



# Scottish Borders Council

## Financial Plans

As approved by the Council on 20th February 2018



# Scottish Borders Council

## Financial Plans from 2018/19

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All figures contained within this Financial Plan are rounded to the nearest one thousand pounds.

# **Scottish Borders Council**

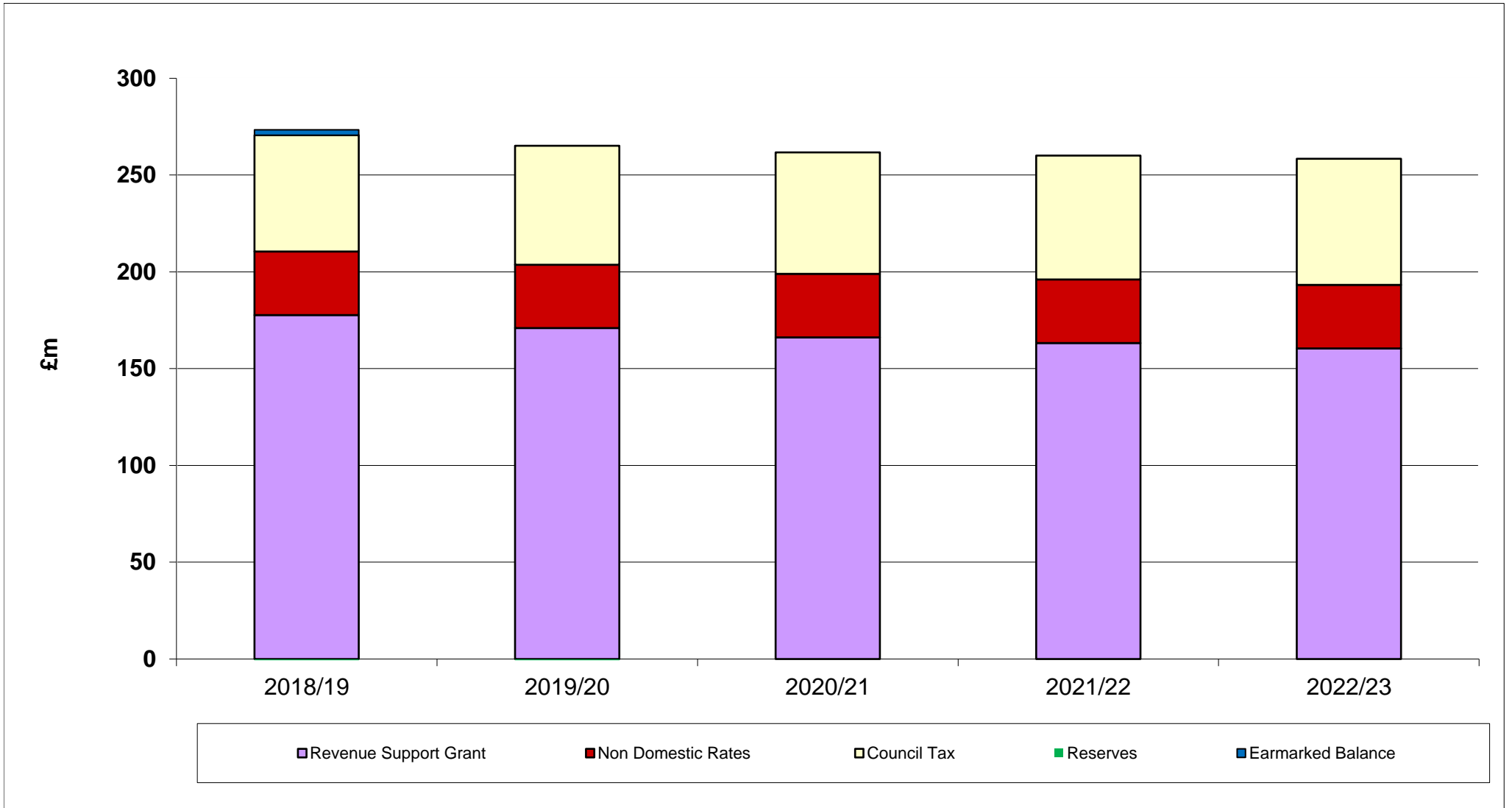
## **Revenue & Capital Financial Plan**

**Revenue 2018/19 - 2022/23, Capital 2018/19-2027/28**

Scottish Borders Council  
 Financial Plan 2018/19 to 2022/23  
 Revenue Resources

	2018/19 £'000	2019/20 (Provisional) £'000	2020/21 (Provisional) £'000	2021/22 (Provisional) £'000	2022/23 (Provisional) £'000	Total £'000
<b>Aggregate External Finance</b>						
General Revenue Support	167,539	164,759	160,755	157,838	154,965	805,856
Assumed SG grant reductions (2% 2019/20, 1.5% thereafter)		(4,004)	(2,917)	(2,873)	(2,830)	(12,624)
Ring fenced grants	2,966	2,966	1,125	1,125	1,125	9,307
Social Care Funding	7,188	7,188	7,188	7,188	7,188	35,940
Non-domestic Rates	32,790	32,790	32,790	32,790	32,790	163,950
	<b>210,483</b>	<b>203,699</b>	<b>198,941</b>	<b>196,068</b>	<b>193,238</b>	<b>1,002,429</b>
<b>Repay Reserves</b>	<b>(677)</b>	<b>(677)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(1,354)</b>
<b>Earmarked Balance (including £0.767m SG funding)</b>	<b>2,782</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,782</b>
<b>Council Tax (Band D £1,150.02 - increase of 3% in 2018/19)</b>	<b>60,077</b>	<b>61,448</b>	<b>62,827</b>	<b>64,027</b>	<b>65,227</b>	<b>313,606</b>
<b>Total</b>	<b>272,665</b>	<b>264,470</b>	<b>261,768</b>	<b>260,095</b>	<b>258,465</b>	<b>1,317,463</b>

**Scottish Borders Council**  
**Financial Plan 2018/19 to 2022/23**  
**Revenue Resources**



Scottish Borders Council  
 Draft Financial Plan 2018/19 - 2022/23  
 Service Level Summary

	2018/19 £'000	2019/20 (Provisional) £'000	2020/21 (Provisional) £'000	2021/22 (Provisional) £'000	2022/23 (Provisional) £'000	Total £'000	Capital Investment (10 years)
<b>Sport, Heritage &amp; Culture (Live Borders)</b>	5,981	5,211	5,125	5,040	4,957	26,313	17,047
<b>Assets &amp; Infrastructure</b>	29,754	27,103	27,305	27,644	28,278	140,084	198,232
<b>Economic Development &amp; Corporate Services</b>	1,822	1,587	1,844	1,852	1,862	8,967	5,199
<b>Health &amp; Social Care</b>	56,410	55,422	55,631	55,855	56,075	279,393	6,215
<b>Children &amp; Young People</b>	114,568	113,271	113,791	115,335	117,024	573,991	54,493
<b>Customer &amp; Communities</b>	18,430	17,803	17,489	17,163	16,948	87,833	0
<b>Finance, IT &amp; Procurement</b>	35,412	33,902	30,049	26,593	22,615	148,572	8,650
<b>Human Resources</b>	2,638	2,661	2,687	2,714	2,745	13,446	0
<b>Regulatory Services</b>	7,650	7,510	7,847	7,898	7,960	38,865	4,125
<b>Total</b>	<b>272,665</b>	<b>264,470</b>	<b>261,768</b>	<b>260,095</b>	<b>258,465</b>	<b>1,317,463</b>	<b>293,961</b>

**Scottish Borders Council**  
**Draft Financial Plan 2018/19 to 2022/23**  
**Summary of Revenue Budget Movement**

	2018/19 £'000	2019/20 (Provisional) £'000	2020/21 (Provisional) £'000	2021/22 (Provisional) £'000	2022/23 (Provisional) £'000	Total £'000
<b>Base Budget (approved 9 February 2017)</b>	<b>267,647</b>	<b>272,665</b>	<b>264,470</b>	<b>261,768</b>	<b>260,095</b>	<b>1,326,645</b>
Manpower adjustments	4,723	1,890	2,059	2,233	2,481	13,386
Non-pay and department specific inflation	951	656	978	781	792	4,158
Service Specific priorities & National policy changes	10,775	(5,226)	83	47	151	5,830
<b>Total Pressures</b>	<b>16,449</b>	<b>(2,680)</b>	<b>3,120</b>	<b>3,061</b>	<b>3,424</b>	<b>23,374</b>
<b>Savings Proposals</b>						
Sport, Heritage & Culture (Live Borders)	(388)	(506)	(88)	(87)	(85)	(1,154)
Asset & Infrastructure	(1,932)	(750)	(363)	(254)	(3)	(3,302)
Economic Development & Corporate Services	(178)	0	(10)	(10)	(10)	(208)
Health & Social Care	(2,250)	(648)	0	0	0	(2,898)
Children & Young People	(2,188)	(1,464)	(531)	(5)	(5)	(4,193)
Customer & Communities	(1,586)	(986)	(475)	(500)	(500)	(4,047)
Finance, IT & Procurement	(1,064)	(947)	(4,308)	(3,831)	(4,404)	(14,554)
Human Resources	(1,228)	0	0	0	0	(1,228)
Regulatory Services	(617)	(214)	(47)	(47)	(47)	(972)
<b>Total Savings</b>	<b>(11,431)</b>	<b>(5,515)</b>	<b>(5,822)</b>	<b>(4,734)</b>	<b>(5,054)</b>	<b>(32,556)</b>
<b>Base Budget</b>	<b>272,665</b>	<b>264,470</b>	<b>261,768</b>	<b>260,095</b>	<b>258,465</b>	<b>1,317,463</b>

**Scottish Borders Council**  
**Financial Plan 2018/19 to 2027/28**  
**Summary of Capital Budget Movement**

	<b>3 yr operational £000's</b>	<b>7 year strategic £000's</b>	<b>Total £000's</b>	<b>Est. External Funding £000's</b>	<b>Est. SBC Contribution £000's</b>
<b>Base Budget (approved 9 February 2017)</b>	<b>117,833</b>	<b>204,248</b>	<b>322,081</b>	<b>(103,546)</b>	<b>218,535</b>
CFCR	(684)	0	(684)	684	0
Specific Grants from Scottish Government	12,278	(34,568)	(22,290)	22,290	0
Other External Grants & Contributions	1,736	(1,540)	196	(196)	0
Developer Contributions	(1,256)	(2,000)	(3,256)	3,256	0
Capital Receipts	(1,603)	(300)	(1,903)	0	(1,903)
General Capital Grant	(2,323)	0	(2,323)		(2,323)
Plant & Vehicle Replacement - P&V Fund	0	0	0	0	0
Synthetic Pitch Replacement Fund	0	473	473	(473)	0
Borrowing	4,193	(2,526)	1,667	4,869	6,536
<b>Total Funding Adjustments</b>	<b>12,341</b>	<b>(40,461)</b>	<b>(28,120)</b>	<b>30,430</b>	<b>2,310</b>
<b>Funding</b>	<b>130,174</b>	<b>163,787</b>	<b>293,961</b>	<b>(73,116)</b>	<b>220,845</b>
<b>Investment Proposals</b>					
Sport, Heritage & Culture (Live Borders)	10,920	6,127	17,047	(9,601)	7,446
Asset & Infrastructure	88,492	109,740	198,232	(61,215)	137,017
Economic Development & Corporate Services	4,155	1,044	5,199	(1,000)	4,199
Health & Social Care	5,508	707	6,215	0	6,215
Children & Young People	17,321	37,172	54,493	(1,300)	53,193
Customer & Communities	0	0	0	0	0
Finance, IT & Procurement	2,628	6,022	8,650	0	8,650
Human Resources	0	0	0	0	0
Regulatory Services	1,150	2,975	4,125	0	4,125
<b>Total Investment</b>	<b>130,174</b>	<b>163,787</b>	<b>293,961</b>	<b>(73,116)</b>	<b>220,845</b>

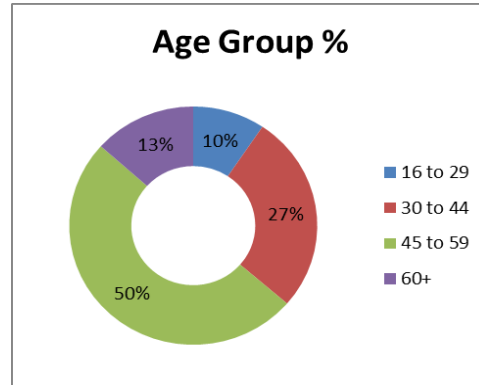
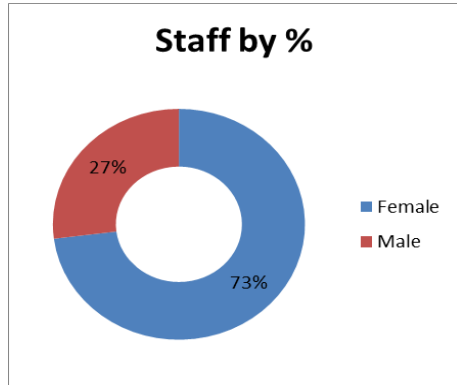


**Scottish Borders Council**  
**Revenue Financial Plan 2018/19 - 2022/23**  
**Subjective Analysis**

**The analysis of income / expenditure in the attached Revenue Financial Plan is based on CIPFA reporting requirements for accounting periods from 1 April 2018.**

<b>Employee Costs</b>	Cost of employee expenses, both direct and indirect, including salaries, employer's national insurance contribution, employer's retirement benefit cost, agency staff, relocation, interview, training, advertising, severance payments and contributions to employee-related provisions.
<b>Premises Related Expenditure</b>	Expenses directly related to the running of premises and land including repairs, alterations and maintenance of buildings, energy costs, rent, rates, water services, cleaning and domestic supplies, ground maintenance costs and premises insurance.
<b>Transport Related Expenditure</b>	Costs associated with the provision, hire or use of transport, including travelling allowances and home to school transport.
<b>Supplies and Services</b>	Costs of all direct supplies and service expenses to the authority including equipment, furniture and materials, catering, uniforms and laundry, printing, stationery and general office expenses, communications and computing, member's allowances, grants and subscriptions.
<b>Third Party Payments</b>	Payments to an external provider or an internal service delivery unit defined as a trading operation. Includes payments to joint authorities, other local authorities, health authorities, government departments and PPP schemes.
<b>Transfer Payments</b>	Costs of payments to individuals for which no goods or services are received in return by the local authority such as rent allowances, rent rebates and costs arising from soft loans.
<b>Internal Recharges</b>	Charges for services provided by other Council departments.
<b>Depreciation</b>	Records the revenue impact of capital items in the service revenue accounts of the authority.
<b>Income</b>	Includes all income received by the service from external users or by way of charges or recharges to internal users.

Scottish Borders Council  
 Financial Plan 2018/19 to 2027/28  
 Summary of Key Workforce Data



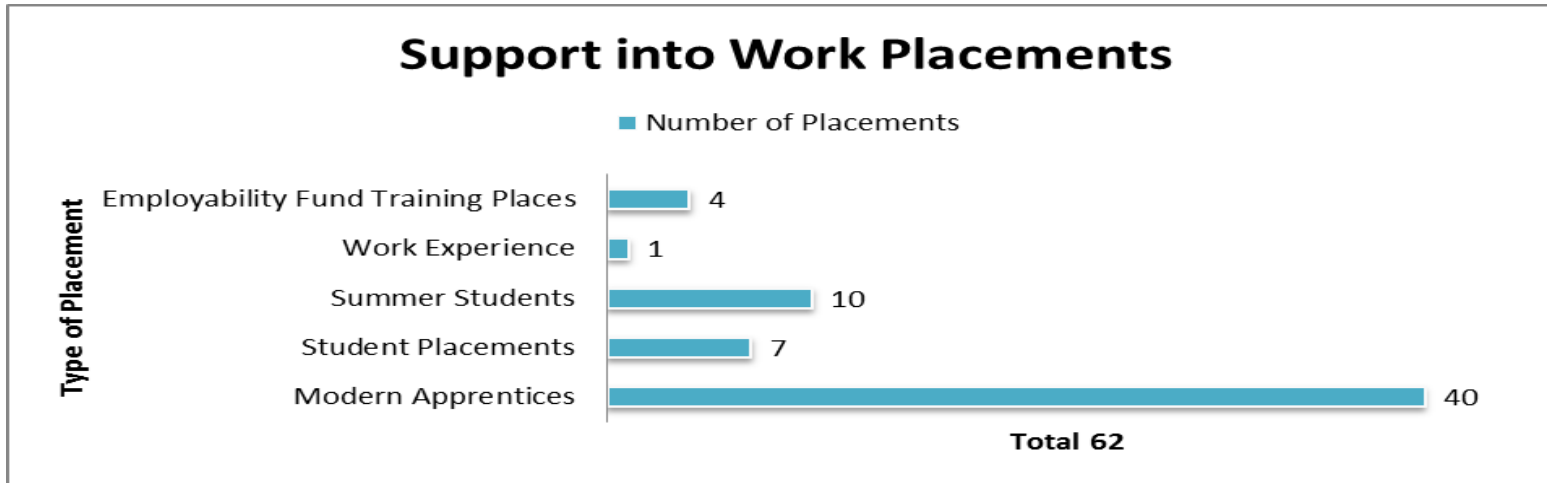
### Sickness Absence Days

	SBC Average	Scotland Average
Chief Officers & Single Status Staff	10.33	10.63
Teachers	6.8	6.09

### Disability %

Declared	Not Declared	Nothing Stated	No Response
2.37	55.14	36.77	5.72

### Support into Work Placements



Summary of Key Workforce Data

## Gender Pay Gap

### Chief Officers & Single Status (hourly rate per grade)



















Grade Group	Female (£)	Male (£)	Pay Gap
National Minimum	6.0271	6.4038	5.88%
Business Gateway	16.6807	16.7254	0.27%
Grade 1	8.33	8.33	0.00%
Grade 2	8.3459	8.537	2.24%
Grade 3	8.6125	9.2562	6.95%
Grade 4	9.3127	9.6208	3.20%
Grade 5	10.3199	10.8067	4.51%
Grade 6	11.7805	12.5032	5.78%
Grade 7	13.7929	14.0352	1.73%
Grade 8	15.5358	18.7727	1.50%
Grade 9	18.8143	18.8659	0.27%
Grade 10	21.7821	21.9241	0.65%
Grade 11	24.3421	25.0982	3.01%
Grade 12	28.3054	28.2342	-0.25%
Chief Officer	40.6711	44.1767	7.94%
Overall	11.3009	12.8281	11.90%

### Teachers (hourly rate per grade)

Grade Group	Female (£)	Male (£)	Pay Gap
Probationer	13.6267	13.6267	0.00%
Common Scale	21.1369	21.0104	-0.60%
Music Instructor	19.5493	20.2665	3.54%
Chartered Teacher	25.253	24.685	-2.30%
Principal Teacher	26.687	27.4155	2.66%
Psychologist	28.0374	29.8031	5.92%
Depute and Head Teachers	31.3081	33.1689	5.61%
Overall	22.6202	23.9428	5.52%

