact			State here how you know this
	No Impact	Positive Impact	Negative Impact	
Low and/or No Wealth – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future.	x			These are business charges and therefore not applicable to this category

Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies	x			These are business charges and therefore not applicable to this category
Area Deprivation – where you live (e.g. rural areas), where you work (e.g. accessibility of transport), see rural proofing guidance	x			
Socio-economic Background – social class i.e. parents' education, employment and income	x			
Care experienced people	x			
Carers paid and unpaid including family members	x			
Homelessness	x			
Addictions and substance use	x			
Those involved within the criminal justice system	x			

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

This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to the three matters listed below in Education and Housing/ Homelessness matters.

This relates to current and former armed forces personnel (regular or reserve) and their families.

Is the Armed Forces Covenant Duty applicable?

/ No

If "Yes", please complete below

Covenant Duty	How this has been considered and any specific provision made:
<p>The unique obligations of, and sacrifices made by, the armed forces;</p> <p>The MOD Statutory Guidance gives the following examples:</p> <ul style="list-style-type: none">• Danger• Geographical Mobility• Separation from Family• Service Law• Unfamiliarity with Civilian Life• Hours of Work• Stress	

<p>The principle that it is desirable to remove disadvantages arising for Service people from membership, or former membership, of the armed forces;</p>	
<p>The principle that special provision for Service people may be justified by the effects on such people of membership, or former membership, of the armed forces.</p>	

Section 4 Full Integrated Impact Assessment Required

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

/ NO *(please delete as applicable)*

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

If a full impact assessment is not required briefly explain why there are no effects and provide justification for the decision.

The increase in charges does not effect any protected group in particular. Nor does it negatively impact on the Fairer Scotland Duty.

--

Signed by Lead Officer:	Nuala McKinlay
Designation:	Director Corporate Governance
Date:	21/2/24
Counter Signature Director:	Nuala McKinlay
Date:	21/2/24

Integrated Impact Assessment (IIA)

Stage 1 Scoping and Assessing for Relevance

Section 1 Details of the Proposal

A. Title of Proposal:	Additional Fees & Charges Income
B. What is it?	A new Policy/Strategy/Practice/Project <input type="checkbox"/> A revised Policy/Strategy/Practice <input type="checkbox"/> x
C. Description of the proposal: (Set out a clear understanding of the purpose of the proposal being developed or reviewed (what are the aims, objectives and intended outcomes, including the context within which it will operate))	Increase in Recovery charges for Charges related to Immigration property inspections. The increases range from 9.52 to 11.11 percent

D. Service Area: Department:	Corporate Governance
E. Lead Officer: (Name and job title)	Nuala McKinlay Director Corporate Governance
F. Other Officers/Partners involved: (List names, job titles and organisations)	
G. Date(s) IIA completed:	21 / 2 /24

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

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

Section 3 Legislative Requirements

3.1 Relevance to the Equality Duty:	
Do you believe your proposal has any relevance under the Equality Act 2010?	
<i>(If you believe that your proposal may have some relevance – however small please indicate yes. If there is no effect, please enter “No” and go to Section 3.2.)</i>	
Equality Duty	Reasoning:
A. Elimination of discrimination (both direct & indirect), victimisation and harassment. <i>(Will the proposal discriminate? Or help eliminate discrimination?)</i>	The change is for a service only provided to those seeking immigration. While it is not discriminatory as the requirement is statutory it will impact on the protected characteristic of race.
B. Promotion of equality of opportunity? <i>(Will your proposal help or hinder the Council with this)</i>	The change is for a service only provided to those seeking immigration. While it is not discriminatory as the requirement is statutory it will impact on the protected characteristic of race.

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<p>C. Foster good relations?</p> <p><i>(Will your proposal help to foster or encourage good relations between those who have different equality characteristics?)</i></p>	<p>The change is for a service only provided to those seeking immigration. While it is not discriminatory as the requirement is statutory it will impact on the protected characteristic of race.</p>
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3.2 Which groups of people do you think will be or potentially could be, impacted by the implementation of this proposal? (You should consider employees, clients, customers / service users, and any other relevant groups)

Please tick below as appropriate, outlining any potential impacts on the undernoted equality groups this proposal may have and how you know this.

	Impact			Please explain the potential impacts and how you know this
	No Impact	Positive Impact	Negative Impact	
Age Older or younger people or a specific age grouping	x			
Disability A physical or mental impairment that has a substantial and long term adverse effect on a person's ability to carry out normal day to day activities. This may be visible or invisible, progressive or recurring.	x			
Gender Reassignment anybody who is proposing to undergo, is undergoing, or has undergone a process (or part of a process) for the purpose of reassigning the person's sex by	x			

changing physiological or other attributes of sex.				
Marriage or Civil Partnership people who are married or in a civil partnership	x			
Pregnancy and Maternity (refers to the period after the birth and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth),	x			
Race: including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)			x	The Service charge only applies to those seeking immigration so the increase in charge will have a negative impact on this protected characteristic,
Religion or Belief: different religious or philosophical beliefs, customs (including atheists and those with no aligned belief) e.g. Christianity, Islam, Hindu, pacifism, vegetarianism, gender critical.	x			
Sex women and men (girls and boys)	x			
Sexual Orientation , e.g. Lesbian, Gay, Bisexual, Heterosexual	x			

3.3 Fairer Scotland Duty

This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to how we can reduce inequalities of outcome caused by socioeconomic disadvantage when making strategic decisions.

The duty is set at a strategic level - these are the key, high level decisions that SBC will take. This would normally include strategy documents, decisions about setting priorities, allocating resources and commissioning services.

Is the proposal strategic?

Yes / *(please delete as applicable)*

If No go to Section 4

If yes, please indicate any potential impact on the undernoted groups this proposal may have and how you know this:

	Impact			State here how you know this
	No Impact	Positive Impact	Negative Impact	
Low and/or No Wealth – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future.	x			These charges only apply to those going through “normal” immigration processes (as opposed to refugees). People in the effected group are unlikely to be in this category.

Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies	x			These charges only apply to those going through “normal” immigration processes (as opposed to refugees). People in the effected group are unlikely to be in this category.
Area Deprivation – where you live (e.g. rural areas), where you work (e.g. accessibility of transport), see rural proofing guidance	x			
Socio-economic Background – social class i.e. parents’ education, employment and income	x			
Care experienced people	x			
Carers paid and unpaid including family members	x			
Homelessness	x			
Addictions and substance use	x			
Those involved within the criminal justice system	x			

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

This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to the three matters listed below in Education and Housing/ Homelessness matters.

This relates to current and former armed forces personnel (regular or reserve) and their families.

Is the Armed Forces Covenant Duty applicable?

/ No

If "Yes", please complete below

Covenant Duty	How this has been considered and any specific provision made:
<p>The unique obligations of, and sacrifices made by, the armed forces;</p> <p>The MOD Statutory Guidance gives the following examples:</p> <ul style="list-style-type: none">• Danger• Geographical Mobility• Separation from Family• Service Law• Unfamiliarity with Civilian Life• Hours of Work• Stress	

<p>The principle that it is desirable to remove disadvantages arising for Service people from membership, or former membership, of the armed forces;</p>	
<p>The principle that special provision for Service people may be justified by the effects on such people of membership, or former membership, of the armed forces.</p>	

Section 4 Full Integrated Impact Assessment Required

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

Yes / *(please delete as applicable)*

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

If a full impact assessment is not required briefly explain why there are no effects and provide justification for the decision.

Signed by Lead Officer:	Nuala McKinlay
Designation:	Director Corporate Governance
Date:	21/2/24
Counter Signature Director:	Nuala McKinlay
Date:	21/2/24

Integrated Impact Assessment (IIA)

Stage 1 Scoping and Assessing for Relevance

Section 1 Details of the Proposal

A. Title of Proposal:	Additional Fees & Charges Income
B. What is it?	A new Policy/Strategy/Practice/Project <input type="checkbox"/> A revised Policy/Strategy/Practice <input checked="" type="checkbox"/>
C. Description of the proposal: (Set out a clear understanding of the purpose of the proposal being developed or reviewed (what are the aims, objectives and intended outcomes, including the context within which it will operate)	Increase in Pest eradication services charges ranging from 9.26 to 10.71 per cent increase Increase in Stray Dog Reclaiming fees of 5%

D. Service Area: Department:	Corporate Governance
E. Lead Officer: (Name and job title)	Nuala McKinlay Director Corporate Governance
F. Other Officers/Partners involved: (List names, job titles and organisations)	
G. Date(s) IIA completed:	21 / 2 /24

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

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

Section 3 Legislative Requirements

3.1 Relevance to the Equality Duty:	
Do you believe your proposal has any relevance under the Equality Act 2010?	
<i>(If you believe that your proposal may have some relevance – however small please indicate yes. If there is no effect, please enter “No” and go to Section 3.2.)</i>	
Equality Duty	Reasoning:
A. Elimination of discrimination (both direct & indirect), victimisation and harassment. <i>(Will the proposal discriminate? Or help eliminate discrimination?)</i>	The change will be the same for all so does not discriminate.
B. Promotion of equality of opportunity? <i>(Will your proposal help or hinder the Council with this)</i>	The change will be the same for all so has no impact on equality of opportunity

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<p>C. Foster good relations?</p> <p><i>(Will your proposal help to foster or encourage good relations between those who have different equality characteristics?)</i></p>	<p>The change will be the same for all so has no impact on fostering good relationships.</p>
--	--

3.2 Which groups of people do you think will be or potentially could be, impacted by the implementation of this proposal? (You should consider employees, clients, customers / service users, and any other relevant groups)

Please tick below as appropriate, outlining any potential impacts on the undernoted equality groups this proposal may have and how you know this.

	Impact			Please explain the potential impacts and how you know this
	No Impact	Positive Impact	Negative Impact	
Age Older or younger people or a specific age grouping	x			
Disability A physical or mental impairment that has a substantial and long term adverse effect on a person's ability to carry out normal day to day activities. This may be visible or invisible, progressive or recurring.	x			
Gender Reassignment anybody who is proposing to undergo, is undergoing, or has undergone a process (or part of a process) for the purpose of reassigning the person's sex by	x			

changing physiological or other attributes of sex.				
Marriage or Civil Partnership people who are married or in a civil partnership	x			
Pregnancy and Maternity (refers to the period after the birth and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth),	x			
Race: including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)	x			
Religion or Belief: different religious or philosophical beliefs, customs (including atheists and those with no aligned belief) e.g. Christianity, Islam, Hindu, pacifism, vegetarianism, gender critical.	x			
Sex women and men (girls and boys)	x			
Sexual Orientation , e.g. Lesbian, Gay, Bisexual, Heterosexual	x			

3.3 Fairer Scotland Duty

This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to how we can reduce inequalities of outcome caused by socioeconomic disadvantage when making strategic decisions.

The duty is set at a strategic level - these are the key, high level decisions that SBC will take. This would normally include strategy documents, decisions about setting priorities, allocating resources and commissioning services.

Is the proposal strategic?

Yes / *(please delete as applicable)*

If No go to Section 4

If yes, please indicate any potential impact on the undernoted groups this proposal may have and how you know this:

	Impact			State here how you know this
	No Impact	Positive Impact	Negative Impact	
Low and/or No Wealth – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future.			x	The increase will affect those with low/ no wealth more than others

Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies			x	The increase will affect those experiencing material deprivation more than others
Area Deprivation – where you live (e.g. rural areas), where you work (e.g. accessibility of transport), see rural proofing guidance				
Socio-economic Background – social class i.e. parents' education, employment and income				
Care experienced people				
Carers paid and unpaid including family members				
Homelessness				
Addictions and substance use				
Those involved within the criminal justice system				

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:
<p>The unique obligations of, and sacrifices made by, the armed forces;</p> <p>The MOD Statutory Guidance gives the following examples:</p> <ul style="list-style-type: none">• Danger• Geographical Mobility• Separation from Family• Service Law• Unfamiliarity with Civilian Life• Hours of Work• Stress	

<p>The principle that it is desirable to remove disadvantages arising for Service people from membership, or former membership, of the armed forces;</p>	
<p>The principle that special provision for Service people may be justified by the effects on such people of membership, or former membership, of the armed forces.</p>	

Section 4 Full Integrated Impact Assessment Required

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

Yes / *(please delete as applicable)*

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

If a full impact assessment is not required briefly explain why there are no effects and provide justification for the decision.

Signed by Lead Officer:	Nuala McKinlay
Designation:	Director Corporate Governance
Date:	21/2/24
Counter Signature Director:	Nuala McKinlay
Date:	21/2/24

Integrated Impact Assessment (IIA)

Stage 1 Scoping and Assessing for Relevance

Section 1 Details of the Proposal

<p>A. Title of Proposal:</p>	<p>Additional Fees & Charges Income</p>
<p>B. What is it?</p>	<p>A new Policy/Strategy/Practice/Project <input type="checkbox"/></p> <p>A revised Policy/Strategy/Practice <input type="checkbox"/>x</p>
<p>C. Description of the proposal:</p> <p>(Set out a clear understanding of the purpose of the proposal being developed or reviewed (what are the aims, objectives and intended outcomes, including the context within which it will operate)</p>	<p>Increase in Recovery charges for Charges related to private Water Supplies. The increases range from 9.52 to 31.43 percent</p>

D. Service Area: Department:	Corporate Governance
E. Lead Officer: (Name and job title)	Nuala McKinlay Director Corporate Governance
F. Other Officers/Partners involved: (List names, job titles and organisations)	
G. Date(s) IIA completed:	21 / 2 /24

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

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

Section 3 Legislative Requirements

3.1 Relevance to the Equality Duty:	
Do you believe your proposal has any relevance under the Equality Act 2010?	
<i>(If you believe that your proposal may have some relevance – however small please indicate yes. If there is no effect, please enter “No” and go to Section 3.2.)</i>	
Equality Duty	Reasoning:
A. Elimination of discrimination (both direct & indirect), victimisation and harassment. <i>(Will the proposal discriminate? Or help eliminate discrimination?)</i>	The charges are the same for everyone and are therefore not discriminatory
B. Promotion of equality of opportunity? <i>(Will your proposal help or hinder the Council with this)</i>	The charges are the same for everyone and are therefore not discriminatory

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<p>C. Foster good relations?</p> <p><i>(Will your proposal help to foster or encourage good relations between those who have different equality characteristics?)</i></p>	<p>The charges are the same for everyone and are therefore not discriminatory</p>
--	---

3.2 Which groups of people do you think will be or potentially could be, impacted by the implementation of this proposal? (You should consider employees, clients, customers / service users, and any other relevant groups)

Please tick below as appropriate, outlining any potential impacts on the undernoted equality groups this proposal may have and how you know this.

	Impact			Please explain the potential impacts and how you know this
	No Impact	Positive Impact	Negative Impact	
Age Older or younger people or a specific age grouping	x			
Disability A physical or mental impairment that has a substantial and long term adverse effect on a person's ability to carry out normal day to day activities. This may be visible or invisible, progressive or recurring.	x			
Gender Reassignment anybody who is proposing to undergo, is undergoing, or has undergone a process (or part of a process) for the purpose of reassigning the person's sex by	x			

changing physiological or other attributes of sex.				
Marriage or Civil Partnership people who are married or in a civil partnership	x			
Pregnancy and Maternity (refers to the period after the birth and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth),	x			
Race: including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)	x			
Religion or Belief: different religious or philosophical beliefs, customs (including atheists and those with no aligned belief) e.g. Christianity, Islam, Hindu, pacifism, vegetarianism, gender critical.	x			
Sex women and men (girls and boys)	x			
Sexual Orientation , e.g. Lesbian, Gay, Bisexual, Heterosexual	x			

3.3 Fairer Scotland Duty

This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to how we can reduce inequalities of outcome caused by socioeconomic disadvantage when making strategic decisions.

The duty is set at a strategic level - these are the key, high level decisions that SBC will take. This would normally include strategy documents, decisions about setting priorities, allocating resources and commissioning services.

Is the proposal strategic?

Yes / *(please delete as applicable)*

If No go to Section 4

If yes, please indicate any potential impact on the undernoted groups this proposal may have and how you know this:

	Impact			State here how you know this
	No Impact	Positive Impact	Negative Impact	
Low and/or No Wealth – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future.			x	These charges would impact more on any service user within this category.

Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies			x	These charges would impact more on any service user within this category..
Area Deprivation – where you live (e.g. rural areas), where you work (e.g. accessibility of transport), see rural proofing guidance			x	Private water supplies are more common in rural areas and therefore the charges may impact on this category.
Socio-economic Background – social class i.e. parents' education, employment and income	x			
Care experienced people	x			
Carers paid and unpaid including family members	x			
Homelessness	x			
Addictions and substance use	x			
Those involved within the criminal justice system	x			

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

This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to the three matters listed below in Education and Housing/ Homelessness matters.

This relates to current and former armed forces personnel (regular or reserve) and their families.

Is the Armed Forces Covenant Duty applicable?

/ No

If "Yes", please complete below

Covenant Duty	How this has been considered and any specific provision made:
<p>The unique obligations of, and sacrifices made by, the armed forces;</p> <p>The MOD Statutory Guidance gives the following examples:</p> <ul style="list-style-type: none">• Danger• Geographical Mobility• Separation from Family• Service Law• Unfamiliarity with Civilian Life• Hours of Work• Stress	

<p>The principle that it is desirable to remove disadvantages arising for Service people from membership, or former membership, of the armed forces;</p>	
<p>The principle that special provision for Service people may be justified by the effects on such people of membership, or former membership, of the armed forces.</p>	

Section 4 Full Integrated Impact Assessment Required

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

Yes / *(please delete as applicable)*

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

If a full impact assessment is not required briefly explain why there are no effects and provide justification for the decision.

Signed by Lead Officer:	Nuala McKinlay
Designation:	Director Corporate Governance
Date:	21/2/24
Counter Signature Director:	Nuala McKinlay
Date:	21/2/24

Integrated Impact Assessment (IIA)

Stage 1 Scoping and Assessing for Relevance

Section 1 Details of the Proposal

A. Title of Proposal:	Additional Fees & Charges Income
B. What is it?	A new Policy/Strategy/Practice/Project <input type="checkbox"/> A revised Policy/Strategy/Practice <input checked="" type="checkbox"/>
C. Description of the proposal: (Set out a clear understanding of the purpose of the proposal being developed or reviewed (what are the aims, objectives and intended outcomes, including the context within which it will operate))	Increase in Recovery charges for Public Health Funerals of 10.21 per cent.
D. Service Area:	Corporate Governance

Department:	
E. Lead Officer: (Name and job title)	Nuala McKinlay Director Corporate Governance
F. Other Officers/Partners involved: (List names, job titles and organisations)	
G. Date(s) IIA completed:	21 / 2 /24

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

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

Section 3 Legislative Requirements

3.1 Relevance to the Equality Duty:
Do you believe your proposal has any relevance under the Equality Act 2010?

(If you believe that your proposal may have some relevance – however small please indicate yes. If there is no effect, please enter “No” and go to Section 3.2.)

Equality Duty	Reasoning:
A. Elimination of discrimination (both direct & indirect), victimisation and harassment. <i>(Will the proposal discriminate? Or help eliminate discrimination?)</i>	The change will be the same for all so does not discriminate.
B. Promotion of equality of opportunity? <i>(Will your proposal help or hinder the Council with this)</i>	The change will be the same for all so has no impact on equality of opportunity
C. Foster good relations? <i>(Will your proposal help to foster or encourage good relations between those who have different equality characteristics?)</i>	The change will be the same for all so has no impact on fostering good relationships.

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3.2 Which groups of people do you think will be or potentially could be, impacted by the implementation of this proposal? (You should consider employees, clients, customers / service users, and any other relevant groups)				
Please tick below as appropriate, outlining any potential impacts on the undernoted equality groups this proposal may have and how you know this.				
	Impact			Please explain the potential impacts and how you know this
	No	Positive Impact	Negative Impact	

	Impact			
Age Older or younger people or a specific age grouping	x			The fee is charged against the deceased estate and therefore does not impact on this category
Disability A physical or mental impairment that has a substantial and long term adverse effect on a person's ability to carry out normal day to day activities. This may be visible or invisible, progressive or recurring.	x			The fee is charged against the deceased estate and therefore does not impact on this category
Gender Reassignment anybody who is proposing to undergo, is undergoing, or has undergone a process (or part of a process) for the purpose of reassigning the person's sex by changing physiological or other attributes of sex.	x			
Marriage or Civil Partnership people who are married or in a civil partnership	x			
Pregnancy and Maternity (refers to the period after the birth and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth),	x			
Race: including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)	x			

Religion or Belief: different religious or philosophical beliefs, customs (including atheists and those with no aligned belief) e.g. Christianity, Islam, Hindu, pacifism, vegetarianism, gender critical.	x			
Sex women and men (girls and boys)	x			
Sexual Orientation , e.g. Lesbian, Gay, Bisexual, Heterosexual	x			
<p>3.3 Fairer Scotland Duty</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>Is the proposal strategic?</p> <p>Yes / <i>(please delete as applicable)</i></p> <p>If No go to Section 4</p>				

If yes, please indicate any potential impact on the undernoted groups this proposal may have and how you know this:

	Impact			State here how you know this
	No Impact	Positive Impact	Negative Impact	
Low and/or No Wealth – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future.	x			These are business charges and therefore not applicable to this category
Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies	x			These are business charges and therefore not applicable to this category
Area Deprivation – where you live (e.g. rural areas), where you work (e.g. accessibility of transport), see rural proofing guidance	x			
Socio-economic Background – social class i.e. parents' education, employment and income	x			
Care experienced people	x			
Carers paid and unpaid including family members	x			

Homelessness	x			
Addictions and substance use	x			
Those involved within the criminal justice system	x			

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

This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to the three matters listed below in Education and Housing/ Homelessness matters.

This relates to current and former armed forces personnel (regular or reserve) and their families.

Is the Armed Forces Covenant Duty applicable?

/ No

If "Yes", please complete below

Covenant Duty	How this has been considered and any specific provision made:
<p>The unique obligations of, and sacrifices made by, the armed forces;</p> <p>The MOD Statutory Guidance gives the following examples:</p> <ul style="list-style-type: none"> • Danger • Geographical Mobility • Separation from Family • Service Law • Unfamiliarity with Civilian Life • Hours of Work • Stress 	
<p>The principle that it is desirable to remove disadvantages arising for Service people from membership, or former membership, of the armed forces;</p>	
<p>The principle that special provision for Service people may be justified by the effects on such people of membership, or former membership, of the armed forces.</p>	

Section 4 Full Integrated Impact Assessment Required

Select No if you have answered "No" to all of Sections 3.1 – 3.3.

/ NO (please delete as applicable)

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

If a full impact assessment is not required briefly explain why there are no effects and provide justification for the decision.

The increase in charges does not effect any protected group in particular. Nor does it negatively impact on the Fairer Scotland Duty.

