



Scottish Borders Council

Financial Plan 2022/23

As approved by Council on 22 February 2022



Scottish Borders Council

Revenue & Capital Financial Plan

Revenue 2022/23 - 2026/27, Capital 2022/23 - 2031/32

Scottish Borders Council

Financial Plans from 2022/23

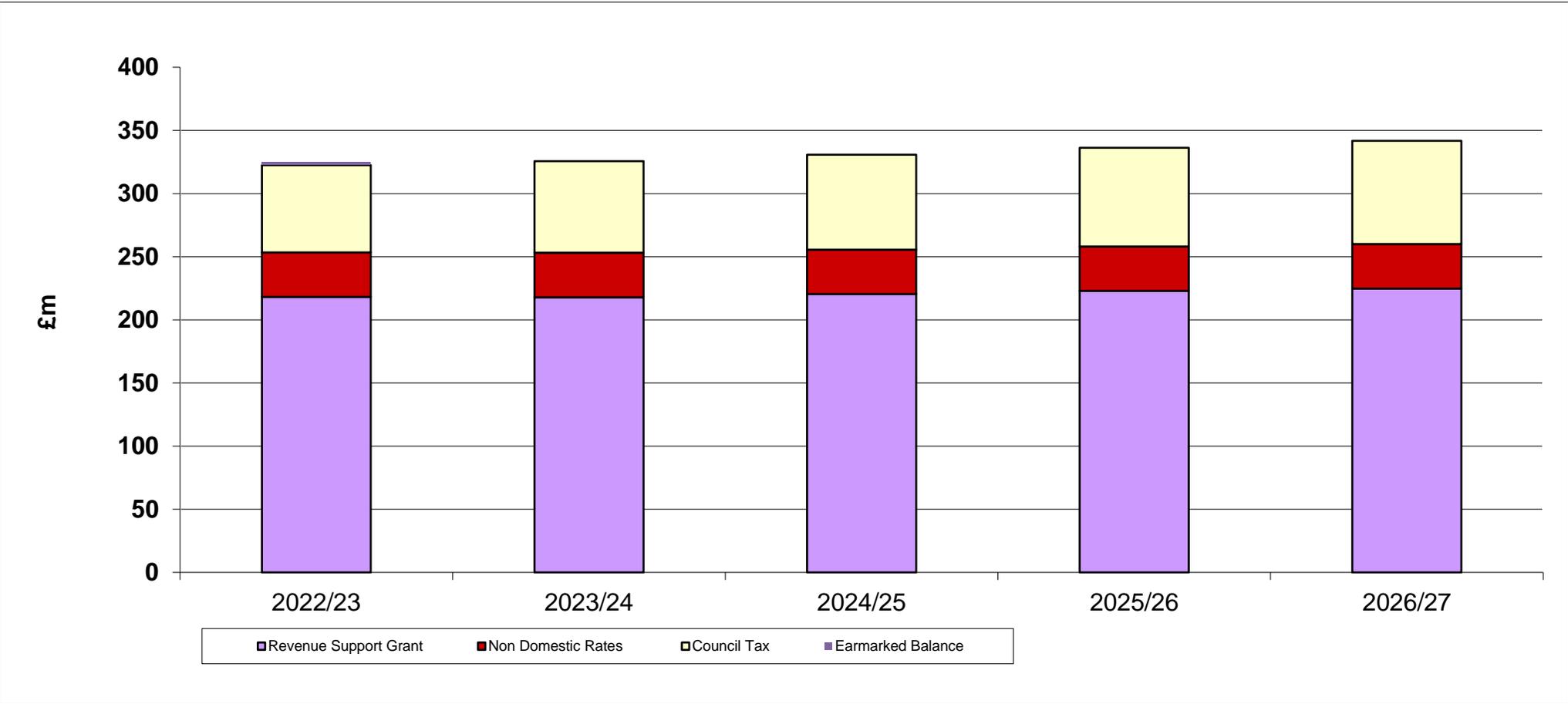
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All figures contained within this Financial Plan are rounded to the nearest one thousand pounds.

Scottish Borders Council
Financial Plan 2022/23 to 2026/27
Revenue Resources

| | 2022/23 £'000 | 2023/24 (Provisional) £'000 | 2024/25 (Provisional) £'000 | 2025/26 (Provisional) £'000 | 2026/27 (Provisional) £'000 | Total £'000 |
|--|--------------------------------|--|--|--|--|------------------------------|
| Aggregate External Finance | | | | | | |
| General Revenue Support | 192,672 | 194,780 | 194,875 | 197,249 | 199,695 | 979,271 |
| Additional one-off Revenue Support Grant (share of £120m) | 2,581 | (2,581) | 0 | 0 | 0 | 0 |
| Ring fenced grants | 15,017 | 15,017 | 15,017 | 15,017 | 15,017 | 75,085 |
| Assumed additional funding for Health & Social Care for demographics | 0 | 2,676 | 2,374 | 2,446 | 1,816 | 9,312 |
| Assumed resource transfer from NHSB | 0 | 0 | 0 | 0 | 0 | 0 |
| Health & Social Care Partnership | 7,888 | 7,967 | 8,047 | 8,127 | 8,209 | 40,238 |
| Non-domestic Rates | 35,294 | 35,294 | 35,294 | 35,294 | 35,294 | 176,470 |
| | 253,452 | 253,153 | 255,607 | 258,133 | 260,031 | 1,280,376 |
| Earmarked Balance | 1,353 | 0 | 0 | 0 | 0 | 1,353 |
| Earmarked COVID-19 Reserve to Culture & Sports Trusts | 1,000 | 0 | 0 | 0 | 0 | 1,000 |
| Council Tax (Band D £1,291.53 in 2022/23 - 3% increase) | 67,948 | 71,289 | 74,022 | 76,847 | 80,544 | 370,650 |
| Second Homes Council Tax | 1,118 | 1,151 | 1,186 | 1,221 | 1,258 | 5,934 |
| Total | 324,871 | 325,593 | 330,815 | 336,201 | 341,833 | 1,659,313 |