## SERVICE OVERVIEW - SPORT, HERITAGE AND CULTURE (LIVE BORDERS)

Revenue Budget 18/19 = £5.981m Capital Budget 18/19-20/21 =£10.92m

<p><b>Our Services</b></p>	<p align="center"><b>Sport, Heritage &amp; Culture (LIVE Borders)</b></p> <p>Delivery of Sport, Heritage and Cultural services across the Scottish Borders on behalf of SBC including Libraries, Public Halls, Community Centres, Community Arts, Lesiure Facilities, Pitches, Active Schools, Sports Development, Museums and Heritage Hub</p>					
<p>Revenue (£m)</p>	<p align="center"><b>£5.981</b></p>					
<p>Capital (18/19-20/21)</p>	<p align="center"><b>£10.92m</b></p>					
<p>FTE</p>	<p align="center">n/a</p>					
<p><b>What's Statutory?</b></p>	<p>SBC has a statutory duty to:</p> <ul style="list-style-type: none"> <li>- secure the provision of adequate library facilities for all persons resident in their area</li> <li>- ensure adequate provision of facilities for recreation and sport</li> </ul>					
<p><b>Latest available performance information</b></p>	<p><b>April 2017 to end Sep 2017</b></p> <table border="0"> <tr> <td data-bbox="388 1239 808 1530"> <p><b>SPORT PARTICIPANT VISITS (CUMULATIVE)</b></p> <p align="center"><b>522,914</b></p> <p align="center"></p> <p align="center"><small>(up from 519,006 in Q2 16/17)</small></p> </td> <td data-bbox="808 1239 1239 1530"> <p><b>POOL/OTHER ADMISSIONS (CUMULATIVE)</b></p> <p><b>181k</b> <b>217k</b></p> <p>pool other</p> <p align="center"> </p> <p align="center"><small>178k in Q2 16/17 233k in Q2 16/17</small></p> </td> <td data-bbox="1239 1239 1643 1530"> <p><b>CULTURE VISITS (CUMULATIVE)</b></p> <p align="center"><b>409,819</b></p> <p align="center"><small>(incl. virtual &amp; outreach)</small></p> <p align="center"></p> <p align="center"><small>(little change from Q2 16/17)</small></p> </td> <td data-bbox="1643 1239 2063 1530"> <p><b>WEB VISITS (CUMULATIVE)</b></p> <p align="center"><b>230,659</b></p> <p align="center"></p> <p align="center"><small>(up from 166,151 in Q2 16/17)</small></p> </td> <td data-bbox="2063 1239 2483 1530"> <p><b>LIBRARY ACTIVE USERS (Q2)</b></p> <p align="center"><b>9,872</b></p> <p align="center"><small>(incl. mobile library users)</small></p> <p align="center"></p> <p align="center"><small>(down from 11k in Q2 16/17)</small></p> </td> </tr> </table> <p><a href="#">For more information, click here</a></p>	<p><b>SPORT PARTICIPANT VISITS (CUMULATIVE)</b></p> <p align="center"><b>522,914</b></p> <p align="center"></p> <p align="center"><small>(up from 519,006 in Q2 16/17)</small></p>	<p><b>POOL/OTHER ADMISSIONS (CUMULATIVE)</b></p> <p><b>181k</b> <b>217k</b></p> <p>pool other</p> <p align="center"> </p> <p align="center"><small>178k in Q2 16/17 233k in Q2 16/17</small></p>	<p><b>CULTURE VISITS (CUMULATIVE)</b></p> <p align="center"><b>409,819</b></p> <p align="center"><small>(incl. virtual &amp; outreach)</small></p> <p align="center"></p> <p align="center"><small>(little change from Q2 16/17)</small></p>	<p><b>WEB VISITS (CUMULATIVE)</b></p> <p align="center"><b>230,659</b></p> <p align="center"></p> <p align="center"><small>(up from 166,151 in Q2 16/17)</small></p>	<p><b>LIBRARY ACTIVE USERS (Q2)</b></p> <p align="center"><b>9,872</b></p> <p align="center"><small>(incl. mobile library users)</small></p> <p align="center"></p> <p align="center"><small>(down from 11k in Q2 16/17)</small></p>
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Revenue Financial Plan 2018/19 - 2022/23

Sport, Heritage & Culture (Live Borders)

<b>Sport, Heritage &amp; Culture (Live Borders) by Service</b>	<b>2018/19 £'000</b>	<b>2019/20 (Provisional) £'000</b>	<b>2020/21 (Provisional) £'000</b>	<b>2021/22 (Provisional) £'000</b>	<b>2022/23 (Provisional) £'000</b>	<b>Total £'000</b>
Cultural Services	3,669	3,159	3,103	3,048	2,994	15,974
Sports Services	2,312	2,052	2,022	1,992	1,963	10,339
<b>Total</b>	<b>5,981</b>	<b>5,211</b>	<b>5,125</b>	<b>5,040</b>	<b>4,957</b>	<b>26,313</b>

<b>Sport, Heritage &amp; Culture (Live Borders) by Budget Head</b>	<b>2018/19 £'000</b>	<b>2019/20 (Provisional) £'000</b>	<b>2020/21 (Provisional) £'000</b>	<b>2021/22 (Provisional) £'000</b>	<b>2022/23 (Provisional) £'000</b>	<b>Total £'000</b>
Employee Costs	0	0	0	0	0	0
Premises Related Expenditure	229	231	233	235	237	1,164
Transport Related Expenditure	53	53	53	53	53	263
Supplies & Services	(29)	(29)	(29)	(29)	(29)	(144)
Third Party Payments	5,734	4,962	4,874	4,787	4,702	25,057
Transfer Payments	0	0	0	0	0	0
Internal Recharges	0	0	0	0	0	0
Capital Financing Costs	0	0	0	0	0	0
	<b>5,986</b>	<b>5,216</b>	<b>5,130</b>	<b>5,045</b>	<b>4,962</b>	<b>26,339</b>
Income	(5)	(5)	(5)	(5)	(5)	(26)
<b>Total</b>	<b>5,981</b>	<b>5,211</b>	<b>5,125</b>	<b>5,040</b>	<b>4,957</b>	<b>26,313</b>

## Contracted Services: LIVE Borders (Sport, Heritage and Culture)

LIVE Borders: Sport Facilities, Active Schools, Cultural Services (Libraries, Museums, Halls & Community Centres, Arts Development + SBC Capital Projects)

Capital Investment	3 yr operational £'000s	7 year strategic £'000s	TOTAL	Est External Funding	Est. SBC Contribution	Detail
Sports Infrastructure	1,294	6,028	7,322	(3,702)	3,620	Capital allocation to Sports Trusts to improve and refurbish SBC owned Sport and Leisure facilities and a Synthetic Pitch replacement fund to manage the replacement of synthetic pitches across the Borders
Culture & Heritage	4,060	99	4,159	(2,699)	1,460	Public Halls upgrades, new upgraded Jim Clark Museum in Duns and the upgrade and redevelopment of the Sir Walter Scott Courthouse in Selkirk
Great Tapestry of Scotland	5,566	0	5,566	(3,200)	2,366	To provide a permanent home for the Great Tapestry of Scotland in Galashiels town centre
<b>Total Investment</b>	<b>10,920</b>	<b>6,127</b>	<b>17,047</b>	<b>(9,601)</b>	<b>7,446</b>	

Revenue Opening Position	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s
Base Budget (approved 9 February 2017)	6,337	5,981	5,211	5,125	5,040
Permanent Virements	(82)	0	0	0	0
<b>Revised Base Budget</b>	<b>6,254</b>	<b>5,981</b>	<b>5,211</b>	<b>5,125</b>	<b>5,040</b>

Budget Pressures	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	Detail
Non-pay inflation	4	2	2	2	2	To provide for non-pay inflation for retained services.
One-off 2017/18 budget allocations	(200)	0	0	0	0	Removal of one-off Scottish Government funding received in 2017/18.
Synthetic Sports Pitches (Live Borders)	45	0	0	0	0	To provide for the increased running costs of the new 3G pitches.
Live Borders Contract inflation	266	(266)	0	0	0	To provide for Live Borders inflationary pressures such as utility and pay inflation.
<b>Total Pressures</b>	<b>115</b>	<b>(264)</b>	<b>2</b>	<b>2</b>	<b>2</b>	

Savings Proposals	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	Detail
Management Fee reduction to Live Borders	(388)	(506)	(88)	(87)	(85)	Proposals to increase income, reduce management and back office staffing (3.8 FTE) and improve efficiency within the Trust with regards to procurement and energy efficiency.
<b>Total Savings</b>	<b>(388)</b>	<b>(506)</b>	<b>(88)</b>	<b>(87)</b>	<b>(85)</b>	

Revenue Closing Position	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s
<b>Base Budget 2018/19</b>	<b>5,981</b>	<b>5,211</b>	<b>5,125</b>	<b>5,040</b>	<b>4,957</b>

<b>SERVICE OVERVIEW - ASSET AND INFRASTRUCTURE</b>	<b>Revenue Budget 18/19 = £30.238m Capital Budget 18/19-20/21 = £88.492m</b>	<b>Total FTE = 790</b>
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	<b>Architects, Engineering Design, Major Projects</b>	<b>Roads &amp; Infrastructure, SB Contracts, Neighbourhoods, Fleet</b>
<b>Our Services</b>	Architectural design & project delivery service.	Manage the roads infrastructure and other engineering assets (e.g. flood prevention). Winter maintenance and Street Cleaning.
	Professional advice on property related matters.	Strategic routes improvement projects and delivery of roads capital investment plans.
	Project management service for major building and infrastructure	Street lighting energy efficiency programme.
	Full engineering or architectural service including for some external parties.	Routine, reactive and emergency maintenance to public roads, footways, bridges, road signs, car parks and road gullies, street lights and illuminated signs, festive and civic lighting schemes, CCTV and traffic management information.
	Engineering design, project delivery, professional and technical advice.	Allotments, play areas, public conveniences, burial grounds, sports pitches, parks and gardens, floral displays, hanging baskets and planting, grass cutting. Maintenance of public parks, sports pitches, open spaces, amenity areas, play areas and burial grounds. Regular emptying of litter bins.
		Operating public conveniences in towns, parks and picnic sites. Operation of day to day issues that affect parks and cleansing.
		Neighbourhood Small Schemes and Quality of Life projects.
		Out of hours emergency cover for roads, parks and cleansing .
		Includes £1.43m Reston station capital contribution, £6.0m of Plant & Vehicle Fund capital and £33.033m for the Hawick flood protection scheme.
	Fleet management and maintenance services including replacement and disposals.	
<b>Revenue (£m)</b>	<b>£0.355</b>	<b>£13.993</b>
<b>Capital (18/19-20/21)</b>	<b>£0</b>	<b>£66.771m</b>
<b>FTE</b>	<b>23</b>	<b>395</b>
<b>What's Statutory?</b>	Compliance with current construction legislation.	Compliance with Road Safety Act, Transport Act, Road Traffic Regulation Act 1984, Traffic Signs Regulations & General Directions 2002, New Roads & Street Works Act, Roads (Scotland) Act, Safety at Street Works and Road Works, Flood Risk Management Act.
	Design and deliver all projects in line with Health & Safety legislation and Construction Design & Management 2015 Regulations.	The Church of Scotland property Endowment Act 1925 / Church of Scotland (Property and Endowments) Amendments Act 1933.
		The Burial Grounds Scotland Act 1855 – ensure adequate provision for the burial of the dead.
		Environmental protection (Scotland) Act 1990 (part iv), Allotments (Scotland) Act 1892, Pests Act 1954, The Nature Conservation (Scotland) Act 2004, Wildlife and countryside Act 1981, Public Health Act 1936.
		Ensure public areas are clean, safe and maintained. Delivery of dangerous goods training.
		Ensure drivers and vehicles comply with regulatory legislation in accordance with "O" Licence criteria.
	HM Revenue obligations re Rebated Fuel, Commercial Drivers Benefit in Kind. Reduce CO2 and tonnes of carbon.	
<b>Latest available performance information</b>	Of the <b>Top 21 Major Capital Projects</b> , as at December 2017:	<b>46.6%</b> of the 3000km of roads in the Scottish Borders should be considered for maintenance in 2016/17 (46.3% in 2015/16).
	<b>18</b> were on target.	<b>4</b> people were killed and <b>34</b> people seriously injured on our roads between Q1 and Q3 2017. Note this includes "Unvetted" data.
	<b>3</b> were slightly behind target.	<b>£4,583</b> per km was spent maintaining the condition of roads, Scotland=£10,456 (LGBF 2016/17).
	<b>0</b> were not on target.	<b>90%</b> of local streets were considered clean, Scotland=94% (LGBF 2016/17).
		<b>75.3%</b> of residents are satisfied with local parks and open spaces, Scotland=86.0% (LGBF 2016/17).
		<b>£24,448</b> spent on parks and open spaces (net) per 1,000 people, Scotland=£21,581 (LGBF 2016/17).
	<b>1,341,894</b> litres of fuel used (1.93% lower than 2015/16). <b>92.2%</b> Final MOT pass rate for vehicles (National=90.47%).	

	Property & Estates Management Services	Catering Services, Cleaning & Facilities Services	Waste Management
Our Services	Maintain, upgrade and improve the Council's built assets .	Catering service to school meals.	Collection of trade and domestic waste from households and
	Contribute to Property & Assets Corp Transformation Prog. Corporate Landlord strategy.	Deliver and promote uptake of school meals to meet expected targets.	Operation of Easter Langlee Landfill, 4 closed Landfills, 7 Community Recycling Centres, 3 Waste Transfer Stations, 74 Bring Sites and a fleet of 51 Refuse Collection & Haulage vehicles.
	Manage the Council's leased land and property holdings.	Influence the development of Better Eating, Better Learning (BEBL).	
	Helpdesk facility for service requests.	Reduce Obesity and promote healthy eating through education.	
	Property maintenance for Live Borders and SB Cares.	Minimise waste.	
	Energy management to ensure efficiency & minimise carbon tax.	Nursery wraparound care feeding (currently piloted).	Special uplifts.
	Asset valuations on all Council land and property. Property acquisitions, Leasing, Disposals.	Efficient cleaning service, meeting client's expectations, within budget.	Customer care, education, awareness raising and partnership working, in support of re-use and waste minimisation.
Generate Capital Receipts from the sale of surplus assets.	Provision of Safe Crossings for children.		
Revenue (£m)	<b>£4.446</b>	<b>£2.299</b>	<b>£9.145</b>
Capital (18/19-20/21)	<b>£13.79m</b>	<b>£0</b>	<b>£7.931m</b>
FTE	<b>33</b>	<b>214</b>	<b>125</b>
What's Statutory?	Compliance with statutory duties to ensure safe working environments are maintained / improved.	Meeting qualitative and legislative requirements.	Collection and disposal of household and commercial waste in the Borders, including Kerbside waste and recycling collections.
	Statutory/H&S related works and planned maintenance activities (e.g. electric heater cleaning, gutter cleaning, external paintwork).	Gov't targets regarding uptake with particular reference to P1-3.	Community Recycling Centres, Waste transfer stations and landfill disposal.
	The School Premises (General requirements and Standards)(Scotland) Regulations 1967 plus Amendments.	School meal menus compliance with nutritional standards set by Scottish Government.	Compliance with The Landfill (Scotland) Regulations 2003, The Pollution Prevention and Control (Scotland) Regulations 2012, Waste Management Licensing (Scotland) 2011, Environment Protection Act 1990 Part II, Waste (Scotland) Regulations 2012, Refuse Disposal (Amenity) Act 1978, Local Government in Scotland Act 2003 & Environment Protection Act 1990.
	Education (Disability Strategies and Pupils' Educational Records) (Scotland) Act 2002.	Training all staff to Cleaning & Facilities staff to BICSc standards. Compliance with Food in Schools Act.	
Compliance with Health & Safety Legislation, Environmental Health Regulations, Care Inspectorate Guidelines, RICS/IFRS regulations; Gas, Legionella & Asbestos Regulations.	Compliance with National School Lunch Act, Health and Safety Act, Food Safety Act 1990, Food Hygiene Act 2013, Food Information for Consumers Regulation (2014, Health & Safety at Work Act 1974.		
Latest available performance information	<b>8,458,918</b> kilowatt hours of electricity used at a costs of <b>£0.930m</b> in 2017 (down from 9,267,223 in 2016 at a cost of £1.005m) (26 key sites).	<b>42%</b> of staff have been trained to SVQ level 2 or above in Food production and Cooking.	On average, over the last 12 months (12mths ended – Sep17):
	<b>11,901,568</b> kilowatt hours of gas used at a costs of <b>£0.277m</b> in 2017(down from 12,760,785 in 2016 at a cost of £0.317m) (26 key sites).	<b>78%</b> uptake of Nursery Wrap Around Care feeding at pilot sites	<b>57.42%</b> of waste was recycled at SBC Community Recycling Centres (55.99% 12m to Sep16).
	<b>60%</b> of council buildings were in a satisfactory condition (LGBF 16/17) (Scotland=85%).	More than half of schools achieved Eat Safe award from environmental health; the highest they award.	<b>40.22%</b> of household waste was recycled (39.04% 12m to Sep16).
	<b>83%</b> of council buildings were suitable for their current use (LGBF 16/17) (Scotland=80%).	<b>88%</b> said school lunches were of a good standard in P1-3 survey	<b>59.52%</b> of household waste was sent to landfill (60.70% 12m to Sep16).
	<b>£2.283m</b> in Capital Receipts received from selling our fixed assets such as buildings in 20117 (£1.643m in 2016).	<b>76%</b> thought school lunches were healthy in P4-7 survey	<b>0.26%</b> of household waste required 'other' treatment (0.26% 12m to Sep16).
<b>87.2%</b> of industrial and commercial properties owned by the council were occupied as of December 2017 (89% in Dec 2016).	<b>72%</b> considered there was a good variety of health options in the Staff Restaurant survey	<b>LGBF 2016/17 - £51</b> per premise was spent on refuse collection, Scotland = £65; <b>£87</b> per premise was spent on waste disposal, Scotland = £99; <b>79%</b> of residents were satisfied with local refuse collection, Scotland = 82%.	



Revenue Financial Plan 2018/19 - 2022/23

Asset & Infrastructure

Asset & Infrastructure by Service	2018/19 £'000	2019/20 (Provisional) £'000	2020/21 (Provisional) £'000	2021/22 (Provisional) £'000	2022/23 (Provisional) £'000	Total £'000
Property Management Services	4,008	3,984	3,963	4,046	4,132	20,133
Estates Management Services	438	443	448	454	460	2,242
Catering Services	782	849	920	995	1,075	4,621
Cleaning & Facilities Management	1,516	1,542	1,569	1,600	1,634	7,861
Design Services	226	234	243	253	263	1,220
Major Projects	129	131	133	135	138	665
Neighbourhood Operations	13,549	11,061	11,217	11,383	11,565	58,775
Network & Infrastructure Asset Management	1,287	1,304	1,322	1,349	1,378	6,640
SBCContracts	(549)	(549)	(549)	(549)	(549)	(2,743)
Fleet Management Services	(295)	(286)	(254)	(221)	(185)	(1,240)
Pay Parking	0	0	0	0	0	1
Waste Management Services	9,145	9,089	9,242	9,399	9,565	46,441
Corporate Savings	(484)	(699)	(949)	(1,200)	(1,200)	(4,532)
<b>Total</b>	<b>29,754</b>	<b>27,103</b>	<b>27,305</b>	<b>27,644</b>	<b>28,278</b>	<b>140,084</b>

<b>Asset &amp; Infrastructure by Budget Head</b>	<b>2018/19 £'000</b>	<b>2019/20 (Provisional) £'000</b>	<b>2020/21 (Provisional) £'000</b>	<b>2021/22 (Provisional) £'000</b>	<b>2022/23 (Provisional) £'000</b>	<b>Total £'000</b>
Employee Costs	24,183	23,780	24,084	24,414	24,786	121,247
Premises Related Expenditure	7,823	7,920	8,019	8,128	8,238	40,127
Transport Related Expenditure	8,208	8,226	8,246	8,265	8,284	41,229
Supplies & Services	13,404	10,996	10,705	10,516	10,578	56,200
Third Party Payments	9,752	9,822	9,895	9,968	10,041	49,476
Transfer Payments	0	0	0	0	0	0
Internal Recharges	128	128	128	128	128	641
Capital Financing Costs	8	8	8	8	8	39
	<b>63,506</b>	<b>60,880</b>	<b>61,085</b>	<b>61,427</b>	<b>62,063</b>	<b>308,959</b>
Income	(33,752)	(33,777)	(33,780)	(33,782)	(33,785)	(168,876)
<b>Total</b>	<b>29,754</b>	<b>27,103</b>	<b>27,305</b>	<b>27,644</b>	<b>28,278</b>	<b>140,084</b>

## Asset and Infrastructure

Property Management, Estates, Catering, Cleaning, Design, Major Projects, Neighbourhood Services, Infrastructure & Assets, SBC Contracts, Fleet, Pay & Display, Waste Management

Capital Investment	3 yr operational £'000s	7 year strategic £'000s	TOTAL	Est. External Funding	Est. SBC Contribution	Detail
Land & Property Infrastructure	13,790	21,788	35,578	0	35,578	Capital works on the Council estate including parks and play facilities, encompassing structural, energy efficiency, Health & Safety works, improvements and upgrades.
Roads & Transport Infrastructure	24,132	58,211	82,343	(130)	82,213	Encompasses the Roads, Bridges and Lighting blocks and a number of other infrastructure projects.
Cycling, Walking & Safer Streets	562	1,649	2,211	(2,211)	0	Specific Scottish Government funding to encourage walking and cycling, especially to schools and to connect communities.
Peebles Bridge	0	420	420	0	420	Preparatory work to consider the future requirement for a new bridge in Peebles to support future development per the Local Development Plan.
Flood & Coastal Protection works	1,614	3,850	5,464	(3,500)	1,964	Small scale capital flood works projects and flood studies for future major schemes. Flood studies and scheme preparation fully funded by Scottish Government.
Hawick Flood Protection	33,033	8,217	41,250	(32,934)	8,316	Infrastructure project to protect residential and commercial properties from flood risk within the River Teviot's flood plain in Hawick. Scottish Government 80% funding of the project partially confirmed.
Waste Management	1,400	600	2,000	(1,200)	800	Easter Langlee cell provision and leachate management, CRC skip infrastructure and provision of waste containers.
Easter Langlee Waste Transfer Station	5,099	0	5,099	0	5,099	Construction of new waste transfer station at Langlee.
Waste Collection (Non P&V)	1,432	365	1,797	0	1,797	Contribution to refuse lorry replacements not provided by Plant and Vehicle fund, funded by Waste revenue budget contribution for specific funding.
Reston Station Contribution	1,430	640	2,070	(1,240)	830	Council contribution to provision of new platform and car parking at Reston, supported by potential funding from developer contributions.
Plant & Vehicle Fund	6,000	14,000	20,000	(20,000)	0	Rolling programme of fleet replacement to meet council requirements, fully funded from the Plant and Vehicle fund and replenished by revenue budgets over vehicle lives.
<b>Total Investment</b>	<b>88,492</b>	<b>109,740</b>	<b>198,232</b>	<b>(61,215)</b>	<b>137,017</b>	

