APPENDIX 2 – AREA PARTNERSHIP

As part of the budget communication strategy for 2019/20, the Council's budget was discussed at the five Area Partnership meetings held in November and December 2018.

The common areas for discussion were Efficiencies, Priorities, Models for Delivering Services, Increased Charges and Other Funding Options.

- Efficiencies – Can we do thinks in a more streamlined way?
- Identifying priorities – Are there services, which in your view, should be prioritised?
- Different models of delivering services – Are there services which we could deliver differently, or that communities could take responsibility for to maintain them in the long term?
- Increased charges to service users – Should we be charging more for some services?
- Other funding options – What services in your area do you value most which could be retained, expanded or enhanced through the use of additional funds?

These were then considered in three categories; Question/Issue/Challenge, the Proposed Solution and the Consequence/Impact.

Please note: due to the volume of comments made at the meetings, it has not been possible to capture every specific comment in this format.

A summary of the discussions from the five meetings is noted below, which have been grouped into common themed topics.

Outcomes from Area Partnership Meeting	SBC Response
Education/Young People Identifying priorities • Better integration of mental health services for schools. Early intervention and prevention. • Education spend should be a priority – keeping rural schools is an issue, need to bring more business and housing to the area to keep small schools sustainable. • Community Learning & Development/Youth Voice. • Young people engaged in the budget process. Different models of delivering services • College provision for eastern borders. • Youth projects. • Young people run Community centres – skills training for young people, merge community centres to larger facilities if possible. • Working with the young people, lot of opportunities here/sharing best practice. Other funding options • Important to future proof. Spend to save. Ageing population. School roles (150 less school role).	Funding of £150k in 2019/20 for secondary schools for mental health support. Considerable capital investment in order to deliver a new high school in Galashiels and new primary schools in Earlston and Eyemouth; with general improvements and investment across the wider school estate. A new intergenerational campus at Jedburgh will open in Spring 2020. The Council is committed to delivering Scottish Government's Early Years Expansion Programme to 1,140 hours per annum across the Scottish Borders by 2020/21. The Council is also launching Inspire Learning; its Digital Learning Transformation Programme, investing almost £16m in order to improve attainment, engagement and efficiency across all Primary and Secondary schools.
Refuse and Waste Disposal Efficiencies • Increasing education on how people can use waste services more efficiently i.e. composting, going plastic	The Council is planning significant investment in order to update its fleet of refuse collection

free. • SBC need a strategy on managing waste. • Recycling / different options. • Country wide solution to recycling. Identifying priorities • Refuse collection – do not move to 3 weekly collections. Different models of delivering services • Don't put your bins out if they are only a quarter full? • Recycling – can we purchase less plastic and reduce waste. Jedburgh leisure trust has put forward a proposal.	vehicles; plans also include improving community recycling centres and a new waste transfer station at Easter Langlee. A new optimal model of service delivery is being implemented for our Waste Collection service. The Council will also continue to promote and enable better recycling across the borders, reducing the need for landfill and has retained 2 weekly collections.
Transport/Services Efficiencies • Bus companies should align timetables with bus services on rural areas. • Transport – dial a bus service for youth groups. • Electronic bus stops, gives up to date information. • Transport access to undrawn services. Identifying priorities • Transport. • Public Transport. • Transport in local areas. • Community transport. • Transport – rail station at Reston. • Transport – East Berwickshire to BGH. Different models of delivering services • Do people need to travel? • Responsive transport. • Post office bus. Other funding options • Social Transport • Traffic wardens more than pay for themselves.	The Council will continue to focus on reducing its carbon footprint; through reducing staff mileage, ceasing unnecessary journeys and investing in the greener provision of pool cars. The Council continues to work with NHS Borders, around the provision of Community Transport, for those with Health and Social Care needs. The Council is committed to find cost effective transport provision for those routes where demand is low and cost per passenger is high. The Council intends opening up a discussion with transport operators, bus users, our partners and the public generally to develop sustainable, flexible and cost effective transport services for the future. The Council is contributing significantly to a platform and car parking at the new Reston train station.
Greener Issues Efficiencies • Reduce amount of paperwork sent to residents (communications about rent). • Use grey recycled paper like NHS. No colours on council tax leaflets. Reduce printing and postage waste. Email rather than use paper. Different models of delivering services • No charge for green waste services.	The Council continues to make considerable investment digitally through its website, social media and a range of products through its digital programme, such as digital customer access. It has also significantly reduced its paper requirement and will continue to aspire to become a fully paperless organisation. The Council no longer offers a green waste service. Residents are able to recycle green waste at all Borders Community Recycling Centres.
Road's Maintenance Efficiencies • Don't put paving slabs down in Eyemouth High Street –	The Council will continue to undertake