Scottish Borders Council
Financial Plan 2022/23 to 2026/27
Revenue Resources



Scottish Borders Council
Financial Plan 2022/23 to 2026/27
Service Level Summary

| | 2022/23 £'000 | 2023/24 (Provisional) £'000 | 2024/25 (Provisional) £'000 | 2025/26 (Provisional) £'000 | 2026/27 (Provisional) £'000 | Total £'000 | Capital Investment (10 years) |
|---|--------------------------------|--|--|--|--|------------------------------|--|
| Corporate | 0 | (1,994) | (3,793) | (5,483) | (7,957) | (19,227) | 0 |
| Infrastructure & Environment | 47,116 | 45,550 | 46,806 | 48,361 | 49,723 | 237,556 | 183,105 |
| Social Work & Practice | 76,119 | 78,739 | 81,279 | 84,530 | 87,160 | 407,827 | 24,056 |
| Education & Lifelong Learning | 115,987 | 118,081 | 119,006 | 119,487 | 122,093 | 594,654 | 195,669 |
| Resilient Communities | 18,337 | 17,314 | 17,549 | 17,788 | 18,032 | 89,020 | 114,123 |
| Finance & Corporate Governance | 28,607 | 30,308 | 31,930 | 32,959 | 33,692 | 157,496 | 1,750 |
| People, Performance & Change | 7,553 | 7,574 | 7,669 | 7,766 | 7,864 | 38,426 | 0 |
| Strategic Commissioning | 31,152 | 30,021 | 30,369 | 30,793 | 31,226 | 153,561 | 27,898 |
| Total | 324,871 | 325,593 | 330,815 | 336,201 | 341,833 | 1,659,313 | 546,601 |

Scottish Borders Council
Financial Plan 2022/23 to 2026/27
Summary of Revenue Budget Movement

| | 2022/23 £'000 | 2023/24 (Provisional) £'000 | 2024/25 (Provisional) £'000 | 2025/26 (Provisional) £'000 | 2026/27 (Provisional) £'000 | Total £'000 |
|---|------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|------------------|
| Base Budget (approved 19th March 2021) | 314,657 | 324,871 | 325,593 | 330,815 | 336,201 | 1,632,137 |
| Workforce budget adjustments | 4,553 | 3,976 | 3,756 | 3,830 | 3,907 | 20,022 |
| Non-pay and department specific inflation | 1,899 | 1,630 | 1,976 | 1,998 | 1,413 | 8,916 |
| Demographic pressures | 1,029 | 1,029 | 1,029 | 1,029 | 1,029 | 5,145 |
| Service Specific priorities & National policy changes | 8,937 | (1,540) | 2,221 | 1,656 | 1,029 | 12,303 |
| Previous year Financial Plan unrealised savings | 1,943 | 0 | 0 | 0 | 0 | 1,943 |
| Total Pressures | 18,361 | 5,095 | 8,982 | 8,513 | 7,378 | 48,329 |
| Savings Proposals | £'000s | £'000s | £'000s | £'000s | £'000s | £'000s |
| Corporate | 0 | (1,994) | (1,799) | (1,690) | (2,474) | (7,957) |
| Infrastructure & Environment | (1,822) | (904) | (331) | (78) | (49) | (3,184) |
| Social Work & Practice | (515) | (289) | (452) | 0 | 0 | (1,256) |
| Education & Lifelong Learning | (306) | (133) | (1,346) | (1,839) | 297 | (3,327) |
| Resilient Communities | (380) | (350) | (4) | (4) | (4) | (742) |
| Finance & Corporate Governance | (3,326) | (287) | 422 | 484 | 484 | (2,223) |
| People, Performance & Change | (103) | (88) | 0 | 0 | 0 | (191) |
| Strategic Commissioning & Partnership | (1,695) | (328) | (250) | 0 | 0 | (2,273) |
| Total Savings | (8,147) | (4,373) | (3,760) | (3,127) | (1,746) | (21,153) |
| Base Budget | 324,871 | 325,593 | 330,815 | 336,201 | 341,833 | 1,659,313 |

Scottish Borders Council
Financial Plan 2022/23 to 2026/27
Summary of Capital Budget Movement