## Asset and Infrastructure

Property Management, Estates, Catering, Cleaning, Design, Major Projects, Neighbourhood Services, Infrastructure & Assets, SBC Contracts, Fleet, Pay & Display, Waste Management

Revenue Opening Position	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s
Base Budget (approved 9 February 2017)	28,473	29,754	27,103	27,305	27,644
Permanent Virements	362	0	0	0	0
<b>Revised Base Budget</b>	<b>28,835</b>	<b>29,754</b>	<b>27,103</b>	<b>27,305</b>	<b>27,644</b>

Budget Pressures	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	Detail
Manpower adjustments	688	279	304	330	372	To provide for assumed pay award for employees across the service.
Non-pay inflation	56	75	77	78	80	To provide for non-pay inflation across the service.
Property Maintenance Fund Inflation	0	47	49	50	50	To allow for anticipated inflationary increases of materials and works associated with maintaining the Council estate.
One-off 2017/18 budget allocations	(800)	0	0	0	0	Removal of one-off Scottish Government funding received in 2017/18.
New Kelso High School	206	0	0	0	0	Increased revenue costs associated with the lifecycle costs of new Kelso High
Catering (Food) Inflation	0	28	29	29	29	Estimated inflationary price increase of food costs.
Winter Maintenance (Salt) Inflation	0	14	15	15	15	Estimated inflationary price increase of salt costs.
Aggregates & Bitumen Inflation	0	5	5	5	5	Estimated inflationary price increase of bitumen and aggregates.
Roads Investment	1,800	(1,800)	0	0	0	One-off injection into the Roads budget which will provide improvements for roads across the region.
Vehicle Spare Parts Inflation	0	13	13	13	13	Estimated inflationary price increase of spare parts
Waste Plant & Vehicle Fund	200	0	0	0	0	To provide for additional depreciation and interest payments associated with previously invested capital to allow rolling fleet replacement within Waste Services.
Landfill Tax Inflation	70	70	73	73	73	Estimated inflationary price increase of Landfill tax which is set by the Scottish Government.
Reduced Flood allocation	(1)	0	0	0	0	Minor adjustment by Scottish Government as detailed in Settlement.
Shared Access Paths	350	(350)	0	0	0	Match funding to be used to access external funding to develop shared access paths linking up specific towns for cycling and recreational use.
Community Policing	282	(282)	0	0	0	Community policing team which will be deployed to target local issues under the direction of SBC e.g. anti-social behaviour. The team will work closely with the new Locality Committees and Elected Members and will seek to do more to prevent low level criminal activity and deal with issues such as parking.
<b>Total Pressures</b>	<b>2,851</b>	<b>(1,901)</b>	<b>565</b>	<b>593</b>	<b>637</b>	

## Asset and Infrastructure

Property Management, Estates, Catering, Cleaning, Design, Major Projects, Neighbourhood Services, Infrastructure & Assets, SBc Contracts, Fleet, Pay & Display, Waste Management

Savings Proposals	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	Detail
Energy Efficiency Project	(119)	(103)	(103)	0	0	Spend to save investments in a range of energy efficiency measures designed to reduce our Carbon Footprint and make cashable savings.
Staff Canteen Efficiency	(60)	0	0	0	0	Replacement of existing staff canteen service with a sandwich, snacks and coffee service at an alternative location within HQ.
Additional service for nursery meals based on the 7 pilot nursery meals uptake	(71)	0	0	0	0	Roll out of current pilot which provides Free School Meals to children attending full day nursery under the expansion of Early Years provision to 1140 hours.
Improved Income from higher Secondary Schools Meals uptake	(75)	0	0	0	0	Anticipated increased income through increased uptake of school meals in Secondary Schools.
Catering Marketing reduction	(20)	0	0	0	0	Reduction to marketing budget based on current spend levels.
Cleaning Services Rationalisation (inc Janitor, crossings)	(80)	0	0	0	0	Completion of a project to deliver rationalisation of the cleaning service including Janitorial & Crossing Patrols. Expected reduction of 5.1 FTE. The Council's HR Policies and Procedures will be utilised to manage and mitigate any staffing changes/reductions.
Major Projects Feasibility Study budget reduction	(30)	0	0	0	0	Reduced ability to evaluate possible future projects with the most important potential projects being prioritised to mitigate this risk.
New delivery model for Public Toilet provision	0	(100)	0	0	0	Phase 2 of the public convenience review. Service impacts still to be assessed with review recommendations.
Review winter working patterns / overtime	(50)	0	0	0	0	Review of staffing arrangements regarding providing winter services, no service impact expected.
Neighbourhoods : Grass cutting, Biodiversity and Floral Detail	(345)	(100)	0	0	0	Redesign of Council grass cutting, £100k Review of Path Maintenance and £30k from Floral Gateway savings. The Council's HR Policies and Procedures will be utilised to manage and mitigate any staffing changes/reductions.
Children & Young People grounds maintenance transfer	(20)	0	0	0	0	Transfer budget to Neighbourhood Services to be managed as part of the service and within the normal framework of maintenance. The Council's HR Policies and Procedures will be utilised to manage and mitigate any staffing changes/reductions.
Review of Street Lighting Energy Efficiency Project (SLEEP) provision	0	(7)	(7)	0	0	Completion of SLEEP project.
Roads review savings	(100)	0	0	0	0	Implementation of new Roads structure and delivery model. Expected reduction of 3FTE posts. The Council's HR Policies and Procedures will be utilised to manage and mitigate any staffing changes/reductions.

## Asset and Infrastructure

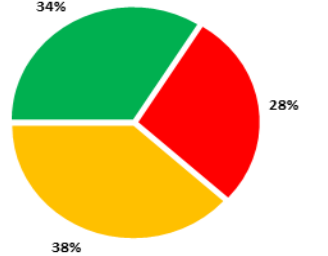
Property Management, Estates, Catering, Cleaning, Design, Major Projects, Neighbourhood Services, Infrastructure & Assets, SBC Contracts, Fleet, Pay & Display, Waste Management

Savings Proposals	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	Detail
Increase the surplus budget of the Fleet Management service	(56)	(22)	0	0	0	Bringing Fleet budget in line with historic performance. No service impact expected.
Waste services Kerbside Collection Review	(175)	(200)	0	0	0	Savings arising from the proposal of a new optimised model of service delivery, including route optimisation, review of working patterns and depot rationalisation (est 3FTE impact). The Council's HR Policies and Procedures will be utilised to manage and mitigate any staffing changes/reductions.
Waste Services Leachate Management budget reduction	(100)	0	0	0	0	Peak demands for leachate movement now to be met from the Council's Weather Reserve which will reduce the risk of under and over spends due to the variability of demand for this service which is weather dependent.
Waste Services Community Recycling Centre Review	(40)	0	0	0	0	Realign annual operating hours to focus more on periods of peak demand, changes to working patterns will be required to ensure staff are contracted to work during periods of high demand, Estimated increase of 3FTE as weekend working is contracted. The Council's HR Policies and Procedures will be utilised to manage and mitigate any staffing changes/reductions.
Waste Fees & Charges	(105)	0	0	0	0	Increased Trade Waste charges as agreed as part of the 2017/18 Financial Plan.
Additional Fees & Charges Income across Assets & Infrastructure	(2)	(3)	(3)	(3)	(3)	Extra income from higher Fees & Charges which have been increased in line with inflation. Possible reductions in demand due to higher prices have been factored into the assumed additional income.
Corporate Property & Assets	(284)	0	0	0	0	Review of SBC property and its use.
Corporate Vehicle Tracking and Scheduling	(100)	0	0	0	0	Increased efficiency and productivity enabling more efficient/less costly travel. Technology dependent.
Corporate Landlord	(100)	(215)	(250)	(251)	0	Savings resulting from implementing the corporate landlord model across the council.
<b>Total Savings</b>	<b>(1,932)</b>	<b>(750)</b>	<b>(363)</b>	<b>(254)</b>	<b>(3)</b>	

Revenue Closing Position	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s
Base Budget 2018/19	29,754	27,103	27,305	27,644	28,278



<b>SERVICE OVERVIEW: ECONOMIC DEVELOPMENT &amp; CORPORATE SERVICES</b>	<b>Revenue Budget 18/19 = £1.049m</b> <b>Capital Budget 18/19-20/21 = £5.035m</b>	<b>Total FTE = 37</b>
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	Economic Development	Communications	Emergency Planning	
<b>Our Services</b>	Support to businesses	Graphic Design	Develop and maintain emergency response plans for emergencies/incidents.	
	Loans and grants scheme	Print Room		
	Town centre regeneration 5 action plans	PR		
	Sites and premises support	Marketing	Coordination and organisation response to emergencies.	
	Sectoral support		Facilitation and organisation of training for staff.	
	European policy; European/external funding		Coordination and management of the events Safety Advisory	
	Low carbon leadership and advocacy		Resilient Communities initiative.	
	Events support (0.6 FTE & £100k)		Business Continuity lead for SBC.	
<b>Revenue (£m)</b>	<b>£0.423</b>	<b>£0.466</b>	<b>£0.160</b>	
<b>Capital (18/19-20/21)</b>	<b>£5.305m</b>	<b>£0</b>	<b>£0</b>	
<b>FTE</b>	<b>18</b>	<b>15</b>	<b>4</b>	
<b>What's Statutory?</b>	Promote local economic development, regeneration & sustainable development (LGvt in Scotland Act 2003, Climate Change Act 2009)	Code of practice: "Councils should not publish any material which, in whole, or in part, appears to affect public support for a political party" (Local Government Act (1986))	Ensure SBC and partner compliance with Civil Contingencies Act 2004.	
	Deliver a Business Gateway service			
<b>Latest available performance information</b>	<b>161</b> new businesses April - Dec 17 (156 for same period 2016)	<b>470</b> press enquiries: April - Sep 2017 (350 for same period in 2016)	<b>40</b> active community resilience plans in place, 10 in progress ( at end Dec 2017) .	
	<b>981</b> businesses supported April - Dec 17 (912 for same period 2016)	<b>147</b> press releases issued: April - Sep 2017 (193 for same period 2016)	<b>4712</b> people currently registered for SB Alert (at end Dec 2017).	
	<b>£88k</b> loans awarded April - Dec 17 (£71k for same period 2016)	<b>990</b> news articles on SBC in local newspapers: April - Sep 2017 (1077 for same period 2016)	<b>100%</b> SBC Business Continuity plans in place (at end Dec 2017).	
	<b>£75k</b> grants awarded April - Dec 17 (£102k for same period 2016)	<p style="text-align: center;"><b>Q2 2017/18</b></p>  <p>34% positive (50% in Q2 16/17) 38% neutral (26% in Q2 16/17) 28% negative (24% in Q2 16/17)</p> <p>■ Positive ■ Negative ■ Neutral</p>		
	<b>How do we compare to others? (2016/17)</b> <i>Business Gateway Start-ups per 10,000 population</i> Scottish Borders = <b>19.1</b> Scotland = 16.6 (A'shire = 22.3, D&G = 25.8)			
	<i>Unemployed people assisted into work by council</i> Scottish Borders = <b>2.8%</b> Scotland = 14.0% (A'shire = 4.5%, D&G = 21.7%)			
			<b>45k</b> Facebook engagements in Q3 17/18 (31k in Q3 16/17) <b>11k</b> Twitter engagements in Q3 17/18 (17.5k in Q3 16/17)	<b>Safety Advisory Group (SAG)</b> <b>20</b> afternoon sessions held, with average of <b>7</b> events attending each (during 2016/17).

Revenue Financial Plan 2018/19 - 2022/23  
Economic Development & Corporate Services

Economic Development & Corporate Services by Service	2018/19 £'000	2019/20 (Provisional) £'000	2020/21 (Provisional) £'000	2021/22 (Provisional) £'000	2022/23 (Provisional) £'000	Total £'000
Corporate Policy	254	253	252	251	250	1,259
Economic Development	1,413	1,422	1,432	1,443	1,455	7,166
Communications & Marketing	466	472	478	485	493	2,393
Emergency Planning	160	162	163	165	166	816
Corporate Transformation	773	523	773	773	773	3,613
Commercial Property Income	(1,244)	(1,244)	(1,254)	(1,264)	(1,274)	(6,280)
<b>Total</b>	<b>1,822</b>	<b>1,587</b>	<b>1,844</b>	<b>1,852</b>	<b>1,862</b>	<b>8,967</b>



<b>Economic Development &amp; Corporate Services by Budget Head</b>	<b>2018/19 £'000</b>	<b>2019/20 (Provisional) £'000</b>	<b>2020/21 (Provisional) £'000</b>	<b>2021/22 (Provisional) £'000</b>	<b>2022/23 (Provisional) £'000</b>	<b>Total £'000</b>
Employee Costs	1,469	1,483	1,498	1,515	1,533	7,499
Premises Related Expenditure	103	105	107	108	110	534
Transport Related Expenditure	65	65	65	65	65	323
Supplies & Services	525	525	525	525	525	2,623
Third Party Payments	875	625	875	875	875	4,127
Transfer Payments	0	0	0	0	0	0
Internal Recharges	0	0	0	0	0	0
Capital Financing Costs	54	54	54	54	54	271
	<b>3,092</b>	<b>2,857</b>	<b>3,124</b>	<b>3,142</b>	<b>3,162</b>	<b>15,376</b>
Income	(1,270)	(1,270)	(1,280)	(1,290)	(1,300)	(6,409)
<b>Total</b>	<b>1,822</b>	<b>1,587</b>	<b>1,844</b>	<b>1,852</b>	<b>1,862</b>	<b>8,967</b>

## Economic Development & Corporate Services

Corporate Policy, Economic Development, Commercial Property Income, Emergency Planning, Communications & Marketing, Corporate Transformation

Capital Investment	3 yr operational £'000s	7 year strategic £'000s	Total £'000s	Est. External Funding £'000s	Est. SBC Contribution £'000s	Detail
Town Centre Regeneration	300	700	1,000	0	1,000	To support the outcome of the Locality/Town review work, including development of new CARS schemes in Hawick and Eyemouth.
Central Borders Business Park	2,500	0	2,500	(1,000)	1,500	To support the development of necessary infrastructure to maximise inward investment and the future growth of the Scottish Borders economy.
Newtown St Boswells Regeneration	56	344	400	0	400	Initial development phase for the village centre regeneration.
Eyemouth Regeneration	799	0	799	0	799	To support the regeneration of Eyemouth.
Tweedbank Development	500	0	500	0	500	Funds to commence delivery of the Tweedbank Masterplan.
<b>Total Investment</b>	<b>4,155</b>	<b>1,044</b>	<b>5,199</b>	<b>(1,000)</b>	<b>4,199</b>	

Revenue Opening Position	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s
Base Budget (approved 9 February 2017)	2,591	1,822	1,587	1,844	1,852
Permanent Virements	(553)	0	0	0	0
<b>Revised Base Budget</b>	<b>2,038</b>	<b>1,822</b>	<b>1,587</b>	<b>1,844</b>	<b>1,852</b>

Budget Pressures	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	Detail
Manpower adjustments	34	14	14	16	19	To provide for assumed pay award for employees across the service.
Non-pay inflation	2	2	2	2	2	To provide for non-pay inflation across the service.
One-off 2017/18 budget allocations	(600)	0	0	0	0	Removal of one-off Scottish Government funding received in 2017/18.
Transformational Change support	500	(250)	250	0	0	To support transformational change across the organisation.
Scottish Enterprise Regeneration	25	0	0	0	0	Further funding from Scottish Government as detailed in settlement.
<b>Total Pressures</b>	<b>(39)</b>	<b>(234)</b>	<b>266</b>	<b>18</b>	<b>21</b>	

## Economic Development & Corporate Services

Corporate Policy, Economic Development, Commercial Property Income, Emergency Planning, Communications & Marketing, Corporate Transformation

Savings Proposals	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	Detail
Shared Service opportunities with Dumfries & Galloway	(150)	0	0	0	0	Enabled by sharing services with Dumfries & Galloway to deliver the South of Scotland Economic Partnership Work Plan. Area of saving not yet confirmed, possible implication of 2/3FTE. The Council's HR Policies and Procedures will be utilised to manage and mitigate any staffing changes/reductions.
Business Gateway	(10)	0	0	0	0	Use of technology to reduce travel time to ensure minimal impact.
Commercial Rent income	0	0	(10)	(10)	(10)	Inflationary rent increases.
Travel in Emergency Planning	(4)	0	0	0	0	Minimal impact as pool cars will be used.
Resilient Communities materials budget	(5)	0	0	0	0	Work with communities to fund and deliver differently to minimise impact.
Communications Web and Digital Media post	(9)	0	0	0	0	Change grade 8 to Modern Apprentice (MA) or Grade 5- Short term training requirement.
<b>Total Savings</b>	<b>(178)</b>	<b>0</b>	<b>(10)</b>	<b>(10)</b>	<b>(10)</b>	

Revenue Closing Position	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s
<b>Base Budget 2018/19</b>	<b>1,822</b>	<b>1,587</b>	<b>1,844</b>	<b>1,852</b>	<b>1,862</b>

<b>SERVICE OVERVIEW - HEALTH AND SOCIAL CARE</b>	<b>Revenue Budget 18/19 = £56.410m</b>	<b>Capital Budget 18/19-20/21 = £5.508m</b>	<b>FTE = 207</b>
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	<b>Older People</b>	<b>Public Protection &amp; Community Safety</b>	<b>Criminal Justice Service</b>	<b>Public Health</b>
<b>Our Services</b>	<i>Responsibility for planning and delivery of Older People functions is delegated to the Scottish Borders Health and Social Care Partnership. Social Work services for adults &amp; older people</i>	Chief Social Work Officer activity	Statutory Criminal Justice Services including supervision of Community Payback Orders & Unpaid Work and post custodial liberation, including Parole, Non-Parole and Life Licence	Joint Health Improvement Team specifically trained to undertake a range of projects aimed at suicide prevention across the Scottish Borders.
	Carer support services	Co-ordination of Adult & Child Protection	Court and Parole Board reporting	A number of early intervention and prevention measures to maintain and improve the physical and mental health and wellbeing of adults and children across the region.
	Community care assessment team	Domestic Abuse Service	Delivery of Multi Agency Public Protection	
	Adult placement services	Anti-Social Behaviour Unit	Delivery of Drug Treatment and Testing Orders	
	Respite provision	Mental Health Officer Service	Development and delivery of Woman Offender	
	Occupational therapy services		Development of alternative to custody options	
	Commissioned services including delivery of day		Delivery of services within gender based violence	
	Hospital discharge			
<b>Revenue (£m)</b>	<b>£23.960</b>	<b>£1.775</b>	<b>£1.123</b>	<b>£0.088</b>
<b>Capital (18/19-20/21)</b>	<b>£5.508m</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>
<b>FTE</b>	<b>24</b>	<b>7</b>	<b>25</b>	<b>1</b>
<b>What's Statutory?</b>	Make necessary inquiries and investigations to establish whether or not an adult is at risk of harm (Adult Support and Protection (Scotland) Act 2007) Duty to promote social welfare (Social Work (Scotland) Act 1968) Facilitate the person's dignity and participation in the life of the community (Social Care (Self-directed Support)(Scotland)Act 2013) Director of Public Health responsible for the overall vision and objectives for public health and reporting annually on the outcomes and future work Supervise welfare guardians; investigate complaints about the exercise of welfare powers; investigate adults at risk; provide information and advice in with welfare functions (Adults with Incapacity (Scotland) Act 2000)			
<b>Latest available performance information</b>	<b>74.1%</b> of Adults are using the Self-Directed Support Approach as at end of December 2017. (Dec16 = 50.0%) <b>77%</b> of Adults (aged 65+yrs) received care at home compared to a care home / residential setting as at end of December 2017. <b>6,097</b> hours of homecare delivered per week (Jan-18) <b>97%</b> of new service users received a service within 6 weeks of assessment (Q3 2017-18) <b>88%</b> of service users reported feeling safe (Feb 18) <b>563</b> externally funded residential beds provided per week (End Jan-18)	<b>891</b> reported incidents of domestic abuse between Q1 and Q3 2017/18 (729 Q1-3 2016/17) <b>2,745</b> group 1-5 crimes and offences were recorded between Q1 and Q3 2017/18 (2,280 Q1-3 2016/17) <b>79</b> concerns were raised for adults at risk (Q3 18)	<b>48%</b> of community payback orders (CBO) with supervision requirement were completed successfully (Q3 2017-18), up from 40% (Q4 2016-17) <b>196</b> community payback orders (CBOs) were completed in 2016/17 with an average of 121 hours of community service to be completed. 266	<b>5.5%</b> Diabetes Prevalence (5.2% Scotland) <b>Life Expectancy:</b> <b>82.5 years</b> Females (81.1 years Scotland) <b>79.3 years</b> Males (77.2 years Scotland) <b>71%</b> of Borders are Overweight (65% Scotland) <b>14.9</b> Alcohol-Related Deaths per 100,000 population (Scotland 23.1)