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Signed by Lead Officer:	Nuala McKinlay
Designation:	Director Corporate Governance
Date:	21/2/24
Counter Signature Director:	Nuala McKinlay

Date:

21/2/24

Integrated Impact Assessment (IIA)

Stage 1 Scoping and Assessing for Relevance

Section 1 Details of the Proposal

A. Title of Proposal:	Additional Fees & Charges Income
B. What is it?	A new Policy/Strategy/Practice/Project <input type="checkbox"/> A revised Policy/Strategy/Practice <input type="checkbox"/> x
C. Description of the proposal: (Set out a clear understanding of the purpose of the proposal being developed or reviewed (what are the aims, objectives and intended outcomes, including the context within which it will operate))	Increase in Recovery charges for Charges related to Weights and Measures. The increases range from 9.3 to 11.43 percent

D. Service Area: Department:	Corporate Governance
E. Lead Officer: (Name and job title)	Nuala McKinlay Director Corporate Governance
F. Other Officers/Partners involved: (List names, job titles and organisations)	
G. Date(s) IIA completed:	21 / 2 /24

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

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

Section 3 Legislative Requirements

3.1 Relevance to the Equality Duty:	
Do you believe your proposal has any relevance under the Equality Act 2010?	
<i>(If you believe that your proposal may have some relevance – however small please indicate yes. If there is no effect, please enter “No” and go to Section 3.2.)</i>	
Equality Duty	Reasoning:
A. Elimination of discrimination (both direct & indirect), victimisation and harassment. <i>(Will the proposal discriminate? Or help eliminate discrimination?)</i>	The charges are the same for everyone and are therefore not discriminatory
B. Promotion of equality of opportunity? <i>(Will your proposal help or hinder the Council with this)</i>	The charges are the same for everyone and are therefore not discriminatory

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<p>C. Foster good relations?</p> <p><i>(Will your proposal help to foster or encourage good relations between those who have different equality characteristics?)</i></p>	<p>The charges are the same for everyone and are therefore not discriminatory</p>
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3.2 Which groups of people do you think will be or potentially could be, impacted by the implementation of this proposal? (You should consider employees, clients, customers / service users, and any other relevant groups)

Please tick below as appropriate, outlining any potential impacts on the undernoted equality groups this proposal may have and how you know this.

	Impact			Please explain the potential impacts and how you know this
	No Impact	Positive Impact	Negative Impact	
Age Older or younger people or a specific age grouping	x			
Disability A physical or mental impairment that has a substantial and long term adverse effect on a person's ability to carry out normal day to day activities. This may be visible or invisible, progressive or recurring.	x			
Gender Reassignment anybody who is proposing to undergo, is undergoing, or has undergone a process (or part of a process) for the purpose of reassigning the person's sex by	x			

changing physiological or other attributes of sex.				
Marriage or Civil Partnership people who are married or in a civil partnership	x			
Pregnancy and Maternity (refers to the period after the birth and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth),	x			
Race: including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)	x			
Religion or Belief: different religious or philosophical beliefs, customs (including atheists and those with no aligned belief) e.g. Christianity, Islam, Hindu, pacifism, vegetarianism, gender critical.	x			
Sex women and men (girls and boys)	x			
Sexual Orientation , e.g. Lesbian, Gay, Bisexual, Heterosexual	x			

3.3 Fairer Scotland Duty

This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to how we can reduce inequalities of outcome caused by socioeconomic disadvantage when making strategic decisions.

The duty is set at a strategic level - these are the key, high level decisions that SBC will take. This would normally include strategy documents, decisions about setting priorities, allocating resources and commissioning services.

Is the proposal strategic?

Yes / *(please delete as applicable)*

If No go to Section 4

If yes, please indicate any potential impact on the undernoted groups this proposal may have and how you know this:

	Impact			State here how you know this
	No Impact	Positive Impact	Negative Impact	
Low and/or No Wealth – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future.	x			These charges apply to businesses and this category is unlikely to be relevant

Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies	x			These charges apply to businesses and this category is unlikely to be relevant
Area Deprivation – where you live (e.g. rural areas), where you work (e.g. accessibility of transport), see rural proofing guidance	x			
Socio-economic Background – social class i.e. parents' education, employment and income	x			
Care experienced people	x			
Carers paid and unpaid including family members	x			
Homelessness	x			
Addictions and substance use	x			
Those involved within the criminal justice system	x			

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

This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to the three matters listed below in Education and Housing/ Homelessness matters.

This relates to current and former armed forces personnel (regular or reserve) and their families.

Is the Armed Forces Covenant Duty applicable?

/ No

If "Yes", please complete below

Covenant Duty	How this has been considered and any specific provision made:
<p>The unique obligations of, and sacrifices made by, the armed forces;</p> <p>The MOD Statutory Guidance gives the following examples:</p> <ul style="list-style-type: none">• Danger• Geographical Mobility• Separation from Family• Service Law• Unfamiliarity with Civilian Life• Hours of Work• Stress	

<p>The principle that it is desirable to remove disadvantages arising for Service people from membership, or former membership, of the armed forces;</p>	
<p>The principle that special provision for Service people may be justified by the effects on such people of membership, or former membership, of the armed forces.</p>	

Section 4 Full Integrated Impact Assessment Required

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

/No *(please delete as applicable)*

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

If a full impact assessment is not required briefly explain why there are no effects and provide justification for the decision.

The increase in charges does not affect any protected group in particular. Nor does it negatively impact on the Fairer Scotland Duty.

Signed by Lead Officer:	Nuala McKinlay
Designation:	Director Corporate Governance
Date:	21/2/24
Counter Signature Director:	Nuala McKinlay
Date:	21/2/24

Integrated Impact Assessment (IIA)

Stage 1 Scoping and Assessing for Relevance

Section 1 Details of the Proposal

A. Title of Proposal:	Additional Fees & Charges Income
B. What is it?	A new Policy/Strategy/Practice/Project <input type="checkbox"/> A revised Policy/Strategy/Practice <input type="checkbox"/> x
C. Description of the proposal: (Set out a clear understanding of the purpose of the proposal being developed or reviewed (what are the aims, objectives and intended outcomes, including the context within which it will operate)	Increase in Recovery charges for Charges related to Civic Government Licenses (Licenses Other). The increases range from 9.46 to 10.27percent

D. Service Area: Department:	Corporate Governance
E. Lead Officer: (Name and job title)	Nuala McKinlay Director Corporate Governance
F. Other Officers/Partners involved: (List names, job titles and organisations)	
G. Date(s) IIA completed:	21 / 2 /24

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

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

Section 3 Legislative Requirements

3.1 Relevance to the Equality Duty:	
Do you believe your proposal has any relevance under the Equality Act 2010?	
<i>(If you believe that your proposal may have some relevance – however small please indicate yes. If there is no effect, please enter “No” and go to Section 3.2.)</i>	
Equality Duty	Reasoning:
A. Elimination of discrimination (both direct & indirect), victimisation and harassment. <i>(Will the proposal discriminate? Or help eliminate discrimination?)</i>	The charges are the same for everyone and are therefore not discriminatory
B. Promotion of equality of opportunity? <i>(Will your proposal help or hinder the Council with this)</i>	The charges are the same for everyone and are therefore not discriminatory

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<p>C. Foster good relations?</p> <p><i>(Will your proposal help to foster or encourage good relations between those who have different equality characteristics?)</i></p>	<p>The charges are the same for everyone and are therefore not discriminatory</p>
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3.2 Which groups of people do you think will be or potentially could be, impacted by the implementation of this proposal? (You should consider employees, clients, customers / service users, and any other relevant groups)

Please tick below as appropriate, outlining any potential impacts on the undernoted equality groups this proposal may have and how you know this.

	Impact			Please explain the potential impacts and how you know this
	No Impact	Positive Impact	Negative Impact	
Age Older or younger people or a specific age grouping	x			
Disability A physical or mental impairment that has a substantial and long term adverse effect on a person's ability to carry out normal day to day activities. This may be visible or invisible, progressive or recurring.	x			
Gender Reassignment anybody who is proposing to undergo, is undergoing, or has undergone a process (or part of a process) for the purpose of reassigning the person's sex by	x			

changing physiological or other attributes of sex.				
Marriage or Civil Partnership people who are married or in a civil partnership	x			
Pregnancy and Maternity (refers to the period after the birth and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth),	x			
Race: including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)	x			
Religion or Belief: different religious or philosophical beliefs, customs (including atheists and those with no aligned belief) e.g. Christianity, Islam, Hindu, pacifism, vegetarianism, gender critical.	x			
Sex women and men (girls and boys)	x			
Sexual Orientation , e.g. Lesbian, Gay, Bisexual, Heterosexual	x			

3.3 Fairer Scotland Duty

This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to how we can reduce inequalities of outcome caused by socioeconomic disadvantage when making strategic decisions.

The duty is set at a strategic level - these are the key, high level decisions that SBC will take. This would normally include strategy documents, decisions about setting priorities, allocating resources and commissioning services.

Is the proposal strategic?

Yes / *(please delete as applicable)*

If No go to Section 4

If yes, please indicate any potential impact on the undernoted groups this proposal may have and how you know this:

	Impact			State here how you know this
	No Impact	Positive Impact	Negative Impact	
Low and/or No Wealth – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future.	x			These charges relate to the carrying out of businesses and therefore this category is unlikely to be relevant

Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies	x			These charges relate to the carrying out of businesses and therefore this category is unlikely to be relevant
Area Deprivation – where you live (e.g. rural areas), where you work (e.g. accessibility of transport), see rural proofing guidance	x			
Socio-economic Background – social class i.e. parents' education, employment and income	x			
Care experienced people	x			
Carers paid and unpaid including family members	x			
Homelessness	x			
Addictions and substance use	x			
Those involved within the criminal justice system	x			

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

This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to the three matters listed below in Education and Housing/ Homelessness matters.

This relates to current and former armed forces personnel (regular or reserve) and their families.

Is the Armed Forces Covenant Duty applicable?

/ No

If "Yes", please complete below

Covenant Duty	How this has been considered and any specific provision made:
<p>The unique obligations of, and sacrifices made by, the armed forces;</p> <p>The MOD Statutory Guidance gives the following examples:</p> <ul style="list-style-type: none">• Danger• Geographical Mobility• Separation from Family• Service Law• Unfamiliarity with Civilian Life• Hours of Work• Stress	

<p>The principle that it is desirable to remove disadvantages arising for Service people from membership, or former membership, of the armed forces;</p>	
<p>The principle that special provision for Service people may be justified by the effects on such people of membership, or former membership, of the armed forces.</p>	

Section 4 Full Integrated Impact Assessment Required

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

/No *(please delete as applicable)*

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

If a full impact assessment is not required briefly explain why there are no effects and provide justification for the decision.

The increase in charges does not affect any protected group in particular. Nor does it negatively impact on the Fairer Scotland Duty.

Signed by Lead Officer:	Nuala McKinlay
Designation:	Director Corporate Governance
Date:	21/2/24
Counter Signature Director:	Nuala McKinlay
Date:	21/2/24

Integrated Impact Assessment (IIA)

Stage 1 Scoping and Assessing for Relevance

Section 1 Details of the Proposal

A. Title of Proposal:	Additional Fees & Charges Income
B. What is it?	A new Policy/Strategy/Practice/Project <input type="checkbox"/> A revised Policy/Strategy/Practice <input checked="" type="checkbox"/>
C. Description of the proposal: (Set out a clear understanding of the purpose of the proposal being developed or reviewed (what are the aims, objectives and intended outcomes, including the context within which it will operate))	Increase in Recovery charges for Charges related to a variety of Commercial Entertainment Licenses
D. Service Area:	Corporate Governance

Department:	
E. Lead Officer: (Name and job title)	Nuala McKinlay Director Corporate Governance
F. Other Officers/Partners involved: (List names, job titles and organisations)	
G. Date(s) IIA completed:	21 / 2 /24

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

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

Section 3 Legislative Requirements

3.1 Relevance to the Equality Duty:
Do you believe your proposal has any relevance under the Equality Act 2010?

(If you believe that your proposal may have some relevance – however small please indicate yes. If there is no effect, please enter “No” and go to Section 3.2.)

Equality Duty	Reasoning:
A. Elimination of discrimination (both direct & indirect), victimisation and harassment. <i>(Will the proposal discriminate? Or help eliminate discrimination?)</i>	The charges are the same for everyone and are therefore not discriminatory
B. Promotion of equality of opportunity? <i>(Will your proposal help or hinder the Council with this)</i>	The charges are the same for everyone and are therefore not discriminatory
C. Foster good relations? <i>(Will your proposal help to foster or encourage good relations between those who have different equality characteristics?)</i>	The charges are the same for everyone and are therefore not discriminatory

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3.2 Which groups of people do you think will be or potentially could be, impacted by the implementation of this proposal? (You should consider employees, clients, customers / service users, and any other relevant groups)				
Please tick below as appropriate, outlining any potential impacts on the undernoted equality groups this proposal may have and how you know this.				
	Impact			Please explain the potential impacts and how you know this
	No	Positive Impact	Negative Impact	

	Impact			
Age Older or younger people or a specific age grouping	x			
Disability A physical or mental impairment that has a substantial and long term adverse effect on a person's ability to carry out normal day to day activities. This may be visible or invisible, progressive or recurring.	x			
Gender Reassignment anybody who is proposing to undergo, is undergoing, or has undergone a process (or part of a process) for the purpose of reassigning the person's sex by changing physiological or other attributes of sex.	x			
Marriage or Civil Partnership people who are married or in a civil partnership	x			
Pregnancy and Maternity (refers to the period after the birth and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth),	x			
Race: including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)	x			

Religion or Belief: different religious or philosophical beliefs, customs (including atheists and those with no aligned belief) e.g. Christianity, Islam, Hindu, pacifism, vegetarianism, gender critical.	x			
Sex women and men (girls and boys)	x			
Sexual Orientation , e.g. Lesbian, Gay, Bisexual, Heterosexual	x			
<p>3.3 Fairer Scotland Duty</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>Is the proposal strategic?</p> <p>Yes / <i>(please delete as applicable)</i></p> <p>If No go to Section 4</p>				

If yes, please indicate any potential impact on the undernoted groups this proposal may have and how you know this:

	Impact			State here how you know this
	No Impact	Positive Impact	Negative Impact	
Low and/or No Wealth – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future.	x			These charges apply to businesses and this category is unlikely to be relevant
Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies	x			These charges apply to businesses and this category is unlikely to be relevant
Area Deprivation – where you live (e.g. rural areas), where you work (e.g. accessibility of transport), see rural proofing guidance	x			
Socio-economic Background – social class i.e. parents' education, employment and income	x			
Care experienced people	x			
Carers paid and unpaid including family members	x			

Homelessness	x			
Addictions and substance use	x			
Those involved within the criminal justice system	x			

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

This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to the three matters listed below in Education and Housing/ Homelessness matters.

This relates to current and former armed forces personnel (regular or reserve) and their families.

Is the Armed Forces Covenant Duty applicable?

/ No

If "Yes", please complete below

Covenant Duty	How this has been considered and any specific provision made:
<p>The unique obligations of, and sacrifices made by, the armed forces;</p> <p>The MOD Statutory Guidance gives the following examples:</p> <ul style="list-style-type: none"> • Danger • Geographical Mobility • Separation from Family • Service Law • Unfamiliarity with Civilian Life • Hours of Work • Stress 	
<p>The principle that it is desirable to remove disadvantages arising for Service people from membership, or former membership, of the armed forces;</p>	
<p>The principle that special provision for Service people may be justified by the effects on such people of membership, or former membership, of the armed forces.</p>	

Section 4 Full Integrated Impact Assessment Required

Select No if you have answered "No" to all of Sections 3.1 – 3.3.

/No (please delete as applicable)

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

If a full impact assessment is not required briefly explain why there are no effects and provide justification for the decision.

The increase in charges does not affect any protected group in particular. Nor does it negatively impact on the Fairer Scotland Duty.

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Signed by Lead Officer:	Nuala McKinlay
Designation:	Director Corporate Governance
Date:	21/2/24
Counter Signature Director:	Nuala McKinlay
	21/2/24

Date:

Integrated Impact Assessment (IIA)

Stage 1 Scoping and Assessing for Relevance

Section 1 Details of the Proposal

A. Title of Proposal:	Additional Fees & Charges Income
B. What is it?	A new Policy/Strategy/Practice/Project <input type="checkbox"/> A revised Policy/Strategy/Practice <input checked="" type="checkbox"/>
C. Description of the proposal: (Set out a clear understanding of the purpose of the proposal being developed or reviewed (what are the aims, objectives and intended outcomes, including the context within which it will operate))	Increase in charges relating to non commercial entertainment licenses. Increases ranging from 10.11 to 10.77 percent
D. Service Area: Department:	Corporate Governance

E. Lead Officer: (Name and job title)	Nuala McKinlay Director Corporate Governance
F. Other Officers/Partners involved: (List names, job titles and organisations)	
G. Date(s) IIA completed:	21 / 2 /24

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

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

Section 3 Legislative Requirements

3.1 Relevance to the Equality Duty:
Do you believe your proposal has any relevance under the Equality Act 2010?

(If you believe that your proposal may have some relevance – however small please indicate yes. If there is no effect, please enter “No” and go to Section 3.2.)

Equality Duty	Reasoning:
A. Elimination of discrimination (both direct & indirect), victimisation and harassment. <i>(Will the proposal discriminate? Or help eliminate discrimination?)</i>	The change will be the same for all so does not discriminate.
B. Promotion of equality of opportunity? <i>(Will your proposal help or hinder the Council with this)</i>	The change will be the same for all so has no impact on equality of opportunity
C. Foster good relations? <i>(Will your proposal help to foster or encourage good relations between those who have different equality characteristics?)</i>	The change will be the same for all so has no impact on fostering good relationships.

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3.2 Which groups of people do you think will be or potentially could be, impacted by the implementation of this proposal? (You should consider employees, clients, customers / service users, and any other relevant groups)				
Please tick below as appropriate, outlining any potential impacts on the undernoted equality groups this proposal may have and how you know this.				
	Impact			Please explain the potential impacts and how you know this
	No	Positive Impact	Negative Impact	

	Impact			
Age Older or younger people or a specific age grouping	x			
Disability A physical or mental impairment that has a substantial and long term adverse effect on a person's ability to carry out normal day to day activities. This may be visible or invisible, progressive or recurring.	x			
Gender Reassignment anybody who is proposing to undergo, is undergoing, or has undergone a process (or part of a process) for the purpose of reassigning the person's sex by changing physiological or other attributes of sex.	x			
Marriage or Civil Partnership people who are married or in a civil partnership	x			
Pregnancy and Maternity (refers to the period after the birth and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth),	x			
Race: including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)	x			

Religion or Belief: different religious or philosophical beliefs, customs (including atheists and those with no aligned belief) e.g. Christianity, Islam, Hindu, pacifism, vegetarianism, gender critical.	x			
Sex women and men (girls and boys)	x			
Sexual Orientation , e.g. Lesbian, Gay, Bisexual, Heterosexual	x			
<p>3.3 Fairer Scotland Duty</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>Is the proposal strategic?</p> <p>Yes / <i>(please delete as applicable)</i></p> <p>If No go to Section 4</p>				

If yes, please indicate any potential impact on the undernoted groups this proposal may have and how you know this:

	Impact			State here how you know this
	No Impact	Positive Impact	Negative Impact	
Low and/or No Wealth – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future.			x	While this charge will predominantly be met by groups rather than individuals, the increases might affect those with low/ no wealth more than others
Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies			x	While this charge will predominantly be met by groups rather than individuals, the increases might affect those with low/ no wealth more than others
Area Deprivation – where you live (e.g. rural areas), where you work (e.g. accessibility of transport), see rural proofing guidance				
Socio-economic Background – social class i.e. parents' education, employment and income				
Care experienced people				
Carers paid and unpaid including family members				

Homelessness				
Addictions and substance use				
Those involved within the criminal justice system				

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:
<p>The unique obligations of, and sacrifices made by, the armed forces;</p> <p>The MOD Statutory Guidance gives the following examples:</p> <ul style="list-style-type: none"> • Danger • Geographical Mobility • Separation from Family • Service Law • Unfamiliarity with Civilian Life • Hours of Work • Stress 	
<p>The principle that it is desirable to remove disadvantages arising for Service people from membership, or former membership, of the armed forces;</p>	
<p>The principle that special provision for Service people may be justified by the effects on such people of membership, or former membership, of the armed forces.</p>	

Section 4 Full Integrated Impact Assessment Required

Select No if you have answered "No" to all of Sections 3.1 – 3.3.

Yes / (please delete as applicable)

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

If a full impact assessment is not required briefly explain why there are no effects and provide justification for the decision.

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Signed by Lead Officer:	Nuala McKinlay
Designation:	Director Corporate Governance
Date:	21/2/24
Counter Signature Director:	Nuala McKinlay
	21/2/24

Date:

Integrated Impact Assessment (IIA)

Stage 1 Scoping and Assessing for Relevance

Section 1 Details of the Proposal

A. Title of Proposal:	Additional Fees & Charges Income
B. What is it?	A new Policy/Strategy/Practice/Project <input type="checkbox"/> A revised Policy/Strategy/Practice <input checked="" type="checkbox"/>
C. Description of the proposal: (Set out a clear understanding of the purpose of the proposal being developed or reviewed (what are the aims, objectives and intended outcomes, including the context within which it will operate))	Increase in Recovery charges for Charges related to Short Term Let Licensing, increases range from 10.0 to 11.11 percent

D. Service Area: Department:	Corporate Governance
E. Lead Officer: (Name and job title)	Nuala McKinlay Director Corporate Governance
F. Other Officers/Partners involved: (List names, job titles and organisations)	
G. Date(s) IIA completed:	21 / 2 /24

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

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

Section 3 Legislative Requirements

<p>3.1 Relevance to the Equality Duty:</p>	
<p>Do you believe your proposal has any relevance under the Equality Act 2010?</p> <p><i>(If you believe that your proposal may have some relevance – however small please indicate yes. If there is no effect, please enter “No” and go to Section 3.2.)</i></p>	
<p>Equality Duty</p>	<p>Reasoning:</p>
<p>A. Elimination of discrimination (both direct & indirect), victimisation and harassment. <i>(Will the proposal discriminate? Or help eliminate discrimination?)</i></p>	<p>The charges are the same for everyone and are therefore not discriminatory</p>
<p>B. Promotion of equality of opportunity?</p> <p><i>(Will your proposal help or hinder the Council with this)</i></p>	<p>The charges are the same for everyone and are therefore not discriminatory</p>

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<p>C. Foster good relations?</p> <p><i>(Will your proposal help to foster or encourage good relations between those who have different equality characteristics?)</i></p>	<p>The charges are the same for everyone and are therefore not discriminatory</p>
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3.2 Which groups of people do you think will be or potentially could be, impacted by the implementation of this proposal? (You should consider employees, clients, customers / service users, and any other relevant groups)

Please tick below as appropriate, outlining any potential impacts on the undernoted equality groups this proposal may have and how you know this.