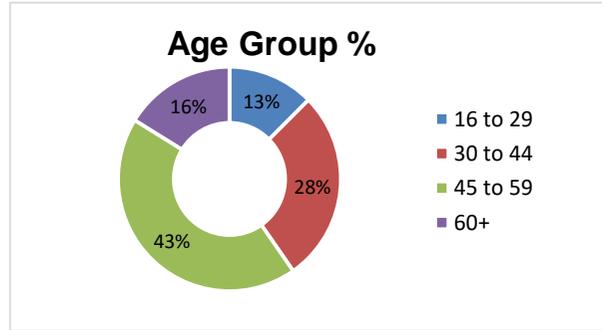
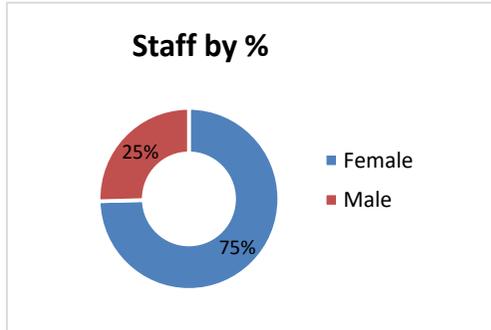
| | 3 year operational £000's | 7 year strategic £000's | Total £000's | Est. External Funding £000's | Est. SBC Contribution £000's |
|---|--|--|-------------------------|---|---|
| Base Budget (approved 19th March 2021) | 309,343 | 270,778 | 580,121 | (209,429) | 370,692 |
| Specific Grants from Scottish Government | (9,714) | (1,515) | (11,229) | 11,229 | 0 |
| Other External Grants & Contributions | 13,185 | (16,356) | (3,171) | 3,171 | 0 |
| Development Contributions | 83 | (89) | (6) | 6 | 0 |
| Capital Receipts | (1,630) | 0 | (1,630) | 0 | (1,630) |
| General Capital Grant | (7,346) | (161) | (7,507) | 0 | (7,507) |
| Plant & Vehicle Replacement - P&V Fund | 0 | 0 | 0 | 0 | 0 |
| Synthetic Pitch Replacement Fund | 227 | (380) | (153) | 153 | 0 |
| Funded from Revenue | (1,000) | 0 | (1,000) | 1,000 | 0 |
| Borrowing | 24,781 | (33,605) | (8,824) | 0 | (8,824) |
| Total Funding Adjustments | 18,586 | (52,106) | (33,520) | 15,559 | (17,961) |
| Funding | 327,929 | 218,672 | 546,601 | (193,870) | 352,731 |
| Investment Proposals | | | | | |
| Infrastructure & Environment | 91,076 | 92,029 | 183,105 | (62,088) | 121,017 |
| Social Work & Practice | 15,283 | 8,773 | 24,056 | 0 | 24,056 |
| Education & Lifelong Learning | 132,204 | 63,465 | 195,669 | (8,992) | 186,677 |
| Resilient Communities | 68,715 | 45,408 | 114,123 | (111,171) | 2,952 |
| Finance & Corporate Governance | 525 | 1,225 | 1,750 | 0 | 1,750 |
| People, Performance & Change | 0 | 0 | 0 | 0 | 0 |
| Strategic Commissioning & Partnership | 20,126 | 7,772 | 27,898 | (11,619) | 16,279 |
| Total Investment | 327,929 | 218,672 | 546,601 | (193,870) | 352,731 |

Scottish Borders Council
Revenue Financial Plan 2022/23 - 2026/27
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 2022.

| | |
|--------------------------------------|---|
| Employee Costs | 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. |
| Premises Related Expenditure | 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. |
| Transport Related Expenditure | Costs associated with the provision, hire or use of transport, including travelling allowances and home to school transport. |
| Supplies and Services | 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. |
| Third Party Payments | 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. |
| Transfer Payments | 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. |
| Internal Recharges | Charges for services provided by other Council departments. |
| Depreciation | Records the revenue impact of capital items in the service revenue accounts of the authority. |
| Income | 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 2022/23 to 2026/27
Summary of Key Workforce Data