	Mental Health	Learning Disabilities	Physical Disabilities	Generic Services
<b>Our Services</b>	<i>Responsibility for planning and delivery of Mental Health functions is delegated to the Scottish Borders Health and Social Care Partnership.</i>	<i>Responsibility for planning and delivery of Learning Disability functions is delegated to the Scottish Borders Health and Social Care</i>	<i>Responsibility for planning and delivery of Physical Disability functions is delegated to the Scottish Borders Health and Social Care Partnership.</i>	<i>Responsibility for planning and delivery of all Generic Services is delegated to the Scottish Borders Health and Social Care Partnership.</i>
	Mental Health Services integrated across Health and Social Care with an integrated management structure. SBC resources the following functions: Mental Health Social Work Services provided across the integrated Community Mental Health teams (x3), Community Rehab Team (x1) and in patient wards (x2)	Learning Disability Services fully integrated across Health and Social Care with an integrated management structure	Re-ablement services	Generic Services cover a range of additional care & support services, service planning and management and locality staff teams.
	Commissioned services from the third sector including Housing Support, rehabilitation and early intervention & recovery support and Day Service in Gala	Commissioned services from the independent sector providing individual packages of care in the community and some high cost residential placements for adults with very high support needs with day services delivered by SB Cares Grant funding for Social Enterprises creating training and employability support for adults with a learning disability. Approximately 14 social workers provide social work support to 418 service users including a significant amount of Adult Protection work and legal duties under the MH Act and Adults with Incapacity Act	Provision of equipment & telecare	Some of these services are provided jointly with our main partner, NHS Borders. Joint Services include Joint Health Improvement and the Scottish Borders Community Equipment Store, which is situated in the Central Borders Business A number of grants are also made from the Generic Services budget each financial year to a range of individuals and in particular, voluntary sector organisations.
	Mental Health (MH) Officer Services compliant with MH Act legislation including Guardianships, and Mental Health Act assessments.	Local Area Coordination to, wherever possible, enable people to learn independent living skills and connect with the community with sign posting to avoid reliance upon commissioned		
<b>Revenue (£k)</b>	<b>£2.108</b>	<b>£16.644</b>	<b>£5.831</b>	<b>£4.881</b>
<b>Capital (18/19-20/21)</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>
<b>FTE</b>	<b>28</b>	<b>28</b>	<b>0</b>	<b>94</b>
<b>What's Statutory?</b>	Promote well-being and social development; Appoint mental health officers & ensure work is designated; Inquire and obtain warrants; Assess needs for community care services; secure availability of independent advocacy services (Mental Health (Care and Treatment)(Scotland) Act 2003)	Make necessary inquiries and investigations to establish whether or not an adult is at risk of harm (Adult Support and Protection (Scotland) Act 2007) Duty to promote social welfare (Social Work (Scotland) Act 1968) Facilitate the person's dignity and participation in the life of the community (Social Care (Self-directed Support)(Scotland)Act 2013) Supervise welfare guardians; investigate complaints about the exercise of welfare powers; investigate adults at risk; provide information and advice in with welfare functions (Adults with Incapacity (Scotland) Act 2000)		
<b>Latest available performance information</b>	<b>37</b> welfare guardianships (Dec 2017), increase from 29 in 2016 <b>138</b> private welfare guardianships recorded (Dec-17), increase from 97 in 2016 <b>24</b> emergency detentions, 52 short term <b>18</b> compulsory treatments orders were made (Apr-Dec17)	<b>105</b> adults with learning disabilities were in employment in 2015/16 <b>406</b> adults with learning disabilities were receiving a service from Local Area Co-ordinators (Feb-18)	<b>428</b> clients have been designated with a primary service user category of 'Person with a physical disability' and currently receiving a service or support from Scottish Borders Council (Mar-18)	Around <b>45,000</b> items of equipment are on issue from BAES across the Scottish Borders. These items of equipment have been acquired over many years, at a total cost of <b>£3.6m</b> and are provided to over <b>12,000</b> clients.

Revenue Financial Plan 2018/19 - 2022/23

Health & Social Care

Health & Social Care by Service	2018/19 £'000	2019/20 (Provisional) £'000	2020/21 (Provisional) £'000	2021/22 (Provisional) £'000	2022/23 (Provisional) £'000	Total £'000
Child Protection	181	182	183	185	186	917
Adult Protection	394	395	396	398	399	1,982
Emergency Duty Team	293	295	298	300	303	1,489
Business Support - Staff Development	255	255	254	253	253	1,270
Quality Improvement	211	213	215	217	219	1,074
Services in Criminal Justice System	1,123	1,124	1,125	1,126	1,127	5,624
Safer Communities	441	444	446	449	452	2,233
Older People	23,960	22,751	22,637	22,532	22,412	114,291
Joint Learning Disability	16,644	16,727	16,864	17,002	17,141	84,378
Joint Mental Health	2,108	2,120	2,132	2,145	2,159	10,664
People with Physical Disabilities	5,831	5,956	6,081	6,206	6,331	30,405
Generic Services	4,881	4,873	4,912	4,955	5,002	24,624
Public Health	88	88	89	89	90	444
<b>Total</b>	<b>56,410</b>	<b>55,422</b>	<b>55,631</b>	<b>55,855</b>	<b>56,075</b>	<b>279,393</b>

<b>Health &amp; Social Care by Budget Head</b>	<b>2018/19 £'000</b>	<b>2019/20 (Provisional) £'000</b>	<b>2020/21 (Provisional) £'000</b>	<b>2021/22 (Provisional) £'000</b>	<b>2022/23 (Provisional) £'000</b>	<b>Total £'000</b>
Employee Costs	8,723	8,760	8,848	8,944	9,052	44,326
Premises Related Expenditure	116	117	119	120	121	593
Transport Related Expenditure	247	247	247	248	248	1,237
Supplies & Services	192	192	192	192	192	962
Third Party Payments	57,041	56,215	56,535	56,862	57,172	283,825
Transfer Payments	4,378	4,851	5,324	5,797	6,270	26,621
Internal Recharges	221	221	221	221	221	1,103
Capital Financing Costs	0	0	0	0	0	0
	<b>70,919</b>	<b>70,604</b>	<b>71,486</b>	<b>72,383</b>	<b>73,276</b>	<b>358,668</b>
Income	(14,509)	(15,182)	(15,855)	(16,528)	(17,201)	(79,275)
<b>Total</b>	<b>56,410</b>	<b>55,422</b>	<b>55,631</b>	<b>55,855</b>	<b>56,075</b>	<b>279,393</b>

## Health and Social Care

Child & Adult Protection, Emergency Duty, Business Support, Quality Improvement, Criminal Justice, Safer Communities, Older People, Learning Disability, Mental Health, Physical Disability, Generic Services

Capital Investment	3 yr operational £'000s	7 year strategic £'000s	TOTAL	Est. External Funding	Est. SBC Contribution	Detail
Adult Services Facilities Upgrade (Older People)	550	293	843	0	843	Planned Residential Care Home upgrades to enhance and improve facilities for residents.
Care Inspectorate Requirements (Older People)	158	414	572	0	572	Residential Care Home works in order to deliver specific recommendations within the Joint Older People's Services Inspection Report.
Residential Dementia (Older People)	4,800	0	4,800	0	4,800	Proposed specialist Dementia Residential Facility to deliver a specific Health and Social Care Partnership priority on Dementia.
<b>Total Investment</b>	<b>5,508</b>	<b>707</b>	<b>6,215</b>	<b>0</b>	<b>6,215</b>	

Revenue Opening Position	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s
Base Budget (approved 9 February 2017)	55,823	56,410	55,422	55,631	55,855
Permanent Virements	312	0	0	0	0
<b>Revised Base Budget</b>	<b>56,135</b>	<b>56,410</b>	<b>55,422</b>	<b>55,631</b>	<b>55,855</b>

Budget Pressures	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	Detail
Manpower adjustments	405	164	179	194	219	To provide for assumed pay award for employees across the service.
Non-pay inflation	1	1	1	1	1	To provide for non-pay inflation across the service.
SB Cares Contract inflation	29	29	29	29	0	SB Cares Contract inflation to cover increased utilities costs.
Dementia care services (Older People)	534	(534)	0	0	0	Revenue consequences of increase in dementia capacity.
Older People demographic increases	343	348	348	348	348	Forecast additional cost of increasing numbers of Older People 65-74 and 74+.
COSLA Residential Care Home Contract (Older People)	74	75	75	75	75	Inflationary Provision for COSLA residential care home contract.
Increased young adults with learning / physical disabilities	250	250	250	250	250	Forecast additional cost of increasing numbers of young adults in transition from Children's to Adult Services.
Health & Social Care Integration (IJB - Older People, Learning Disability and Physical Disability)	(667)	(673)	(673)	(673)	(673)	The above demographic pressures have been identified. The SBC Financial Plan assumes however, that as in 2016/17 and 2017/18, these pressures will be met in full via the direction of additional social care funding by the Integration Joint
SBC share of £66m for H & SC	1,537	0	0	0	0	Per settlement - to support additional investment in social care in recognition of a range of pressures Local Authorities are facing including new commitments.
Choose Life	19	0	0	0	0	Additional funding as detailed in Settlement.
<b>Total Pressures</b>	<b>2,525</b>	<b>(340)</b>	<b>209</b>	<b>224</b>	<b>220</b>	



## Health and Social Care

Child & Adult Protection, Emergency Duty, Business Support, Quality Improvement, Criminal Justice, Safer Communities, Older People, Learning Disability, Mental Health, Physical Disability, Generic Services

Savings Proposals	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	Detail
Purchase Criminal Justice Service (CJS) training (e.g. Health and Safety) from Scottish Borders Council instead of an external provider	(2)	0	0	0	0	Greater cost-effectiveness of existing SBC training provision - Criminal Justice Service will no longer seek this provision externally but instead use the Council's in-house service.
Review of Day Services (Older People and Learning Disability)	(290)	(400)	0	0	0	The Re-imagining Day Services Review project is ongoing, a key pillar of the Integration Joint Board Integrated Transformation Programme. Following implementation of its recommendations, including new service provision, some existing day centre provision will be decommissioned. This may impact on the current SB Cares General Fund Contribution level. This will not have an impact on Health & Social Care staffing although there may be potential impact for SB cares staff. The Council's HR Policies and Procedures will be utilised to manage and mitigate any staffing changes/reductions.
Following analysis of contract utilisation, review of non-day service functions commissioned from SB Cares aimed at increasing efficiency and reducing cost (decommissioning of Day Services is already in Financial Plan (£690k)) (Older People)	(100)	0	0	0	0	New, fitter-for-purpose, more cost effective services will be commissioned. This will save money and improve efficiency but may impact on the current SB Cares General Fund Contribution level. This will not have an impact in Health & Social Care staffing although there may be potential impact for SB Cares staff. The Council's HR Policies and Procedures will be utilised to manage and mitigate any staffing changes/reductions.
Review and recommission of Specialist Care and Support Services (Older People)	(250)	0	0	0	0	Greater efficiency through more effective and economic specialist service provision commissioned from external organisations.
Review the Shopping Service (Older People)	(41)	0	0	0	0	Alternative delivery models are being explored which will result in a reduction in the current Shopping Service Contract.
Review Commissioned Services including SB Cares within Learning Disability Service	(100)	0	0	0	0	New, more cost effective services will be commissioned in addition to a comprehensive review of all existing commissioning arrangements. This will save money and improve efficiency but may impact on the current SB Cares General Fund Contribution level and their levels of staffing although the majority of services (and cost) are commissioned from external providers. The Council's HR Policies and Procedures will be utilised to manage and mitigate any staffing changes/reductions.
Decommission Learning Disability Services with new alternatives	(76)	0	0	0	0	An evaluation of Social Enterprises has been undertaken resulting in a decision by Learning Disability Service for one grant contract for a social enterprise being decommissioned. This work is now delivered by Project Search and has been successful to date.

## Health and Social Care

Child & Adult Protection, Emergency Duty, Business Support, Quality Improvement, Criminal Justice, Safer Communities, Older People, Learning Disability, Mental Health, Physical Disability, Generic Services

Savings Proposals	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	Detail
Reduction in Night-Time Support (note the wider context of a future strategic review of Night-Time Support) (Learning Disability)	(74)	0	0	0	0	Formal Project underway in collaboration with Learning Disability Service providers to look at reducing the amount of night time support. Target reduction of 2 FTE for the project. Extensive work has already been undertaken by a previous project. Any impact will be mitigated. No impact on H&SC staff however potential impact on SB Cares staff.
Decommission Learning Disability Services delivered by Borders College	(24)	0	0	0	0	New, more appropriate alternative services have been developed for implementation from Autumn Term 2018 with no further cost to the Council.
Return adults with high supported living needs to the Scottish Borders, decommissioning high-tariff out of area placements (Learning Disability)	0	(52)	0	0	0	Longer-term, requires significant capital and revenue partnership investment, but for the specific clients identified, will provide better outcomes to meet specialist client needs at considerably reduced cost. Potential for unquantified increase in front line staff although alternative options for commissioning the service are being considered.
Decommission a specific Adults with Learning Disability contract	(10)	0	0	0	0	This client-specific service is currently being decommissioned as it is no longer required.
Decommission 2 Mental Health services with identified alternatives	(53)	0	0	0	0	For one service, there is now a national telephone helpline available which clients would be able to access and for the other, if they wish to continue, clients would be able to access the service using Self Directed Support.
Greater Use of Technology	(100)	0	0	0	0	Through further increasing the use of technology and equipment, it is anticipated we will reduce the number of lower-level care at home packages.
Undertake a productivity review programme across Adult Social Work services, savings are targeted year 1 and 2 and will require investment to commission the review	(88)	(44)	0	0	0	This is currently underway across some services in NHS Borders – clinical and non clinical, has identified considerable cashable savings through increased efficiency by productivity. Potential reduction of 2FTE following work study although exact potential is unknown until process review. The Council's HR Policies and Procedures will be utilised to manage and mitigate any staffing
Review management arrangements across all Adult social work services	(60)	0	0	0	0	There would be impacts and risks attached to this due to reduced capacity but the opportunity for more joined up management and efficiency exists. Before 2019/20, where vacancies arise beforehand, joint posts will be considered and there will be potential regrading of roles. There will be increased vigilance in all vacancy management. The Councils HR Policies and Procedures will be utilised to manage any staffing changes/reductions.
Review Community Based Services (considering posts / skill mix) covering Occupational Therapy and Social Work in order to maximise benefit of Enablement and Buurtzorg	(110)	0	0	0	0	New, innovative, community based health and social care services will result in constraining costs for traditional (and more intensive) social care services - better for the client and more cost-effective.

## Health and Social Care

Child & Adult Protection, Emergency Duty, Business Support, Quality Improvement, Criminal Justice, Safer Communities, Older People, Learning Disability, Mental Health, Physical Disability, Generic Services

Savings Proposals	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	Detail
Review all small grants, contributions to communities and payments to 3rd sector organisations across all Adult social work services	(20)	0	0	0	0	This review will be targeted at maintaining the quality of support currently provided. Will place greater focus on a more commissioned-based relationship between SBC and the organisations, with a focus on clear outcomes.
<b>SB Cares</b>						
SB Cares Contribution to SBC General Fund per Original Business Case	(162)	(152)	0	0	0	As per SB Cares approved Business Plan, there are forecast increases to the profitability of SB Cares through additional income streams and more efficient service delivery.
SB Cares Structure Review	(100)	0	0	0	0	Review of SB Cares structures targeting increased effectiveness in the provision of all services. This is expected to provide a saving through redefining roles and responsibilities and process redesign. The Council's HR Policies and Procedures will be utilised to manage and mitigate any staffing changes/reductions.
Implement relief staff management tool	(80)	0	0	0	0	Implement improved management processes and systems to deliver an effective relief bank resulting in reduced costs through a reduction in rates paid, compared to current 3rd party costs.
Offer new relief bank of staff agency service for other Borders providers at commercial rate.	(20)	0	0	0	0	This is a commercial opportunity. This would be offered to other providers in the Borders at a rate below city agency rates and allow services to continue in all
Implement equitable support worker structure in Care Homes	(20)	0	0	0	0	Staffing changes will be required as a result of this proposal. No overall FTE effect. Council HR policy will be consistently applied throughout review.
Review of how Sleep-Ins are provided	(80)	0	0	0	0	To deliver greater efficiency. Any potential increase in risk to clients would require mitigation assurances and work with Health and Social Care required to ensure no duplication. The Council's HR Policies and Procedures will be utilised to manage and mitigate any staffing changes/reductions.
Review of Finance System – use Business World as an alternative - Licence & Maintenance Fee Saving	(20)	0	0	0	0	Consistency with other SBC services and subsidiaries and reduced cost through no longer requiring a separate financial management information system.
Increase pool car fleet in homecare	(20)	0	0	0	0	Reduced costs through reduced mileage claimed and increased efficiency due to reliable vehicles.
Review provision of fleet across all services	(10)	0	0	0	0	Cost savings arising from greater efficiency in the economy, deployment and use of vehicles.
Brokerage service – Management fee for promoting services – Community provision e.g. Care & Repair	(10)	0	0	0	0	Increased signposting activity that would enable clients (unassessed) to access a wider range of support services.