	Impact			Please explain the potential impacts and how you know this
	No Impact	Positive Impact	Negative Impact	
Age Older or younger people or a specific age grouping	x			
Disability A physical or mental impairment that has a substantial and long term adverse effect on a person's ability to carry out normal day to day activities. This may be visible or invisible, progressive or recurring.	x			
Gender Reassignment anybody who is proposing to undergo, is undergoing, or has undergone a process (or part of a process) for the purpose of reassigning the person's sex by	x			

changing physiological or other attributes of sex.				
Marriage or Civil Partnership people who are married or in a civil partnership	x			
Pregnancy and Maternity (refers to the period after the birth and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth),	x			
Race: including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)	x			
Religion or Belief: different religious or philosophical beliefs, customs (including atheists and those with no aligned belief) e.g. Christianity, Islam, Hindu, pacifism, vegetarianism, gender critical.	x			
Sex women and men (girls and boys)	x			
Sexual Orientation , e.g. Lesbian, Gay, Bisexual, Heterosexual	x			

3.3 Fairer Scotland Duty

This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to how we can reduce inequalities of outcome caused by socioeconomic disadvantage when making strategic decisions.

The duty is set at a strategic level - these are the key, high level decisions that SBC will take. This would normally include strategy documents, decisions about setting priorities, allocating resources and commissioning services.

Is the proposal strategic?

Yes / *(please delete as applicable)*

If No go to Section 4

If yes, please indicate any potential impact on the undernoted groups this proposal may have and how you know this:

	Impact			State here how you know this
	No Impact	Positive Impact	Negative Impact	
Low and/or No Wealth – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future.	x			These charges relate to the carrying out of businesses and therefore this category is unlikely to be relevant

Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies	x			These charges relate to the carrying out of businesses and therefore this category is unlikely to be relevant
Area Deprivation – where you live (e.g. rural areas), where you work (e.g. accessibility of transport), see rural proofing guidance	x			
Socio-economic Background – social class i.e. parents' education, employment and income	x			
Care experienced people	x			
Carers paid and unpaid including family members	x			
Homelessness	x			
Addictions and substance use	x			
Those involved within the criminal justice system	x			

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

This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to the three matters listed below in Education and Housing/ Homelessness matters.

This relates to current and former armed forces personnel (regular or reserve) and their families.

Is the Armed Forces Covenant Duty applicable?

/ No

If "Yes", please complete below

Covenant Duty	How this has been considered and any specific provision made:
<p>The unique obligations of, and sacrifices made by, the armed forces;</p> <p>The MOD Statutory Guidance gives the following examples:</p> <ul style="list-style-type: none">• Danger• Geographical Mobility• Separation from Family• Service Law• Unfamiliarity with Civilian Life• Hours of Work• Stress	

<p>The principle that it is desirable to remove disadvantages arising for Service people from membership, or former membership, of the armed forces;</p>	
<p>The principle that special provision for Service people may be justified by the effects on such people of membership, or former membership, of the armed forces.</p>	

Section 4 Full Integrated Impact Assessment Required

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

/No *(please delete as applicable)*

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

If a full impact assessment is not required briefly explain why there are no effects and provide justification for the decision.

The increase in charges does not affect any protected group in particular. Nor does it negatively impact on the Fairer Scotland Duty.

Signed by Lead Officer:	Nuala McKinlay
Designation:	Director Corporate Governance
Date:	21/2/24
Counter Signature Director:	Nuala McKinlay
Date:	21/2/24

Integrated Impact Assessment (IIA)

Stage 1 Scoping and Assessing for Relevance

Section 1 Details of the Proposal

<p>A. Title of Proposal:</p>	<p>Additional Fees & Charges Income</p>
<p>B. What is it?</p>	<p>A new Policy/Strategy/Practice/Project <input type="checkbox"/></p> <p>A revised Policy/Strategy/Practice <input checked="" type="checkbox"/></p>
<p>C. Description of the proposal:</p> <p>(Set out a clear understanding of the purpose of the proposal being developed or reviewed (what are the aims, objectives and intended outcomes, including the context within which it will operate))</p>	<p>Increase in Recovery charges for Charges related to Taxi Licenses. The increases range from 4.9 to 11.11 percent</p>

D. Service Area: Department:	Corporate Governance
E. Lead Officer: (Name and job title)	Nuala McKinlay Director Corporate Governance
F. Other Officers/Partners involved: (List names, job titles and organisations)	
G. Date(s) IIA completed:	21 / 2 /24

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

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

Section 3 Legislative Requirements

3.1 Relevance to the Equality Duty:	
Do you believe your proposal has any relevance under the Equality Act 2010?	
<i>(If you believe that your proposal may have some relevance – however small please indicate yes. If there is no effect, please enter “No” and go to Section 3.2.)</i>	
Equality Duty	Reasoning:
A. Elimination of discrimination (both direct & indirect), victimisation and harassment. <i>(Will the proposal discriminate? Or help eliminate discrimination?)</i>	The charges are the same for everyone and are therefore not discriminatory
B. Promotion of equality of opportunity? <i>(Will your proposal help or hinder the Council with this)</i>	The charges are the same for everyone and are therefore not discriminatory

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<p>C. Foster good relations?</p> <p><i>(Will your proposal help to foster or encourage good relations between those who have different equality characteristics?)</i></p>	<p>The charges are the same for everyone and are therefore not discriminatory</p>
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3.2 Which groups of people do you think will be or potentially could be, impacted by the implementation of this proposal? (You should consider employees, clients, customers / service users, and any other relevant groups)

Please tick below as appropriate, outlining any potential impacts on the undernoted equality groups this proposal may have and how you know this.

	Impact			Please explain the potential impacts and how you know this
	No Impact	Positive Impact	Negative Impact	
Age Older or younger people or a specific age grouping	x			
Disability A physical or mental impairment that has a substantial and long term adverse effect on a person's ability to carry out normal day to day activities. This may be visible or invisible, progressive or recurring.	x			
Gender Reassignment anybody who is proposing to undergo, is undergoing, or has undergone a process (or part of a process) for the purpose of reassigning the person's sex by	x			

changing physiological or other attributes of sex.				
Marriage or Civil Partnership people who are married or in a civil partnership	x			
Pregnancy and Maternity (refers to the period after the birth and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth),	x			
Race: including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)	x			
Religion or Belief: different religious or philosophical beliefs, customs (including atheists and those with no aligned belief) e.g. Christianity, Islam, Hindu, pacifism, vegetarianism, gender critical.	x			
Sex women and men (girls and boys)	x			
Sexual Orientation , e.g. Lesbian, Gay, Bisexual, Heterosexual	x			

3.3 Fairer Scotland Duty

This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to how we can reduce inequalities of outcome caused by socioeconomic disadvantage when making strategic decisions.

The duty is set at a strategic level - these are the key, high level decisions that SBC will take. This would normally include strategy documents, decisions about setting priorities, allocating resources and commissioning services.

Is the proposal strategic?

Yes / *(please delete as applicable)*

If No go to Section 4

If yes, please indicate any potential impact on the undernoted groups this proposal may have and how you know this:

	Impact			State here how you know this
	No Impact	Positive Impact	Negative Impact	
Low and/or No Wealth – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future.	x			These charges relate to employment or businesses and therefore this category is unlikely to be relevant

Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies	x			These charges relate to employment or businesses and therefore this category is unlikely to be relevant
Area Deprivation – where you live (e.g. rural areas), where you work (e.g. accessibility of transport), see rural proofing guidance	x			
Socio-economic Background – social class i.e. parents' education, employment and income	x			
Care experienced people	x			
Carers paid and unpaid including family members	x			
Homelessness	x			
Addictions and substance use	x			
Those involved within the criminal justice system	x			

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

This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to the three matters listed below in Education and Housing/ Homelessness matters.

This relates to current and former armed forces personnel (regular or reserve) and their families.

Is the Armed Forces Covenant Duty applicable?

/ No

If "Yes", please complete below

Covenant Duty	How this has been considered and any specific provision made:
<p>The unique obligations of, and sacrifices made by, the armed forces;</p> <p>The MOD Statutory Guidance gives the following examples:</p> <ul style="list-style-type: none">• Danger• Geographical Mobility• Separation from Family• Service Law• Unfamiliarity with Civilian Life• Hours of Work• Stress	

<p>The principle that it is desirable to remove disadvantages arising for Service people from membership, or former membership, of the armed forces;</p>	
<p>The principle that special provision for Service people may be justified by the effects on such people of membership, or former membership, of the armed forces.</p>	

Section 4 Full Integrated Impact Assessment Required

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

/No *(please delete as applicable)*

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

If a full impact assessment is not required briefly explain why there are no effects and provide justification for the decision.

The increase in charges does not affect any protected group in particular. Nor does it negatively impact on the Fairer Scotland Duty.

Signed by Lead Officer:	Nuala McKinlay
Designation:	Director Corporate Governance
Date:	21/2/24
Counter Signature Director:	Nuala McKinlay
Date:	21/2/24

Integrated Impact Assessment (IIA)

Stage 1 Scoping and Assessing for Relevance

Section 1 Details of the Proposal

A. Title of Proposal:	Additional Fees & Charges Income
B. What is it?	A new Policy/Strategy/Practice/Project <input type="checkbox"/> A revised Policy/Strategy/Practice <input checked="" type="checkbox"/>
C. Description of the proposal: (Set out a clear understanding of the purpose of the proposal being developed or reviewed (what are the aims, objectives and intended outcomes, including the context within which it will operate))	Increase in charges relating to Street Naming Services in the amount of 10.06 percent
D. Service Area:	Corporate Governance

Department:	
E. Lead Officer: (Name and job title)	Nuala McKinlay Director Corporate Governance
F. Other Officers/Partners involved: (List names, job titles and organisations)	
G. Date(s) IIA completed:	21 / 2 /24

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

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

Section 3 Legislative Requirements

3.1 Relevance to the Equality Duty:
Do you believe your proposal has any relevance under the Equality Act 2010?

(If you believe that your proposal may have some relevance – however small please indicate yes. If there is no effect, please enter “No” and go to Section 3.2.)

Equality Duty	Reasoning:
A. Elimination of discrimination (both direct & indirect), victimisation and harassment. <i>(Will the proposal discriminate? Or help eliminate discrimination?)</i>	The charges are the same for everyone and are therefore not discriminatory
B. Promotion of equality of opportunity? <i>(Will your proposal help or hinder the Council with this)</i>	The charges are the same for everyone and are therefore not discriminatory
C. Foster good relations? <i>(Will your proposal help to foster or encourage good relations between those who have different equality characteristics?)</i>	The charges are the same for everyone and are therefore not discriminatory

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3.2 Which groups of people do you think will be or potentially could be, impacted by the implementation of this proposal? (You should consider employees, clients, customers / service users, and any other relevant groups)				
Please tick below as appropriate, outlining any potential impacts on the undernoted equality groups this proposal may have and how you know this.				
	Impact			Please explain the potential impacts and how you know this
	No	Positive Impact	Negative Impact	

	Impact			
Age Older or younger people or a specific age grouping	x			
Disability A physical or mental impairment that has a substantial and long term adverse effect on a person's ability to carry out normal day to day activities. This may be visible or invisible, progressive or recurring.	x			
Gender Reassignment anybody who is proposing to undergo, is undergoing, or has undergone a process (or part of a process) for the purpose of reassigning the person's sex by changing physiological or other attributes of sex.	x			
Marriage or Civil Partnership people who are married or in a civil partnership	x			
Pregnancy and Maternity (refers to the period after the birth and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth),	x			
Race: including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)	x			

Religion or Belief: different religious or philosophical beliefs, customs (including atheists and those with no aligned belief) e.g. Christianity, Islam, Hindu, pacifism, vegetarianism, gender critical.	x			
Sex women and men (girls and boys)	x			
Sexual Orientation , e.g. Lesbian, Gay, Bisexual, Heterosexual	x			
<p>3.3 Fairer Scotland Duty</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>Is the proposal strategic?</p> <p>Yes / <i>(please delete as applicable)</i></p> <p>If No go to Section 4</p>				

If yes, please indicate any potential impact on the undernoted groups this proposal may have and how you know this:

	Impact			State here how you know this
	No Impact	Positive Impact	Negative Impact	
Low and/or No Wealth – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future.	x			These charges relate to the carrying out of businesses and therefore this category is unlikely to be relevant
Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies	x			These charges relate to the carrying out of businesses and therefore this category is unlikely to be relevant
Area Deprivation – where you live (e.g. rural areas), where you work (e.g. accessibility of transport), see rural proofing guidance	x			
Socio-economic Background – social class i.e. parents' education, employment and income	x			
Care experienced people	x			
Carers paid and unpaid including family members	x			

Homelessness	x			
Addictions and substance use	x			
Those involved within the criminal justice system	x			

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

This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to the three matters listed below in Education and Housing/ Homelessness matters.

This relates to current and former armed forces personnel (regular or reserve) and their families.

Is the Armed Forces Covenant Duty applicable?

/ No

If "Yes", please complete below

Covenant Duty	How this has been considered and any specific provision made:
<p>The unique obligations of, and sacrifices made by, the armed forces;</p> <p>The MOD Statutory Guidance gives the following examples:</p> <ul style="list-style-type: none"> • Danger • Geographical Mobility • Separation from Family • Service Law • Unfamiliarity with Civilian Life • Hours of Work • Stress 	
<p>The principle that it is desirable to remove disadvantages arising for Service people from membership, or former membership, of the armed forces;</p>	
<p>The principle that special provision for Service people may be justified by the effects on such people of membership, or former membership, of the armed forces.</p>	

Section 4 Full Integrated Impact Assessment Required

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

/No (please delete as applicable)

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

If a full impact assessment is not required briefly explain why there are no effects and provide justification for the decision.

The increase in charges does not affect any protected group in particular. Nor does it negatively impact on the Fairer Scotland Duty.

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Signed by Lead Officer:	Nuala McKinlay
Designation:	Director Corporate Governance
Date:	21/2/24
Counter Signature Director:	Nuala McKinlay
	21/2/24

Date:

Integrated Impact Assessment (IIA)

Stage 1 Scoping and Assessing for Relevance

Section 1 Details of the Proposal

A. Title of Proposal:	Additional Fees & Charges Income
B. What is it?	A new Policy/Strategy/Practice/Project <input type="checkbox"/> A revised Policy/Strategy/Practice <input checked="" type="checkbox"/>
C. Description of the proposal: (Set out a clear understanding of the purpose of the proposal being developed or reviewed (what are the aims, objectives and intended outcomes, including the context within which it will operate))	Increase charges relating to property enquiry Certificates in the amount of 9.78 per cent increase Increase In Charges relating to property numbering in the amount of 10.34 percent Increase in charges relating to Property renaming in the amount of 10.34 percent

D. Service Area: Department:	Corporate Governance
E. Lead Officer: (Name and job title)	Nuala McKinlay Director Corporate Governance
F. Other Officers/Partners involved: (List names, job titles and organisations)	
G. Date(s) IIA completed:	21 / 2 /24

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

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

Section 3 Legislative Requirements

3.1 Relevance to the Equality Duty:	
Do you believe your proposal has any relevance under the Equality Act 2010?	
<i>(If you believe that your proposal may have some relevance – however small please indicate yes. If there is no effect, please enter “No” and go to Section 3.2.)</i>	
Equality Duty	Reasoning:
A. Elimination of discrimination (both direct & indirect), victimisation and harassment. <i>(Will the proposal discriminate? Or help eliminate discrimination?)</i>	The change will be the same for all so does not discriminate.
B. Promotion of equality of opportunity? <i>(Will your proposal help or hinder the Council with this)</i>	The change will be the same for all so has no impact on equality of opportunity

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<p>C. Foster good relations?</p> <p><i>(Will your proposal help to foster or encourage good relations between those who have different equality characteristics?)</i></p>	<p>The change will be the same for all so has no impact on fostering good relationships.</p>
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3.2 Which groups of people do you think will be or potentially could be, impacted by the implementation of this proposal? (You should consider employees, clients, customers / service users, and any other relevant groups)

Please tick below as appropriate, outlining any potential impacts on the undernoted equality groups this proposal may have and how you know this.

	Impact			Please explain the potential impacts and how you know this
	No Impact	Positive Impact	Negative Impact	
Age Older or younger people or a specific age grouping	x			
Disability A physical or mental impairment that has a substantial and long term adverse effect on a person's ability to carry out normal day to day activities. This may be visible or invisible, progressive or recurring.	x			
Gender Reassignment anybody who is proposing to undergo, is undergoing, or has undergone a process (or part of a process) for the purpose of reassigning the person's sex by	x			

changing physiological or other attributes of sex.				
Marriage or Civil Partnership people who are married or in a civil partnership	x			
Pregnancy and Maternity (refers to the period after the birth and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth),	x			
Race: including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)	x			
Religion or Belief: different religious or philosophical beliefs, customs (including atheists and those with no aligned belief) e.g. Christianity, Islam, Hindu, pacifism, vegetarianism, gender critical.	x			
Sex women and men (girls and boys)	x			
Sexual Orientation , e.g. Lesbian, Gay, Bisexual, Heterosexual	x			

3.3 Fairer Scotland Duty

This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to how we can reduce inequalities of outcome caused by socioeconomic disadvantage when making strategic decisions.

The duty is set at a strategic level - these are the key, high level decisions that SBC will take. This would normally include strategy documents, decisions about setting priorities, allocating resources and commissioning services.

Is the proposal strategic?

Yes / *(please delete as applicable)*

If No go to Section 4

If yes, please indicate any potential impact on the undernoted groups this proposal may have and how you know this:

	Impact			State here how you know this
	No Impact	Positive Impact	Negative Impact	
Low and/or No Wealth – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future.	x			Given the nature of the services the increases are unlikely to impact on this category.

Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies	x			Given the nature of the services the increases are unlikely to impact on this category
Area Deprivation – where you live (e.g. rural areas), where you work (e.g. accessibility of transport), see rural proofing guidance				
Socio-economic Background – social class i.e. parents' education, employment and income				
Care experienced people				
Carers paid and unpaid including family members				
Homelessness				
Addictions and substance use				
Those involved within the criminal justice system				

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:
<p>The unique obligations of, and sacrifices made by, the armed forces;</p> <p>The MOD Statutory Guidance gives the following examples:</p> <ul style="list-style-type: none">• Danger• Geographical Mobility• Separation from Family• Service Law• Unfamiliarity with Civilian Life• Hours of Work• Stress	

<p>The principle that it is desirable to remove disadvantages arising for Service people from membership, or former membership, of the armed forces;</p>	
<p>The principle that special provision for Service people may be justified by the effects on such people of membership, or former membership, of the armed forces.</p>	

Section 4 Full Integrated Impact Assessment Required

Select No if you have answered “No” to all of Sections 3.1 – 3.3./ No (please delete as applicable)

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

If a full impact assessment is not required briefly explain why there are no effects and provide justification for the decision.

The change does not impact on a protected group and is unlikely to impact on the Fairer Scotland Duty.

Signed by Lead Officer:	Nuala McKinlay
Designation:	Director Corporate Governance
Date:	21/2/24
Counter Signature Director:	Nuala McKinlay
Date:	21/2/24

Integrated Impact Assessment (IIA)

Stage 1 Scoping and Assessing for Relevance

Section 1 Details of the Proposal

<p>A. Title of Proposal:</p>	<p>Review of the service - Valuation Roll (non-domestic rates), Council Tax Valuations and Electoral Registration</p>
<p>B. What is it?</p>	<p>A new Project</p>
<p>C. Description of the proposal:</p> <p>(Set out a clear understanding of the purpose of the proposal being developed or reviewed (what are the aims, objectives and intended outcomes, including the context within which it will operate)</p>	<p>The required saving was identified as part of the Fit For 2024 Programme prior to the implementation of the Barclay Review of non-domestic rates and the Elections Act 2022.</p> <p>The aim is to conduct a service review to ensure all three statutory services are sustainable and can continue to deliver these statutory requirements whilst facing increased and unprecedented legislative burdens on staffing resource.</p>

	<p>The savings may have an FTE impact on existing staffing resource.</p> <p>This will be undertaken in line with the following principles:</p> <ul style="list-style-type: none"> • Development of an interim structure to assess and evaluate its effectiveness to deliver statutory responsibilities. • Continue to look at digital efficiencies • Assess all statutory processes and review the delivery of those not set by statutory deadlines such as the valuation and banding of properties to the Council Tax Valuation List.
<p>D. Service Area:</p> <p>Department:</p>	<p>Finance & Corporate Governance</p> <p>Assessor and Electoral Registration Officer</p>
<p>E. Lead Officer:</p> <p>(Name and job title)</p>	<p>Brian Rout, ASSESSOR and ELECTORAL REGISTRATION OFFICER</p> <p>and</p> <p>Suzy Douglas/Nuala McKinlay, Directors – Finance & Corporate Governance</p>
<p>F. Other Officers/Partners involved:</p> <p>(List names, job titles and organisations)</p>	<p>Transformation support/HR/Finance - SBC</p>

G. Date(s) IIA completed:	Reviewed Feb 2024
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Section 2 Will there be any impacts as a result of the relationship between this proposal and other policies?

Yes
<p>If yes, - please state here: The Valuation Roll and Council Tax List form the basis of local taxation income to the Council. Any impact on the delay in updating both statutory documents will impact the Council and taxpayers/ratepayers.</p> <p>The decline in accuracy and completeness of Register of Electors will impact election events.</p>

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Section 3 Legislative Requirements

<p>3.1 Relevance to the Equality Duty:</p>
<p>Do you believe your proposal has any relevance under the Equality Act 2010?</p> <p><i>(If you believe that your proposal may have some relevance – however small please indicate yes. If there is no effect, please enter “No” and go to Section 3.2.)</i></p> <p>Yes</p>

Equality Duty	Reasoning:
A. Elimination of discrimination (both direct & indirect), victimisation and harassment. <i>(Will the proposal discriminate? Or help eliminate discrimination?)</i>	The change will be the same for all so does not discriminate.
B. Promotion of equality of opportunity? <i>(Will your proposal help or hinder the Council with this)</i>	The change will be the same for all but will affect some groups more.
C. Foster good relations? <i>(Will your proposal help to foster or encourage good relations between those who have different equality characteristics?)</i>	N/A

3.2 Which groups of people do you think will be or potentially could be, impacted by the implementation of this proposal? (You should consider employees, clients, customers / service users, and any other relevant groups)				
Please tick below as appropriate, outlining any potential impacts on the undernoted equality groups this proposal may have and how you know this.				
	Impact			Please explain the potential impacts and how you know this
	No Impact	Positive Impact	Negative Impact	
Age Older or younger people or a specific age grouping			x	Less engagement with hard-to-reach electors which can be older residents or potential young electors (14 to 16 years of age).