• lorries and vans wreck them. See Manchester. • Pot hole repair in summer! • Explore innovative methods/material for road resurfacing. • Better way to fill in pot holes – three lorries? • Don't fill pot holes then resurface road three weeks' later. Poor communications. • Don't need street lights in rural areas. Identifying priorities • Roads' maintenance (rural) impact of timber lorries. Different models of delivering services • Need national innovation for improved road maintenance. • Contract with local farmers for snow services.	significant capital investment into improvements across its roads, bridges and street lighting infrastructure with £88m of spend currently planned over the next 10 years, all of which is undertaken in accordance with its Roads Asset Management Planning procedures. Additional revenue investment of £2.3m over above the annual £6.5m is being made over 4 years to improve roads, pavements and infrastructure. The Council also continues to undertake advance work to consider the requirement for a new bridge in Peebles. The Council also continues to work with the Scottish Strategic Transport Scheme (SSTS) to leverage in additional funding to support repairs and maintenance to roads affected by the timber industry.
Council Assets Efficiencies • Make better use of Hawick campus. • Each school has a community which houses libraries that is open for all young people and community members, which is staffed by a librarian. • Leisure centres open at more convenient times for people in work – early mornings, evenings and weekends. More people using services, more cost effective, reduce cost. • Schools should be open in the evenings, as a community hub and adult learning services. • Invest directly in infrastructure. Identifying priorities • Halls – occupancy rates. Different models of delivering services • Schools can be used as a community asset during evenings and weekends. Other funding options • New Jedburgh campus, can JPT be considered.	A new centre for excellence in textiles is being established in Hawick High School. The budget plans propose investment of over £52m for capital projects in 2019/20. The Council will publish its first Capital Investment Strategy (CIS), for the financial year 2019/20 and subsequent financial years. It is designed to highlight the capital investment priorities and explain how these priorities will assist with the delivery of the Council's Strategic Corporate Plans. This document should be read in conjunction with the Councils 10 year capital investment plan 2019-2029. The Council is currently developing a new Corporate Landlord strategy including property rationalisation, to ensure best value across its estate. It also works in strong partnership with Live Borders to ensure leisure facilities, halls and some school assets are used as efficiently as possible.
IT/Digital Efficiencies • Digital innovation – remote dial into meetings with Council. Make use of existing technology. Have staff available at certain times of the day/week to make contacting services easier. Text reminders for GP, dentist appointments are good. • Digital is good but plenty of people not online and not to be forgotten about. • Invest in equipment being the best and most efficient it	The Council is committed to developing digital solutions to improve both effectiveness within its workforce and the customer experience. A Digital Transformation Programme was established in 2016 and oversees this work. Significant savings attributed to this efficiency programme are included within the Financial Plan.

can be. • Incompatibility of IT systems. <u>Identifying priorities</u> • Digital access in rural areas! • Connections with work employment – digital/broadband. • Reduce opening hours of libraries, use of kindles. Other digital solutions and increase provision of online books • Infrastructure very important/digital infrastructure. • Social spaces for young people with free wifi. <u>Different models of delivering services</u> Internet cafes	As part of the Financial Plan, additional budget of £818K in 2019/20 (£269K in 2020/21) is provided for the implementation of Digital Learning in schools along with £1m investment through the Capital Investment Plan over the next 10 years for technology enabled care. The majority of office based Council staff and elected Members are now able to work in a more portable or mobile manner.
Health Services and Social Care <u>Efficiencies</u> • Integration of health services and social care. There are good models. • Increasing aids and adaptations – providing information on local services after hospital discharge. • Link between NHS/SBC. <u>Identifying priorities</u> • Early intervention & prevention investment and protecting the most vulnerable. • Provision of social care for elderly and people with dementia. • Services for older people. • Young people's mental health services. • More investment in social care. <u>Different models of delivering services</u> • Roll out of health hubs. • Care services • IJB briefing note not being communicated. <u>Increased charges to service users</u> • Charging for elderly – dental care. <u>Other funding options</u> • Medical NHS Services/care in the community	The Council and NHS Borders are progressing with the Integration of H&SC under the auspices of the IJB. Additional funding of £348k annually for Older People, to address forecast demographic changes. Capital investment of £762k over the next three years, with further investment of £514k are planned for the following 7 years for Older People. Residential Care Home upgrades to enhance and improve facilities for residents and Residential Care Home works in order to deliver specific recommendations within the Joint Older People's Services Inspection Report. Capital investment £4.8m over next three years for a specialist Dementia Residential Facility to deliver a specific Health and Social Care Partnership priority on Dementia. The Council commissions vital services from those who are best placed to deliver the service. The duty of care resides with the Council, which it takes very seriously. The Council's arms-length care company is contractually its 'provider of last resort'. This is a key safeguard to service users to minimise any risks associated with a provider exiting the market or a contract being taken back. Partnership working through the Integration Joint Board will continue to develop, as the partnership becomes more mature.
Public Services <u>Efficiencies</u> • Do we have to demand the workload coming in (reactive)/instead go out and provide services (proactive)? • More joined up approach to procurement and delivery of services. Shared services within and outwith Borders. • Single referral for any service within partnerships. • Duplication of services, three lunch clubs in Jedburgh	The Council will continue to invest in order to support transformational change, greater efficiency and improved outcomes across the organisation. The Council will shortly launch 'Fit for 2024', a rolling programme of review across all aspects