## Health and Social Care

Child & Adult Protection, Emergency Duty, Business Support, Quality Improvement, Criminal Justice, Safer Communities, Older People, Learning Disability, Mental Health, Physical Disability, Generic Services

Savings Proposals	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	Detail
East Lothian collaboration for the provision of Alarms Service	(250)	0	0	0	0	This provides a Telecare Services Association (TSA) accredited solution which will enable sales to the third sector. This also improves current alarm service to current client base and provides some financial savings. A total saving of 7 FTE is anticipated. The Council's HR Policies and Procedures will be utilised to manage and mitigate any staffing changes/reductions.
Review of Bordercare and Community Equipment Service delivery structures	(80)	0	0	0	0	Review to deliver an integrated service provision for Bordercare and Community Equipment Service following transfer of Call Response service to East Lothian. This is expected to provide a saving through redefining roles and responsibilities and process redesign, and could reduce the workforce by up to 2 FTE. The Council's HR Policies and Procedures will be utilised to manage and mitigate any staffing changes/reductions.
<b>Total Savings</b>	<b>(2,250)</b>	<b>(648)</b>	<b>0</b>	<b>0</b>	<b>0</b>	

Revenue Closing Position	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s
Base Budget 2018/19	56,410	55,422	55,631	55,855	56,075

<b>SERVICE OVERVIEW - CHILDREN AND YOUNG PEOPLE</b>	<b>Revenue Budget 18/19 = £114.568m Capital Budget 18/19-20/21 =£17.321m</b>	<b>FTE = 1,743</b>
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	Education	Additional Support Needs	Children & Families Social Work	Early Years	Community Learning & Development
<b>Our Services</b>	Delivery of education 61 primary and 9 secondary schools	Assessment and provision of support for children and young people with additional needs in mainstream education	Corporate parenting function supporting looked after children & young people (inc through & after Care)	Early Learning & Childcare provision across primary schools and commissioned places with private and voluntary providers	Non formal and accredited learning opportunities for young people, adults and communities.
	Implementation of Curriculum for Excellence and raising attainment for all	Enhanced specialist provision for children and young people with significant and complex needs	Support, care and protection to children, young people and families	Quality improvement in ELCC	Targeted interventions for disadvantaged communities.
	Quality improvement across schools and inspection support		Adoption and permanence Youth offending service	Supporting provision of wrap around care	Adult literacy, numeracy and ESOL programmes.
	Educational Psychology Service Instrument Tuition		Targeted intervention for vulnerable families	Operation of Early Years Centres	Developing the Young Workforce and employability programmes.
	Teacher development and CPD Outdoor Education		Support for children and young people with disabilities	Provision of training for providers	Family learning.
<b>Revenue (£m)</b>	<b>£80.861</b>	<b>£10.505</b>	<b>£15.294</b>	<b>£6.689</b>	<b>£1.219</b>
<b>Capital (18/19-20/21)</b>	<b>£17.321m</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>
<b>FTE</b>	<b>1,206</b>	<b>262</b>	<b>127</b>	<b>127</b>	<b>21</b>
<b>What's Statutory?</b>	Delivery of education in pre school, primary and secondary schools (mainstream and specialist) to meet individual needs, tailored to age, ability and aptitude and considering socio economic barriers to learning	Identify, make provision for and review additional support needs for children and young people	Safeguard and promote welfare of children and young people in need with duties and powers to support and intervene when there are concerns	Deliver 600hrs of Early Learning & Childcare for 3 & 4 year olds and vulnerable 2s	Co-ordinate provision of CLD in the area.
	Plan for implementation of Named Person Service		Adoption and permanence Provide support for kinship carers Provide through care and after care for looked after young people up to age 25 (when requested)	Implement 1140 hours of Early Learning & Childcare by 2020	
<b>Latest available performance information</b>	54 primary school exclusions in 2017 (40 in 2016) 194 secondary school exclusions in 2017 (203 in 2016)		230 looked after children and young people (end of Q3 2017/18)	<b>How do we compare to others? (2016/17)</b>	In 2016/17 603 adults (16+ yrs) participated in family and community learning. 850 young people (11-25yrs) participated in CLDS youth work (Includes some delivery by voluntary sector through partnership agreement).
	<b>How do we compare to others? (2016/17)</b> <b>% of pupils attending their school</b> <b>Scottish Borders = 94% (Scotland = 93%)</b>		32 children and young people were on the Child Protection Register (end of Q3 2017/18))	<b>Spend per pupil – pre school</b> Scottish Borders = £3,452 Scotland = £4,207	
			72% of looked after young people (12+) were living within a community family based placement at end of Q3 2017/18	<b>% of children meeting developmental milestones?</b> Scottish Borders = 80% Scotland 72%	



	Education	Additional Support Needs	Children & Families Social Work	Early Years	Community Learning & Development																																																																																																																	
Latest available performance information	<p><b>How do we compare to others? (2016/17)</b> Spend per pupil – primary schools Scottish Borders = <b>£4,777</b> (Scotland = £4,804)</p> <p>Spend per pupil – secondary schools Scottish Borders = <b>£6,666</b> (Scotland = £6,817)</p> <p>% of secondary school pupils achieving 5 plus awards at level 5 Scottish Borders = <b>61%</b> (Scotland = 60%)</p> <p>% of secondary school pupils achieving 5 plus awards at level 6 Scottish Borders = <b>37%</b> (Scotland = 34%)</p> <p>% of pupils from deprived areas achieving 5 awards at level 5 Scottish Borders = <b>21%</b> (Scotland = 41%)</p> <p>% of pupils from deprived areas achieving 5 awards at level 6 Scottish Borders = <b>10%</b> (Scotland = 16%)</p> <p>% of pupils with positive destination after leaving school (2015/16) Scottish Borders = <b>94%</b> (Scotland = 93%)</p>		<p><b>How do we compare to others? (2015/16)</b> Spend on residential accommodation for looked after children Scottish Borders = <b>£3,052</b> (Scotland = £3,483)</p> <p>Spend (£ per child per week) on providing fostering/family placements for looked after children Scottish Borders = <b>£360</b> (Scotland = £298)</p> <p>Looked after children being cared for in family/foster placements rather than residential accommodation Scottish Borders = <b>87.6%</b> (Scotland = 90.4%)</p> <p>% of Looked after children with more than one placement in the last year Scottish Borders = <b>22%</b> (Scotland = 21%)</p>		<p><b>1849</b> children attended SBC School Nurseries in 2016/17</p> <p><b>How do we compare to others? (2015/16)</b> % of children meeting developmental milestones? Scottish Borders = <b>80%</b> Scotland 72%</p>		<p><b>Youth Learning (2016/17)</b> 125 completed SQA units 1396 successful completions of youth work and schools programmes. 1026 young people involved in service design or improvement. 24 completed Activity Agreements and progressed to a sustained positive destination. 45 Looked After Children and Young people involved in Youth Voice. 124 Youth Achievement Awards. 285 young people delivered a youth work programme.</p>																																																																																																															
	<p><b>Achievement of Curriculum for Excellence (CFE) LEVELS 2016/17: PRIMARY SCHOOL</b> PERCENTAGE OF PUPILS ACHIEVING EXPECTED RESULTS</p> <table border="1"> <thead> <tr> <th colspan="2">READING</th> <th colspan="2">WRITING</th> <th colspan="2">LISTENING</th> <th colspan="2">NUMERACY</th> </tr> <tr> <th>Scottish Borders</th> <th>Scotland</th> <th>Scottish Borders</th> <th>Scotland</th> <th>Scottish Borders</th> <th>Scotland</th> <th>Scottish Borders</th> <th>Scotland</th> </tr> </thead> <tbody> <tr> <td colspan="8"><b>PRIMARY 1 – EARLY LEVEL</b></td> </tr> <tr> <td>81%</td> <td>80%</td> <td>76%</td> <td>77%</td> <td>85%</td> <td>85%</td> <td>81%</td> <td>83%</td> </tr> <tr> <td colspan="8"><b>PRIMARY 4 – FIRST LEVEL</b></td> </tr> <tr> <td>81%</td> <td>77%</td> <td>77%</td> <td>71%</td> <td>87%</td> <td>83%</td> <td>78%</td> <td>75%</td> </tr> <tr> <td colspan="8"><b>PRIMARY 7 – SECOND LEVEL</b></td> </tr> <tr> <td>80%</td> <td>76%</td> <td>74%</td> <td>69%</td> <td>85%</td> <td>81%</td> <td>71%</td> <td>70%</td> </tr> </tbody> </table>		READING		WRITING		LISTENING		NUMERACY		Scottish Borders	Scotland	Scottish Borders	Scotland	Scottish Borders	Scotland	Scottish Borders	Scotland	<b>PRIMARY 1 – EARLY LEVEL</b>								81%	80%	76%	77%	85%	85%	81%	83%	<b>PRIMARY 4 – FIRST LEVEL</b>								81%	77%	77%	71%	87%	83%	78%	75%	<b>PRIMARY 7 – SECOND LEVEL</b>								80%	76%	74%	69%	85%	81%	71%	70%	<p><b>SECONDARY SCHOOL</b></p> <table border="1"> <thead> <tr> <th colspan="2">READING</th> <th colspan="2">WRITING</th> <th colspan="2">LISTENING</th> <th colspan="2">NUMERACY</th> </tr> <tr> <th>Scottish Borders</th> <th>Scotland</th> <th>Scottish Borders</th> <th>Scotland</th> <th>Scottish Borders</th> <th>Scotland</th> <th>Scottish Borders</th> <th>Scotland</th> </tr> </thead> <tbody> <tr> <td colspan="8"><b>S3 Third Level or better</b></td> </tr> <tr> <td>96%</td> <td>90%</td> <td>95%</td> <td>89%</td> <td>97%</td> <td>91%</td> <td>90%</td> <td>88%</td> </tr> <tr> <td colspan="8"><b>S3 Fourth Level</b></td> </tr> <tr> <td>69%</td> <td>51%</td> <td>65%</td> <td>48%</td> <td>72%</td> <td>51%</td> <td>66%</td> <td>56%</td> </tr> </tbody> </table>		READING		WRITING		LISTENING		NUMERACY		Scottish Borders	Scotland	Scottish Borders	Scotland	Scottish Borders	Scotland	Scottish Borders	Scotland	<b>S3 Third Level or better</b>								96%	90%	95%	89%	97%	91%	90%	88%	<b>S3 Fourth Level</b>								69%	51%	65%	48%	72%	51%	66%	56%	<p><b>Adult Learning (2016/17)</b> 336 increased health and wellbeing. 235 achieved outcomes for their family. 116 increased employability. 49 gained SQA accreditation. 73 increased literacy/numeracy skills. 74 increased English language skills.</p>	
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Revenue Financial Plan 2018/19 - 2022/23

Children & Young People

Children & Young People by Service	2018/19 £'000	2019/20 (Provisional) £'000	2020/21 (Provisional) £'000	2021/22 (Provisional) £'000	2022/23 (Provisional) £'000	Total £'000
Early Years	6,689	6,750	6,816	6,888	6,969	34,112
Primary Schools	30,377	29,713	29,612	30,070	30,578	150,349
Secondary Schools	39,588	40,268	42,417	43,163	43,962	209,398
Additional Support Needs	10,505	10,646	10,800	10,968	11,156	54,076
Children & Families Social Work	15,294	13,950	14,012	14,079	14,154	71,488
Educational Psychology	647	653	660	667	675	3,302
Central Schools	4,842	4,852	3,022	3,035	3,050	18,802
School Meals	1,782	1,782	1,782	1,782	1,782	8,908
School Transport	3,627	3,627	3,627	3,627	3,627	18,135
Community Learning & Development	1,219	1,030	1,043	1,056	1,072	5,420
<b>Total</b>	<b>114,568</b>	<b>113,271</b>	<b>113,791</b>	<b>115,335</b>	<b>117,024</b>	<b>573,991</b>

<b>Children &amp; Young People by Budget Head</b>	<b>2018/19 £'000</b>	<b>2019/20 (Provisional) £'000</b>	<b>2020/21 (Provisional) £'000</b>	<b>2021/22 (Provisional) £'000</b>	<b>2022/23 (Provisional) £'000</b>	<b>Total £'000</b>
Employee Costs	73,853	73,998	74,615	75,698	76,917	375,080
Premises Related Expenditure	8,707	8,849	8,994	9,141	9,292	44,982
Transport Related Expenditure	5,581	5,581	5,581	5,581	5,581	27,906
Supplies & Services	14,800	13,216	14,815	15,129	15,448	73,408
Third Party Payments	12,547	12,547	12,547	12,547	12,547	62,737
Transfer Payments	0	0	0	0	0	0
Internal Recharges	779	779	779	779	779	3,897
Capital Financing Costs	0	0	0	0	0	0
	<b>116,268</b>	<b>114,971</b>	<b>117,332</b>	<b>118,876</b>	<b>120,565</b>	<b>588,010</b>
Income	(1,699)	(1,699)	(3,540)	(3,540)	(3,540)	(14,019)
<b>Total</b>	<b>114,568</b>	<b>113,271</b>	<b>113,791</b>	<b>115,335</b>	<b>117,024</b>	<b>573,991</b>



## Children & Young People

Early Years, Primary Schools, Secondary Schools, Additional Support Needs, Children & Families Social Work, Educational Psychology, Central Schools, School Meals, Transport, Community Learning & Development (CLD).

Capital Investment	3 yr operational £'000s	7 year strategic £'000s	TOTAL	Est. External Funding	Est. SBC Contribution	Detail
Broomlands Primary School	6	0	6	0	6	Final costs relating to the new Broomlands Primary School (opened 9th January 2018).
Langlee Primary School	3	0	3	0	3	Final costs relating to the new Langlee Primary School (opened August 2017).
Jedburgh Learning Campus	3,687	0	3,687	(300)	3,387	A new 3-18 learning campus in Jedburgh replacing 2 Primary Schools and the High School. The capital budget provision is primarily for project management, incidentals and the new 3G synthetic pitch provision with the core provision of the asset revenue funded.
School Estate Block	10,551	24,655	35,206	(1,000)	34,206	Programme of works across the school estate to 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.
School Estate Review	3,074	12,517	15,591	0	15,591	Ambitious large scale project to significantly improve the school estate to match current and future demand.
<b>Total Investment</b>	<b>17,321</b>	<b>37,172</b>	<b>54,493</b>	<b>(1,300)</b>	<b>53,193</b>	

Revenue Opening Position	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s
Base Budget (approved 9 February 2017)	116,719	114,568	113,271	113,791	115,335
Permanent Virements	(4,765)	0	0	0	0
<b>Revised Base Budget</b>	<b>111,954</b>	<b>114,568</b>	<b>113,271</b>	<b>113,791</b>	<b>115,335</b>

Budget Pressures	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	Detail
Manpower adjustments	2,257	914	997	1,083	1,219	To provide for assumed pay award for employees across the service.
Non-pay inflation	153	143	145	147	151	To provide for non-pay inflation across the service.
Expansion of Early Years to 1,140 hours (fully funded)	482	0	0	0	0	Expansion of Early Years provision to 1,140 hours in seven locations (more locations will follow). This expansion will be fully funded by the Scottish Government.
Supply Teacher settlement	100	0	0	0	0	Provision to provide for changes in supply teachers Terms & Conditions including restoring the rate of pay to the individual's appropriate point on the main grade scale rather than scale point 1.

## Children & Young People

Early Years, Primary Schools, Secondary Schools, Additional Support Needs, Children & Families Social Work, Educational Psychology, Central Schools, School Meals, Transport, Community Learning & Development (CLD).

Budget Pressures	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	Detail
Langlee Primary School	38	0	0	0	0	Langlee Primary School opened in August 2017. The full year impact of the opening is estimated at £101k with £63k having been provided in the 2017/18 Financial Plan.
Broomlands Primary School	24	0	0	0	0	Broomlands Primary School opened on the 9th January 2018. The full year impact of the forecast pressure is £64k with £40k having been included in the 2017/18 Financial plan.
Unitary Charge Public-Private Partnership (PPP) Schools	305	310	315	319	324	This is the forecast contractual inflationary increase required for the 3 High Schools built with PPP funding. An inflation rate of 3.6% has been used.
New Kelso High School	144	0	0	0	0	The new Kelso High School opened on the 14th November 2017. The full year impact of the opening is estimated at £192k with £48k reflected in the 2017/18 Financial Plan. Increased Non Domestic Rates accounts for a significant part of this pressure.
Jedburgh funding charges	0	0	975	0	0	The proposed new multi-generational Jedburgh campus is being funded by a combination of SBC capital funding / Scottish Government grant & revenue funding. This pressure relates to the revenue funding element only.
Jedburgh lifecycle maintenance	0	0	300	0	0	This is a provision for maintaining the new multi-generational Jedburgh campus in an as new condition, including regular painting, replacement of boilers etc
Jedburgh increased Facilities Management (FM) charges	0	0	160	0	0	This pressure relates to increased revenue costs related to the new multi-generational Jedburgh campus (mainly Non Domestic Rates) .
Pupil Equity Fund	11	0	(1,841)	0	0	Pupil Equity Fund of £1.841m is based on free school meal entitlement. This is fully funded by Scottish Government and has been confirmed to 2020/21, when it will end and £1.841m will be removed from the budget. The Pupil Equity Fund is allocated directly to schools and targeted at closing the poverty related attainment gap. The funding is spent at the direction of Head teachers working in partnership with each other and the local authority.
1 + 2 languages	63	0	0	0	0	Fully funded in December 2017 Scottish Government settlement to expand and improve language learning to equip young people with the language skills they need.
Sensory Impairment	14	0	0	0	0	Training materials for people with sensory impairment. Guidance from RNIB and Action for Hearing. Fully funded in December 2017 Scottish Government settlement.

## Children & Young People

Early Years, Primary Schools, Secondary Schools, Additional Support Needs, Children & Families Social Work, Educational Psychology, Central Schools, School Meals, Transport, Community Learning & Development (CLD).

Budget Pressures	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	Detail
British Sign Language	11	0	0	0	0	Fully funded in December 2017 Scottish Government settlement to support British Sign Language interpreters and costs of training courses.
ASN Residential Placements and Respite Care	500	(500)	0	0	0	Funding will support the creation of a 6 or 8 bedded residential unit in partnership with Aberlour which will bring children with severe and complex needs back to the Borders creating savings. It will also enable the development of respite care and emergency beds for our most vulnerable children and young people preventing escalation to external residential placements.
Children & Young People Prevention, Intervention and Innovation	500	(500)	0	0	0	Activities and programmes led by Children and Young People and involving partner agencies to tackle ongoing issues affecting young people including mental and emotional health issues, behaviour improvement, and positive choices regarding exercise, diet, nutrition and lifestyle alongside school/community led activity projects .
Access to Youth opportunities	200	(200)	0	0	0	To increase access to education and work for Young people through travel and digital initiatives.
<b>Total Pressures</b>	<b>4,802</b>	<b>167</b>	<b>1,051</b>	<b>1,549</b>	<b>1,694</b>	

Savings Proposals	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	Detail
Public-Private Partnership (PPP)	(100)	0	0	0	0	Extract savings on utilities from PPP contract. Early engagement with PPP Contract holders required to reach a common position and realise savings.
Review of Early Years Service aligning budget with 2017/18 service delivery	(320)	0	0	0	0	The Early Years Service has delivered a budget underspend of £200k in 2017/18 and it is anticipated that further economies will be delivered in 2018/19 delivering permanent saving of £320k with minimal impact. There will be no staff to be deployed as separate funding from the Scottish Government to fund the expansion of Early Years provision from 600 hours to 1,140 hours will result in an increase in Early Years staff. Expansion of Early Years provision from 600 hours to 1,140 hours will result in an increase in Early Years staff.

## Children & Young People

Early Years, Primary Schools, Secondary Schools, Additional Support Needs, Children & Families Social Work, Educational Psychology, Central Schools, School Meals, Transport, Community Learning & Development (CLD).

Savings Proposals	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	Detail
Teacher allocations and class organisation	(230)	(770)	(380)	0	0	Subject to maintaining the Pupil / Teacher ratio as directed by the Scottish Government, there will be an opportunity to review the placement of teachers in light of roll projections, class organisation/timetable structures and the national allocation of newly qualified teachers. It is anticipated that teacher numbers and the ratios will be maintained in 2018 and that Council HR Policies and Procedures will be utilised to manage staffing deployments. In 2019 further developments in class organisation / timetable structures will release savings which could effect teacher numbers and pupil/teacher ratios.
School Estate Review	(85)	(289)	(146)	0	0	Delivering school estate savings will be subject to approval of the Scottish Government. Closure of St Margaret's (Hawick) is progressing through the statutory process. Priority will be to identify potential opportunities to deploy/redeploy staff from schools being "mothballed".
Music Tuition Review	(50)	0	0	0	0	Review of provision to deploy existing resources more effectively. The Council's HR Policies and Procedures will be utilised to manage and mitigate any staffing changes/reductions.
Outdoor Education Review	(55)	0	0	0	0	Cessation of Council provision of Whiteadder Sailing school which is only used by a few schools. More responsibility for service delivery in outdoor education will now be within the outdoor localities within the school community to maximise learning time for pupils and provide more regular access to the outdoors. The Council's HR Policies and Procedures will be utilised to manage and mitigate any staffing changes/reductions.
School Library Review	(75)	0	0	0	0	There will be a review of Literacy Support Services within schools which will consider how best to support pupils' development of literacy skills. Pilots will develop and provide opportunities for learning. Following a pilot in three secondary schools it is anticipated the Secondary School Library Service will be redesigned. There is likely to be a reduction in FTE. The Council's HR Policies and Procedures will be utilised to manage and mitigate any staffing changes/reductions.

## Children & Young People

Early Years, Primary Schools, Secondary Schools, Additional Support Needs, Children & Families Social Work, Educational Psychology, Central Schools, School Meals, Transport, Community Learning & Development (CLD).