Disability A physical or mental impairment that has a substantial and long term adverse effect on a person's ability to carry out normal day to day activities. This may be visible or invisible, progressive or recurring.	X			
Gender Reassignment anybody who is proposing to undergo, is undergoing, or has undergone a process (or part of a process) for the purpose of reassigning the person's sex by changing physiological or other attributes of sex.	x			
Marriage or Civil Partnership people who are married or in a civil partnership	x			
Pregnancy and Maternity (refers to the period after the birth and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth),	x			
Race: including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)			x	Less engagement with hard-to-reach potential electors
Religion or Belief: different religious or philosophical beliefs, customs (including	x			

atheists and those with no aligned belief) e.g. Christianity, Islam, Hindu, pacifism, vegetarianism, gender critical.				
Sex women and men (girls and boys)	x			
Sexual Orientation , e.g. Lesbian, Gay, Bisexual, Heterosexual	X			
<p>3.3 Fairer Scotland Duty</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>Is the proposal strategic?</p> <p>No <i>(please delete as applicable)</i></p> <p>If No go to Section 4</p>				
<p>If yes, please indicate any potential impact on the undernoted groups this proposal may have and how you know this:</p>				
	Impact		State here how you know this	

	No Impact	Positive Impact	Negative Impact	
Low and/or No Wealth – 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.				
Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies				
Area Deprivation – where you live (e.g. rural areas), where you work (e.g. accessibility of transport), see rural proofing guidance				
Socio-economic Background – social class i.e. parents' education, employment and income				
Care experienced people				
Carers paid and unpaid including family members				
Homelessness				
Addictions and substance use				

Those involved within the criminal justice system				
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<p>3.4 Armed Forces Covenant Duty (<i>Education and Housing/ Homelessness proposals only</i>)</p>	
<p>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.</p> <p>This relates to current and former armed forces personnel (regular or reserve) and their families.</p> <p>Is the Armed Forces Covenant Duty applicable?</p> <p>No</p> <p>If "Yes", please complete below</p>	
<p>Covenant Duty</p>	<p>How this has been considered and any specific provision made:</p>
<p>The unique obligations of, and sacrifices made by, the armed forces;</p>	

<p>The MOD Statutory Guidance gives the following examples:</p> <ul style="list-style-type: none"> • Danger • Geographical Mobility • Separation from Family • Service Law • Unfamiliarity with Civilian Life • Hours of Work • Stress 	
<p>The principle that it is desirable to remove disadvantages arising for Service people from membership, or former membership, of the armed forces;</p>	
<p>The principle that special provision for Service people may be justified by the effects on such people of membership, or former membership, of the armed forces.</p>	

Section 4 Full Integrated Impact Assessment Required

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

Yes *(please delete as applicable)*

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

If a full impact assessment is not required briefly explain why there are no effects and provide justification for the decision.

The risk implications associated with the subject matter are 'business as normal' risks and the Electoral Registration Officer will strive to continue to ensure engagement with residents so no one is left behind in terms of the democratic process.

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Signed by Lead Officer:	Brian Rout
Designation:	Assessor & Electoral Registration Officer
Date:	Reviewed Feb 2024
Counter Signature Director:	
Date:	

Integrated Impact Assessment (IIA)

Stage 1 Scoping and Assessing for Relevance

Section 1 Details of the Proposal

<p>A. Title of Proposal:</p>	<p>Additional Fees & Charges – Bordercare Alarms</p>
<p>B. What is it?</p>	<p>A new Policy/Strategy/Practice/Project <input type="checkbox"/></p> <p>A revised Policy/Strategy/Practice x</p>
<p>C. Description of the proposal:</p> <p>(Set out a clear understanding of the purpose of the proposal being developed or reviewed (what are the aims, objectives and intended outcomes, including the context within which it will operate)</p>	<p>The proposal is to increase the weekly charge of the Bordercare Alarm, in line with inflation, from £5.19 per week to £5.45 per week (excl VAT), an increase of 5%.</p> <p>The personal alarm service offers peace of mind and reassurance if a client has an accident, fall or illness. Help is available at the touch of a button.</p> <p>(1) Alarms are connected to a standard telephone landline and are monitored 24 hours a day.</p>

	(2) In the event where help is required, the Council will contact family, friends or the emergency services or even just provide reassurance.
D. Service Area: Department:	Strategic Commissioning & Partnerships
E. Lead Officer: (Name and job title)	Jen Holland, Director – Strategic Commissioning & Partnerships
F. Other Officers/Partners involved: (List names, job titles and organisations)	Mark Williamson HR Business Partner
G. Date(s) IIA completed:	16/2/2024

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

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

Section 3 Legislative Requirements

3.1 Relevance to the Equality Duty:	
Do you believe your proposal has any relevance under the Equality Act 2010?	
<i>(If you believe that your proposal may have some relevance – however small please indicate yes. If there is no effect, please enter “No” and go to Section 3.2.)</i>	
Yes	
Equality Duty	Reasoning:
A. Elimination of discrimination (both direct & indirect), victimisation and harassment. <i>(Will the proposal discriminate? Or help eliminate discrimination?)</i>	The change in the weekly charge of the Border Care alarm system will be the same for all.
B. Promotion of equality of opportunity? <i>(Will your proposal help or hinder the Council with this)</i>	The change in the weekly charge of the Border Care alarm system will be the same for all.

<p>C. Foster good relations?</p> <p><i>(Will your proposal help to foster or encourage good relations between those who have different equality characteristics?)</i></p>	<p>N/A</p>

3.2 Which groups of people do you think will be or potentially could be, impacted by the implementation of this proposal? (You should consider employees, clients, customers / service users, and any other relevant groups)

Please tick below as appropriate, outlining any potential impacts on the undernoted equality groups this proposal may have and how you know this.

	Impact			Please explain the potential impacts and how you know this
	No Impact	Positive Impact	Negative Impact	
<p>Age Older or younger people or a specific age grouping</p>			x	<p>By changing the cost of the Border Care Alarm system, will have an impact on costs to people using the service.</p> <p>This will have a larger effect on elderly people who are more likely to use the alarm system.</p> <p>Elderly people may also have less disposable income.</p> <p>The increase is a small one and below the rate of inflation.</p>

<p>Disability A physical or mental impairment that has a substantial and long term adverse effect on a person's ability to carry out normal day to day activities. This may be visible or invisible, progressive or recurring.</p>			x	<p>By changing the cost of the Border Care Alarm system, will have an impact on costs to people using the service.</p> <p>This will have a larger effect on disabled people who are more likely to use the alarm system.</p> <p>people may also have less disposable income given statistically unemployment rates are higher for people with a disability.</p> <p>The increase is a small one and below the rate of inflation.</p>
<p>Gender Reassignment anybody who is proposing to undergo, is undergoing, or has undergone a process (or part of a process) for the purpose of reassigning the person's sex by changing physiological or other attributes of sex.</p>	x			<p>By changing the cost of the Border Care Alarm system, will have an impact on costs to people using the service.</p> <p>This will have no different impact on clients who have had a gender reassignment or have a trans/transgender identity.</p>
<p>Marriage or Civil Partnership people who are married or in a civil partnership</p>	x			<p>By changing the cost of the Border Care Alarm system, will have an impact on costs to people using the service.</p> <p>This will have no different impact on clients who are married or who are in a civil partnership.</p>
<p>Pregnancy and Maternity (refers to the period after the birth and is linked to maternity leave in the employment context. In the non-work</p>	x			<p>By changing the cost of the Border Care Alarm system, will have an impact on costs to people using the service.</p>

context, protection against maternity discrimination is for 26 weeks after giving birth),				This will have no different impact on clients who are pregnant or on maternity leave.
Race: including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)	x			By changing the cost of the Border Care Alarm system, will have an impact on costs to people using the service. This will have no different impact on clients within different racial groups.
Religion or Belief: different religious or philosophical beliefs, customs (including atheists and those with no aligned belief) e.g. Christianity, Islam, Hindu, pacifism, vegetarianism, gender critical.	x			By changing the cost of the Border Care Alarm system, will have an impact on costs to people using the service. This will have no different impact on clients of different religions or beliefs.
Sex women and men (girls and boys)	x			By changing the cost of the Border Care Alarm system, will have an impact on costs to people using the service. This will have no different impact on clients on the basis of their sex.
Sexual Orientation , e.g. Lesbian, Gay, Bisexual, Heterosexual				By changing the cost of the Border Care Alarm system, will have an impact on costs to people using the service.

				This will have no different impact on clients with different sexual orientation.
<p>3.3 Fairer Scotland Duty</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>Is the proposal strategic?</p> <p>Yes / No (<i>please delete as applicable</i>)</p> <p>If No go to Section 4</p>				
<p>If yes, please indicate any potential impact on the undernoted groups this proposal may have and how you know this:</p>				
	Impact			State here how you know this
	No Impact	Positive Impact	Negative Impact	
Low and/or No Wealth – enough money to meet basic living costs and pay bills but have			x	The increase will affect those with low/ no wealth more than others.

no savings to deal with any unexpected spends and no provision for the future.				Against that the increase is a small one and below the rate of inflation.
Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies			x	The increase will affect those who are materially deprived more than others. Against that the increase is a small one and below the rate of inflation.
Area Deprivation – where you live (e.g. rural areas), where you work (e.g. accessibility of transport), see rural proofing guidance	x			
Socio-economic Background – social class i.e. parents' education, employment and income	x			
Care experienced people	x			
Carers paid and unpaid including family members	x			
Homelessness	x			
Addictions and substance use	x			
Those involved within the criminal justice system	x			

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

This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to the three matters listed below in Education and Housing/ Homelessness matters.

This relates to current and former armed forces personnel (regular or reserve) and their families.

Is the Armed Forces Covenant Duty applicable?

No

If "Yes", please complete below

Covenant Duty	How this has been considered and any specific provision made:
<p>The unique obligations of, and sacrifices made by, the armed forces;</p> <p>The MOD Statutory Guidance gives the following examples:</p> <ul style="list-style-type: none"> • Danger • Geographical Mobility • Separation from Family • Service Law • Unfamiliarity with Civilian Life • Hours of Work 	

<ul style="list-style-type: none"> • Stress 	
<p>The principle that it is desirable to remove disadvantages arising for Service people from membership, or former membership, of the armed forces;</p>	
<p>The principle that special provision for Service people may be justified by the effects on such people of membership, or former membership, of the armed forces.</p>	

Section 4 Full Integrated Impact Assessment Required

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

Yes *(please delete as applicable)*

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

If a full impact assessment is not required briefly explain why there are no effects and provide justification for the decision.

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Signed by Lead Officer:	
Designation:	Jen Holland
Date:	Director – Strategic Commissioning & Partnerships
Counter Signature Director:	16/02/2024
Date:	Jen Holland

Integrated Impact Assessment (IIA)

Stage 1 Scoping and Assessing for Relevance

Section 1 Details of the Proposal

A. Title of Proposal:	Developing Enterprise Infrastructure – Land at Duns Industrial Estate
B. What is it?	A new Policy/Strategy/Practice/Project x A revised Policy/Strategy/Practice <input type="checkbox"/>
C. Description of the proposal: (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))	The Developing Enterprise Infrastructure – Land at Duns Industrial Estate project makes more land available to enable businesses to build their own premises, grow and create jobs.
D. Service Area:	Estates

Department:	Environment & Infrastructure
E. Lead Officer: (Name and job title)	Jo Stewart Estates Strategy Manager
F. Other Officers/Partners involved: (List names, job titles and organisations)	Katie Greenwood Business Development Officer Hayley Megson HP BP Economic Development SOSE
G. Date(s) IIA completed:	21/2/2024

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

Yes <i>(please delete as applicable)</i>
If yes, - please state here: Satisfies the requirements of Regional Economic Strategy - South of Scotland Regional Economic Partnership

Section 3 Legislative Requirements

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

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<p>C. Foster good relations?</p> <p><i>(Will your proposal help to foster or encourage good relations between those who have different equality characteristics?)</i></p>	<p>Yes, help to promote good relations by creating investment and potential job opportunities.</p>
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3.2 Which groups of people do you think will be or potentially could be, impacted by the implementation of this proposal? (You should consider employees, clients, customers / service users, and any other relevant groups)

Please tick below as appropriate, outlining any potential impacts on the undernoted equality groups this proposal may have and how you know this.

	Impact			Please explain the potential impacts and how you know this
	No Impact	Positive Impact	Negative Impact	
Age Older or younger people or a specific age grouping	x			
Disability A physical or mental impairment that has a substantial and long term adverse effect on a person's ability to carry out normal day to day activities. This may be visible or invisible, progressive or recurring.	x			
Gender Reassignment anybody who is proposing to undergo, is undergoing, or has undergone a process (or part of a process) for the purpose of reassigning the person's sex by	x			

changing physiological or other attributes of sex.				
Marriage or Civil Partnership people who are married or in a civil partnership	x			
Pregnancy and Maternity (refers to the period after the birth and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth),	x			
Race: including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)	x			
Religion or Belief: different religious or philosophical beliefs, customs (including atheists and those with no aligned belief) e.g. Christianity, Islam, Hindu, pacifism, vegetarianism, gender critical.	x			
Sex women and men (girls and boys)	x			
Sexual Orientation , e.g. Lesbian, Gay, Bisexual, Heterosexual	x			

3.3 Fairer Scotland Duty

This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to how we can reduce inequalities of outcome caused by socioeconomic disadvantage when making strategic decisions.

The duty is set at a strategic level - these are the key, high level decisions that SBC will take. This would normally include strategy documents, decisions about setting priorities, allocating resources and commissioning services.

Is the proposal strategic?

Yes (*please delete as applicable*)

If No go to Section 4

If yes, please indicate any potential impact on the undernoted groups this proposal may have and how you know this:

	Impact			State here how you know this
	No Impact	Positive Impact	Negative Impact	
Low and/or No Wealth – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future.		x		<p>project will create 2.3 acres of usable levelled business land.</p> <p>It is anticipated this will draw investment and potential employers to the site, creating jobs for the local area.</p>

Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies		x		project will create 2.3 acres of usable levelled business land. It is anticipated this will draw investment and potential employers to the site, creating jobs for the local area.
Area Deprivation – where you live (e.g. rural areas), where you work (e.g. accessibility of transport), see rural proofing guidance		x		The project will create 2.3 acres of usable business land. It is anticipated this will draw investment, create jobs and income to the local area.
Socio-economic Background – social class i.e. parents' education, employment and income		x		Creating more potential for employment opportunities ranging from low skilled to high skilled jobs.
Care experienced people		x		Creating more potential for employment opportunities ranging from low skilled to high skilled jobs.
Carers paid and unpaid including family members	x			
Homelessness	x			
Addictions and substance use	x			
Those involved within the criminal justice system	x			

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

This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to the three matters listed below in Education and Housing/ Homelessness matters.

This relates to current and former armed forces personnel (regular or reserve) and their families.

Is the Armed Forces Covenant Duty applicable?

No

If "Yes", please complete below

Covenant Duty	How this has been considered and any specific provision made:
<p>The unique obligations of, and sacrifices made by, the armed forces;</p> <p>The MOD Statutory Guidance gives the following examples:</p> <ul style="list-style-type: none"> • Danger • Geographical Mobility • Separation from Family • Service Law 	

<ul style="list-style-type: none"> • Unfamiliarity with Civilian Life • Hours of Work • Stress 	
<p>The principle that it is desirable to remove disadvantages arising for Service people from membership, or former membership, of the armed forces;</p>	
<p>The principle that special provision for Service people may be justified by the effects on such people of membership, or former membership, of the armed forces.</p>	

Section 4 Full Integrated Impact Assessment Required

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

Yes *(please delete as applicable)*

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

If a full impact assessment is not required briefly explain why there are no effects and provide justification for the decision.

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Signed by Lead Officer:	Jo Stewart
Designation:	Estates Strategy Manager
Date:	21/2/2024
Counter Signature Director:	John Curry
Date:	21/2/2024

Motion by Councillor Jardine

Members this is a budget which commits to maintaining services despite unprecedented financial challenges.

In spite of significantly increasing costs budget plans being presented today include a commitment to deliver all capital projects previously announced and protect frontline Scottish Borders Council services wherever possible. Council has already agreed a Council Tax freeze for 2024/25 in return for Scottish Government funding.

The draft revenue and capital budget proposals have been developed following collaborative work over a number of months by a cross-party group of Councillors. The 1,163 responses from the general population along with the very welcome 862 responses from Secondary pupils, received through the Council Plan and budget survey have also shaped the plans.

Councillors across the Chamber have put aside political differences and have successfully come together to develop this single financial plan for 2024/25.

The impact of continuing high inflation and associated costs cannot be overstated, and these hit the Council budget from all angles: transport costs, energy prices and construction of our capital projects.

Proposed financial plans for 2024/25 therefore rely on almost £10million of one-off funding from Scottish Borders Council reserves.

This will give the Council time to engage with communities over the next 12 months to shape future service plans which will deliver essential permanent savings through the Council's ongoing Transformation Programme.

Despite the financial challenges we will still deliver what was an already ambitious capital investment plan, including new secondary schools in Peebles, Galashiels and Hawick and primary schools in Earlston and Eyemouth. We will deliver care villages in Tweedbank and Hawick as previously set out, and we will still be able to invest in the regeneration of our town centres and support our communities and the most vulnerable.

The key aspects of our budget for the Borders are

- £300m capital investment over the next three years, including into new schools and care villages
- £21.6m to be spent on roads and transport infrastructure over the next three years
- Funding to maintain a Demand Responsive Travel scheme in Berwickshire, building on the Pingo trial
- Additional funding to manage pressures in social work and social care due to demographic changes and increased need
- Investment into businesses infrastructure to support inward investment and job creation in Tweedbank and Duns
- Increased funding to support Live Borders and other local sport and leisure trusts

- Additional funding to manage significant pressures in out of area care placements for children and young people with additional needs and school transport
- Maintaining funding for additional community police resources, through a single Community Action Team of seven officers
- Continued commitment to making the Council more efficient to support budget savings, including through the use of technology

Council is asked to approve the revenue and capital plan budget for 2024/25 shown at item 12 on today's agenda.



Scottish Borders Council

Draft Financial Plan 2024/25



**Draft Revenue & Capital Investment Plan
Revenue 2024/25 - 2028/29, Capital 2024/25 - 2033/34**

Scottish Borders Council
 Draft Financial Plan 2024/25 to 2028/29
 Revenue Resources

	2024/25 £'000	2025/26 (Provisional) £'000	2026/27 (Provisional) £'000	2027/28 (Provisional) £'000	2028/29 (Provisional) £'000	Total £'000
Aggregate External Finance						
General Revenue Support	227,299	226,873	229,023	229,023	229,023	1,141,241
Council Tax freeze funding for 2024/25	3,220	3,220	3,220	3,220	3,220	16,100
Impact of teachers 3% employer pension contribution	1,802	1,802	1,802	1,802	1,802	9,010
Ring fenced grants	3,206	3,206	3,206	3,206	3,206	16,030
Health & Social Care Partnership (H&SCP)	8,047	8,127	8,209	8,209	8,209	40,801
Non-domestic Rates	42,089	42,089	42,089	42,089	42,089	210,445
	285,663	285,317	287,549	287,549	287,549	1,433,627
Funding for new schools through Learning Estate Investment Programme	0	2,435	3,873	3,364	3,065	12,737
Reserves	1,160	0	0	0	0	1,160
Service Concessions	8,411	0	0	0	0	8,411
Council Tax (Band D £1,356.11 in 2024/25 - 0% increase)	72,121	79,922	84,538	89,413	94,567	420,561
Second Homes Council Tax	2,814	3,095	3,250	3,413	3,584	16,156
Total	370,169	370,769	379,210	383,739	388,765	1,892,652

Scottish Borders Council
Draft Financial Plan 2024/25 to 2028/29
Service Level Summary

	2024/25 £'000	2025/26 (Provisional) £'000	2026/27 (Provisional) £'000	2027/28 (Provisional) £'000	2028/29 (Provisional) £'000	Total £'000	Capital Investment (10 years) £'000
Corporate	(3,558)	(7,732)	(10,450)	(13,901)	(15,849)	(51,490)	0
Infrastructure & Environment	58,067	59,058	61,470	63,066	64,611	306,272	141,526
Social Work & Practice	88,210	87,935	88,046	88,526	88,954	441,671	0
Education & Lifelong Learning	133,631	136,412	138,924	141,492	144,113	694,572	186,928
Resilient Communities	27,877	27,237	27,714	28,162	28,610	139,600	85,249
Finance & Corporate Governance	28,560	29,724	34,631	36,774	38,179	167,868	565
People, Performance & Change	7,841	7,978	8,102	8,225	8,350	40,496	0
Strategic Commissioning & Partnerships	29,541	30,157	30,773	31,395	31,797	153,663	40,041
Total	370,169	370,769	379,210	383,739	388,765	1,892,652	454,309

Scottish Borders Council
Draft Financial Plan 2024/25 to 2033/34
Capital Resources

	3 year Operational £'000	7 year Strategic £'000	Total £'000	Est. External Funding £'000	Est. SBC Contribution £'000
Specific Grants from Scottish Government	4,143	1,729	5,872	5,872	0
Other External Grants & Contributions	52,304	23,765	76,069	76,069	0
Development Contributions	6,176	700	6,876	6,876	0
Capital Receipts	6,861	1,500	8,361	0	8,361
General Capital Grant	33,444	77,763	111,207	0	111,207
Plant & Vehicle (P&V) Replacement - P&V Fund	6,000	14,000	20,000	20,000	0
Synthetic Pitch Replacement Fund	1,985	2,365	4,350	4,350	0
Funds from Revenue	1,940	0	1,940	1,940	0
Borrowing	173,380	46,254	219,634	0	219,634
Total	286,233	168,076	454,309	115,107	339,202

Detailed Capital funding can be found at the back of this budget pack

Scottish Borders Council
Draft Financial Plan 2024/25 to 2028/29
Summary of Revenue Budget Movement

	2024/25 £'000	2025/26 (Provisional) £'000	2026/27 (Provisional) £'000	2027/28 (Provisional) £'000	2028/29 (Provisional) £'000	Total £'000
Base Budget (approved 23rd February 2023)	343,761	370,169	370,769	379,210	383,739	1,847,648
<u>Budget Pressures</u>						
Workforce budget adjustments	18,247	4,353	4,166	4,253	4,335	35,354
Non-pay and department specific inflation	6,672	1,832	2,597	1,976	1,810	14,887
Demographic pressures	1,029	1,029	1,029	1,029	1,029	5,145
Service specific priorities & national policy changes	4,857	(1,923)	3,719	1,011	100	7,764
Total Pressures	30,805	5,291	11,511	8,269	7,274	63,150
<u>Savings Proposals</u>						
Corporate	(1,934)	(3,804)	(2,718)	(3,451)	(1,948)	(13,855)
Infrastructure & Environment	(840)	(234)	(278)	(213)	(223)	(1,788)
Social Work & Practice	(414)	(260)	(8)	(8)	(8)	(698)
Education & Lifelong Learning	(130)	(14)	(14)	(14)	(14)	(186)
Resilient Communities	(887)	(333)	(5)	(5)	(5)	(1,235)
Finance & Corporate Governance	(117)	(29)	(30)	(32)	(33)	(241)
Strategic Commissioning & Partnership	(75)	(17)	(17)	(17)	(17)	(143)
Total Savings	(4,397)	(4,691)	(3,070)	(3,740)	(2,248)	(18,146)
	370,169	370,769	379,210	383,739	388,765	1,892,652
Funding	370,169	370,769	379,210	383,739	388,765	1,892,652

Scottish Borders Council
Draft Financial Plan 2024/25 to 2033/34
Summary of Capital Budget Movement