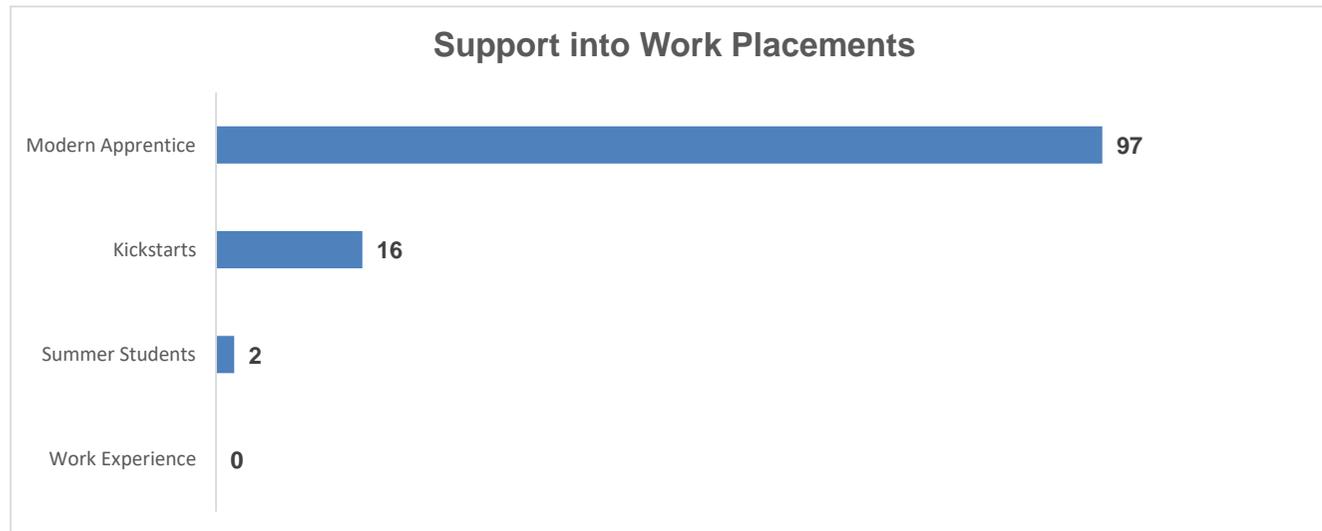


Sickness Absence Days

| | SBC Average | Scotland Average |
|--------------------------------------|-------------|------------------|
| Chief Officers & Single Status Staff | 10.63 | 9.71 |
| Teachers | 4.43 | 4.16 |

Disability %

| Declared | Prefer not to Say | Nothing Stated | No |
|----------|-------------------|----------------|-------|
| 2.43 | 0.17 | 68.85 | 28.55 |



Summary of Key Workforce Data

Gender Pay Gap

Chief Officers & Single Status (hourly rate per grade)

| Grade Group | Female (£) | Male (£) | Pay Gap |
|------------------|------------|----------|---------|
| National Minimum | 7.7309 | 7.3935 | -4.56% |
| Grade 1 | 9.7813 | 9.7811 | 0.00% |
| Grade 2 | 9.7999 | 10.0243 | 2.24% |
| Grade 3 | 10.0523 | 10.8216 | 7.11% |
| Grade 4 | 10.9455 | 11.0425 | 0.88% |
| Grade 5 | 11.7778 | 12.4420 | 5.34% |
| Grade 6 | 13.2934 | 14.2900 | 6.97% |
| Grade 7 | 15.1360 | 15.7230 | 3.73% |
| Grade 8 | 17.5698 | 17.6401 | 0.40% |
| Grade 9 | 21.0320 | 21.0609 | 0.14% |
| Grade 10 | 24.1445 | 24.3961 | 1.03% |
| Grade 11 | 27.6033 | 27.9298 | 1.17% |
| Grade 12 | 31.6480 | 31.6375 | -0.03% |
| Chief Officer | 47.7874 | 45.5614 | -4.89% |
| Overall | 13.0807 | 14.6092 | 10.46% |

Teachers (hourly rate per grade)

| Grade Group | Female (£) | Male (£) | Pay Gap |
|--------------------------|------------|----------|---------|
| Probationer | 16.7161 | 16.7161 | 0.00% |
| Common Scale | 24.4358 | 24.2863 | -0.62% |
| Music Instructor | 23.2778 | 23.2075 | -0.30% |
| Chartered Teacher | 28.9975 | 29.2523 | 0.87% |
| Principal Teacher | 30.9714 | 31.4346 | 1.47% |
| Psychologist | 32.4758 | 28.4430 | -14.18% |
| Quality Improvement | 37.2548 | 36.5918 | -1.81% |
| Depute and Head Teachers | 36.2901 | 38.4636 | 5.65% |
| Overall | 26.0874 | 27.0226 | 3.46% |

Revenue Financial Plan 2022/23 - 2026/27

Corporate

| Corporate by Service | 2022/23 £'000 | 2023/24 (Provisional) £'000 | 2024/25 (Provisional) £'000 | 2025/26 (Provisional) £'000 | 2026/27 (Provisional) £'000 | Total £'000 |
|----------------------|------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------|
| Corporate | 0 | (1,994) | (3,793) | (5,483) | (7,957) | (19,227) |
| Total | 0 | (1,994) | (3,793) | (5,483) | (7,957) | (19,227) |

| Corporate by Budget Head | 2022/23 £'000 | 2023/24 (Provisional) £'000 | 2024/25 (Provisional) £'000 | 2025/26 (Provisional) £'000 | 2026/27 (Provisional) £'000 | Total £'000 |
|-------------------------------|------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------|
| Employee Costs | 0 | 0 | 0 | 0 | 0 | 0 |
| Premises Related Expenditure | 0 | 0 | 0 | 0 | 0 | 0 |
| Transport Related Expenditure | 0 | 0 | 0 | 0 | 0 | 0 |
| Supplies & Services | 0 | (1,744) | (3,293) | (4,733) | (6,957) | (16,727) |
| Support Services | 0 | 0 | 0 | 0 | 0 | 0 |
| Third Party Payments | 0 | (250) | (500) | (750) | (1,000) | (2,500) |
| 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 |
| | 0 | (1,994) | (3,793) | (5,483) | (7,957) | (19,227) |
| Income | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | 0 | (1,994) | (3,793) | (5,483) | (7,957) | (19,227) |