and another being launched. • Co-working. • Sustainability. Identifying priorities • Keep money in the Borders rather than funding external service providers. • Consider long term sustainability in all service planning. • Mobile Library. • Actively reflecting need and demand before commissioning services. • Greater use of facilities. Different models of delivering services • Invest in prevention services to make services affordable in the long run. • Disaggregate services from a central point to five areas.	of the organisation. Efficiency and Best Value remain at the heart of all Council planning and decision making. Both the Administration group and the Opposition group of elected members, have carefully considered the balance between increasing Council Tax in order to fund vital Council services and the affordability of such increases to the people of the Scottish Borders. The Council continues to review all its Fees and Charges on an annual basis. Huge investment in being made in Locality models and community empowerment.
Increased charges to service users • Link charges to what services are a priority, i.e. reduce charges for prioritised services to encourage growth. • Higher Council Tax. • Clarity on who is providing what services. What do the council provide? What do live borders provide for instance. • People are often keen to make contributions for services that are efficient. • Do we cover operating costs? • Small rises have to be sustainable. • Maybe if reduced rates, more people might go, may increase revenue. Would require better promotion. • Yes, services cost money. • Yes, if affordable and access for those who cannot.	A policy on charging is approved and in line with this agreed policy the Council seeks to recover the costs of service provision wherever possible.
Other funding options • Council tax? • Providing services that could be commercial, that don't impact on the private sector. • Festive lights.	As per guidance from the Scottish Government on the 31st January 2019, the Council has the option to increase Council Tax by up to 4.79% in 2019.
Library Services Identifying priorities • Reduction of library services. • Learning support in schools based in library. Different models of delivering services • Reduce physical library spaces and work with community partners to take on library duties. • Cafes could provide books and reading facilities, or use school libraries.	The Council works in close partnership with Live Borders to review and monitor the efficiency and efficacy in the provision of building based and mobile library services.
Scottish Borders/Communities/Economic Development Identifying priorities • Attracting families to the area.	The Great Tapestry of Scotland is a major town centre regeneration project for Galashiels, which

- Housing developments – affordable, quality of life.
- Remove barriers to community access to council assets.
- How to make it more attractive for people to live here.
- Leisure facilities/parks.
- Partnership to encourage ambition to try.
- Families.

Different models of delivering services

- Communities and social enterprises can help but they can't be the answer to providing services and growing communities. Can't always achieve sustainable funding.
- Community Third Sector Public Services.
- Examples of grass cutting – communities.
- Community Hub.
- Take facilities to communities.
- Toilets could be serviced by communities in Jedburgh
- Grass cutting for example.
- How do we know what goes on in communities.
- Community log.
- Increase volunteering opportunities, but don't know how to do this locally.
- Resilient communities are a good example of community responsibility.
- Economic development, business going to Edinburgh from Tweedbank.
- Neighbourhood services model.
- More investment in local initiatives i.e. social enterprises.
- Importance of voluntary sector.
- Third Sector – who can access grants.
- Deep water harbour.
- Tourism, agriculture, care sector.
- Skills shortages – textile centre of excellence.
- Windfarm

Increased charges to service users

- Section of community spaces by businesses, groups (i.e. flowers at roundabouts etc.).
- Spend the welfare fund – SBC is lowest in Scotland
- Attracting more behaviour to the area.
- Spend – impact on jobs, keeping the money in the area.
- Invest in economic development to grow economies and communities (long term plan needed)

Other funding options

- Increase funding to invest and seeing that investment.
- Working in Partnership.

will have significant economic benefits including increased visitor numbers for the wider Scottish Borders. The visitor centre will also have social and education opportunities and has the support of a range of local groups.

The textile centre of excellence will open in Hawick in 2019, aimed at addressing critical skill shortages in the sector and providing a range of training at all levels to a wide range of individuals.

Since the Community Empowerment (Scotland) Act 2015 came into force, the Council, along with other key partners from across the Borders region, have been working together and with local communities and businesses to look at tackling the challenges and taking up the opportunities the Scottish Borders faces.

The Financial Plan for 2019/20 provides additional funding for Fit for 2024; £445k Communities Fund to promote Community Solutions and £650k Enabling funding.

New funding of £316k over the next five years for outdoor community spaces.

£1,613k capital investment over the next ten years, supporting the outcome of the Locality/Town review work, including development of new Conservation Areas Regeneration Schemes.

The Council has acquired the Lowood Estate, near Tweedbank, for £9.6m, in order to create much required housing capacity in the central Borders. Current forecasts indicate that development of this and similar sites could create more than 670 new jobs.

In partnership with the Scottish Government, £52m is being invested in an infrastructure project to protect residential and commercial properties from flood risk within the river Teviot's flood plain.

£19,322k capital investment over the next ten years, supporting the development of necessary infrastructure to maximise inward investment and the future growth of the Scottish Borders' economy.

The Council is keen to explore further with communities and community groups to investigate where we can work better together to ensure the region looks its best. A pilot initiative to develop a way of managing communal land and increasing biodiversity is an ambition of the Administration.