	3 year Operational £'000	7 year Strategic £'000	Total £'000	Est. External Funding £'000	Est. SBC Contribution £'000
Base Budget (approved 23rd February 2023)	298,230	176,127	474,357	(130,176)	344,181
Capital Financed from Current Revenue (CFCR)	0	0	0	0	0
Specific Grants from Scottish Government	(14,034)	0	(14,034)	14,034	0
Other External Grants & Contributions	353	118	471	(471)	0
Development Contributions	675	100	775	(775)	0
Capital Receipts	4,726	900	5,626	0	5,626
General Capital Grant	(746)	0	(746)	0	(746)
Plant & Vehicle (P&V) Replacement - P&V Fund	0	0	0	0	0
Synthetic Pitch Replacement Fund	104	(473)	(369)	369	0
Funds from Revenue	(1,912)	0	(1,912)	1,912	0
Borrowing	(1,163)	(8,696)	(9,859)	0	(9,859)
Total Funding Adjustments	(11,997)	(8,051)	(20,048)	15,069	(4,979)
Funding	286,233	168,076	454,309	(115,107)	339,202
Investment Proposals					
Corporate	0	0	0	0	0
Infrastructure & Environment	51,158	90,368	141,526	(27,740)	113,786
Social Work & Practice	0	0	0	0	0
Education & Lifelong Learning	153,544	33,384	186,928	(9,414)	177,514
Resilient Communities	56,389	28,860	85,249	(77,953)	7,296
Finance & Corporate Governance	(660)	1,225	565	0	565
People, Performance & Change	0	0	0	0	0
Strategic Commissioning & Partnerships	25,802	14,239	40,041	0	40,041
Total Investment	286,233	168,076	454,309	(115,107)	339,202

Corporate
Overarching proposals covering the whole Council

Capital Investment	3 year Operational £'000	7 year Strategic £'000	Total £'000	Est. External Funding £'000	Est. SBC Contribution £'000	Detail
Total Investment	0	0	0	0	0	

Revenue Opening Position	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000
Base Budget (approved 23rd February 2023)	(1,994)	(3,558)	(7,732)	(10,450)	(13,901)
Permanent Virements	0	0	0	0	0
Revised Base Budget	(1,994)	(3,558)	(7,732)	(10,450)	(13,901)

Budget Pressures	Base Budget £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	Detail
Repay Reserves for advance of 23/24 pay	0	370	(370)	0	0	0	one-off funding from SG in 2024/25 to allow Councils to repay reserves following local draw down to support 2023/24 pay increases
Total Pressures		370	(370)	0	0	0	

Savings Proposals	Base Budget £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	Detail
Corporate Transformation	(1,994)	(1,799)	(3,804)	(2,718)	(3,451)	(1,948)	Further transformation delivered through 9 workstreams to create a smaller organisation to operate within financial resources. There will be an impact on staffing numbers. The details will be confirmed as proposals are developed. All possible steps will be taken to avoid redundancies, including management of vacancies and turnover. Any actual staff impact will be managed through the appropriate application of HR policies and procedures
Corporate restructure	0	(135)	0	0	0	0	Review of management structures
Total Savings		(1,934)	(3,804)	(2,718)	(3,451)	(1,948)	

Revenue Closing Position	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000
Base Budget 2024/25	(3,558)	(7,732)	(10,450)	(13,901)	(15,849)

Infrastructure & Environment

Property, Facilities, Parks & Environment, Roads & Infrastructure, Waste Management, Passenger Transport, Planning, Housing Strategy

Capital Investment	3 year Operational £'000	7 year Strategic £'000	Total £'000	Est. External Funding £'000	Est. SBC Contribution £'000	Detail
Land & Property Infrastructure	16,098	16,291	32,389	(3,674)	28,715	Prioritised capital works on the Council estate including parks and play facilities, cemetery land acquisition and development, structural, energy efficiency, health & safety works, improvements and upgrades
Roads & Transport Infrastructure	21,620	50,820	72,440	0	72,440	Investment in roads, bridges and lighting
Cycling, Walking & Safer Streets	1,269	1,729	2,998	(2,998)	0	Specific Scottish Government funding to encourage safer walking, wheeling and cycling to schools and communities
Peebles Bridge	0	420	420	0	420	Possible preparatory work to consider the future requirement for a new bridge crossing in Peebles to support future development per the Local Development Plan
Flood & Coastal Protection Works & Scheme Preparation	1,236	2,604	3,840	0	3,840	Small scale capital flood works projects and flood studies for future major schemes. Flood studies and scheme preparation fully funded by SG
Hawick Flood Protection	1,335	0	1,335	(1,068)	267	Infrastructure project to protect 930 residential and commercial properties from 1:75 year flood risk within the River Teviot and Slitrig's flood plain in Hawick. Funding from SG (80%) and external partners
Waste Management	335	1,004	1,339	0	1,339	Investment in approximately 4,500 waste containers for general, recycling and food waste collections for new build homes, trade contracts and replacement bins
Reston Railway Station Contribution	1,740	0	1,740	0	1,740	Contribution to the delivery of the new rail station on the East Coast Main Line at Reston
Roundabout at Easter Langlee	25	0	25	0	25	Remaining works associated with the construction of a new roundabout at Easter Langlee, Galashiels
Plant & Vehicle Fund	6,000	14,000	20,000	(20,000)	0	The provision of a financially sustainable and fit for purpose P&V Fund is critical to the delivery of statutory and non statutory frontline services. It will also play an increasingly important role in the delivery of the Council's climate change commitments, which includes the transition to alternative fuel vehicles including electric & hydrogen, which are significantly more expensive than existing petrol/diesel vehicles
Private Sector Housing Grant	1,500	3,500	5,000	0	5,000	Grant funding to assist the provision of major adaptations to private sector homes enabling residents to remain safe in their homes following a needs and priority assessment by Social Work
Total Investment	51,158	90,368	141,526	(27,740)	113,786	

Revenue Opening Position	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000
Base Budget (approved 23rd February 2023)	54,408	58,067	59,058	61,470	63,066
Permanent Virements	(1,049)	0	0	0	0
Revised Base Budget	53,359	58,067	59,058	61,470	63,066

Infrastructure & Environment

Property, Facilities, Parks & Environment, Roads & Infrastructure, Waste Management, Passenger Transport, Planning, Housing Strategy

Budget Pressures	Base Budget £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	Detail
Workforce budget adjustments	29,710	2,735	673	686	700	714	To provide for pay award at 3% for 2024/25 and 2% each following year pending national pay negotiations. Permanent impact of 2023/24 pay award and following the Pension Fund triennial revaluation, a 1.5% reduction in SBC employers pension contributions has been reflected
Non-pay inflation	21,524	1,922	(234)	640	606	652	To allow for anticipated inflationary price increases of utilities, waste contracts and road fuel
Rates revaluation	6,036	657	17	11	0	0	Impact of rates revaluation with transitional relief
Impact on Non Domestic Rates (NDR) Relief of Empty Property Relief	6,036	113	(58)	0	0	0	Impact on SBC properties of changes to the NDR Empty Property Relief Policy, adjusted for the impact of Jedburgh Grammar School demolition from 25/26
Play Areas and Outdoor Community Spaces	279	0	0	202	102	149	Replacement fund for Play Areas and Outdoor Community Spaces
Additional new schools Non-Domestic Rates (NDR), utilities and cleaning pressure	1,274	30	289	186	(45)	0	Additional budget required to fund costs in new schools
Galashiels Academy Hard Facilities Management (FM) and Lifecycle Maintenance	0	0	203	323	28	29	Estimated Hard FM and Lifecycle maintenance costs for Galashiels Academy
Peebles High School Hard FM and Lifecycle Maintenance	0	0	322	348	36	36	Estimated Hard FM and Lifecycle maintenance costs for Peebles High School
Property Maintenance Fund inflation	3,097	45	94	83	85	87	To allow for anticipated inflationary increases of materials and works associated with maintaining the Council estate
Roads	9,765	(300)	(300)	0	0	0	Planned return to base budget following temporary increase in previous years.
Catering (food) inflation	1,976	178	55	45	46	47	Estimated inflationary price increase of food costs
Winter maintenance (salt) inflation	864	24	23	18	19	19	Estimated inflationary price increase of salt costs
Aggregates and bitumen inflation	818	25	20	17	17	17	Estimated inflationary price increase of aggregates and bitumen
Vehicle spare parts inflation	828	25	22	18	18	18	Estimated inflationary price increase of spare parts
Parks management fee adjustment	(64)	0	0	20	0	0	Adjustment to fees in line with capital investment
Waste vehicle depreciation	591	53	0	0	0	0	In order to fund new vehicles from the Plant & Vehicle Fund a depreciation budget required for future years replacements
Extension of Demand Responsive Transport (DRT) pilot in Berwickshire 2023/24	304	(304)	0	0	0	0	Remove one-off additional funding in 2023/24
Demand Responsive Transport (DRT)	0	250	0	0	0	0	Utilise smaller vehicles and a combination of school transport contracts, targeted operating zones and alternative operating hours to deliver a DRT service replacing the 'PINGO Pilot'
Community Enhancement (Small Schemes Fund)	378	(178)	0	0	0	0	Remove one-off additional funding in 2023/24
Investment from Second Homes Council Tax	1,229	102	53	55	58	60	Increased investment from Second Homes Council Tax as a result of anticipated income. Second Homes Council Tax is used to support expenditure related to a range of affordable housing activities
Local Development Plan	0	0	0	0	100	(100)	Budget required every 5 years for development of Local Development Plan
Bus contract inflation	1,972	80	46	38	39	40	Estimated inflationary price increase for bus contracts
School Meals	2,970	91	0	0	0	0	Growth linked to roll out of FSM to P4-P7
Total Pressures		5,548	1,225	2,690	1,809	1,768	

Infrastructure & Environment

Property, Facilities, Parks & Environment, Roads & Infrastructure, Waste Management, Passenger Transport, Planning, Housing Strategy

Savings Proposals	Base Budget £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	Detail
Additional fees & charges income	(6,634)	(366)	(194)	(198)	(203)	(213)	Income from fees & charges
Commercial rent income	(1,340)	(10)	(10)	(10)	(10)	(10)	Inflationary increases to the commercial property charges
Building Warrant fees	(990)	(99)	0	0	0	0	Increase in building warrant fees (10%) wef 1 April 2024
Energy Efficiency Project	6,133	(95)	0	0	0	0	Savings from investment in a range of energy efficiency measures designed to contribute to the decarbonisation of the SBC estate. These will be based on a holistic approach to our buildings and will be data driven
More efficient property and asset portfolio	12,916	(120)	0	0	0	0	Savings resulting from property rationalisation and disposals. Savings will be made from NDR, utilities, property maintenance including cleaning services. With the significant escalation in energy costs and the pressures this creates upon the Council, rationalisation of our estate and the closure of under utilised assets will need to be agreed in forthcoming years. Any FTE impact is likely to be from facilities posts in affected buildings. Estimated impact 1 FTE
Waste Management	10,936	(150)	(30)	(70)	0	0	Savings could be delivered by implementing changes to the waste collection service following a service wide review covering; waste types, service coverage, collection frequencies, bin numbers and working patterns. This will also need some capital investment. Further savings to be delivered through implementation of the Scottish Deposit Return Scheme which was withdrawn in 2023 and is now to be delivered as part of the UK wide DRS – delivery currently expected during 2025/26
Total Savings		(840)	(234)	(278)	(213)	(223)	

Revenue Closing Position	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000
Base Budget 2024/25	58,067	59,058	61,470	63,066	64,611

Social Work & Practice

Adult Support & Child Protection, Adult Protection, Emergency Duty, Statutory Mental Health, Social Justice, Safer Communities, Older People, Joint Learning Disability, Joint Mental Health, People with Physical Disability, Generic Services, Public Health, Children & Families Social Work

Capital Investment	3 year Operational £'000	7 year Strategic £'000	Total £'000	Est. External Funding £'000	Est. SBC Contribution £'000	Detail
N/A	0	0	0	0	0	Capital budget for Care Villages is within Strategic Commissioning & Partnerships
Total Investment	0	0	0	0	0	

Revenue Opening Position	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000
Base Budget (approved 23rd February 2023)	82,010	88,210	87,935	88,046	88,526
Permanent Virements	(151)	0	0	0	0
Revised Base Budget	81,859	88,210	87,935	88,046	88,526

Budget Pressures	Base Budget £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	Detail
Workforce budget adjustments	16,916	1,145	370	378	386	394	To provide for pay award at 3% for 2024/25 and 2% each following year pending national pay negotiations. Permanent impact of 2023/24 pay award and following the Pension Fund triennial revaluation, a 1.5% reduction in SBC employers pension contributions has been reflected
Non-pay inflation	601	29	11	13	14	14	To allow for anticipated inflationary increases
Reflect pressures funded by H&SCP funding	0	(5,329)	(2,302)	(2,140)	(2,795)	(2,033)	Reflect items to be permanently funded by additional Social Care funding
Older people, young adults with learning / physical disabilities / mental health demographic increases	51,267	1,029	1,029	1,029	1,029	1,029	Forecast additional Social Work and Social Care costs in relation to young adults with care needs and an aging population
Extra Care Housing Developments (Eyemouth) - Running costs	2,517	0	0	0	655	0	Net running costs associated with new ECH developments at Eyemouth, in line with capital plan and current care provision assumptions (planned completion 2027/28)
Extra Care Housing Developments (Hawick) - Running costs	2,517	0	0	630	0	0	Net running costs associated with new ECH developments at Hawick, in line with capital plan and current care provision assumptions (planned completion 2026/27)
Extra Care Housing Developments (Peebles) - Running costs	2,517	0	0	0	0	680	Net running costs associated with new ECH developments at Peebles, in line with capital plan and current care provision assumptions (planned completion 2028/29)
Real Living Wage in Scotland	61,183	3,113	787	787	787	0	Funding to provide for Real Living Wage in Scotland paid by care providers to their staff

Social Work & Practice

Adult Support & Child Protection, Adult Protection, Emergency Duty, Statutory Mental Health, Social Justice, Safer Communities, Older People, Joint Learning Disability, Joint Mental Health, People with Physical Disability, Generic Services, Public Health, Children & Families Social Work

Budget Pressures	Base Budget £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	Detail
COSLA Residential Care Home Contract (Older People)	11,572	1,621	486	324	324	324	Increase in line with COSLA National Care Home Contract price inflation
Self-directed Support	0	5	0	0	0	0	Additional funding from SG
Rapid Rehousing funded by Scottish Government	0	(5)	0	0	0	0	Reduction to funding provided as part of SG Settlement
Feasibility Study for WiFi enabled CCTV	80	(80)	0	0	0	0	Removal of one-off funding in 2023/24 to investigate options and costs for WiFi enabled town centre CCTV
Children & Families - External Placements	8,162	4,767	(500)	(1,000)	0	0	Permanent effect of base increase in 2023/24. Review underway to consider service delivery model and requirements in future years
Uplift to Foster, Kinship and Through Care Fees and Allowances and ancillary support costs for looked after children	2,825	367	58	59	60	0	Additional £310k from SG in 2024/25 to fund minimum standard rates for Kinship and Foster care. Uplift of 2% in 2024/25 and thereafter for Kinship and Foster care allowances and ancillary support costs
Children & Families - Aberlour	675	194	46	39	28	28	Increased costs of renewed (4 year) contracts with Aberlour for family support
Respite Care - Adults	50	(50)	0	0	0	0	Removal of one-off 2023/24 additional funding to resource care workers to support in Social Hubs to assist people to use Hubs for respite
Respite Care - Children & Families	50	(50)	0	0	0	0	Removal of one-off 2023/24 additional funding for short breaks for carers
Wheatlands Rent increase	63	9	0	0	0	0	Increase to base budget for 2023 rent increase
Total Pressures		6,765	(15)	119	488	436	

Savings Proposals	Base Budget £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	Detail
Complex Care (Learning Disability)	16,413	0	(252)	0	0	0	Service redesign by creating the Supported Living Service Project which will enable the repatriation of clients currently being supported in other regions
Shared Lives	16,413	(200)	0	0	0	0	Commissioning of Shared Lives Service to assist people to remain in a family setting, reducing reliance on out of Council placements and allowing clients to remain as independent as possible
Additional fees & charges income	9	(4)	(8)	(8)	(8)	(8)	Increase income from fees & charges
Changes to Community Access Team model	589	(210)	0	0	0	0	Reduction to team. Revised structure to include 1 Sergeant and 6 PC's
Total Savings		(414)	(260)	(8)	(8)	(8)	

Revenue Closing Position	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000
Base Budget 2024/25	88,210	87,935	88,046	88,526	88,954

Education and Lifelong Learning

Early Years, Primary Schools, Secondary Schools, Additional Support Needs, Educational Psychology, Central Schools, School Meals, School Transport

Capital Investment	3 year Operational £'000	7 year Strategic £'000	Total £'000	Est. External Funding £'000	Est. SBC Contribution £'000	Detail
Early Years Expansion	1,806	0	1,806	(1,806)	0	Delivery of Early Years provision
Eyemouth Primary School	14,723	0	14,723	0	14,723	Delivery of primary school in Eyemouth
Earlston Primary School	6,223	0	6,223	(11)	6,212	Delivery of primary school in Earlston
Galashiels Academy	43,413	0	43,413	(6,416)	36,997	Delivery of secondary school in Galashiels
Hawick High School	33,059	20,854	53,913	0	53,913	Delivery of secondary school in Hawick
Peebles High School	48,126	0	48,126	(181)	47,945	Delivery of secondary school in Peebles
School Estate Block	6,194	12,530	18,724	(1,000)	17,724	Programme of works across the school estate to enhance learning environments, ensure compliance with a range of legislation in relation to health and safety, care inspectorate, environmental health and insurers and to enable improvement of safety in schools
Total Investment	153,544	33,384	186,928	(9,414)	177,514	

Revenue Opening Position	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000
Base Budget (approved 23rd February 2023)	122,103	133,631	136,412	138,924	141,492
Permanent Virements	(788)	0	0	0	0
Revised Base Budget	121,315	133,631	136,412	138,924	141,492

Budget Pressures	Base Budget £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	Detail
Workforce budget adjustments	91,650	11,005	2,351	2,124	2,168	2,209	To provide for pay award at 3% for 2024/25 and 2% each following year pending national pay negotiations. Permanent impact of 2023/24 pay award and following the Pension Fund triennial revaluation, a 1.5% reduction in SBC employers pension contributions has been reflected
Non-pay inflation	100	5	2	2	2	2	To allow for anticipated inflationary increases
Unitary charge Public-Private Partnership (PPP) schools	16,093	776	442	400	412	424	Contractual inflationary increase required for the 5 high schools built with PPP funding
Pupil Equity Fund (PEF)	1,919	30	0	0	0	0	As per Scottish Government (SG) settlement

Education and Lifelong Learning

Early Years, Primary Schools, Secondary Schools, Additional Support Needs, Educational Psychology, Central Schools, School Meals, School Transport

Budget Pressures	Base Budget £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	Detail
Early Learning & Childcare (ELC) expansion	17,547	(917)	0	0	0	0	Reduction in both core and specific grant funding as per SG settlement over 2023/24 and 2024/25. A review of the service is underway to accommodate this reduction and will be implemented for August 2024. Statutory adult: child ratios will be maintained
Educational psychologists	741	(3)	0	0	0	0	Removal of one-off 2023/24 funding from SG for educational psychologists
School transport	4,123	680	0	0	0	0	Inflationary costs for routes handed back and subsequently re tendered in 2023/24
ASN Transport	1,002	798	0	0	0	0	Inflationary costs for re tendered routes and increased numbers
Neurodiversity Education	20	(20)	0	0	0	0	Planned removal of temporary funding provided on a one-off basis in 2023/24
Jamf licences	0	92	0	0	0	0	Jamf licences p.a. (previous 5 years paid upfront as part of Inspire project)
Total Pressures		12,446	2,795	2,526	2,582	2,635	

Savings Proposals	Base Budget £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	Detail
Increased fees & charges	(110)	(60)	(10)	(10)	(10)	(10)	Income from fees & charges
Inspire Income	0	(55)	0	0	0	0	Income from Inspire consultancy work
Increases to fees for non-funded childcare	(49)	(8)	(4)	(4)	(4)	(4)	Charges for Scottish Borders Council provided out of school club and non-funded childcare increased by £0.55 per hour to £6.05 from April 2024 to bring more into line with private provider fees
Increases to cost of school meals for P6 & P7		(7)	0	0	0	0	Inflationary increase to school meal charge for P6 & P7 until introduction of Universal Free School Meals (UFSM) expected August 2024
Total Savings		(130)	(14)	(14)	(14)	(14)	

Revenue Closing Position	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000
Base Budget 2024/25	133,631	136,412	138,924	141,492	144,113

Resilient Communities

Business Support, Community Planning & Engagement, Neighbourhood Support Fund, Customer Advice & Support, Economic Development, Culture & Sport Services, Community Learning & Development (CLD), Discretionary Housing Payments, Housing Benefits, Non Domestic Rates Relief, Scottish Welfare Fund, Council Tax Reduction Scheme

Capital Investment	3 year Operational £'000	7 year Strategic £'000	Total £'000	Est. External Funding £'000	Est. SBC Contribution £'000	Detail
Town Centre Regeneration	669	700	1,369	0	1,369	To support town centre regeneration enabling works and masterplanning
Borders Innovation Park	15,816	0	15,816	(14,331)	1,485	To support the development of necessary infrastructure to maximise inward investment and the future growth of the Scottish Borders economy
Newtown St. Boswells Regeneration	400	0	400	0	400	Development phase for the village centre regeneration
Borderlands Inclusive Growth Deal	35,689	23,765	59,454	(58,822)	632	The Borderlands Inclusive Growth Deal is focused on achieving transformational change to increase productivity, grow the working age population, and contribute to inclusive and sustainable growth including projects such as Destination Tweed
Developing Enterprise Infrastructure – Land at Duns Industrial Estate (IE)	450	0	450	(450)	0	To make more land available within the existing industrial estate in order to help retain local businesses by allowing them to grow and to help promote inward investment. This will help grow the economy and provide more employment opportunities within this part of Berwickshire
Sports Infrastructure	3,365	4,395	7,760	(4,350)	3,410	Capital allocation to Sports Trusts to improve and refurbish Scottish Borders Council owned sport and leisure facilities and a Synthetic Pitch Replacement Fund to manage the replacement of synthetic pitches across the Scottish Borders
Total Investment	56,389	28,860	85,249	(77,953)	7,296	

Revenue Opening Position	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000
Base Budget (approved 23rd February 2023)	25,274	27,877	27,237	27,714	28,162
Permanent Virements	1,471	0	0	0	0
Revised Base Budget	26,745	27,877	27,237	27,714	28,162

Budget Pressures	Base Budget £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	Detail
Workforce budget adjustments	12,334	1,060	301	307	314	319	To provide for pay award at 3% for 2024/25 and 2% each following year pending national pay negotiations. Permanent impact of 2023/24 pay award and following the Pension Fund triennial revaluation, a 1.5% reduction in SBC employers pension contributions has been reflected
Non-pay inflation	88	5	4	3	3	1	To allow for anticipated inflationary increases
Sports Trust Management Fee inflation	205	20	(20)	0	0	0	To allow for inflation on management fees for Berwickshire Recreation Education Sports Trust (BREST) and Jedburgh Leisure Facilities Trust (JLFT)
BREST Management Fee	90	25	0	0	0	0	Increase in management fee to align payments to Leisure Trusts