Corporate

Overarching proposals covering the whole Council

| Capital Investment | 3 year operational £'000 | 7 year strategic £'000 | TOTAL £'000 | Est. External Funding £'000 | Est. SBC Contribution £'000 | Detail |
|-------------------------|-----------------------------|---------------------------|----------------|--------------------------------|-----------------------------------|--------|
| N/A | 0 | 0 | 0 | 0 | 0 | |
| Total Investment | 0 | 0 | 0 | 0 | 0 | |

| Revenue Opening Position | 2022/23 £'000 | 2023/24 £'000 | 2024/25 £'000 | 2025/26 £'000 | 2026/27 £'000 |
|--|------------------|------------------|------------------|------------------|------------------|
| Base Budget (approved 19th March 2021) | 8,195 | 0 | (1,994) | (3,793) | (5,483) |
| Permanent Virements | (1,985) | 0 | 0 | 0 | 0 |
| Revised Base Budget | 6,210 | 0 | (1,994) | (3,793) | (5,483) |

| Budget Pressures | Base Budget £'000 | 2022/23 £'000 | 2023/24 £'000 | 2024/25 £'000 | 2025/26 £'000 | 2026/27 £'000 | Detail |
|---|----------------------|------------------|------------------|------------------|------------------|------------------|--|
| Build Back Better Borders (BBBB) | 500 | (500) | 0 | 0 | 0 | 0 | One-off investment in 2021/22 in the Build Back Better Borders Fund |
| Newcastleton flood prevention/protection consultation | 10 | (10) | 0 | 0 | 0 | 0 | One-off funding provided in 2021/22 |
| COVID-19 funding | 5,700 | (5,700) | 0 | 0 | 0 | 0 | One-off funding provided by Scottish Government to support COVID-19 in 2021/22 |
| Total Pressures | | (6,210) | 0 | 0 | 0 | 0 | |

| Savings Proposals | Base Budget £'000 | 2022/23 £'000 | 2023/24 £'000 | 2024/25 £'000 | 2025/26 £'000 | 2026/27 £'000 | Detail |
|----------------------------|----------------------|------------------|------------------|------------------|------------------|------------------|---|
| New commissioning strategy | 100,000 | 0 | (250) | (250) | (250) | (250) | Undertake an efficiency review to consider all Council commissioning with the aim of delivering financial savings. |
| Digital Transformation | 0 | 0 | (1,744) | (1,549) | (1,440) | (2,224) | Work is progressing in partnership with CGI to deliver transformational change focused on 3 key workstreams to enable the frontline through the roll out of hand held technology, automate business processes and enable data driven decision making. |
| Total Savings | | 0 | (1,994) | (1,799) | (1,690) | (2,474) | |

| Revenue Closing Position | 2022/23 £'000 | 2023/24 £'000 | 2024/25 £'000 | 2025/26 £'000 | 2026/27 £'000 |
|--------------------------|------------------|------------------|------------------|------------------|------------------|
| Base Budget 2022/23 | 0 | (1,994) | (3,793) | (5,483) | (7,957) |