Savings Proposals	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	Detail
Central Schools Review	(476)	0	0	0	0	This review has identified an opportunity to review all centrally funded budgets as practice has developed in a number of areas affecting allocations to key projects eg links to the Pupil Equity Fund allocation. Centrally funded training, continuing professional development (CPD) spend and other discretionary spend will be reviewed in line with expenditure forecasts for 2017/18.
Additional Support Needs (ASN) - Passenger Transport Review reducing private taxi provision to clients	(200)	0	0	0	0	The transport provision for ASN pupils (£1.2m) will be reviewed. This is expected to result in less use of private taxi services and reduce the need for associated special escort service. Staff consultation will take place through our normal HR process.
Children & Families Social Work – reduce external placements	(400)	(400)	0	0	0	Expenditure on external placements in 2017/18 is forecast to deliver a significant underspend and the service will continue to focus on preventative action to avoid spend on external placements in future years.
Review of Children & Families Social Work service	(100)	0	0	0	0	This is likely to have a minimal impact on service delivery where priority is in taking preventative action to deliver reductions in external placements etc. The service restructure is delivering considerable savings with permanent appointments replacing the use of supply staff.
Reduce the use of Social Work agency staff	(42)	0	0	0	0	The reduced use of agency staff will enable delivery of this saving with minimal impact on service delivery. The Council's HR Policies and Procedures will be utilised to manage and mitigate any staffing changes.
Increased Fees & Charges	(5)	(5)	(5)	(5)	(5)	Small increase to some service Fees and Charges. (No increase to school meals is included) .
Review of Community Learning & Development (CLD) service (Adults & Youth)	(50)	0	0	0	0	There will be a change in service provision in some localities to reflect local needs. Staff to be deployed in response to service demands with minimal impact on staff numbers. The Council's HR Policies and Procedures will be utilised to manage and mitigate any staffing changes/reductions.
<b>Total Savings</b>	<b>(2,188)</b>	<b>(1,464)</b>	<b>(531)</b>	<b>(5)</b>	<b>(5)</b>	

Revenue Closing Position	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s
<b>Base Budget 2018/19</b>	<b>114,568</b>	<b>113,271</b>	<b>113,791</b>	<b>115,335</b>	<b>117,024</b>



<b>SERVICE OVERVIEW: CUSTOMER AND COMMUNITIES</b>	<b>Revenue Budget 18/19 = £21.0m</b>	<b>Total FTE = 480</b>
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	Customer Advice & Support	Communities & Partnerships	Business Support (inc Business Change & Policy, Planning & Performance)												
<b>Our Services</b>	Provide and manage the Council's Customer access arrangements	Facilitate and manage community planning process, including delivering the requirements of the Community Empowerment Act	Manage the statutory decision-making structure in the Council & elections												
	Registration Service for births, deaths, marriages and civil partnerships	Maximise external funding, use of the Council's own grant schemes and the new Localities Bid Fund	Support to Councillors and the 3 Lieutenancies												
	Administration and collection of council tax and non-domestic rates	Strategic community engagement	Support and facilitate strategic corporate change in a structured and co-ordinated way												
	Financial inclusion/welfare benefits		Provide constitutional support to community councils												
	Financial assessment & admin of a range of benefits, welfare funds and grants		Professional business support services to all SBC business areas												
		Systems Administration. Provide business research, information and analysis, programme/project Manage corporate & business planning processes. Public performance reporting.													
<b>Revenue (£m)</b>	<b>£10.710</b>	<b>£0.888</b>	<b>£9.404</b>												
<b>Capital (18/19-20/21)</b>	<b>0</b>	<b>0</b>	<b>0</b>												
<b>FTE</b>	<b>141</b>	<b>5</b>	<b>335</b>												
<b>What's Statutory?</b>	Handling complaints in line with SPSO Council Tax and NDR Blue Badges	Delivering requirements of Community Empowerment (Scotland) Act 2015	Carrying out the statutory duties of 'Proper Officer' for the Council Managing elections Duty to ensure Best Value and focus on continuous improvement												
	Registering Births, Deaths; Registering & conducting marriages & civil Scottish Welfare Fund & housing benefits	Facilitating Community Planning process	Publicly reporting performance and demonstrate Best Value (Local Gvt Scotland Act)												
	Independent welfare benefits advice														
<b>Latest available performance information</b>	<p><b>125k</b> customer interactions from April-Dec 17 (126k for same period 2016)</p> <p><b>47k</b> face to face (45k for same period 2016)</p> <p><b>74k</b> by phone (76k for same period 2016)</p> <p><b>447</b> complaints closed from April - Dec 17 (451 for same period last year)</p> <p>During Dec 2017, our performance in days was:</p> <table border="1" style="width: 100%;"> <thead> <tr> <th>Stage 1</th> <th>Stage 2</th> <th>Escalated</th> </tr> </thead> <tbody> <tr> <td>4.1 days</td> <td>17.1 days</td> <td>29 days</td> </tr> <tr> <td colspan="3">% closed within timescales</td> </tr> <tr> <td>84.80%</td> <td>70%</td> <td>0.00%</td> </tr> </tbody> </table> <p><b>1348</b> people contacted Welfare Benefits Service (April - Dec 2017) (2152 for Ap-Dec 16)</p> <p><b>£3.38m</b> additional benefits (Ap - Dec 17) (£6.4m for April to Dec 2016)</p> <p><b>How do we compare to others? (2016/17)</b> How efficient is my council at collecting council tax Borders = <b>97%</b> Scotland = <b>96%</b> (Aberdeenshire = 96%, D&amp;G = 96%)</p>	Stage 1	Stage 2	Escalated	4.1 days	17.1 days	29 days	% closed within timescales			84.80%	70%	0.00%	<p><b>SBC's Quality of life, Small schemes, &amp; Community Grants</b></p> <p><b>FUNDING ACHIEVED from April 17 - end Dec 17</b></p> <p><b>£60.3k</b> Berwickshire</p> <p><b>£43.7k</b> Cheviot</p> <p><b>£35.6k</b> Teviot &amp; Liddesdale</p> <p><b>£79.4k</b> Eildon</p> <p><b>£57.6k</b> Tweeddale</p> <p><b>£276.6k</b> TOTAL* (£389k for same period 2016)</p> <p>*note there may be additional funding awarded to Borders wide projects</p>	<p><b>How do we compare to others? (2016/17)</b></p> <p>How much of my council's total running costs is spent on administrative support services?</p> <p>Borders = <b>9%</b> Scotland = <b>5%</b> (Aberdeenshire = 6%, D&amp;G = 5%)</p>
Stage 1	Stage 2	Escalated													
4.1 days	17.1 days	29 days													
% closed within timescales															
84.80%	70%	0.00%													

Revenue Financial Plan 2018/19 - 2022/23

Customer & Communities

Customer & Communities by Service	2018/19 £'000	2019/20 (Provisional) £'000	2020/21 (Provisional) £'000	2021/22 (Provisional) £'000	2022/23 (Provisional) £'000	Total £'000
Business Support	6,564	6,645	6,733	6,828	6,936	33,705
Business Planning Performance & Policy Development	1,033	1,032	1,031	1,030	1,030	5,156
Community Planning & Engagement	588	559	561	563	565	2,835
Localities Fund	300	500	500	500	500	2,300
Customer Advice & Support Services	3,175	3,238	3,342	3,428	3,523	16,707
Democratic Services	1,386	1,397	1,408	1,420	1,524	7,135
Business Change & Programme Management	422	405	386	366	344	1,923
Discretionary Housing Payments	58	58	58	58	58	290
Housing Benefits	593	593	593	593	593	2,965
Non Domestic Rates Relief	150	150	150	150	150	750
Scottish Welfare Fund	492	492	492	492	492	2,460
Council Tax Reduction Scheme	6,242	6,282	6,282	6,282	6,282	31,370
Corporate Savings	(2,572)	(3,547)	(4,047)	(4,547)	(5,047)	(19,762)
<b>Total</b>	<b>18,430</b>	<b>17,803</b>	<b>17,489</b>	<b>17,163</b>	<b>16,948</b>	<b>87,833</b>

<b>Customer &amp; Communities by Budget Head</b>	<b>2018/19 £'000</b>	<b>2019/20 (Provisional) £'000</b>	<b>2020/21 (Provisional) £'000</b>	<b>2021/22 (Provisional) £'000</b>	<b>2022/23 (Provisional) £'000</b>	<b>Total £'000</b>
Employee Costs	17,065	16,226	15,876	15,539	15,222	79,927
Premises Related Expenditure	858	867	877	886	896	4,384
Transport Related Expenditure	150	150	150	150	150	751
Supplies & Services	1,107	1,307	1,307	1,307	1,397	6,425
Third Party Payments	885	887	889	891	893	4,444
Transfer Payments	30,868	30,868	30,868	30,868	30,868	154,338
Internal Recharges	0	0	0	0	0	0
Capital Financing Costs	0	0	0	0	0	0
	<b>50,932</b>	<b>50,305</b>	<b>49,966</b>	<b>49,640</b>	<b>49,425</b>	<b>250,268</b>
Income	(32,502)	(32,502)	(32,477)	(32,477)	(32,477)	(162,436)
<b>Total</b>	<b>18,430</b>	<b>17,803</b>	<b>17,489</b>	<b>17,163</b>	<b>16,948</b>	<b>87,833</b>



## Customer & Communities

Business Support, Business Planning Performance & Policy Development, Community Planning & Engagement, Localities Fund, Customer Advice & Support, Democratic Services, Business Change & Programme Management, Discretionary Housing Payments, Housing Benefits, Non Domestic Rates Relief, Scottish Welfare Fund

Revenue Opening Position	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s
Base Budget (approved 9 February 2017)	17,383	18,430	17,803	17,489	17,163
Permanent Virements	1,545	0	0	0	0
<b>Revised Base Budget</b>	<b>18,928</b>	<b>18,430</b>	<b>17,803</b>	<b>17,489</b>	<b>17,163</b>

Budget Pressures	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	Detail
Manpower adjustments	339	137	149	163	183	To provide for assumed pay award for employees across the service.
Non-pay inflation	0	10	10	10	10	To provide for non-pay inflation across the service.
Council Tax Reduction scheme (CTRS)	635	40	0	0	0	Provided by Scottish Government to assist Councils with Tax reform changes.
Localities Bid Fund	(250)	250	0	0	0	To continue Locality bid fund at a permanent £500k by 2019/20.
Contract Inflation	0	2	2	2	2	To allow for small inflationary increases to external contracts.
Universal Credit impact & reduced funding	157	0	0	0	0	Departmental pressure arising from reduced Department for Work and Pensions administration grant and legislative changes arising from Universal Credit.
Temporary Accommodation	185	0	0	0	0	Temporary Accommodation funding per settlement.
Council Tax Reduction Scheme (CTRS) Administration	10	0	0	0	0	CTRS administration funding allocated per settlement.
Direct Housing Payment (DHP) Administration	21	0	0	0	0	DHP administration funding allocated per settlement.
Local Government election	(90)	0	0	0	90	Adjustment of budget required to run local government elections every 5 years.
Men's Shed Co-ordinator	30	(30)	0	0		To coordinate and promote the development of Men's Sheds across the Borders.
Locality Public Nuisance Funding	50	(50)	0	0		£10k per locality for communities to bid into to deal with local antisocial behavioural issues.
<b>Total Pressures</b>	<b>1,087</b>	<b>359</b>	<b>161</b>	<b>175</b>	<b>285</b>	

## Customer & Communities

Business Support, Business Planning Performance & Policy Development, Community Planning & Engagement, Localities Fund, Customer Advice & Support, Democratic Services, Business Change & Programme Management, Discretionary Housing Payments, Housing Benefits, Non Domestic Rates Relief, Scottish Welfare Fund

Savings Proposals	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	Detail
Council Tax Reduction Scheme	(100)	0	0	0	0	Reduced spend based on current levels per 17/18 monitoring.
Maximise funding opportunities from partners	(100)	0	0	0	0	Opportunity to raise income through delivering engagement, research, Project Management etc on behalf of partners.
Performance Team: Grade 8 to Modern Apprentice (MA)	(15)	0	0	0	0	Minimal impact, although short term training requirement.
Integrated Customer Services Model	(161)	(11)	0	0	0	Reduction to costs following amalgamation of Customer Services, Welfare Benefits and Housing staff following a review of how these services are delivered (3.5FTE). This will also include a review of the welfare and debt advice provided by the Citizens Advice Bureau. The Council's HR Policies and Procedures will be utilised to manage and mitigate any staffing changes/reductions.
Housing Benefits overpayment	0	0	25	0	0	This was a temporary increase to income which will reduce by 2020/21.
Democratic Services vacancy	(35)	0	0	0	0	Removal of existing vacancy (1FTE).
Corporate Digital Transformation	(1,175)	(975)	(500)	(500)	(500)	Efficiency driven through Digital Transformation within the Council. The Council's HR Policies and Procedures will be utilised to manage and mitigate any staffing changes/reductions.
<b>Total Savings</b>	<b>(1,586)</b>	<b>(986)</b>	<b>(475)</b>	<b>(500)</b>	<b>(500)</b>	

Revenue Closing Position	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s
<b>Base Budget 2018/19</b>	<b>18,430</b>	<b>17,803</b>	<b>17,489</b>	<b>17,163</b>	<b>16,948</b>

**SERVICE OVERVIEW - FINANCE, IT AND PROCUREMENT**

**Revenue Budget 18/19 = £35.64m**  
**Capital Budget 18/19-20/21 = £1.728m**

**FTE = 83**

	<b>Finance &amp; Pensions &amp; Investment</b>	<b>Procurement</b>	<b>IT</b>
<b>Our Services</b>	SBC's budget preparation and management of the Councils financial resources	Manage the procurement and commissioning process.	Manage and develop the Council's financial systems
	Ensure reporting of finances complies with legislative requirements	Deliver the procurement strategy, including community benefits and sustainability	Manage the provision of Information Communication Technology (ICT) for Scottish Borders Council
	Deliver the Council's Financial Strategy	Ensuring best value is achieved from the £140m of spend that can be influenced (revenue and capital)	Support the Council's ability to deliver services with resilient, innovative and secure IT solutions aligned to the corporate plan
	Quantify the potential financial benefits and "Return on Investment" of projects		
	Assist services to manage their budgets effectively and efficiently		
	Provision of financial advice and support		Understand the Council's customers' needs in order to deliver the outcomes that matter to them
	Manage the Councils Pension fund, now valued at over £650m, the Councils investments and Common Good funds.		
	Manage the Councils Treasury function to ensure the Council has sufficient cash flow to meet ongoing requirements and ensure the capital programme is funded		
Manage the loans fund and the Councils borrowing			
<b>Revenue (£m)</b>	<b>£24.312</b>		<b>£11.332</b>
<b>Capital (18/19-20/21)</b>	<b>£0.0</b>		<b>£1.728m</b>
<b>FTE</b>	<b>58</b>	<b>21</b>	<b>4</b>
<b>What's Statutory?</b>	Comply with Accounting Codes, Capital Financing rules, Investment rules, statutory basis for borrowing and lending	Ensure compliance with the regulations applicable to for public procurement (EU Procurement Directives)	The Council's IT service provides solutions and systems that support the Council in delivering its statutory functions. ICT solutions are required to be compliant with the relevant standards for data protection and information security, Payment Card Industry accreditation and Public Sector Network accreditation Alignment of the Council's ICT Strategy with the drivers set out for Local Government by the Westminster and Holyrood parliaments and the Scottish Government.
	Set a balanced budget and council tax (Local Government Administration) Administer the Local Government Pension Scheme for SBC (Local Government Pensions Scheme (Scotland) Regulations)	Apply the Scottish legislative framework for public procurement (Procurement Reform (Scotland) Act 2014 (commencement order due late 2015))	
	Set up compliant governance arrangements for the administration of the Local Government Pension Scheme at investment according to the regulations for the SBC Local Government Pension Scheme (Local Government Pension Scheme (Management and Investment Funds) Regulations 2010).	Assist the council to ensure it delivers best value in all its non-staffing spending decisions	

Latest available performance information

**How do we compare to others? (2016/17)\***

**Corporate Finance Provision - Number of Qualifications on the Closure of the 2016/17 Accounts**

Scottish Borders = **None**  
 Scotland = None (Ab'shire = None D&G = None)

**Corporate Finance Provision - Actual v Projected Outturn**

Scottish Borders = **99.52%**  
 Scotland = 99.63% (Ab'shire = 99.59% D&G = 99.78%)

**Loans Fund Interest Rate**

Scottish Borders = **4.32%**  
 Scotland = 4.13% (Ab'shire = 3.74% D&G = 3.27%)

**Pension Fund Investment - Absolute Investment Return - 5**

Scottish Borders = **11.20%**  
 Scotland = 11.40% (Ab'shire = N/A D&G = 10.60%)

**Pension Fund Investment - Benchmark Investment Return -**

Scottish Borders = **10.50%**  
 Scotland = 10.61% (Ab'shire = N/A D&G = 10.40%)

**Cost of Collecting Sundry Debtors as a percentage of the**

Scottish Borders = **£0.35**  
 Scotland = £0.37 (Ab'shire = £1.22 D&G = £0.58)

**Income Received as a percentage of the Opening Sundry**

Scottish Borders = **77.22%**  
 Scotland = 84.73% (Ab'shire = 82.00% D&G = 73.00%)

**Proportion of Outstanding Debt that is more than 90 Days**

Scottish Borders = **25.39%**  
 Scotland = 40.73% (Ab'shire = 69.36% D&G = 54.22%)

**How do we compare to others? (2016/17)**

**Payment of Invoices - Unit Cost per Creditor Invoice Paid**

Scottish Borders = **£1.49**  
 Scotland = £1.78 (Ab'shire = £1.41 D&G = £1.08)

**Number of Invoices Paid within 30 Calendar Days of Receipt as a percentage of all Invoices Paid**

Scottish Borders = **92.10%**  
 Scotland = 93.08% (Ab'shire = 86.31% D&G = 87.46%)

**How do we measure our effective IT system usage:**

**Availability of Key System Application** depending on their priority (Time available to be used compared to periods of Priority 1 (eg Mosaic, Lagan, Seemis, Proactice, Northgate) - Target 99.9% , Q4 - **99.97%**

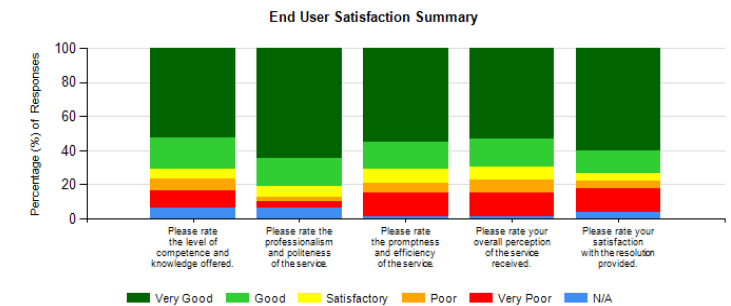
Priority 2 (eg CAMS, Covlent, ArcGIS and JADU) - Target 99.5%, Q4 - **99.96%**

Priority 3 (eg cognos, Sytems Link, AutoCAD, Building Design **Initial Reponse Time of Service Desk** by Serverity Level of enquiry/request during Q4

**91.67%** of Sererity Level 1 requests responded to in 30 mins  
**95.06%** of Severity Level 2 requests responded to in 30 mins  
**78.25%** of Severity Level 3 requests responded to in 1 hr  
**80.79%** of Severity Level 4 requests responded to in 2 hrs

**First Time Fix rates Q4:**

Overall Performance: 22.45% FTF Rate  
 Online Performance : 90.25% FTF Rate



March 2018 End User Survey Results based on 207 respondees from 1752 distributed surveys, (11.82% response rate)

Revenue Financial Plan 2018/19 - 2022/23

Finance, IT & Procurement

<b>Finance, IT &amp; Procurement by Service</b>	<b>2018/19 £'000</b>	<b>2019/20 (Provisional) £'000</b>	<b>2020/21 (Provisional) £'000</b>	<b>2021/22 (Provisional) £'000</b>	<b>2022/23 (Provisional) £'000</b>	<b>Total £'000</b>
Chief Executive	392	395	398	401	404	1,990
Finance	4,049	4,038	4,198	4,521	4,875	21,679
Information Technology	11,332	10,315	10,432	10,460	10,518	53,058
Corporate Savings	(232)	(886)	(5,051)	(8,882)	(13,286)	(28,337)
Capital Financed from Current Revenue	0	0	0	0	0	0
Interest on Revenue Balances	(20)	(20)	(20)	(20)	(20)	(100)
Loan Charges	20,467	20,636	20,669	20,689	20,700	103,160
Provision for Bad Debts	125	125	125	125	125	625
Recharge to Non-General Fund	(701)	(701)	(701)	(701)	(701)	(3,503)
<b>Total</b>	<b>35,412</b>	<b>33,902</b>	<b>30,049</b>	<b>26,593</b>	<b>22,615</b>	<b>148,572</b>

<b>Finance, IT &amp; Procurement by Budget Head</b>	<b>2018/19 £'000</b>	<b>2019/20 (Provisional) £'000</b>	<b>2020/21 (Provisional) £'000</b>	<b>2021/22 (Provisional) £'000</b>	<b>2022/23 (Provisional) £'000</b>	<b>Total £'000</b>
Employee Costs	3,673	3,934	4,220	4,529	4,876	21,232
Premises Related Expenditure	419	477	536	596	655	2,683
Transport Related Expenditure	412	419	426	434	441	2,133
Supplies & Services	2,314	1,368	(2,938)	(6,768)	(11,170)	(17,194)
Third Party Payments	8,938	7,878	7,947	7,924	7,924	40,612
Transfer Payments	0	0	0	0	0	0
Internal Recharges	60	60	60	60	60	300
Capital Financing Costs	30,388	30,557	30,590	30,610	30,621	152,764
	<b>46,204</b>	<b>44,694</b>	<b>40,841</b>	<b>37,385</b>	<b>33,407</b>	<b>202,530</b>
Income	(10,792)	(10,792)	(10,792)	(10,792)	(10,792)	(53,958)
<b>Total</b>	<b>35,412</b>	<b>33,902</b>	<b>30,049</b>	<b>26,593</b>	<b>22,615</b>	<b>148,572</b>

## Finance, IT and Procurement

Chief Executive, Corporate Finance, Financial Services, Information Technology, Capital Financed from Current Revenue , Interest on Revenue Balances, Loan Charges, Provision for Bad Debts, Recharge to Non-General Fund