Resilient Communities

Business Support, Community Planning & Engagement, Neighbourhood Support Fund, Customer Advice & Support, Economic Development, Culture & Sport Services, Community Learning & Development (CLD), Discretionary Housing Payments, Housing Benefits, Non Domestic Rates Relief, Scottish Welfare Fund, Council Tax Reduction Scheme

Budget Pressures	Base Budget £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	Detail
Council Tax Reduction Scheme (CTRS)	5,735	(150)	393	129	131	130	Changes in CTRS linked to demand and Council Tax increases in future years
Borderlands & City Deal Project Management Offices (PMO)	203	(16)	15	43	5	3	Provide contribution towards Borderlands and City Deal PMO's
Financial Support to Community Councils	81	16	0	0	0	0	As per report to Council 14th November 2023 recommendations following review of financial support to Community Councils
Increase funding for Local Festival Grant Scheme	85	30	0	0	0	0	As per report to Council 14th November 2023 recommendations following review of the Local Festival Grant Scheme
Additional Customer Advice and Support Service Staffing	4,339	30	0	0	0	0	As per report to Council 25th January 2024 staffing to administer changes to Second Homes Council Tax policy
Gaelic	1	(1)	0	0	0	0	Removal of funding from SG as programme is now mainstreamed
Live Borders Management Fee	4,782	1,000	(1,000)	0	0	0	Increased management fee to support Live Borders as it implements recommendations of the joint strategic review of sport, leisure & cultural service and faces financial challenges linked to a post-COVID operating environment, inflationary pressures particularly energy prices
Total Pressures		2,019	(307)	482	453	453	

Savings Proposals	Base Budget £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	Detail
Additional fees & charges income	(285)	(9)	(5)	(5)	(5)	(5)	Income from fees & charges
Non-Domestic Rates (NDR) Relief	1,561	(878)	(328)	0	0	0	As per report to Council 25th January 2024 changes to the NDR Empty Property Relief Policy
Total Savings		(887)	(333)	(5)	(5)	(5)	

Revenue Closing Position	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000
Base Budget 2024/25	27,877	27,237	27,714	28,162	28,610

Finance & Corporate Governance

Chief Executive, Emergency Planning, Finance, Legal Services, Protective Services, Audit & Risk, Assessors & Electoral Registration Services, Democratic Services, Communications & Marketing, Loan Charges

Capital Investment	3 year Operational £'000	7 year Strategic £'000	Total £'000	Est. External Funding £'000	Est. SBC Contribution £'000	Detail
Emergency & Unplanned	525	1,225	1,750	0	1,750	Budget to deliver emergency works in year
Planned Programming Adjustments to support future years borrowing	(1,185)	0	(1,185)	0	(1,185)	Planning assumption that project underspends will be recirculated to fund other projects, thereby reducing the Council's borrowing requirement
Total Investment	(660)	1,225	565	0	565	

Revenue Opening Position	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000
Base Budget (approved 23rd February 2023)	26,983	28,560	29,724	34,631	36,774
Permanent Virements	157	0	0	0	0
Revised Base Budget	27,140	28,560	29,724	34,631	36,774

Budget Pressures	Base Budget £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	Detail
Workforce budget adjustments	9,952	704	220	224	229	233	To provide for pay award at 3% for 2024/25 and 2% each following year pending national pay negotiations. Permanent impact of 2023/24 pay award and following the Pension Fund triennial revaluation, a 1.5% reduction in SBC employers pension contributions has been reflected
Non-pay inflation	1,712	81	45	37	37	38	To allow for anticipated inflationary increases
Loans Charges to support the Capital Plan	17,520	665	984	4,676	1,809	1,267	Revenue cost of capital borrowing
Scottish Assessors - Barclay Review	218	31	0	0	0	0	To provide for additional legislative burdens linked to the Barclay Review including three yearly revaluations, information gathering, two stage appeals system and the annual audit of self-catering subjects
New Burdens funding for the Elections Act 2022 - Electoral Registration Officer (ERO)	0	56	(56)	0	0	0	New Burdens funding to provide for additional burdens on the ERO towards expenditure relating to the implementation of the Elections Act
Local Government election	0	0	0	0	100	(100)	Budget required to run local government elections every 5 years
Total Pressures		1,537	1,193	4,937	2,175	1,438	

Finance & Corporate Governance

Chief Executive, Emergency Planning, Finance, Legal Services, Protective Services, Audit & Risk, Assessors & Electoral Registration Services, Democratic Services, Communications & Marketing, Loan Charges

Savings Proposals	Base Budget £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	Detail
Additional fees & charges income	(880)	(55)	(29)	(30)	(32)	(33)	Income from fees & charges
Assessors & Electoral Registration Services	902	(62)	0	0	0	0	Review of the service - Valuation Roll (non-domestic rates), Council Tax Valuations and Electoral Registration
Total Savings		(117)	(29)	(30)	(32)	(33)	

Revenue Closing Position	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000
Base Budget 2024/25	28,560	29,724	34,631	36,774	38,179

People, Performance & Change

Human Resources, Corporate Transformation, Business Change & Programme Management, Business Planning Performance & Policy Development

Capital Investment	3 year Operational £'000	7 year Strategic £'000	Total £'000	Est. External Funding £'000	Est. SBC Contribution £'000	Detail
Total Investment	0	0	0	0	0	

Revenue Opening Position	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000
Base Budget (approved 23rd February 2023)	7,484	7,841	7,978	8,102	8,225
Permanent Virements	(12)	0	0	0	0
Revised Base Budget	7,472	7,841	7,978	8,102	8,225

Budget Pressures	Base Budget £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	Detail
Workforce budget adjustments	4,373	287	96	98	100	102	To provide for pay award at 3% for 2024/25 and 2% each following year pending national pay negotiations. Permanent impact of 2023/24 pay award and following the Pension Fund triennial revaluation, a 1.5% reduction in SBC employers pension contributions
Pensions increase	1,443	29	26	10	7	7	Pensions increase in line with CPI September 2023 (6.7%)
Apprenticeship Levy	714	53	15	16	16	16	Increase in apprenticeship levy in line with current workforce budget
Total Pressures		369	137	124	123	125	

Savings Proposals	Base Budget £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	Detail
Total Savings		0	0	0	0	0	

Revenue Closing Position	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000
Base Budget 2024/25	7,841	7,978	8,102	8,225	8,350

Strategic Commissioning & Partnerships

Information Technology, Adult Social Care, Commissioning

Capital Investment	3 year Operational £'000	7 year Strategic £'000	Total £'000	Est. External Funding £'000	Est. SBC Contribution £'000	Detail
Residential Care Accommodation Replacement	19,429	13,177	32,606	0	32,606	Two new proposed multipurpose Residential Care Villages in Tweedbank and Hawick
Care Inspectorate Requirements	127	301	428	0	428	Residential Care Home works in order to deliver specific recommendations identified within the Care Inspectorate inspections
ICT - outwith existing contract scope	192	560	752	0	752	IT works outwith the scope of the CGI contract
IT & ICT Transformation	6,054	201	6,255	0	6,255	IT replacements, upgrades and investment to support Digital Transformation across the Council
Total Investment	25,802	14,239	40,041	0	40,041	

Revenue Opening Position	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000
Base Budget (approved 23rd February 2023)	27,493	29,541	30,157	30,773	31,395
Permanent Virements	372	0	0	0	0
Revised Base Budget	27,865	29,541	30,157	30,773	31,395

Budget Pressures	Base Budget £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	Detail
Workforce budget adjustments	15,065	1,310	342	349	356	364	To provide for pay award at 3% for 2024/25 and 2% each following year pending national pay negotiations. Permanent impact of 2023/24 pay award and following the Pension Fund triennial revaluation, a 1.5% reduction in SBC employers pension contributions
Non-pay inflation	2,479	112	64	53	54	55	To allow for anticipated inflationary increases
Reflect pressures funded by H&SCP funding	0	0	0	(289)	(703)	0	Reflect anticipated Care Village costs to be permanently funded by additional Social Care funding
Care costs associated with 2 new Care Villages	0	0	0	289	703	0	Anticipated care costs in relation to the two new Care Villages at Tweedbank and Hawick
Revenue implications of Protective Services in CIH Environment	8,615	45	0	0	0	0	Revenue consequential of IT investment
IT costs per agreed contract	8,615	288	221	225	229	0	The agreed IT Financial Model plus reprofiling of Inspire learning costs and leasing and the move of Business World to the Cloud
IT costs - SEEMiS	0	(4)	6	6	0	0	Changes in SEEMiS costs notified for 2024/25, 2025/26 and 2026/27
Total Pressures		1,751	633	633	639	419	

Strategic Commissioning & Partnerships

Information Technology, Adult Social Care, Commissioning

Savings Proposals	Base Budget £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	Detail
IT switches	0	(75)	0	0	0	0	Reduction in service charge due to removal of IT switches no longer required
Additional fees & charges income	405	0	(17)	(17)	(17)	(17)	Income from fees & charges
Total Savings		(75)	(17)	(17)	(17)	(17)	

Revenue Closing Position	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000
Base Budget 2024/25	29,541	30,157	30,773	31,395	31,797

Scottish Borders Council
Capital Investment Plan 2024/25 to 2033/34
Capital Investment Proposals

	2024/25 £'000	2025/26 £'000	2026/27 £'000	Total Operational Plan £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000	2031/32 £'000	2032/33 £'000	2033/34 £'000	Total Strategic Plan £'000	Total £'000	Specific Project Funding £'000	Net cost to SBC Capital £'000
CAPITAL INVESTMENT PROPOSALS															
Plant & Vehicle Fund															
Plant & Vehicle (P&V) Replacement - P&V Fund	2,000	2,000	2,000	6,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	14,000	20,000	(20,000)	0
Flood & Coastal Protection															
Flood Prevention Works & Scheme Preparation	372	372	372	1,116	372	372	372	372	372	372	372	2,604	3,720	0	3,720
Hawick Flood Protection	456	879	0	1,335	0	0	0	0	0	0	0	0	1,335	(1,068)	267
Costal Change Adaptions	120	0	0	120	0	0	0	0	0	0	0	0	120		120
Land and Property Infrastructure															
Asset Rationalisation & Demolition	1,868	0	0	1,868	0	0	0	0	0	0	0	0	1,868	0	1,868
Cemetery Land Acquisition & Development	50	40	334	424	649	0	0	0	0	0	0	649	1,073	0	1,073
Jedburgh High Street Building	1,849	0	0	1,849	0	0	0	0	0	0	0	0	1,849	(1,829)	20
Building Upgrades	577	397	624	1,598	624	624	624	624	624	624	624	4,368	5,966	0	5,966
Energy Efficiency Works	1,291	795	795	2,881	1,045	1,045	1,045	1,045	1,045	1,045	1,045	7,315	10,196	0	10,196
Live Borders Energy Efficiency Works	500	500	500	1,500	0	0	0	0	0	0	0	0	1,500	(1,500)	0
Health and Safety Works	1,400	400	500	2,300	500	500	500	500	500	500	500	3,500	5,800	0	5,800
Play Areas and Outdoor Community Spaces	1,673	1,596	298	3,567	92	367	0	0	0	0	0	459	4,026	(234)	3,792
Land at Easter Langlee, Galashiels (inc. Roundabout)	111	0	0	111	0	0	0	0	0	0	0	0	111	(111)	0
Road & Transport Infrastructure															
Cycling Walking & Safer Streets	515	507	247	1,269	247	247	247	247	247	247	247	1,729	2,998	(2,998)	0
Lighting Asset Management Plan	160	160	160	480	160	160	160	160	160	160	160	1,120	1,600	0	1,600
Peebles Bridge	0	0	0	0	0	0	0	0	0	0	420	420	420	0	420
Reston Station Contribution	1,740	0	0	1,740	0	0	0	0	0	0	0	0	1,740	0	1,740
Roads & Bridges -inc. RAMP, Winter Damage & Slopes	7,040	7,000	7,100	21,140	7,100	7,100	7,100	7,100	7,100	7,100	7,100	49,700	70,840	0	70,840
Roundabout at Easter Langlee, Galashiels	20	5	0	25	0	0	0	0	0	0	0	0	25	0	25
Waste Management															
Waste Containers	106	112	117	335	123	129	136	143	150	158	165	1,004	1,339	0	1,339
Corporate															
ICT - Out with CGI Scope	56	56	80	192	80	80	80	80	80	80	80	560	752	0	752
Digital Transformation	4,834	0	242	5,076	25	24	22	0	0	0	0	71	5,147	0	5,147
Inspire Learning	770	65	143	978	65	65	0	0	0	0	0	130	1,108	0	1,108

Scottish Borders Council
Capital Investment Plan 2024/25 to 2033/34
Capital Investment Proposals

	2024/25	2025/26	2026/27	Total Operational Plan	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	Total Strategic Plan	Total	Specific Project Funding	Net cost to SBC Capital
CAPITAL INVESTMENT PROPOSALS	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Learning Estate															
Early Years Expansion	1,373	433	0	1,806	0	0	0	0	0	0	0	0	1,806	(1,806)	0
Eyemouth Primary School	9,138	5,585	0	14,723	0	0	0	0	0	0	0	0	14,723	0	14,723
Earlston Primary School	6,168	55	0	6,223	0	0	0	0	0	0	0	0	6,223	(11)	6,212
Galashiels Academy	31,630	10,102	1,681	43,413	0	0	0	0	0	0	0	0	43,413	(6,416)	36,997
Hawick High School	886	7,023	25,150	33,059	20,118	736	0	0	0	0	0	20,854	53,913	0	53,913
Peebles High School	16,995	26,899	4,232	48,126	0	0	0	0	0	0	0	0	48,126	(181)	47,945
Learning Estate Block	2,614	1,790	1,790	6,194	1,790	1,790	1,790	1,790	1,790	1,790	1,790	12,530	18,724	(1,000)	17,724
Sports Infrastructure															
Culture & Sports Trusts - Plant & Services	215	215	290	720	290	290	290	290	290	290	290	2,030	2,750	0	2,750
Synthetic Pitch Replacement Fund	380	1,792	473	2,645	473	473	473	473	473	0	0	2,365	5,010	(4,350)	660
Culture & Heritage															
Economic Regeneration															
Borders Town Centre Regeneration Block	202	70	100	372	100	100	100	100	100	100	100	700	1,072	0	1,072
Borders Innovation Park	10,789	4,808	219	15,816	0	0	0	0	0	0	0	0	15,816	(14,331)	1,485
Newtown St. Boswells Regeneration	400	0	0	400	0	0	0	0	0	0	0	0	400	0	400
Galashiels Town Centre Regeneration	297	0	0	297	0	0	0	0	0	0	0	0	297	0	297
Bordenlands	9,068	11,728	14,893	35,689	9,831	8,115	3,714	2,105	0	0	0	23,765	59,454	(58,822)	632
Developing Enterprise Infrastructure – Land at Duns IE	450	0	0	450	0	0	0	0	0	0	0	0	450	(450)	0
Housing Strategy & Services															
Private Sector Housing Grant - Adaptations	500	500	500	1,500	500	500	500	500	500	500	500	3,500	5,000	0	5,000
Social Care Infrastructure															
Care Inspectorate Requirements & Upgrades	41	43	43	127	43	43	43	43	43	43	43	301	428	0	428
Care Village Tweedbank	3,790	12,000	3,000	18,790	0	0	0	0	0	0	0	0	18,790	0	18,790
Care Village Hawick	213	213	213	639	13,177	0	0	0	0	0	0	13,177	13,816	0	13,816
Other															
Emergency & Unplanned	175	175	175	525	175	175	175	175	175	175	175	1,225	1,750	0	1,750
Planned Programming Adjustments to support future years borrowing	(1,185)	0	0	(1,185)	0	0	0	0	0	0	0	0	(1,185)	0	(1,185)
Total	121,647	98,315	66,271	286,233	59,579	24,935	19,371	17,747	15,649	15,184	15,611	168,076	454,309	(115,107)	339,202

Scottish Borders Council
Capital Investment Plan 2024/25 to 2033/34
Capital Funding Proposals

	2024/25 £'000	2025/26 £'000	2026/27 £'000	Total Operational Plan £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000	2031/32 £'000	2032/33 £'000	2033/34 £'000	Total Strategic Plan £'000	Total £000
CAPITAL FUNDING													
Specific Grants from Scottish Government (SG)													
Hawick Flood Protection	(148)	(920)	0	(1,068)	0	0	0	0	0	0	0	0	(1,068)
Cycling Walking & Safer Streets (CWSS)	(515)	(507)	(247)	(1,269)	(247)	(247)	(247)	(247)	(247)	(247)	(247)	(1,729)	(2,998)
Early Years Expansion	(1,373)	(433)	0	(1,806)	0	0	0	0	0	0	0	0	(1,806)
Other External Grants & Contributions													
Borders Innovation Park	(9,304)	(4,808)	(219)	(14,331)	0	0	0	0	0	0	0	0	(14,331)
Play Areas and Outdoor Community Spaces	(65)	(133)	0	(198)	0	0	0	0	0	0	0	0	(198)
Borderlands (SG & Partners)	(8,436)	(11,728)	(14,893)	(35,057)	(9,831)	(8,115)	(3,714)	(2,105)	0	0	0	(23,765)	(58,822)
Developing Enterprise Infrastructure – Land at Duns IE	(450)	0	0	(450)	0	0	0	0	0	0	0	0	(450)
Live Borders Energy Efficiency Works	(500)	(500)	(500)	(1,500)	0	0	0	0	0	0	0	0	(1,500)
Replace previous borrowing with Capital Grant	(768)	0	0	(768)	0	0	0	0	0	0	0	0	(768)
Development Contributions													
School Estate Block	(100)	(100)	(100)	(300)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(700)	(1,000)
Play Areas and Outdoor Community Spaces	0	(11)	(25)	(36)	0	0	0	0	0	0	0	0	(36)
Galashiels Academy	(367)	0	0	(367)	0	0	0	0	0	0	0	0	(367)
Peebles High School	(181)	0	0	(181)	0	0	0	0	0	0	0	0	(181)
Earlston Primary School	(11)	0	0	(11)	0	0	0	0	0	0	0	0	(11)
Replace previous borrowing with Development Contributions	(5,281)	0	0	(5,281)	0	0	0	0	0	0	0	0	(5,281)
Capital Receipts													
	(3,861)	(1,500)	(1,500)	(6,861)	(1,500)	0	0	0	0	0	0	(1,500)	(8,361)
General Capital Grant													
General	(10,148)	(11,323)	(10,737)	(32,208)	(10,737)	(10,737)	(10,737)	(10,737)	(10,737)	(10,737)	(10,737)	(75,159)	(107,367)
Costal Adaptions	(120)	0	0	(120)	0	0	0	0	0	0	0	0	(120)
Flood Prevention Works & Scheme Preparation	(372)	(372)	(372)	(1,116)	(372)	(372)	(372)	(372)	(372)	(372)	(372)	(2,604)	(3,720)
Plant & Vehicle (P&V) Replacement - P&V Fund													
	(2,000)	(2,000)	(2,000)	(6,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(14,000)	(20,000)
Synthetic Pitch Replacement Fund													
	(380)	(1,132)	(473)	(1,985)	(473)	(473)	(473)	(473)	(473)	0	0	(2,365)	(4,350)
Funded From Revenue													
	(1,940)	0	0	(1,940)	0	0	0	0	0	0	0	0	(1,940)
Borrowing													
General	(75,327)	(62,848)	(35,205)	(173,380)	(34,319)	(2,891)	(1,728)	(1,713)	(1,720)	(1,728)	(2,155)	(46,254)	(219,634)
Total	(121,647)	(98,315)	(66,271)	(286,233)	(59,579)	(24,935)	(19,371)	(17,747)	(15,649)	(15,184)	(15,611)	(168,076)	(454,309)

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Fees and Charges

2024/25

All fees & charges are quoted exclusive of VAT. Specific services are subject to VAT as required by HM Revenue and Customs. Therefore, where applicable, VAT will be charged in addition to the quoted fee or charge.

SCOTTISH BORDERS COUNCIL FEES & CHARGES	2022/23 Charge (excl. vat)	2023/24 Charge (excl. vat)	2024/25 Charge (excl. vat)	Increase %	Estimated Usage	Estimated Impact of Inflation Increase
Infrastructure & Environment Parks & Environment						

Burial Grounds

Purchase of Ground

Lairs for one or two interments	£899.00	£944.00	£1,038.00	9.96%	196	£ 18,424
Woodland burial - land (includes tree)	£899.00	£944.00	£1,038.00	9.96%		
Lairs for cremation caskets (up to 4)	£899.00	£944.00	£1,038.00	9.96%		

Interments

Adults (first, or re-open)	£773.00	£812.00	£893.00	9.98%	602	£ 48,762
Woodland burial - interment	£773.00	£812.00	£893.00	9.98%		
Cremation caskets	£258.00	£271.00	£298.00	9.96%		

Interments on a Saturday (last interment 10:30am)

Adult	£993.00	£1,043.00	£1,147.00	9.97%	602	£ 48,762
Cremation caskets	£405.00	£425.00	£468.00	10.12%		

Interments on a Sunday, holiday or out with seasonal working hours

Adult	£1,309.00	£1,374.00	£1,511.00	9.97%	602	£ 48,762
Cremation caskets	£525.00	£551.00	£606.00	9.98%		

Other Charges

Re-issue of lair certificate	£32.00	£34.00	£37.00	8.82%	5	£ 15
Burial search fee - first hour	£50.00	£53.00	£58.00	9.43%	100	£ 500
Burial search fee - second hour	£50.00	£53.00	£58.00	9.43%		
Burial search fee - each additional hour	£12.60	£13.00	£14.00	7.69%		
Marking out, excavate only	£168.00	£176.00	£194.00	10.23%	0	£ -

Headstone foundations

Marking out, excavate, lay foundation	£199.00	£209.00	£230.00	10.05%	304	£ 6,384
Marking out, excavate only	£168.00	£176.00	£194.00	10.23%	9	£ 162

Administration Charges

Non resident lair sale/interment premium 50% of fee	£451.00	£474.00	£521.00	9.92%	13	£ 611
Admin fee per burial	£62.00	£65.00	£72.00	10.77%	602	£ 4,214
Issuing Title deed	£31.00	£33.00	£36.00	9.09%	196	£ 588
Fee selling lair back to SBC - 10% of price paid	£0.00	£0.00	£0.00	0.00%	10	£ -
Fee to test dig a lair	£773.00	£812.00	£893.00	9.98%	0	£ -
Marking a grave for placement of small memorial	£103.00	£108.00	£119.00	10.19%	12	£ 132
Scattering ashes	£62.00	£65.00	£72.00	10.77%	0	£ -
Installation of memorial bench (per bench)		£100.00	£110.00	10.00%	20	£ 200
Memorial Tree	£36.00	£38.00	£78.00	105.26%	3	£ 120

Public Conveniences

RADAR Keys for disabled facilities	£5.00	£5.00	£6.00	20.00%	107	£ 107
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Parks & Open Spaces

Allotments

Admin Fee	£45.00	£47.00	£52.00	10.64%	82	£ 410
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No fee per m2 of plot has been charged

A 50% concession is offered to new or existing tenants based on eligibility criteria, namely those in receipt of Universal Credit; Working Tax Credit; Income-based Employment and Support Allowance; Income-based Jobseeker's Allowance; Income Support; Housing Benefit; Pension Credit.