| SERVICE OVERVIEW: | | INFRASTRUCTURE & ENVIRONMENT | |
|---------------------------|--|--|---|
| | | REVENUE BUDGET NET £M | E47.116 |
| | | CAPITAL BUDGET 22/23 TO 24/25 £M | E91.076 |
| | | FTE | 910.82 |
| Key Services | PROPERTY | FACILITIES | WASTE MANAGEMENT |
| | <ol style="list-style-type: none"> Maintain, upgrade and improve the Council's and partners built assets (Live Borders/SB Cares) . Corporate Landlord Strategy and Helpdesk facility for service requests. Energy management to ensure efficiency & minimise carbon tax. Property acquisitions, Leasing, Disposals. Generate Capital Receipts from the sale of surplus assets. Manage the Council's leased land and property holdings. Asset valuations on all Council land and property. Asbestos and Legionella, Fire safety management and compliance. Architectural design & project delivery service. Professional advice on property related matters for Council and Partners built assets (and private sector). Project management service for major building and infrastructure projects. Clerk of works and construction supervision monitoring for council built asset projects. Repair and maintenance of Homelessness Service temporary accommodation. | <ol style="list-style-type: none"> Catering service to school meals. Deliver and promote uptake of school meals to meet expected targets. Influence the development of Better Eating, Better Learning (BEBL). Promote healthy eating through education. Nursery wraparound care feeding (currently piloted). Efficient cleaning service, meeting client's expectations, within budget. Provision of Safe Crossings for children. | <ol style="list-style-type: none"> Collection of trade and domestic waste from households and businesses. Operation of 7 Community Recycling Centres, 4 Waste Transfer Stations, 74 bring sites and 5 closed landfill sites. Operation of a fleet of c.50 Refuse Collection & Haulage vehicles. Special uplifts. Customer care, education, awareness raising and partnership working, in support of re-use and waste minimisation. Management of contracts for onward treatment & disposal of waste. |
| Revenue £m Net | £12.616 | £4.988 | £9.790 |
| Capital 22/23 to 24/25 £m | £12.089 | £0.000 | £0.566 |
| FTE | 43.27 | 314.8 | 116.42 |
| Statutory Functions | PROPERTY | FACILITIES | WASTE MANAGEMENT |
| | <ol style="list-style-type: none"> Compliance with statutory duties to ensure safe working environments are maintained / improved. Statutory/H&S related works and planned maintenance activities (e.g. electric heater cleaning, gutter cleaning, external paintwork). The School Premises (General requirements and Standards)(Scotland) Regulations 1967 plus Amendments. Education (Disability Strategies and Pupils' Educational Records) (Scotland) Act 2002. Compliance with Health & Safety Legislation, Environmental Health Regulations, Care Inspectorate Guidelines, RICS/IFRS regulations; Gas, Legionella & Asbestos Regulations. Compliance with current construction legislation. Design and deliver all projects in line with Health & Safety legislation and Construction Design & Management 2015 Regulations. | <ol style="list-style-type: none"> Meeting qualitative and legislative requirements. Gov't targets regarding uptake with particular reference to P1-3. Compliance with Food in Schools Act. School meal menus compliance with nutritional standards set by Scottish Government. Training all staff to Cleaning & Facilities staff to BICSc standards. Compliance with Food Safety Act 1990, Food Hygiene Act 2013, Food Information for Consumers Regulation (2014, Health & Safety at Work Act 1974. Compliance with National School Lunch Act, Health and Safety Act Compliance of confidential waste destruction. | <ol style="list-style-type: none"> Collection and disposal of household and commercial waste in the Borders, including Kerbside waste and recycling collections. Community Recycling Centres, Waste Transfer Stations and treatment of waste and recycle. Compliance with The Landfill (Scotland) Regulations 2003, The Pollution Prevention and Control (Scotland) Regulations 2012, Waste Management Licensing (Scotland) 2011 Compliance with 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. |
| Latest Performance | PROPERTY | FACILITIES | WASTE MANAGEMENT |
| | <ul style="list-style-type: none"> 7,839,667 kilowatt hours of electricity used in 4 Qtr.'s ended Q3 2021/22 (up from 6,966,683 in 4 Qtr.'s to Q3 2020/21) (26 key sites). 14,889,133 kilowatt hours of gas used in 4 Qtr.'s ended Q3 2020/21 (up from 11,723,619 in 4 Qtr.'s to Q3 2020/21) (26 key sites). 68% of council buildings were in a satisfactory condition (LGBF 2020/21) (Scotland=89%). 86% of council buildings were suitable for their current use (LGBF 2020/21) (Scotland=82%). £645k in Capital Receipts received from selling our fixed assets such as buildings in 2020/21 (E676k in 2019/20). 92% of industrial and commercial properties owned by the council were occupied as of March 2022 (91% in March 2021). Of the Top 19 Major Capital Projects, as at Quarter 3 2021/22: <ul style="list-style-type: none"> 15 were on target. 3 were slightly behind target. 0 were not on target. | | <ul style="list-style-type: none"> On average, (figs unverified by SEPA): <ul style="list-style-type: none"> 76.18% of waste was recycled at SBC Community Recycling Centres at Q3 2021 (74.09% at Q3 2020) 54.87% of household waste was recycled at Q3 2021 (55.9% at Q3 2020) 0.28% of household waste was sent to landfill at Q3 2021 (0.06% at Q3 2020) 44.81% of household waste required 'other' treatment at Q3 2021 (44.1% at Q3 2020) LGBF 2020/21 - £53 per premise was spent on refuse collection, Scotland = £72.3; £115.3 per premise was spent on waste disposal, Scotland = £104.5; 79.9% of residents were satisfied with local refuse collection, Scotland = 74.3% (2017-20) |
| Key Priorities 22/23 | PROPERTY | FACILITIES | WASTE MANAGEMENT |
| | <ol style="list-style-type: none"> Implement Estates Strategy Energy Efficiency Programme Deliver Capital Programme Contribute to ongoing investment in schools Progress Property Rationalisation through Fit for 2024 Programme. Support for Ukrainian refugees (Homeless Service) Restructure of Property Services in line with the Estates Strategy CO2/ventilation monitoring in schools, including monthly returns to SG/SFT Move towards digital solutions Review procurement contracts where required | <ol style="list-style-type: none"> Restructure Janitorial service and squad cleaning staff Restructure office caretakers Reviewing the current provision of service within Catering and exploring a reproduction/regeneration food service Redefining the Facilities service to a leaner management structure Amalgamating the Estates and Facilities departments in to one hard and soft service Creating the semi-skilled handy man service for internal works and to provide a commercial handyman service to the Borders public Sustainability within Catering Service – Drinks Sustainability within Catering Service - Local Suppliers Parent/Pupil co-production of Menu Development Staffing review in HS kitchens Staffing review in PS kitchens Preparation for UFSM roll P6-7 Upgrade to the High School Cashless Catering System from Impact to Fusion Get Into Summer 2022 - Food, Childcare, Activities Rollout CYPAD Kitchen Manager to all Primary Schools Feminine Hygiene – Bringing In-house Sustainability within schools – Waste/Recycling Cleaning Audit Management System | <ol style="list-style-type: none"> Review Kerbside Collection Service Develop Recycling Charter/Policy to encourage householders to play their part Review Community Recycling Centre booking system Support Eshiels local services Agile Pathfinder Project Develop business case for In-cab technology Procure various waste treatment contracts Upgrade landfill leachate management system |