Capital Investment	3 yr operational £'000s	7 year strategic £'000s	TOTAL	Est External Funding.	Est. SBC Contribution	Detail
ICT - Out with existing contract Scope	240	560	800	0	800	IT works outwith the scope of the CGI contract.
ICT Transformation	1,488	3,362	4,850	0	4,850	IT replacements, upgrades and transformation across the Council.
Emergency & Unplanned	900	2,100	3,000	0	3,000	Budget to deliver emergency works in year.
<b>Total Investment</b>	<b>2,628</b>	<b>6,022</b>	<b>8,650</b>	<b>0</b>	<b>8,650</b>	

Revenue Opening Position	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s
Base Budget (approved 9 February 2017)	30,130	35,412	33,902	30,049	26,593
Permanent Virements	1,278	0	0	0	0
<b>Revised Base Budget</b>	<b>31,408</b>	<b>35,412</b>	<b>33,902</b>	<b>30,049</b>	<b>26,593</b>


Budget Pressures	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	Detail
Manpower adjustments	624	253	276	300	337	To provide for assumed pay award for employees across the service.
Non-pay inflation	(285)	25	27	28	28	To provide for non-pay inflation (rates) across the council which was previously centrally held.
Water Rates Valuation	0	50	50	50	50	To allow for anticipated increases from national water revaluation.
IT Contract Inflation	504	(97)	(97)	0	0	Inflation and changes to funding assumptions.
IT costs per previously agreed contract	3,943	(963)	166	(23)	0	ICT contract including initial transformation spend.
Loans Charges to provide for capital	282	169	33	20	11	Revenue cost of capital borrowing for new projects .
<b>Total Pressures</b>	<b>5,068</b>	<b>(563)</b>	<b>455</b>	<b>375</b>	<b>426</b>	



Savings Proposals	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	Detail
Mobile phone contracts	(30)	0	0	0	0	A review of mobile phone usage to ensure best value and where and when they are required. Assume 20% reduction.
Top slice external grants received	(500)	0	0	0	0	Administrative top-slice charge on all grants received where allowed under the grant conditions.
Procurement savings across all departments	(250)	(143)	(143)	0	0	Ongoing efficiencies through Procurement activity.
Self insurance approach	0	(150)	0	0	0	Alternative approach to move to self insurance model. May involve higher policy excess. Saving subject to retender.
Common Good Grants	(27)	0	0	0	0	Stop current grant to common good trusts and review the model of charging for SBC support.
IT Licensing	(10)	0	0	0	0	Corporate approach regarding concurrent or per seat licenses.
NHS Borders IT disaster recovery	(15)	0	0	0	0	Shared disaster recovery suite with other CPP partners. SBC would host using existing disaster recovery facility. Subject to negotiation.
Corporate Commissioning	(232)	(400)	(400)	(400)	(400)	Savings from a review of commissioned services to ensure consistent best practice across the council.
Corporate Shared Services	0	(100)	(100)	(100)	(100)	To target opportunistic shared service possibilities with partners and other councils.
Corporate Service proposals to be developed	0	(154)	(3,665)	(3,331)	(3,904)	Proposals and change across the council to be developed, including transformation opportunities.
<b>Total Savings</b>	<b>(1,064)</b>	<b>(947)</b>	<b>(4,308)</b>	<b>(3,831)</b>	<b>(4,404)</b>	

Revenue Closing Position	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s
<b>Base Budget 2018/19</b>	<b>35,412</b>	<b>33,902</b>	<b>30,049</b>	<b>26,593</b>	<b>22,615</b>

SERVICE OVERVIEW - HUMAN RESOURCES	Revenue Budget 18/19 = £4.147m	FTE = 58.83
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Our Services	HR Advisory & Employee Relations Service	Organisational Development (OD) Service	HR Shared Services (HRSS)
	HR Case Management & Advisory Service	Change Management to support transformation	Payroll administration & management for SBC, Community Justice Authority & SB Cares.
	Employee Engagement	Organisational Design & Development	Pensions Administration.
	HR Policies/Procedures ensuring Council compliance	Workforce Planning	HR Administration & management information.
	HR Equality & Diversity	Learning and development	Employee benefits.
Revenue (£m)	£3.506		£0.642
Capital (18/19-20/21)	£0	£0	£0
FTE	15	19	26
What's Statutory?	Provide an advisory and corporate business support service on a range of employee related issues to SB Cares and Borders Community Justice Authority	Evaluate the impact of changes to the 3 <sup>rd</sup> Edition COSLA Job Evaluation Scheme (Single Status)	Ensure compliance with the Local government Pension Scheme as an employer & as administrating authority (Local Government Pension Scheme 2014).
	Ensure all HR policies take into account the Equalities Act to ensure they do not discriminate (Equality Act 2010)		Ensure compliance with the Scottish Teachers Pension Scheme as an employer (Scottish Teachers Pension Scheme 2015).
	Produce an equality mainstreaming report for Scottish Government every 4 years (Equality Act 2010)		Ensure compliance with tax legislation & HMRC requirements (HMRC legislation)
Latest available performance information	<div style="border: 1px solid black; padding: 5px; margin-bottom: 10px;"> <p><b>SBC ABSENCE RATE *</b></p> <p><b>3.8%</b></p> <p>of working days were lost, on average, due to absence as of December 2016</p> <p style="background-color: #c8e6c9; padding: 2px;">(down from 4.1% in Dec15/16)</p> </div> <p><b>The percentage of the highest paid 5% of employees who are women</b></p> <p>Scottish Borders = <b>43.9%</b></p> <p>Scotland = 52.0%</p>	<p><b>WORK OPPORTUNITIES</b></p> <p><b>52</b></p> <p>work opportunities are being supported by SBC through our "Work Opportunities Policy" as of December 2017</p>  <p style="background-color: #c8e6c9; padding: 2px;">(in line with 52 in Q3 16/17)</p> <p>Source: SBC Executive Quarterly report Q3 2017/18</p> <p><b>APPRENTICESHIPS</b></p> <p><b>54%</b> male    <b>46%</b> female</p> <p>across various departments such as Human Resources, Engineering, Finance</p> <p><b>APPRENTICESHIPS</b></p> <p><b>41</b></p> <p>apprentices are employed with SBC as of December 2017</p> <p style="background-color: #c8e6c9; padding: 2px;">(up from 36 in Q3 16/17)</p>	<p><b>Pension Administration Cost per Member (2016/17)</b></p> <p>Scottish Borders = <b>£23.44</b></p> <p>Scotland = £21.27 (Ab'shire = N/A D&amp;G = £23.31)</p> <p><b>Number of Salaries &amp; Wages Payments made Correctly &amp; Timeously as a % of Total No. of Salaries &amp; Wages Payments made</b></p> <p>Scottish Borders = <b>99.43%</b></p> <p>Scotland = 99.64% (Ab'shire = 99.52% D&amp;G = 99.65%)</p>

Revenue Financial Plan 2018/19 - 2022/23

Human Resources

Human Resources by Service	2018/19 £'000	2019/20 (Provisional) £'000	2020/21 (Provisional) £'000	2021/22 (Provisional) £'000	2022/23 (Provisional) £'000	Total £'000
Human Resources	3,439	3,452	3,468	3,484	3,502	17,345
HR Shared Services	642	651	661	673	685	3,312
Early Retirement/Voluntary Severance	67	67	67	67	67	335
Corporate Savings	(1,509)	(1,509)	(1,509)	(1,509)	(1,509)	(7,546)
<b>Total</b>	<b>2,638</b>	<b>2,661</b>	<b>2,687</b>	<b>2,714</b>	<b>2,745</b>	<b>13,446</b>

Human Resources by Budget Head	2018/19 £'000	2019/20 (Provisional) £'000	2020/21 (Provisional) £'000	2021/22 (Provisional) £'000	2022/23 (Provisional) £'000	Total £'000
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Employee Costs	3,059	3,082	3,107	3,135	3,166	15,549
Premises Related Expenditure	0	0	0	0	0	0
Transport Related Expenditure	6	6	6	6	6	31
Supplies & Services	(526)	(526)	(526)	(526)	(526)	-2,632
Third Party Payments	120	120	120	120	120	601
Transfer Payments	0	0	0	0	0	0
Internal Recharges	0	0	0	0	0	0
Capital Financing Costs	0	0	0	0	0	0
	<b>2,659</b>	<b>2,682</b>	<b>2,708</b>	<b>2,735</b>	<b>2,766</b>	<b>13,550</b>
Income	(21)	(21)	(21)	(21)	(21)	(103)
<b>Total</b>	<b>2,638</b>	<b>2,661</b>	<b>2,687</b>	<b>2,714</b>	<b>2,745</b>	<b>13,446</b>

## Human Resources

### Human Resources, HR Shared Services, Early Retirement/Voluntary Severance

Revenue Opening Position	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s
Base Budget (approved 9 February 2017)	2,063	2,638	2,662	2,687	2,715
Permanent Virements	2,096	0	0	0	0
<b>Revised Base Budget</b>	<b>4,160</b>	<b>2,638</b>	<b>2,662</b>	<b>2,687</b>	<b>2,715</b>

Budget Pressures	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	Detail
Manpower adjustments	57	24	25	28	31	To provide for assumed pay award for employees across the service.
Non-pay inflation	0	0	0	0	0	To provide for non-pay inflation across the service.
Early Retirement/Voluntary Severance (ERVS) reduction	(351)	0	0	0	0	Reduction of the central ERVS funding.
<b>Total Pressures</b>	<b>(294)</b>	<b>24</b>	<b>25</b>	<b>28</b>	<b>31</b>	

Savings Proposals	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	Detail
Human Resources, HRSS Discretionary spend	(10)	0	0	0	0	Budget reduction based on 17/18 expenditure levels.
Reduce Subscription for Licenses	(5)	0	0	0	0	Budget reduction based on 17/18 expenditure levels.
Apprenticeship Levy income assumption	(50)	0	0	0	0	Reduced budget pressure from 17/18 based on current projections.
Salary Sacrifice income assumption	(14)	0	0	0	0	Reduced budget pressure from 17/18 based on current projections.
Corporate Organisational Efficiencies	(601)	0	0	0	0	Efficiencies driven through changes to staffing and optimising resources across different staffing models. The Council's HR Policies and Procedures will be utilised to manage and mitigate any staffing changes/reductions.
Corporate Changes to working practices	(548)	0	0	0	0	Efficiencies driven through changes to working practices including more efficient working patterns. The Council's HR Policies and Procedures will be utilised to manage and mitigate any staffing changes/reductions.
<b>Total Savings</b>	<b>(1,228)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

Revenue Closing Position	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s
<b>Base Budget 2018/19</b>	<b>2,638</b>	<b>2,662</b>	<b>2,687</b>	<b>2,715</b>	<b>2,746</b>

<b>SERVICE OVERVIEW - REGULATORY SERVICES</b>	<b>Revenue Budget 18/19 = £7.650m</b>	<b>Capital Budget 18/19-20/21 = £1.15m</b>	<b>Total FTE = 240</b>
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	Assessors	Audit and Risk	Legal	Housing Strategy and Service											
<b>Our Services</b>	Compilation and maintenance of : -valuation roll for non-domestic properties	Specialist compliance & assurance reporting Counter Fraud	Legal advice and support across SBC Licensing services	Local Housing Strategy team Bridge Homes											
	-Council tax valuation list	Risk Management	Information management	Private landlord registration, enforcement and advice											
	-Register of electors	Provision of these services for SB Cares and Integrated Joint Board (with NHS Borders) Pilot of shared service Chief Internal Auditor role for Midlothian Council	Legal services for Common Good funds	Tackling poverty and social justice (inc fuel poverty)											
				Employment Support Service											
<b>Revenue (£m)</b>	<b>£0.658</b>	<b>£0.332</b>	<b>£0.726</b>	<b>£1.568</b>											
<b>Capital (18/19-20/21)</b>	<b>£0.0</b>	<b>£0.0</b>	<b>£0.0</b>	<b>£1.15m</b>											
<b>FTE</b>	<b>17</b>	<b>8</b>	<b>28</b>	<b>22</b>											
<b>What's Statutory?</b>	Compilation and maintenance of valuation roll, council tax valuation list & electors	Operate a professional and objective internal audit service Tackle fraud to protect public funds Manage risks facing SBC	Information & records management Alcohol, gambling, and civic Gvt licensing Undertake legal transactions on behalf of	Development and delivery of statutory Local Housing Strategy. 5 year Strategic Housing Investment Plan (Housing (Scotland) Act 2006). Tackle and reduce fuel poverty. Ensure the registration of all Private landlords (+ enforcement and support). Provide temporary accommodation, housing support, advice, assistance and assessment.											
	<b>Latest available performance information</b>	<b>Council Tax List</b>  84% of entries to the List within 91 days (Target 91%) (National average: 90%; Rank: 12th out of 14 assessor)	The External Quality Assessment (EQA) Peer Review by Renfrewshire Council in October 2015 has concluded that the SBC Internal Audit Service generally conforms to the Public Sector Internal Audit Standards (PSIAS)	936 FOIs received April - Dec 2017 (874 for same period 2016) 93% completed on time at end Dec 2017 (95% at end Dec 2016)	131 affordable homes delivered in 16/17. (over 5 years, 598 delivered against target of 500)  <b>Bridge Homes</b>										
		<b>Valuation Roll</b>  57% of amendments to the Roll within 91 days (Target 60%) (National average: 65%; Rank: 10th out of 14 assessors)													
			<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th style="background-color: #D3D3D3;">2014/15</th> <th style="background-color: #D3D3D3;">2015/16</th> <th style="background-color: #D3D3D3;">2016/17</th> </tr> <tr> <td>10 units</td> <td>23 units</td> <td>45 units</td> </tr> <tr> <td>Profit/Loss:</td> <td>Profit/Loss</td> <td>Profit/Loss</td> </tr> <tr> <td style="color: red;">-£12,115</td> <td style="color: red;">-£7,847</td> <td>£20,744</td> </tr> </table>	2014/15	2015/16	2016/17	10 units	23 units	45 units	Profit/Loss:	Profit/Loss	Profit/Loss	-£12,115	-£7,847	£20,744
2014/15	2015/16	2016/17													
10 units	23 units	45 units													
Profit/Loss:	Profit/Loss	Profit/Loss													
-£12,115	-£7,847	£20,744													

	Passenger Transport	Planning & Related Service	Protective Services	
Our Services	Mainstream, special needs and social work transport for internal SBC clients	Processing Planning Applications, Building Warrants and pre- application enquiries	Regulatory and advice service for food, health and safety, metrology, fair training, animal health, air, noise, land & water pollutions, pest & dog control % private water supplies	
	Transport provision via mixture of commercial bus services, contracted bus services, internal fleet, and private sector mini-buses and taxis	Planning & building standards enforcement	Administration of private water supply grants	
		Road Construction Consents and Stopping Up Orders	Consumer and business advice	
	Timetabling and service information	Processing High Hedge Applications & manage statutory control of tree works	Abandoned vehicles, Petroleum licensing	
		Investigation of communicable disease	Enforcement of contaminated land legislation	
		Planning appeals, hearings and public inquiries	Arrangement of national assistance burial	
		Planning strategy, policy & research	Advice & support to ensure compliance with H&S legislation	
		Ranger Service & promotion of access		
Revenue (£m)	£2.140	£0.648	£1.579	
Capital (18/19-20/21)	£0	£0	£0	
FTE	59	67	39	
What's Statutory	Provision of subsidised / coordinated local bus services (can include in-house fleet)	Act as planning authority & as verifier of building works, inc complaints	Undertake programmed statutory intervention to ensure compliance across a wide range of legislative duties	
		Duties as Roads authority, as they affect new development		Investigate incidents, accidents, allegations and complaints of contraventions
	Provision of all special needs / integrated children's services transport	Act as statutory consultee for forest planting applications	Ensure the health safety and welfare of employees and others affected by work activities.	
		Strategic & local development plans (every 5 years)		
Grant funding support for Community Transport & Social Car Scheme	Prepare a regional and local transport strategy			
Bus services information	Assert public rights of way and to maintain the Southern Upland Way, and prepare a core path plan			
	Assess impacts on scheduled ancient monuments; protect and enhance conservation areas			
	Biodiversity- 3 yearly duty of corporate body to report			
Latest available performance information	<p><b>BUS USERS 2016</b>  <b>916,000</b>  passenger journeys undertaken in 2015-16</p> <p><b>HOME TO SCHOOL TRANSPORT</b>  <b>1.7m</b>  individual home to school transport journeys undertaken in 2015-16 no justified complaints</p>	<p><b>BORDER WEAVER BUS SERVICE/ RAILWAY RELATED TRANSPORT PROJECT</b>  <b>1572</b>  visitors carried at weekends in the Summer of 2016</p> <p><b>FRAMEWORK 1</b>  <b>100%</b>  of SBC procured home to school special needs, social work and college transport was undertaken by framework operators</p>	<p><b>995</b> planning applications received in April - Dec 2017 (939 for same period 2016)</p> <p><b>12 wks</b> for non-householders Q2 17/18 (7.0 wks at same time during 2016/17) UNADJUSTED</p> <p><b>7.5 wks</b> for householders Q2 17/18 (6.7 wks at same time during 2016/17) UNADJUSTED</p>	<p><b>93.5%</b> customers very satisfied with Pest Control Service response time.</p> <p><b>2 working days</b> to respond to complaints in relation to animal suffering</p> <p><b>3 day response</b> to service requests regarding food &amp; food premises</p>
			<p><b>How do we compare with others? (2016/17)</b></p> <p><b>How much does it cost for each planning application?</b></p> <p>Scottish Borders = <b>£3,868</b> Scotland = <b>£4636</b> (Aberdeenshire = £4,753, D&amp;G = £3,166)</p> <p><b>How long does it take my council to deliver a commercial planning application decision (on average)?</b></p> <p>Scottish Borders = <b>6.9 weeks</b> Scotland = <b>9.3 weeks</b> (Aberdeenshire = 8.8, D&amp;G = 13.2)</p>	<p><b>Targets met</b> In Trading Standards for tobacco enforcement and reduced underage sales (set by Scottish Gvt) 69.9% of RIDDOR incidents reported to the HSE in the required timescale (an improvement of 17.6 % on 2015),</p> <p>100% Hand Arm Vibration Syndrome Annual Screening Questionnaires issued in 2016/17.</p>

Revenue Financial Plan 2018/19 - 2022/23

Regulatory Services

Regulatory Services by Service	2018/19 £'000	2019/20 (Provisional) £'000	2020/21 (Provisional) £'000	2021/22 (Provisional) £'000	2022/23 (Provisional) £'000	Total £'000
Planning Services	648	605	630	656	686	3,226
Assessor & Electoral Registration Services	658	664	672	680	689	3,361
Passenger Transport	2,140	2,005	2,274	2,251	2,230	10,900
Audit & Risk	332	335	339	343	347	1,696
Legal Services	726	731	738	747	756	3,699
Protective Services	1,579	1,591	1,605	1,620	1,638	8,032
Housing Strategy & Services	1,568	1,578	1,590	1,601	1,615	7,952
<b>Total</b>	<b>7,650</b>	<b>7,510</b>	<b>7,847</b>	<b>7,898</b>	<b>7,960</b>	<b>38,865</b>



<b>Regulatory Services by Budget Head</b>	<b>2018/19 £'000</b>	<b>2019/20 (Provisional) £'000</b>	<b>2020/21 (Provisional) £'000</b>	<b>2021/22 (Provisional) £'000</b>	<b>2022/23 (Provisional) £'000</b>	<b>Total £'000</b>
Employee Costs	8,077	8,154	8,238	8,330	8,432	41,232
Premises Related Expenditure	208	211	213	215	218	1,065
Transport Related Expenditure	9,445	9,447	9,449	9,451	9,453	47,245
Supplies & Services	259	154	418	378	338	1,547
Third Party Payments	1,593	1,595	1,597	1,599	1,601	7,984
Transfer Payments	0	0	0	0	0	0
Internal Recharges	0	0	0	0	0	0
Capital Financing Costs	195	195	195	195	195	976
	<b>19,777</b>	<b>19,756</b>	<b>20,110</b>	<b>20,168</b>	<b>20,237</b>	<b>100,049</b>
Income	(12,127)	(12,246)	(12,263)	(12,270)	(12,278)	(61,184)
<b>Total</b>	<b>7,650</b>	<b>7,510</b>	<b>7,847</b>	<b>7,898</b>	<b>7,960</b>	<b>38,865</b>

## Regulatory Services

Planning, Assessors; Passenger Transport, Audit and Risk; Legal; Protective Services, Housing Strategy

Capital Investment	3 yr operational £'000s	7 year strategic £'000s	TOTAL	Est. External Funding	Est. SBC Contribution	Detail
Private Sector Housing Grant	1,150	2,975	4,125	0	4,125	Grant funding to assist the provision of major adaptations to Private Sector housing following a needs and priority assessment by Social Work.
<b>Total Investment</b>	<b>1,150</b>	<b>2,975</b>	<b>4,125</b>	<b>0</b>	<b>4,125</b>	

Revenue Opening Position	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s
Base Budget (approved 9 February 2017)	8,127	7,650	7,510	7,847	7,898
Permanent Virements	(193)	0	0	0	0
<b>Revised Base Budget</b>	<b>7,934</b>	<b>7,650</b>	<b>7,510</b>	<b>7,847</b>	<b>7,898</b>

Budget Pressures	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	Detail
Manpower adjustments	190	78	83	91	102	To provide for assumed pay award for employees across the service.
Non-pay inflation	1	4	5	5	5	To provide for non-pay inflation across the service.
Contract Inflation	0	2	2	2	2	To allow for small inflationary increases to external contracts.
Building Warrant Income	(32)	0	0	0	0	Income assumption per the settlement.
Bus Contracts (renewal) Inflation	139	0	304	0	0	Expected inflationary increase in re-tendering bus contracts due for renewal.
Galashiels Transport Interchange	(5)	(10)	(10)	0	0	Reduced revenue pressure from Gala TI due to higher income.
Smoking in cars	40	0	0	0	0	Per 2017/18 settlement to enforce the legislation.
<b>Total Pressures</b>	<b>333</b>	<b>74</b>	<b>384</b>	<b>98</b>	<b>109</b>	

Savings Proposals	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	Detail
Planning Fee Income	(100)	(100)	0	0	0	Additional Planning Fee Income based on a forecast increase in applications.
Phase 2 staffing reductions within Planning Service	(50)	0	0	0	0	Offers an opportunity to develop staff. The Council's HR Policies and Procedures will be utilised to manage and mitigate any staffing changes/reductions (2FTE).
Additional income from providing Pre-Planning advice	(10)	0	0	0	0	Additional service to be provided.
South East Scotland Planning Authority (SESPlan) Payment Holiday	(35)	35	0	0	0	One year saving from reduced SESPlan contribution. No service impact expected.