SCOTTISH BORDERS COUNCIL FEES & CHARGES	2022/23 Charge (excl. vat)	2023/24 Charge (excl. vat)	2024/25 Charge (excl. vat)	Increase %	Estimated Usage	Estimated Impact of Inflation Increase
Infrastructure & Environment Parks & Environment						
Changing Pavilion - Hawick						
Dressing room and showers - per 2 teams						
- Adults, Monday to Saturday	£36.00	£38.00	£42.00	10.53%	19	£ 76
- Adults, Sunday	£43.00	£45.00	£50.00	11.11%	0	£ -
- Juveniles, Monday to Saturday	£15.00	£16.00	£18.00	12.50%	1	£ 2
- Juveniles, Sunday	£17.00	£18.00	£20.00	11.11%	5	£ 10
Individual showers inc. of dressing room						
- Adults	£2.00	£2.00	£2.00	0.00%	0	£ -
- Juveniles	£1.00	£1.00	£1.00	0.00%	0	£ -
Dressing room only - per 2 teams						
- Adults, Monday to Saturday	£16.00	£17.00	£19.00	11.76%	35	£ 70
- Adults, Sunday	£18.00	£19.00	£21.00	10.53%	0	£ -
- Juveniles, Monday to Saturday	£5.80	£6.00	£7.00	16.67%	0	£ -
- Juveniles, Sunday	£6.80	£7.00	£8.00	14.29%	7	£ 7
Sports Pitches						
Grass Pitch - all (per game up to 2 hours)	£30.30	£31.85	£35.00	9.87%	0	£ -
Discount - Junior Use entitled to 33% discount						
Other Facilities (Parks & Open Spaces)						
Small facilities (1-5 shows/stands)	£128.00	£134.00	£147.00	9.70%	10	£ 130
Medium Facilities - (6-20 shows/stands)	£254.00	£267.00	£294.00	10.11%	1	£ 27
Large Facilities - (21 and over shows/stands)	£383.00	£402.00	£422.00	4.98%	1	£ 20
Circus (per day)	£300.00	£300.00	£300.00	0.00%	0	£ -
					TOTAL	£80,971

All fees & charges are quoted exclusive of VAT. Specific services are subject to VAT as required by HM Revenue and Customs. Therefore, where applicable, VAT will be charged in addition to the quoted fee or charge.

SCOTTISH BORDERS COUNCIL FEES & CHARGES	2022/23 Charge (excl. vat)	2023/24 Charge (excl. vat)	2024/25 Charge (excl. vat)	Increase %	Estimated Usage	Estimated Impact of Inflation Increase
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**Infrastructure & Environment
Waste Management Services**

Waste Services
Disposal Charges - per tonne, pro-rata
Waste Transfer Stations

Bulky Waste	£151.00	£158.50	£174.00	9.78%	500	£ 7,750
Commercial & Demolition	£138.00	£144.75	£159.00	9.84%	600	£ 8,550
Mixed Municipal Waste	£149.00	£156.25	£172.00	10.08%	500	£ 7,875
Dry Mixed Recyclate - Please contact 0300 100 1800 for current price and further information					0	£ -
Wood - Please contact 0300 100 1800 for current price and further information					0	£ -
Administration Charge - charged per invoice. Invoices are collated on a monthly basis	£28.25	£30.00	£33.00	10.00%	328	£ 984

Trade Waste - quotations available on request. Please call us on 01835 825111 or email us at tradewaste@scotborders.gov.uk

Special Collections - Business

Per hour - pro-rata ¹	£130.00	£137.00	£151.00	10.22%	35	£ 490
Minimum charge (20 minutes) ¹	£46.00	£48.30	£53.00	9.73%	35	£ 165

Special Collections - Domestic

Up to 5 articles (including fridges and freezers)	£42.75	£45.00	£50.00	11.11%	2,150	£ 10,750
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Community Recycling Centre Trade Access Permit - tickets are sold in books of 5 or 10 (Prices shown are per book of 5 tickets)

Recycling Permit						
Small - (approx. small car or 1-4 bags)	£34.25	£36.00	£40.00	11.11%	5	£ 20
Medium - (approx. estate/car-derived van/4x4 or 5-9 bags)	£52.00	£54.60	£60.00	9.89%	5	£ 27
Large - (approx. large & small panel vans/micro & mini vans & transit vans not exceeding 3.5t gross vehicle weight (gvw) or 10-15 bags)	£65.25	£68.50	£75.00	9.49%	8	£ 52

Recycling & General Waste Permit

Small - (approx. small car or 1-4 bags)	£64.00	£67.20	£74.00	10.12%	2	£ 14
Medium - (approx. estate/car-derived van/4x4 or 5-9 bags)	£112.50	£118.10	£130.00	10.08%	0	£ -
Large - (approx. large & small panel vans/micro & mini vans & transit vans not exceeding 3.5t gvw or 10-15 bags)	£155.50	£163.25	£180.00	10.26%	62	£ 1,039

Electrical Household Clearance Items Permit

Small load	£11.50	£12.00	£13.00	8.33%	60	£ 60
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Charity Disposing of Donated Household Goods

Small - (approx. small car or 1-4 bags)	£11.00	£11.50	£13.00	13.04%	0	£ -
Medium - (approx. estate/car-derived van/4x4 or 5-9 bags)	£22.00	£23.00	£25.00	8.70%	2	£ 4
Large - (approx. large & small panel vans/micro & mini vans & transit vans not exceeding 3.5t gvw or 10-15 bags)	£33.00	£34.50	£38.00	10.14%	0	£ -

TOTAL £37,779

¹ Additional labour, plant and machinery charged at dayworks rates

² Annual charge based on one collection per week

³ Includes Bin rental, disposal and service

⁴ Includes disposal and service

All fees & charges are quoted exclusive of VAT. Specific services are subject to VAT as required by HM Revenue and Customs. Therefore, where applicable, VAT will be charged in addition to the quoted fee or charge.

SCOTTISH BORDERS COUNCIL FEES & CHARGES	2022/23 Charge (excl. vat)	2023/24 Charge (excl. vat)	2024/25 Charge (excl. vat)	Increase %	Estimated Usage	Estimated Impact of Inflation Increase
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**Infrastructure & Environment
Roads & Infrastructure**

Road Closure

Per Notice	£170.00	£179.00	£197.00	10.06%	3	£ 54
Per Order	£350.00	£368.00	£405.00	10.05%	169	£ 6,253

Charges for Road Closures are currently being reviewed. It is proposed to introduce a sliding scale depending on the complexity of the closure, however no figures have been agreed as yet

Scaffolding Permits

Up to 3 months and every subsequent 3 months to a maximum of 4 payments (Min to Max)	£155.00	£163.00	£179.00	9.82%	64	£ 1,024
	£600.00	£630.00	£693.00	10.00%	0	£ -
	£695.00	£730.00	£803.00	10.00%	0	£ -
	£799.00	£839.00	£923.00	10.01%	0	£ -
	£905.00	£950.00	£1,045.00	10.00%	0	£ -

Temporary Traffic Light Permits

For sites with junctions or more than two approaches	£75.00	£79.00	£203.00	156.96%	286	£ 35,464
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De-icing Salt

Supplied to the public ¹ - 1 tonne or more (pro-rata)	£96.50	£101.00	£111.00	9.90%	350	£ 3,503
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Langlee Recycling Centre

Cover/Washed/Sharp Sand	£25.00	£27.00	£28.00	3.70%	2050	£ 2,050
Building Sand	£27.00	£29.00	£32.00	10.34%	335	£ 1,005
6mm to 10mm Pipe Bedding	£16.50	£17.00	£18.00	5.88%	185	£ 185
12mm to 25mm Pipe Bedding	£14.50	£15.00	£17.00	13.33%	495	£ 990
25mm to 75mm Type B Filler	£11.00	£11.50	£12.50	8.70%	1250	£ 1,250
Type 1 Sub-Base	£7.50	£8.00	£8.50	6.25%	6735	£ 3,368
Concrete Mix	£16.00	£17.00	£23.00	35.29%	838	£ 5,028
Crusher Run 4"	£8.00	£8.00	£8.00	0.00%	0	£ -
Topsoil (as dug)	£7.00	£7.00	£7.00	0.00%	121	£ -
Screened Top Soil	£31.00	£33.00	£35.00	6.06%	0	£ -
Verge Soil	£5.00	£5.25	£6.00	14.29%	227	£ 170
Plainings	£9.25	£9.25	£10.00	8.11%	0	£ -
Rubble	£8.00	£8.50	£9.00	5.88%	7276	£ 3,638
Soil and Stone	£8.00	£8.50	£9.50	11.76%	6003	£ 6,003
Slate	£8.00	£8.50	£9.50	11.76%	25	£ 25
Tar Cuttings	£8.00	£8.50	£9.50	11.76%	1332	£ 1,332
Reinforced Concrete	£25.00	£26.00	£27.00	3.85%	0	£ -

Road Occupation

Road Opening Permits	£108.00	£108.00	£108.00	0.00%	87	£ -
Road Occupation Permits	£36.00	£36.00	£36.00	0.00%	50	£ -
Application to place builder's skip on a road (per month)	£36.00	£36.00	£45.00	25.00%	0	£ -
					TOTAL	£71,342

¹excluding delivery - call 01835 825571 for quotation

All fees & charges are quoted exclusive of VAT. Specific services are subject to VAT as required by HM Revenue and Customs. Therefore, where applicable, VAT will be charged in addition to the quoted fee or charge.

SCOTTISH BORDERS COUNCIL FEES & CHARGES	2022/23 Charge (excl. vat)	2023/24 Charge (excl. vat)	2024/25 Charge (excl. vat)	Increase %	Estimated Usage	Estimated Impact of Inflation Increase
Infrastructure & Environment Planning						
Heritage & Conservation						
Archaeology						
Professional time (per hour)	£73.00	£77.00	£85.00	10.39%	10	£ 80
Access & Countryside						
Books/Leaflets						
Borders Heritage Book	£5.00	£5.00	£5.00	0.00%	0	£ -
Tweed Rivers Book	£9.99	£9.99	£9.99	0.00%	0	£ -
Town Trail Leaflets	£1.00	£1.00	£1.00	0.00%	0	£ -
Paths Around (old stock)	£1.00	£1.00	£1.00	0.00%	0	£ -
Paths Around (new stock)	£2.00	£2.00	£2.00	0.00%	0	£ -
Short Walks on the Eastern Southern Upland Way	£2.50	£2.50	£2.50	0.00%	0	£ -
St Cuthbert's Way Short Walks	£9.99	£9.99	£9.99	0.00%	0	£ -
Access Exemption Notices	£100.00	£105.00	£116.00	10.48%	20	£ 220
Filming on Council Land (per half day)	£350.00	£368.00	£405.00	10.05%	1	£ 37
Housing						
Landlord Registration - Principal Fee ¹	£68.00	£68.00	£75.00	10.29%	1,667	£ 11,667
Landlord Registration - Property Fee ¹	£16.00	£16.00	£17.00	6.25%	833	£ 833
Landlord Registration - Late Application Fee ¹	£137.00	£137.00	£149.00	8.76%	0	£ -
Private Sector Housing Grant - Recording Fee ¹	£80.00	£80.00	£80.00	0.00%	0	£ -
Private Sector Housing Grant - Admin Fee	£121.00	£121.00	£121.00	0.00%	60	£ -
Development Management						
Pre-Planning Application Advice Service						
Written Response						
Type of Development						
Local Development (other than housing)	£150.00	£160.00	£175.00	9.38%	45	£ 675
Proposals for 1-2 house/s or flats	£150.00	£160.00	£175.00	9.38%	45	£ 675
Housing developments (3-49 houses)	£350.00	£365.00	£500.00	36.99%	13	£ 1,755
Major Developments (incl housing developments more than 49 units or sites over 2 hectares)	£600.00	£630.00	£1,000.00	58.73%	3	£ 1,110
Renewable Energy Projects over 2 hectares	£1,500.00	£1,575.00	£2,500.00	58.73%	1	£ 925
Meeting (per meeting)						
Type of Development						
Local Development (other than housing)	£400.00	£420.00	£460.00	9.52%	13	£ 520
Proposals for 1-2 house/s or flats	£400.00	£420.00	£460.00	9.52%	13	£ 520
Housing developments (3-49 houses)	£640.00	£670.00	£1,000.00	49.25%	3	£ 990
Major Developments (incl housing developments more than 49 units or sites over 2 hectares)	£1,250.00	£1,315.00	£2,000.00	52.09%	1	£ 685
Renewable Energy Projects over 2 hectares	£2,500.00	£2,625.00	£3,750.00	42.86%	4	£ 4,500
Non-material variations ¹		£200.00	£200.00	0.00%	0	£ -
Compliance with Condition (per request) ^{1&6}		£100.00	£100.00	0.00%	0	£ -
Discharge of Condition (per request) ^{1&6}		£100.00	£100.00	0.00%	0	£ -

SCOTTISH BORDERS COUNCIL FEES & CHARGES	2022/23 Charge (excl. vat)	2023/24 Charge (excl. vat)	2024/25 Charge (excl. vat)	Increase %	Estimated Usage	Estimated Impact of Inflation Increase
Infrastructure & Environment Planning						

Building Standards Service

Preliminary Enquiries

Written Response

For Parts 1 to 7 inclusive: 50% of Building Warrant fee based on value of work ² (minimum fee)	£200.00	£210.00	£230.00	9.52%	0	£ -
For Part 1 only: 5% of half warrant fee ³	Minimum fee for single Part is £130.00. If more than one single Part is requested, minimum fee	Minimum fee for single Part is £136.00. If more than one single Part is requested, minimum fee	Minimum fee for single Part is £150.00. If more than one single Part is requested, minimum fee		0	
For Part 2 only: 35% of half warrant fee ³					0	
For Part 3 only: 10% of half warrant fee ³					0	
For Part 4 only: 10% of half warrant fee ³					0	
For Part 5 only: 5% of half warrant fee ³					0	
For Part 6 only: 30% of half warrant fee ³					0	
For Part 7 only: 5% of half warrant fee ³					0	

Meeting (per meeting)

Domestic Applications for single property	£80.00	£84.00	£90.00	7.14%	3	£ 18
Domestic Developments up to 3 units	£225.00	£236.00	£260.00	10.17%	3	£ 72
Domestic Developments 4-49 units	£450.00	£473.00	£520.00	9.94%	0	£ -
Domestic Developments over 49 units	£950.00	£998.00	£1,100.00	10.22%	0	£ -
Minor Non-Domestic applications for property in single use	£225.00	£236.00	£260.00	10.17%	1	£ 24
Major or complex Non-Domestic applications for property in single use	£400.00	£420.00	£460.00	9.52%	1	£ 40
Major or complex Non-Domestic applications for property in multiple use	£950.00	£998.00	£1,100.00	10.22%	1	£ 102
Amendments to warrant for drainage works	£100.00	£100.00	£100.00	0.00%	100	£ -

Property Inspections

Letter confirming work carried out on site is exempt from Regulations 8 to 12 as defined in Schedule 1 to Mandatory Regulation 3. Fee includes a single visit to site.	£280.00	£294.00	£325.00	10.54%	0	£ -
Letter confirming work carried out on site did not require Building Warrant approval as defined in Schedule 3 to Mandatory Regulation 5. Fee includes a single visit to site.	£280.00	£294.00	£325.00	10.54%	0	£ -
Additional inspection to site in relation to the above to check any remedial work required, etc.	£150.00	£158.00	£175.00	10.76%	0	£ -

Letters of Confirmation

E-mail/letter clarifying that a proposal is exempt from the Standards or exempt from requiring Building Warrant approval as per Mandatory Regulations 3 and 5 respectively. (Specific answer based on drawings and specifications submitted. Answer will highlight areas where modification is required in order for proposal to be exempt or to comply with the Mandatory Standards.) ²	£280.00	£294.00	£325.00	10.54%	0	£ -
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SCOTTISH BORDERS COUNCIL FEES & CHARGES	2022/23 Charge (excl. vat)	2023/24 Charge (excl. vat)	2024/25 Charge (excl. vat)	Increase %	Estimated Usage	Estimated Impact of Inflation Increase
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**Infrastructure & Environment
Planning**

Permit to Use a Temporary Raised Structure

Administration fee for assessment of temporary raised structures – Raised seating structure.	£430.00	£452.00	£495.00	9.51%	1	£ 43
Administration fee for assessment of temporary raised structures – Raised platform or stage greater than 30 m2.	£430.00	£452.00	£495.00	9.51%	1	£ 43
Administration fee for assessment of temporary raised structures - Raised platform or stage less than 30 m2 with an overhead gantry.	£300.00	£315.00	£345.00	9.52%	1	£ 30
Administration fee for assessment of temporary raised structures - Raised platform or stage less than 30 m2 without an overhead gantry.	£200.00	£210.00	£230.00	9.52%	1	£ 20
Additional fee if Scottish Borders Council require to appoint an independent structural engineer in respect of an application to erect a temporary raised structure.	Engineer's fee				0	£ -

Safety at Sports Grounds

Administration fee for assessment in respect of a general safety certificate ⁴	£550.00	£578.00	£635.00	9.86%	4	£ 228
Administration fee for an amendment to a general safety certificate ⁴	£550.00	£578.00	£635.00	9.86%	0	£ -
Administration fee for ground capacity assessment (3 yearly)	£550.00	£578.00	£635.00	9.86%	1	£ 57
Letter of confirmation (years 2 & 3)		£288.00	£315.00	9.38%	0	£ -
Administration fee for assessment of a sports ground with a view to providing details on ground capacity. This includes assessments for clubs where capacity is to be verified for the Scottish Football Association.	£550.00	£578.00	£635.00	9.86%	0	£ -

Percolation Tests

Witness of the third test percolation test and water table test hole and provision of design data in relation to provision of a closed soakaway infiltration trench. Maximum of 4 hours. (Tests one and two to be recorded by the applicant and water provided on site ready for the third test to be carried out.)	£375.00	£394.00	£435.00	10.41%	1	£ 41
Additional charge per hour in relation to the above.	£125.00	£131.00	£145.00	10.69%	0	£ -

Administration Fee for Compliance, Dangerous or Defective Building Notice work undertaken

Fee for Scottish Borders Council administrating works following issue of a notice for compliance, defect or danger.	20% of the cost of work plus VAT				0	£ -
Fee for Scottish Borders Council administrating works in relation to immediate dangers.	20% of the cost of work plus VAT				0	£ -

SCOTTISH BORDERS COUNCIL FEES & CHARGES	2022/23 Charge (excl. vat)	2023/24 Charge (excl. vat)	2024/25 Charge (excl. vat)	Increase %	Estimated Usage	Estimated Impact of Inflation Increase
Infrastructure & Environment Planning						

Roads Planning

Vehicular Access Consent where Planning Permission is not required. Fees are linked to Planning Application fees.	£300.00	£300.00	£300.00	0.00%	16	£ -
Road adoption searches	£30.00	£42.00	£45.00	7.14%	9	£ 27
Road adoption searches (extended boundaries). Larger or more complex requests may incur additional charges.	£80.00	£84.00	£90.00	7.14%	106	£ 636

Road Construction Consent Site Inspections/Adoptions :

Roads Planning Officer (per hour)	£44.41	£45.30	£48.89	7.93%	474	£ 1,703
Structural Engineer (per hour)	£61.71	£62.94	£65.77	4.49%	10	£ 28
Street Lighting Technician (per hour)	£41.45	£42.28	£40.47	-4.28%	62	-£ 112
Mileage Rate (per mile)	£0.45	£0.45	£0.45	0.00%	7696	£ -
Road material testing (per sample)	£50.00	£50.00	£55.00	10.00%	0	£ -

TOTAL	£ 28,192
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¹ Fees set by national agency.

² Minimum fee is £210.00

³ Minimum fee for single Part is £136.00. If more than one single Parts are requested, minimum fee is £210.00

⁴ Plus advert costs

⁵ New fee

⁶ Options to waive fee in full (where request relates to development that benefits from fee exemption) or reduce the fee by half (where the development benefits from a fee reduction)

All fees & charges are quoted exclusive of VAT. Specific services are subject to VAT as required by HM Revenue and Customs. Therefore, where applicable, VAT will be charged in addition to the quoted fee or charge.

SCOTTISH BORDERS COUNCIL FEES & CHARGES	2022/23 Charge (excl. vat)	2023/24 Charge (excl. vat)	2024/25 Charge (excl. vat)	Increase %	Estimated Usage	Estimated Impact of Inflation Increase
Social Work & Practice						
Meals at home (per meal)	£3.50	£3.50	£3.89	11.14%	9,800	£ 3,822
Freezer Hire	£1.33	£1.40	£1.60	14.57%	520	£ 106
Microwave Hire	£1.07	£1.12	£1.29	14.82%	364	£ 61
Bordercare Alarms	£4.94	£5.19	£5.45	5.00%	1,200	£ -
Residential¹						
Residential Homes in house (per week)	£767.03	£805.38	£805.38	0.00%	0	£ -
External Residential - Single Min (per week)	£719.50	£762.62	£762.62	0.00%	0	£ -
External Residential - Shared (per week)	£694.50	£694.50	£694.50	0.00%	0	£ -
External Nursing - Single Min (per week)	£832.10	£888.50	£888.50	0.00%	0	£ -
External Nursing - Shared (per week)	£807.10	£807.10	£807.10	0.00%	0	£ -
Residential Respite - Max (per week)	£554.18	£554.18	£554.18	0.00%	0	£ -
Intermediate Care - Max (free for first 42 days)	£767.03	£767.03	£767.03	0.00%	0	£ -
Enhanced Residential	£775.80	£825.56	£825.56	0.00%	0	£ -
					TOTAL	£3,988

¹The above charges are those set by the Council, where specific contribution is required by service users. Clients financially assessed under Self-Directed Support will pay a contribution to all services received, based on their ability to pay.

All fees & charges are quoted exclusive of VAT. Specific services are subject to VAT as required by HM Revenue and Customs. Therefore, where applicable, VAT will be charged in addition to the quoted fee or charge.