| SERVICE OVERVIEW: INFRASTRUCTURE & ENVIRONMENT | | | |
|--|--|---|---|
| | PARKS & ENVIRONMENT | PASSENGER TRANSPORT | ROADS & INFRASTRUCTURE |
| Key Services | <ol style="list-style-type: none"> Allotments, play areas, public conveniences, burial grounds, sports pitches, parks and gardens. 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 projects. Street Cleaning. | <ol style="list-style-type: none"> Provision and management of Mainstream, special needs and social work transport contracts for internal SBC clients Provide Resilience Transport to internal and External clients Support circa 45 local bus service and Demand Responsive Transport contracts Assess and provide bus Service registrations and letters of Support to Traffic Commissioner Taxi Fare Reviews Manage, maintain and update the NAPTAN database for all bus stops, railways stations and interchanges PVG Applications and Panel Hearings Feed in to National transport guidance and legislation through ATCO Assess compliance with relevant transport legislation across Home to School and Public Transport Services | <ol style="list-style-type: none"> Manage and maintain the efficient operation of roads infrastructure and other engineering assets (e.g. flood protection). Road Safety & Traffic Management (AIP programme, accident analysis, roadworks co-ordination, speed limits, road signs/markings, school travel, education and event co-ordination) Planned, routine, reactive and emergency maintenance and investment programmes to public roads, footways, bridges, Fleet management and maintenance services including transition to EV fleet, replacement and disposals. Manage significant trading organisation (STO) performing internal and external works. Represent SBC locally and nationally in matters relating to the provision and operation of the road network. Lead Flood Authority for River Tweed catchment area. Winter maintenance. |
| Revenue £m Net | £4.389 | £1.951 | £11.121 |
| Capital 22/23 to 24/25 £m | £0.000 | £0.000 | £76.906 |
| FTE | 129.41 | 30.17 | 204.55 |
| Statutory Functions | <ol style="list-style-type: none"> The Church of Scotland property Endowment Act 1925 / Church of Scotland (Property and Endowments) Amendments Act 1933. The Burial and Cremation (Scotland) Act 2016 – 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. Community Empowerment Act Biodiversity Duty | <ol style="list-style-type: none"> Provision of subsidised / coordinated local bus services (can include in-house fleet) Provision of all Mainstream and Additional Needs Home to School Transport Grant funding support for Community Transport & Social Car Scheme Bus services information and Registrations Taxi Fare Review | <ol style="list-style-type: none"> Compliance with Road Safety Act, Transport Act, Road Traffic Regulation Act 1984, Traffic Signs Regulations & General Directions 2016, New Roads & Street Works Act, Roads (Scotland) Act, Safety at Street Works and Road Works, Flood Risk Management Act. Environmental protection (Scotland) Act 1990 (part iv), Pests Act 1954, The Nature Conservation (Scotland) Act 2004, Wildlife and countryside Act 1981, Ensure drivers and vehicles comply with regulatory legislation in accordance with "O" Licence criteria. Delivery of dangerous goods training. HM Revenue obligations re Rebated Fuel, Commercial Drivers Benefit in Kind. Reduce CO2 and tonnes of carbon. Design and deliver all projects in line with Health & Safety legislation and Construction Design & Management 2015 Regulations. |
| Latest Performance | <ul style="list-style-type: none"> 97% of local streets were considered clean, Scotland=920 (LGBF 2020/21) 66.4% of residents are satisfied with local street cleanliness, Scotland=62.6% (LGBF 2017/20) 77.8% of residents are satisfied with local parks and open spaces, Scotland=85% (LGBF 2017/20) £22,136 spent on parks and open spaces (net) per 1,000 people, Scotland=£19,112 (LGBF 2020/21) | <ul style="list-style-type: none"> Bus Services - 45% of respondents use local bus services (2018 household survey) Borders Railway - 55% of respondents use the Borders Railway (2018 Household Survey) Local Bus Patronage down to 65% of pre covid levels Supported bus service mileage running at 98% Mainstream School Transport Contracts reduced by 17% from 2021 | <ul style="list-style-type: none"> 37% of Class A (2019-21), 40% of Class B (2019-21), 38% of Class C (2019-21) and 52% of unclassified (2017-21) roads are in need of repair (LGBF). £6,014 per km was spent on roads, Scotland=£9,667 (LGBF 2020/21). 7 people were killed and 57 people seriously injured on our roads in 2021 (2020 - 5 killed /47 seriously injured). |
| Key Priorities 22/23 | <ol style="list-style-type: none"> Delivery of planned capital investment in to Outdoor Community Facilities Support to the trial of agile working under the Pathfinder at Eshiels Continued review and redesign of community spaces supporting the CCRM Delivery of the 1st Status report on Community Food growing and Allotments Re-launch of the Greener Gateway (Formerly Floral Gateway) competition, complete with new entry and judging format Support the Destination Tweed Pollinators Project | <ol style="list-style-type: none"> Bus Network Review Structure Review Introduce Demand Responsive Transport in Berwickshire SAAN Transport Network Review Increase Service 54/74 Developer Contribution Assess playground supervision arrangements to reduce transport contracts Assess supported Berwickshire Bus Services Review Ad Hoc Transport arrangements | <ol style="list-style-type: none"> Deliver the "Delivering Infrastructure Sustainably" review, a strategic appraisal of the Roads and Infrastructure, Fleet, Parks and Environment Services and commence implementation of actions emerging from the appraisal Support to the trial of agile working under the Pathfinder at Eshiels Fleet replacement & modernisation programme Flood initiatives EV Infrastructure development Delivery of integrated investment programmes Continued generation of operating surplus from the trading organisation Delivery of an effective winter maintenance programme |