## Regulatory Services

Planning, Assessors; Passenger Transport, Audit and Risk; Legal; Protective Services, Housing Strategy

Savings Proposals	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	Detail
Assessors: reduction in canvassers	(22)	0	0	0	0	Reduce number of Canvassers with associated savings in travel & overtime. Requires new competitively priced laptops. Possible reduction in the effectiveness of maintaining the Electoral Roll.
Assessors Printing	(10)	0	0	0	0	Use of Xerox bulk printing from June 2018 onwards to make savings in current printing costs, no service impact expected.
Regulated Bus Fares	(40)	(40)	(40)	(40)	(40)	Extra income from higher fares in line with inflation. Higher cost of bus travel in The Borders.
Transport Review savings	(200)	(100)	0	0	0	Savings to be achieved from Bus Subsidies & partnership arrangement with Border Buses.
Provision of shared service with Midlothian Council for Audit and Risk Services	(34)					Income for SBC, currently undertaking a 6 month pilot. Makes use of existing SBC resource and expertise to provide a shared service.
Legal	(3)	0	0	0	0	Budget reduction to reflect reduced subscription costs, no service impact expected.
Shared "on call" service for environmental health incidents	(4)	0	0	0	0	Dependent on engagement of partners with whom consultation will take place to engage full support.
Provide animal feed service for other rural local authorities	(30)					Positive impact locally, with potential job creation and income for SBC. Additional net income of £30k assumed in 2018/19.
Protective Services Staffing	(43)	0	0	0	0	Further staffing reductions in addition to savings made from 17/18 restructure. Savings from grading changes to vacant posts and the deletion of 1 vacant post. Limited impact against current resourcing as it is vacant posts that will yield the saving (1FTE).
Additional Fees & Charges Income across Regulatory Services	(6)	(9)	(7)	(7)	(7)	Extra income from higher Fees & Charges which have been increased in line with inflation. Possible reductions in demand due to higher prices have been factored into the assumed additional income.
Housing Strategy savings	(30)	0	0	0	0	Work only required once every 5 years.
<b>Total Savings</b>	<b>(617)</b>	<b>(214)</b>	<b>(47)</b>	<b>(47)</b>	<b>(47)</b>	

Revenue Closing Position	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s
<b>Base Budget 2018/19</b>	<b>7,650</b>	<b>7,510</b>	<b>7,847</b>	<b>7,898</b>	<b>7,960</b>

Scottish Borders Council  
Draft Capital Financial Plan 2018/19 to 2027/28  
Capital Funding Proposals

CAPITAL FUNDING	2018/19 £'000	2019/20 £'000	2020/21 £'000	Total Operational Plan	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	Total Strategic Plan	Total £000
<b>Specific Grants from Scottish Government</b>													
Hawick Flood Protection	(3,512)	(9,686)	(12,829)	<b>(26,027)</b>	(6,327)	0	0	0	0	0	0	<b>(6,327)</b>	<b>(32,354)</b>
Flood Studies	(350)	(350)	(350)	<b>(1,050)</b>	(350)	(350)	(350)	(350)	(350)	(350)	(350)	<b>(2,450)</b>	<b>(3,500)</b>
Cycling Walking & Safer Streets	(156)	(207)	(199)	<b>(562)</b>	(211)	(221)	(232)	(244)	(247)	(247)	(247)	<b>(1,649)</b>	<b>(2,211)</b>
<b>Other External Grants &amp; Contributions</b>													
Hawick Flood Protection	0	(500)	(80)	<b>(580)</b>	0	0	0	0	0	0	0	<b>0</b>	<b>(580)</b>
Innerleithen to Walkerburn - Shared Access Route	(130)	0	0	<b>(130)</b>	0	0	0	0	0	0	0	<b>0</b>	<b>(130)</b>
Jedburgh Learning Campus incorporating 3G Pitch	(300)	0	0	<b>(300)</b>	0	0	0	0	0	0	0	<b>0</b>	<b>(300)</b>
Jim Clark Museum	(699)	0	0	<b>(699)</b>	0	0	0	0	0	0	0	<b>0</b>	<b>(699)</b>
Sir Walter Scott - Phase 2	0	(460)	(1,540)	<b>(2,000)</b>	0	0	0	0	0	0	0	<b>0</b>	<b>(2,000)</b>
Great Tapestry of Scotland - Building	(1,600)	(1,600)	0	<b>(3,200)</b>	0	0	0	0	0	0	0	<b>0</b>	<b>(3,200)</b>
Central Borders Business Park	(1,000)	0	0	<b>(1,000)</b>	0	0	0	0	0	0	0	<b>0</b>	<b>(1,000)</b>
<b>Developer Contributions</b>													
Reston Station Contribution	(595)	(645)	0	<b>(1,240)</b>	0	0	0	0	0	0	0	<b>0</b>	<b>(1,240)</b>
School Estate Block	(100)	(100)	(100)	<b>(300)</b>	(100)	(100)	(100)	(100)	(100)	(100)	(100)	<b>(700)</b>	<b>(1,000)</b>
<b>Capital Receipts</b>	<b>(2,300)</b>	<b>(1,760)</b>	<b>(300)</b>	<b>(4,360)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(4,360)</b>
<b>General Capital Grant</b>	<b>(14,432)</b>	<b>(15,392)</b>	<b>(14,000)</b>	<b>(43,824)</b>	<b>(14,000)</b>	<b>(14,000)</b>	<b>(14,000)</b>	<b>(14,000)</b>	<b>(14,000)</b>	<b>(14,000)</b>	<b>(14,000)</b>	<b>(98,000)</b>	<b>(141,824)</b>
<b>Plant &amp; Vehicle Replacement - P&amp;V Fund</b>	<b>(2,000)</b>	<b>(2,000)</b>	<b>(2,000)</b>	<b>(6,000)</b>	<b>(2,000)</b>	<b>(2,000)</b>	<b>(2,000)</b>	<b>(2,000)</b>	<b>(2,000)</b>	<b>(2,000)</b>	<b>(2,000)</b>	<b>(14,000)</b>	<b>(20,000)</b>
<b>Synthetic Pitch Replacement Fund</b>	<b>0</b>	<b>(364)</b>	<b>0</b>	<b>(364)</b>	<b>(153)</b>	<b>(358)</b>	<b>(369)</b>	<b>(380)</b>	<b>(1,132)</b>	<b>(473)</b>	<b>(473)</b>	<b>(3,338)</b>	<b>(3,702)</b>
<b>Borrowing</b>													
- General	(16,438)	(12,834)	(8,666)	<b>(37,938)</b>	(8,657)	(13,020)	(8,533)	(1,571)	(1,772)	(1,375)	(1,795)	<b>(36,723)</b>	<b>(74,661)</b>
Waste Collection Vehicles - Non P&V Fund	(300)	(300)	0	<b>(600)</b>	0	0	(300)	(300)	0	0	0	<b>(600)</b>	<b>(1,200)</b>
<b>Total</b>	<b>(43,912)</b>	<b>(46,198)</b>	<b>(40,064)</b>	<b>(130,174)</b>	<b>(31,798)</b>	<b>(30,049)</b>	<b>(25,884)</b>	<b>(18,945)</b>	<b>(19,601)</b>	<b>(18,545)</b>	<b>(18,965)</b>	<b>(163,787)</b>	<b>(293,961)</b>

Scottish Borders Council  
Draft Capital Financial Plan 2018/19 to 2027/28  
Capital Investment Proposals

CAPITAL INVESTMENT PROPOSALS	2018/19 £'000	2019/20 £'000	2020/21 £'000	Total Operational Plan	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	Total Strategic Plan	Total £'000	Specific Project Funding	Net cost to SBC Capital
<b>Plant &amp; Vehicle Fund</b>															
Plant & Vehicle Replacement - P&V Fund	2,000	2,000	2,000	<b>6,000</b>	2,000	2,000	2,000	2,000	2,000	2,000	2,000	<b>14,000</b>	<b>20,000</b>	(20,000)	<b>0</b>
<b>Waste Collection Vehicles - Non P&amp;V Fund</b>															
Waste Collection Vehicles - Non P&V Fund	1,100	300	0	<b>1,400</b>	0	0	300	300	0	0	0	<b>600</b>	<b>2,000</b>	(1,200)	<b>800</b>
<b>Flood &amp; Coastal Protection</b>															
Flood Studies	350	350	350	<b>1,050</b>	350	350	350	350	350	350	350	<b>2,450</b>	<b>3,500</b>	(3,500)	<b>0</b>
General Flood Protection Block	164	200	200	<b>564</b>	200	200	200	200	200	200	200	<b>1,400</b>	<b>1,964</b>	0	<b>1,964</b>
Hawick Flood Protection	4,390	12,607	16,036	<b>33,033</b>	7,909	193	115	0	0	0	0	<b>8,217</b>	<b>41,250</b>	(32,934)	<b>8,316</b>
<b>Land and Property Infrastructure</b>															
Asset Rationalisation	950	950	750	<b>2,650</b>	750	0	0	0	0	0	0	<b>750</b>	<b>3,400</b>	0	<b>3,400</b>
Building Upgrades	630	730	730	<b>2,090</b>	730	770	770	770	770	770	770	<b>5,350</b>	<b>7,440</b>	0	<b>7,440</b>
Cleaning Equipment Replacement Block	50	50	50	<b>150</b>	50	50	50	50	50	50	50	<b>350</b>	<b>500</b>	0	<b>500</b>
Commercial Property Upgrades	50	50	50	<b>150</b>	50	50	50	50	50	50	50	<b>350</b>	<b>500</b>	0	<b>500</b>
Contaminated Land Block	38	52	52	<b>142</b>	52	52	52	52	52	52	52	<b>364</b>	<b>506</b>	0	<b>506</b>
Energy Efficiency Works	1,545	1,045	1,045	<b>3,635</b>	1,045	1,045	1,045	1,045	1,045	1,045	1,045	<b>7,315</b>	<b>10,950</b>	0	<b>10,950</b>
Health and Safety Works	635	835	835	<b>2,305</b>	835	835	835	835	835	835	835	<b>5,845</b>	<b>8,150</b>	0	<b>8,150</b>
Parks & Open Spaces - Upgrades	333	130	105	<b>568</b>	106	107	108	110	111	111	111	<b>764</b>	<b>1,332</b>	0	<b>1,332</b>
Outdoor Community Spaces	700	700	700	<b>2,100</b>	700	0	0	0	0	0	0	<b>700</b>	<b>2,800</b>	0	<b>2,800</b>
<b>Road &amp; Transport Infrastructure</b>															
A72 Dirtpot Corner - Road Safety Works	2,066	0	0	<b>2,066</b>	0	0	0	0	0	0	0	<b>0</b>	<b>2,066</b>	0	<b>2,066</b>
Accident Investigation Prevention Schemes Block	50	50	50	<b>150</b>	50	50	50	50	50	50	50	<b>350</b>	<b>500</b>	0	<b>500</b>
Cycling Walking & Safer Streets	156	207	199	<b>562</b>	211	221	232	244	247	247	247	<b>1,649</b>	<b>2,211</b>	(2,211)	<b>0</b>
Galashiels Developments	416	205	0	<b>621</b>	0	0	0	0	0	0	0	<b>0</b>	<b>621</b>	0	<b>621</b>
Innerleithen to Walkerburn - Shared Access Route	265	0	0	<b>265</b>	0	0	0	0	0	0	0	<b>0</b>	<b>265</b>	(130)	<b>135</b>
Lighting Asset Management Plan	250	300	200	<b>750</b>	200	200	200	200	200	200	200	<b>1,400</b>	<b>2,150</b>	0	<b>2,150</b>
Peebles Bridge	0	0	0	<b>0</b>	0	0	0	0	0	0	420	<b>420</b>	<b>420</b>	0	<b>420</b>
Reston Station Contribution	330	500	600	<b>1,430</b>	640	0	0	0	0	0	0	<b>640</b>	<b>2,070</b>	(1,240)	<b>830</b>
Roads & Bridges -inc. RAMP, Winter Damage & Slopes	5,360	6,610	7,410	<b>19,380</b>	7,410	11,365	9,910	6,342	7,114	7,160	7,160	<b>56,461</b>	<b>75,841</b>	0	<b>75,841</b>
Union Chain Bridge	240	400	260	<b>900</b>	0	0	0	0	0	0	0	<b>0</b>	<b>900</b>	0	<b>900</b>

<b>CAPITAL INVESTMENT PROPOSALS</b>	<b>2018/19 £'000</b>	<b>2019/20 £'000</b>	<b>2020/21 £'000</b>	<b>Total Operational Plan</b>	<b>2021/22 £'000</b>	<b>2022/23 £'000</b>	<b>2023/24 £'000</b>	<b>2024/25 £'000</b>	<b>2025/26 £'000</b>	<b>2026/27 £'000</b>	<b>2027/28 £'000</b>	<b>Total Strategic Plan</b>	<b>Total £'000</b>	<b>Specific Project Funding</b>	<b>Net cost to SBC Capital</b>
<b>Waste Management</b>															
CRC - Improved Skip Infrastructure	146	0	0	<b>146</b>	0	0	0	0	0	0	0	<b>0</b>	<b>146</b>	0	<b>146</b>
Easter Langlee Cell Provision	40	550	110	<b>700</b>	0	0	0	0	0	0	0	<b>0</b>	<b>700</b>	0	<b>700</b>
Easter Langlee Leachate Management Facility	23	377	42	<b>442</b>	0	0	0	0	0	0	0	<b>0</b>	<b>442</b>	0	<b>442</b>
New Easter Langlee Waste Transfer Station	5,090	9	0	<b>5,099</b>	0	0	0	0	0	0	0	<b>0</b>	<b>5,099</b>	0	<b>5,099</b>
Waste Containers	48	48	48	<b>144</b>	50	50	51	53	53	54	54	<b>365</b>	<b>509</b>	0	<b>509</b>
<b>Corporate</b>															
ICT - Outwith CGI Scope	80	80	80	<b>240</b>	80	80	80	80	80	80	80	<b>560</b>	<b>800</b>	0	<b>800</b>
ICT Transformation	473	449	566	<b>1,488</b>	599	468	526	381	336	526	526	<b>3,362</b>	<b>4,850</b>		<b>4,850</b>
<b>School Estate</b>															
Broomlands Primary School	6	0	0	<b>6</b>	0	0	0	0	0	0	0	<b>0</b>	<b>6</b>	0	<b>6</b>
Langlee Primary School	3	0	0	<b>3</b>	0	0	0	0	0	0	0	<b>0</b>	<b>3</b>	0	<b>3</b>
Jedburgh Learning Campus incorporating 3G Pitch	3,168	519	0	<b>3,687</b>	0	0	0	0	0	0	0	<b>0</b>	<b>3,687</b>	(300)	<b>3,387</b>
School Estate Block	3,930	4,551	2,070	<b>10,551</b>	2,300	6,905	5,890	2,390	2,390	2,390	2,390	<b>24,655</b>	<b>35,206</b>	(1,000)	<b>34,206</b>
School Estate Review	0	740	2,334	<b>3,074</b>	3,800	3,410	1,374	1,833	700	700	700	<b>12,517</b>	<b>15,591</b>	0	<b>15,591</b>
<b>Sports Infrastructure</b>															
Culture & Sports Trusts - Plant & Services	350	290	290	<b>930</b>	290	290	290	290	290	290	290	<b>2,030</b>	<b>2,960</b>	0	<b>2,960</b>
Synthetic Pitch Replacement Fund	0	364	0	<b>364</b>	153	358	369	380	1,792	473	473	<b>3,998</b>	<b>4,362</b>	(3,702)	<b>660</b>
<b>Culture &amp; Heritage</b>															
Jim Clark Museum	1,305	5	0	<b>1,310</b>	0	0	0	0	0	0	0	<b>0</b>	<b>1,310</b>	(699)	<b>611</b>
Public Halls Upgrades	72	0	208	<b>280</b>	99	0	0	0	0	0	0	<b>99</b>	<b>379</b>	0	<b>379</b>
Sir Walter Scott - Phase 2	60	760	1,590	<b>2,410</b>	0	0	0	0	0	0	0	<b>0</b>	<b>2,410</b>	(2,000)	<b>410</b>
Trimontium, Melrose	60	0	0	<b>60</b>	0	0	0	0	0	0	0	<b>0</b>	<b>60</b>	0	<b>60</b>
<b>Economic Regeneration</b>															
Great Tapestry of Scotland - Building	2,612	2,924	30	<b>5,566</b>	0	0	0	0	0	0	0	<b>0</b>	<b>5,566</b>	(3,200)	<b>2,366</b>
Borders Town Centre Regeneration Block	100	100	100	<b>300</b>	100	100	100	100	100	100	100	<b>700</b>	<b>1,000</b>	0	<b>1,000</b>
Central Borders Business Park	2,500	0	0	<b>2,500</b>	0	0	0	0	0	0	0	<b>0</b>	<b>2,500</b>	(1,000)	<b>1,500</b>
Newtown St'Boswells Regeneration	16	20	20	<b>56</b>	84	84	120	56	0	0	0	<b>344</b>	<b>400</b>	0	<b>400</b>
Eyemouth Regeneration	286	513	0	<b>799</b>	0	0	0	0	0	0	0	<b>0</b>	<b>799</b>	0	<b>799</b>
Development Tweedbank	500	0	0	<b>500</b>	0	0	0	0	0	0	0	<b>0</b>	<b>500</b>	0	<b>500</b>
<b>Housing Strategy &amp; Services</b>															
Private Sector Housing Grant - Adaptations	375	375	400	<b>1,150</b>	400	400	425	425	425	450	450	<b>2,975</b>	<b>4,125</b>	0	<b>4,125</b>

CAPITAL INVESTMENT PROPOSALS	2018/19 £'000	2019/20 £'000	2020/21 £'000	Total Operational Plan	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	Total Strategic Plan	Total £'000	Specific Project Funding	Net cost to SBC Capital
<b>Social Care Infrastructure</b>															
Adult Services Facilities Upgrades	150	200	200	550	200	59	34	0	0	0	0	293	843	0	843
Care Inspectorate Requirements & Upgrades	51	53	54	158	55	57	58	59	61	62	62	414	572	0	572
Residential Dementia Care	100	4,700	0	4,800	0	0	0	0	0	0	0	0	4,800	0	4,800
<b>Other</b>															
Emergency & Unplanned	300	300	300	900	300	300	300	300	300	300	300	2,100	3,000	0	3,000
Planned Programming Adjustments	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>43,912</b>	<b>46,198</b>	<b>40,064</b>	<b>130,174</b>	<b>31,798</b>	<b>30,049</b>	<b>25,884</b>	<b>18,945</b>	<b>19,601</b>	<b>18,545</b>	<b>18,965</b>	<b>163,787</b>	<b>293,961</b>	<b>(73,116)</b>	<b>220,845</b>