SCOTTISH BORDERS COUNCIL FEES & CHARGES	2022/23 Charge (excl. vat)	2023/24 Charge (excl. vat)	2024/25 Charge (excl. vat)	Increase %	Estimated Usage	Estimated Impact of Inflation Increase
Education & Lifelong Learning						

School lets - Standard Rate

Assembly Hall - Per Band B Hall per hour ¹	£19.70	£20.70	£22.80	10.14%	100	£ 210
Dining Hall per hour ¹	£11.50	£12.10	£13.30	9.92%	100	£ 120
Library per hour ¹	£11.50	£12.10	£13.30	9.92%	30	£ 36
Classroom per hour ¹	£6.10	£6.45	£7.10	10.00%	50	£ 32
Craft Studio per hour ¹	£11.50	£12.10	£13.30	9.92%	50	£ 60
Community Room per hour ¹	£6.10	£6.45	£7.10	10.00%	200	£ 129
1 Court per hour ^{1,2}	£6.10	£6.45	£7.10	10.00%	1,500	£ 968
2 Courts per hour ^{1,2}	£12.20	£12.85	£14.20	10.51%	2,000	£ 2,700
3 Courts per hour ¹	£18.30	£19.25	£21.30	10.65%	3,000	£ 6,150
4 Courts per hour ^{1,2}	£24.40	£25.70	£28.40	10.51%	250	£ 675
Grass Pitch - all (per game up to 2 hours) ¹	£30.30	£31.85	£35.00	9.87%	1,000	£ 3,145
Synthetic Pitch (2G) ²	£26.60	£27.95	£30.75	10.00%	500	£ 1,398
Synthetic Pitch (2G) - Half Pitch ²	£13.30	£14.00	£15.50	10.71%	3,000	£ 4,500

Discounts

Junior Use entitled to 33% discount

Commercial Rate

Twice Standard rate

Early Learning Childcare

Non funded childcare fee per hour ¹	£4.00	£5.50	£6.05	10.00%	2,500	£ 1,375
Non funded childcare fee per day (8-10 hours) ¹	£32.00	£44.00	£48.40	10.00%	1,400	£ 6,160

School Meals

Primary Schools - Pupil Meal	£2.40	£2.40	£2.64	10.00%	25,500	£ 6,120
Primary Schools - Adult Meal	£3.00	£3.00	£3.30	10.00%	3,000	£ 900
					TOTAL	£34,677

¹ Increase from 15th April 2024

² Rates still under review for 2024/25

All fees & charges are quoted exclusive of VAT. Specific services are subject to VAT as required by HM Revenue and Customs. Therefore, where applicable, VAT will be charged in addition to the quoted fee or charge.

SCOTTISH BORDERS COUNCIL FEES & CHARGES	2022/23 Charge (excl. vat)	2023/24 Charge (excl. vat)	2024/25 Charge (excl. vat)	Increase %	Estimated Usage	Estimated Impact of Inflation Increase
Resilient Communities						

Customer Services - Registrars

Notice of Marriage & Civil Partnerships each ^{1 & 2}	£30.00	£45.00	£45.00	0.00%	335	£ -
Extract ¹	£10.00	£10.00	£10.00	0.00%	3,264	£ -
Certificate of No Impediment	£30.00	£45.00	£45.00	0.00%	0	£ -
Religious Marriage ^{1 & 2}	£70.00	£100.00	£100.00	0.00%	265	£ -
Conducting Civil Marriage & Civil Partnership Registration in Office in Office Hours - max. 8	£125.00	£155.00	£155.00	0.00%	406	£ 8,607
Conducting Civil Marriage & Civil Partnership Ceremony in Office out with office hours - 1 hour or more after closing, Monday - Friday ⁴	£315.00	£325.00	£343.00	5.54%		
Conducting Civil Marriage & Civil Partnership Ceremony in Office on Saturday (before 5 p.m.) ⁴	£360.00	£370.00	£391.00	5.68%		
Conducting Civil Marriage & Civil Partnership Ceremony in Office on Saturday (after 5 p.m.) ⁴	£430.00	£445.00	£474.00	6.52%		
Conducting Civil Marriage & Civil Partnership Ceremony in Office with 9 or more guests - during office hours ⁴	£310.00	£320.00	£339.00	5.94%		
Civil Partnership converting to marriage ¹	£30.00	£30.00	£45.00	50.00%		
Conducting Civil Marriage & Civil Partnership on a Sunday/Public Holidays & New Year at any venue ⁴	£440.00	£455.00	£485.00	6.59%		
Conducting Civil Marriage & Civil Partnership after 5pm in Office ⁴	£390.00	£400.00	£423.00	5.75%		
Conducting Civil Marriage & Civil Partnership in other venue (Monday to Saturday before 5pm) ⁴	£410.00	£425.00	£453.00	6.59%		
Conducting Civil Marriage & Civil Partnership in other venue (Monday to Saturday after 5pm) ⁴	£430.00	£445.00	£474.00	6.52%		
Commitment Ceremony - anywhere, Mon-Sat, before 5pm ⁴		£250.00	£277.00	10.80%		
Commitment Ceremony anywhere, Sunday/Festive Period/Public Holidays/after 5pm ⁴		£350.00	£387.00	10.57%		

SCOTTISH BORDERS COUNCIL FEES & CHARGES	2022/23 Charge (excl. vat)	2023/24 Charge (excl. vat)	2024/25 Charge (excl. vat)	Increase %	Estimated Usage	Estimated Impact of Inflation Increase
Resilient Communities						
Naming & Vow renewing ceremony (during Office Hours) ⁴	£200.00	£200.00	£220.00	10.00%	8	£ 188
Naming & Vow renewing ceremony (Saturday) ⁴	£200.00	£200.00	£220.00	10.00%		
Naming & Vow renewing ceremony (after 5pm) ⁴	£200.00	£250.00	£277.00	10.80%		
Naming & Vow renewing ceremony Sunday/Public Holidays, Christmas & New Year ⁴	£225.00	£250.00	£277.00	10.80%		
Genealogy - per hour ¹	£15.00	£15.00	£15.00	0.00%	0	£ -
Scotland's People Paper Print	£3.00	£3.00	£3.00	0.00%	12	£ -
Extracts search fee ^{1 & 2}	£5.00	£5.00	£5.00	0.00%	63	£ -
Postage and packing - within UK		£1.00	£1.00	0.00%	0	£ -
Postage and packing - outwith UK		£3.00	£3.00	0.00%	0	£ -
Private Citizenship	£75.00	£80.00	£89.00	11.25%	5	£ 45
Blue Badges ¹	£20.00	£20.00	£20.00	0.00%	2,160	£ -

TOTAL	£8,840
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¹ Fees set by national agency.

² Fees set by national agency, in some instances these were previously incorrectly published for 2018/19 and 2019/20. All fees were charged at the correct level which were less than the previously published Fees and Charges.

³ New fee

⁴ Fee includes a non-refundable deposit of £50.

All fees & charges are quoted exclusive of VAT. Specific services are subject to VAT as required by HM Revenue and Customs. Therefore, where applicable, VAT will be charged in addition to the quoted fee or charge.

SCOTTISH BORDERS COUNCIL FEES & CHARGES	2022/23 Charge (excl. vat)	2023/24 Charge (excl. vat)	2024/25 Charge (excl. vat)	Increase %	Estimated Usage	Estimated Impact of Inflation Increase
Finance & Corporate Governance Environmental Health						
Pest Control						
Eradication (domestic premises) of wasps	£51.00	£54.00	£59.00	9.26%	455	£ 2,275
Eradication (domestic premises) of ants	£61.00	£64.00	£70.00	9.38%	50	£ 300
Eradication (domestic premises) of insects	£59.00	£62.00	£68.00	9.68%	20	£ 120
Eradication (domestic premises) of rats/mice including re-visit	£76.00	£80.00	£88.00	10.00%	150	£ 1,200
Eradication (domestic premises) of moles	Individually priced and a quotation provided				0	£ -
Eradication (domestic premises) of fleas ¹ in up to 2 bedroom property. Additional bedroom fee £25.00 - quotation required for over 6 bedrooms and full house treatment	£69.00	£72.00	£79.00	9.72%	20	£ 140
Eradication (domestic premises) of bed bugs ¹ in up to 2 bedroom property. Additional bedroom fee £40.00 - quotation required for over 6 bedrooms and full house treatments	£108.00	£113.00	£124.00	9.73%	5	£ 55
Eradication (commercial premises non-farm) of wasps	£53.00	£56.00	£62.00	10.71%	15	£ 90
Eradication (commercial premises non-farm) of ants	£71.00	£75.00	£83.00	10.67%	15	£ 120
Eradication (commercial premises non-farm) of insects	£68.00	£71.00	£78.00	9.86%	15	£ 105
Eradication (commercial premises non-farm) of rats/mice ¹ including re-visit	£86.00	£90.00	£99.00	10.00%	9	£ 81
Eradication (commercial premises non-farm) of moles	Individually priced and a quotation provided				0	£ -
Eradication (commercial premises non-farm) of fleas	Individually priced and a quotation provided				0	£ -
Eradication (commercial premises non-farm) of bed bugs	Individually priced and a quotation provided				0	£ -
Annual contracts for pest control for agricultural & commercial premises are costed individually						
Stray Dog Re-Claiming Fee	£120.00	£120.00	£126.00	5.00%	65	£ 390
Animal Licensing						
Selling Animals as Pets	£374.00	£393.00	£432.00	9.92%	3	£ 117
Selling Animals as Pets - 3 year licence for renewals from 23/24		£810.00	£891.00	10.00%		£ -
Breeding of Animals- Dogs, Cats & Rabbits (1-3 years dependent on risk assessment)	£360.00	£378.00	£416.00	10.05%	6	£ 228
Breeding of Animals- Dogs, Cats & Rabbits - 3 years dependent on risk assessment for renewals ³		£780.00	£858.00	10.00%		
Venison Dealers (3 years)	£147.00	£154.00	£169.00	9.74%	1	£ 15
Riding Establishments (1 year) ²	£120.00	£126.00	£139.00	10.32%	21	£ 273
Dangerous Wild Animals (1 year) ²	£116.00	£122.00	£134.00	9.84%	0	£ -
Animal Boarding Establishments (1 year)	£195.00	£205.00	£226.00	10.24%	41	£ 861
Zoo (4 years)	£478.00	£502.00	£552.00	9.96%	1	£ 50
Animal Welfare Establishment	£280.00	£294.00	£323.00	9.86%	0	£ -
Animal Welfare Establishment 3 year licence for renewals based on risk assessment		£610.00	£671.00	10.00%		£ -
Rehoming Animals (outwith an animal welfare establishment (25% discount applied for charities))	£337.00	£354.00	£389.00	9.89%	0	£ -
Rehoming Animals (outwith an animal welfare establishment (25% discount applied for charities)) - 3 year licence for renewals base don risk assessment criteria		£730.00	£803.00	10.00%		£ -
Fish Levy (charge is per hour - minimum charge 1 hour)	£73.00	£77.00	£85.00	10.39%	0	£ -
Health Certificates (charge is per hour - minimum charge 1 hour)						
Export Health Certificates (Food)	£73.00	£77.00	£85.00	10.39%	800	£ 6,400
Export Health Certificates (Food) - outwith office hours	£109.00	£114.00	£125.00	9.65%	0	£ -
Additional Charges:						
Attestation	£73.00	£77.00	£85.00	10.39%	4	£ 32
Correction / Re-issue of a Certificate	£25.00	£26.00	£29.00	11.54%	2	£ 6
Copies of a Certificate	£25.00	£26.00	£29.00	11.54%	0	£ -
Charge for a Certificate issued at point of entry rather than the originating authority.	£88.00	£92.00	£101.00	9.78%	0	£ -
Request for Country / Region / Product specific Certificate where there is an absence of a DEFRA agreed format.	£96.00	£101.00	£111.00	9.90%	0	£ -

SCOTTISH BORDERS COUNCIL FEES & CHARGES	2022/23 Charge (excl. vat)	2023/24 Charge (excl. vat)	2024/25 Charge (excl. vat)	Increase %	Estimated Usage	Estimated Impact of Inflation Increase
Finance & Corporate Governance						
Environmental Health						
Public Health Funerals						
Recovery of funeral costs under section 50 of the National Assistance Act 1948	£224.00	£235.00	£259.00	10.21%	2	£ 48
Amenity and Pollution						
A 20% charge for the administration of carrying out works in default for notices served under the Environmental Protection Act 1990						£ -
A 20% charge for the administration of carrying out works in default for notices served under The Prevention of Damage by Pests Act 1949 ³						£ -
Abandoned Vehicles⁴						
Abandoned vehicle - uplift	£150.00	£150.00	£150.00	0.00%	10	£ -
Abandoned vehicle - storage - fee per 24 hour storage	£20.00	£20.00	£20.00	0.00%	10	£ -
Abandoned vehicle - disposal	£150.00	£150.00	£150.00	0.00%	10	£ -
Immigration Visa Property Inspections						
Visit / Inspection Fee	£80.00	£84.00	£92.00	9.52%	1	£ 8
Revisit Fee	£40.00	£42.00	£46.00	9.52%	1	£ 4
Issue of letter /report	£34.00	£36.00	£40.00	11.11%	1	£ 4
Private Water Supply						
Information enquiries - per hour per officer	£57.00	£60.00	£66.00	10.00%	20	£ 120
No access visit fee - per hour per officer	£57.00	£60.00	£66.00	10.00%	4	£ 24
Cancelled sample visit administrative fee - 50% of sample visit fee appropriate to supply classification (max. £46.00)		£42.00	£46.00	9.52%	4	£ 16
The Water intended for Human Consumption (Private Supplies) (Scotland) Regulations 2017 Regulated (Large/Commercial/Public Activity) Supplies						
Initial supply sample visit fee ⁵ - per officer for single property (£66.00 per officer per property for multiple properties)	£80.00	£84.00	£92.00	9.52%	350	£ 2,800
Subsequent supply sample visit fee ⁵ - per hour per officer	£57.00	£60.00	£66.00	10.00%	800	£ 4,800
Supply sample failure notification and investigation fee ⁵ - per hour per officer	£57.00	£60.00	£66.00	10.00%	800	£ 4,800
Analysis of monitoring parameters ⁵	As per laboratory costs				0	£ -
Additional monitoring	As per laboratory costs				0	£ -
Laboratory sample transfer - per property sampled	£5.00	£8.00	£9.00	12.50%	1,000	£ 1,000
Risk assessment preparatory work ⁵ - per hour per officer	£57.00	£60.00	£66.00	10.00%	500	£ 3,000
Risk assessment site visit ⁵ - per hour per officer	£57.00	£60.00	£66.00	10.00%	300	£ 1,800
Risk assessment write up & issue of information ⁵ - per hour per officer	£57.00	£60.00	£66.00	10.00%	500	£ 3,000
Risk assessment review preparatory work - per hour per officer	£57.00	£60.00	£66.00	10.00%	200	£ 1,200
Risk assessment review failure investigation - per hour per officer	£57.00	£60.00	£66.00	10.00%	120	£ 720
Risk assessment review 5 yearly update or inadequacy - per hour per officer	£57.00	£60.00	£66.00	10.00%	120	£ 720
The Private Water Supplies (Scotland) Regulations 2006 Type B Supplies (2017 Regulations - Exempt Supplies)						
Initial supply sample visit fee ⁵ - per officer for single property (£66.00 per officer per property for multiple properties) ³			£92.00		60	£ 5,520
Subsequent supply sample visit fee ⁵ - per hour per officer ³			£66.00		30	£ 1,980
Analysis of monitoring parameters ⁵	As per laboratory costs				60	£ -
Additional monitoring ⁵	As per laboratory costs				60	£ -
Laboratory sample transfer - per property sampled ³			£9.00		60	£ 540
Risk assessment preparatory work ⁵	£70.00	£70.00	£70.00	0.00%	50	£ -
Risk assessment site visit & report ⁵ - per property or supply	£50.00	£50.00	£50.00	0.00%	50	£ -
Non Statutory Mains Supplies (2017 Regulations - Exempt Supplies)						
Sample visit fee - per hour per officer	£60.00	£63.00	£69.00	9.52%	5	£ 30
Sampling not achieved/no access visit fee - per hour per officer		£63.00	£69.00	9.52%		£ -
Analysis of monitoring parameters	As per laboratory costs				5	£ -
Laboratory sample transfer - per property sampled ³			£9.00		5	£ 45

SCOTTISH BORDERS COUNCIL FEES & CHARGES	2022/23 Charge (excl. vat)	2023/24 Charge (excl. vat)	2024/25 Charge (excl. vat)	Increase %	Estimated Usage	Estimated Impact of Inflation Increase
Finance & Corporate Governance						
Environmental Health						
Trading Standards						
Weights and Measures Act 1985						
Weighing instruments						
Not exceeding 15kg	£41.00	£43.00	£47.00	9.30%	2	£ 8
Exceeding 15kg to 100kg	£60.00	£63.00	£69.00	9.52%	2	£ 12
Exceeding 100kg to 250kg	£85.00	£89.00	£98.00	10.11%	1	£ 9
Fees for the purpose of Section 74(2) and (4) of the 1985 Act						
The fee to be paid for the adjustment of any weight or measure in the course of a service provided pursuant to Section 74 of the Act, shall be the same as the amount prescribed as the fee for testing it (plus VAT)	£109.00	£114.00	£125.00	9.65%	5	£ 55
Charge for the issue of a Calibration Certificate on the accuracy of any weight or measure	£33.00	£35.00	£39.00	11.43%	6	£ 24

TOTAL	£45,145
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¹ Price may vary depending on the extent of the infestation and a quotation will be provided

² Wherever a veterinary inspection is required, the applicant will be required to pay the veterinary inspection fee.

³ New fee

⁴ Already at statutory max.

⁵ The hourly rate visit charges include travel time, time on site and all associated administrative time. Additionally, where sampling of a private water supply (PWS) is undertaken for risk assessment or grant purposes, the above charges will not be made where the provisions of Scottish Government (SG) guidance relating to reimbursement claims under Section 47 of the Local Government in Scotland Act 2003 are appropriate and can be applied.

All fees & charges are quoted exclusive of VAT. Specific services are subject to VAT as required by HM Revenue and Customs. Therefore, where applicable, VAT will be charged in addition to the quoted fee or charge.

SCOTTISH BORDERS COUNCIL FEES & CHARGES	2022/23 Charge (excl. vat)	2023/24 Charge (excl. vat)	2024/25 Charge (excl. vat)	Increase %	Estimated Usage	Estimated Impact of Inflation Increase
Finance & Corporate Governance Civic Government						

Taxis etc.						
Taxi/Private Hire Operator ¹	£690.00	£711.00	£747.00	5.06%	238	£ 2,856
Taxi/Private Hire Driver (1 year)	£99.00	£102.00	£107.00	4.90%	286	£ 1,430
Replacement Driver's Badge	£17.00	£18.00	£20.00	11.11%	0	£ -
Substitute Vehicle	£104.00	£107.00	£118.00	10.28%	10	£ 110
Change of Use from Taxi to Private Hire & Private Hire to Taxi Licence	£76.00	£78.00	£86.00	10.26%	0	£ -
Taxi Booking Office (3 years)	£250.00	£258.00	£271.00	5.04%	1	£ 13

Licensing of Short Term Lets						
Secondary Letting (3 years)						
1-3 Occupants		£300.00	£330.00	10.00%	0	£ -
4-6 Occupants		£335.00	£369.00	10.15%		
7+ Occupants		£385.00	£426.00	10.65%		
Home Sharing and Home Letting (3 years)						
1-3 Occupants		£275.00	£303.00	10.18%	0	£ -
4-6 Occupants		£305.00	£336.00	10.16%		
7+ Occupants		£350.00	£387.00	10.57%		
Issue of Duplicate Licence ²		£36.00	£40.00	11.11%	0	£ -
Variation of Licence/Change in Circumstances		£75.00	£83.00	10.67%	0	£ -

Other Licensing:						
Second Hand Dealers (3 years)	£213.00	£224.00	£246.00	9.82%	35	£ 770
Street Traders (3 years)	£239.00	£251.00	£276.00	9.96%	23	£ 575
Street Trader employee (duration of employers licence)	£70.00	£74.00	£81.00	9.46%	6	£ 42
Market Operators (3 years)	£297.00	£312.00	£343.00	9.94%	6	£ 186
Metal Dealers (3 years)	£274.00	£288.00	£317.00	10.07%	6	£ 174
Itinerant Metal Dealer (3 years)	£274.00	£288.00	£317.00	10.07%	12	£ 348
Indoor Sports Entertainment (3 years)	£179.00	£188.00	£207.00	10.11%	3	£ 57
Late Hours Catering (3 years)	£397.00	£417.00	£459.00	10.07%	11	£ 462
Sex Shops (3 years)	£711.00	£747.00	£822.00	10.04%	0	£ -
Knife Dealer (3 years)	£274.00	£288.00	£317.00	10.07%	1	£ 29
Skin Piercing and Tattooing (1 year Grant)	£213.00	£224.00	£246.00	9.82%	3	£ 66
Skin Piercing and Tattooing (3 Years renewal)	£213.00	£224.00	£246.00	9.82%	7	£ 154
Ear Piercing Only (1 year grant)	£139.00	£146.00	£161.00	10.27%	2	£ 30
Ear Piercing Only (3 years renewal)	£139.00	£146.00	£161.00	10.27%	3	£ 45

Public Entertainment:						
Commercial (3 years)	£620.00	£651.00	£716.00	9.98%	3	£ 195
Commercial (1 year)	£209.00	£219.00	£241.00	10.05%	2	£ 44
Commercial Funfair (temporary):						
1-5 stalls	£57.00	£60.00	£66.00	10.00%	25	£ 150
6-20 stalls	£179.00	£188.00	£207.00	10.11%	6	£ 114
21 or more stalls	£355.00	£373.00	£410.00	9.92%	5	£ 185
Non-commercial (3 years)	£179.00	£188.00	£207.00	10.11%	60	£ 1,140
Non-commercial (1 year)	£62.00	£65.00	£72.00	10.77%	4	£ 28
Non-commercial (temporary)	£45.00	£47.00	£52.00	10.64%	60	£ 300
Other temporary licences	£91.00	£96.00	£106.00	10.42%	41	£ 410

General						
Application for Material Change	£36.00	£38.00	£42.00	10.53%	0	£ -
Issue of Duplicate Licence	£35.00	£37.00	£41.00	10.81%	0	£ -
Certified true copy of entry in register	£35.00	£37.00	£41.00	10.81%	0	£ -

Miscellaneous Licensing:						
Cinemas – Annual	£321.00	£337.00	£371.00	10.09%	2	£ 68
Residential Caravan Sites	£656.00	£689.00	£758.00	10.01%	0	£ -
Houses in Multiple Occupation (HMO) (3 years)	£626.00	£657.00	£723.00	10.05%	18	£ 1,188

SCOTTISH BORDERS COUNCIL FEES & CHARGES	2022/23 Charge (excl. vat)	2023/24 Charge (excl. vat)	2024/25 Charge (excl. vat)	Increase %	Estimated Usage	Estimated Impact of Inflation Increase
Finance & Corporate Governance Civic Government						
Democratic Services						
Property Clearance Certificates	£88.00	£92.00	£101.00	9.78%	5	£ 45
Street Naming	£170.00	£179.00	£197.00	10.06%	21	£ 378
Property Numbering	£83.00	£87.00	£96.00	10.34%	300	£ 2,700
Property Re-naming	£83.00	£87.00	£96.00	10.34%	5	£ 45
TOTAL						£ 14,337

¹ Operators may pay in three annual instalments which may then be subject to approved increases.

² New fee

All fees & charges are quoted exclusive of VAT. Specific services are subject to VAT as required by HM Revenue and Customs. Therefore, where applicable, VAT will be charged in addition to the quoted fee or charge.