| | |
|---------------------------|--|
| SERVICE OVERVIEW: | INFRASTRUCTURE & ENVIRONMENT |
| Key Services | <p style="text-align: center;">PLANNING, HOUSING & RELATED SERVICE</p> <ol style="list-style-type: none"> 1. Processing Planning Applications, Building Warrants and pre-application enquiries 2. Planning & building standards enforcement 3. Road Construction Consents and Stopping Up Orders 4. Processing High Hedge Applications & manage statutory control of tree works 5. Planning appeals, hearings and public inquiries 6. Planning, housing and transport strategy, policy & research 7. Ranger Service & promotion of access 8. Specialist conservation, landscape, environmental and design services 9. Conservation & regenerations Schemes (including CARS) 10. Local Housing Strategy team, Bridge Homes, Private landlord registration, enforcement and advice 11. Tackling poverty and social justice (inc fuel poverty) 12. Climate Change and sustainable development 13. Place making & Local Place Planning |
| Revenue £m Net | £2.259 |
| Capital 22/23 to 24/25 £m | £1.515 |
| FTE | 72.20 |
| Statutory Functions | <ol style="list-style-type: none"> 1. Act as planning authority & as verifier of building works, inc complaints 2. Duties as Roads authority, as they affect new development 3. Act as statutory consultee for forest planting applications 4. Strategic & local development plans (every 5 years) and supporting research work and studies 5. Prepare a regional and local transport strategy 6. Assert public rights of way and to maintain the Southern Upland Way, and prepare a core path plan 7. Assess impacts on scheduled ancient monuments; protect and enhance conservation areas 8. Biodiversity- 3 yearly duty of corporate body to report 9. Act as Housing Authority and prepare Local Housing Strategy 10. 5 year Strategic Housing Investment Plan (Housing (Scotland) Act 2006) ; Ensure the registration of all Private landlords (+ enforcement and support); Tackle and reduce fuel poverty ; Provide temporary accommodation, housing support, advice, assistance and assessment |
| Latest Performance | <ul style="list-style-type: none"> ▪ 1,091 planning applications received up to the end of Q3 2021/22 (1,255 for 2020/21) ▪ Time to process <ul style="list-style-type: none"> > 6.5 wks. for non-householders 2020/21 (Scot = 11.9) (9.0 wks. 2019/20) > 9.1 wks. for householders 2020/21 (Scot = 7.9) (6.2 wks. 2019/20) ▪ How much does it cost for each planning application (LGBF)? <ul style="list-style-type: none"> > (2020/21) Scottish Borders = £5,391.8 Scotland = £5,043.9 ▪ How long does it take my council to deliver a commercial planning application decision (on average) (LGBF)? <ul style="list-style-type: none"> > (2020/21) Scottish Borders = 7.7 weeks Scotland = 11.1 weeks |
| Key Priorities 22/23 | <ol style="list-style-type: none"> 1. Play a lead role in contributing to the Council's response to Sustainable Development and Climate Change 2. Support and contribute to Council's key strategic programmes and partnerships, such as City Deal, RLUP, Borderlands, Regional Spatial Strategy, Housing Alliance, SOSE, levelling up Funds, Place making 3. Continue to develop and drive forward performance improvements in Planning, Housing & Related Services and contribute to wider Corporate performance agenda 4. Continued drive to implement e-delivery of services, including digital transformation, increased web presence and opportunity for self-service and taking advantage of the implementation of the Enterprise Case Management system and roll out of mobile working 5. Roll out the next stage of staff and members training programme |

Revenue Financial Plan 2022/23 - 2026/27

Infrastructure & Environment

| Infrastructure & Environment by Service | 2022/23 £'000 | 2023/24 (Provisional) £'000 | 2024/25 (Provisional) £'000 | 2025/26 (Provisional) £'000 | 2026/27 (Provisional) £'000 | Total £'000 |
|--|--------------------------|--|--|--|--|------------------------|
| Property | 12,616 | 12,488 | 13,253 | 14,340 | 14,933 | 67,631 |
| - Property Management | 13,081 | 12,930 | 13,676 | 14,745 | 15,320 | 69,752 |
| - Estates Management | 487 | 500 | 511 | 522 | 533 | 2,552 |
| - Architects | 132 | 143 | 152 | 161 | 170 | 759 |
| - Major Projects | 190 | 200 | 208 | 216 | 225 | 1,038 |
| - Commercial Property | (1,274) | (1,284) | (1,294) | (1,304) | (1,314) | (6,470) |
| Facilities | 4,988 | 5,021 | 5,213 | 5,409 | 5,600 | 26,231 |
| - Catering Services | 757 | 688 | 791 | 896 | 996 | 4,129 |
| - Cleaning & Facilities Management | 4,231 | 4,333 | 4,422 | 4,512 | 4,605 | 22,102 |
| Parks & Environment | 4,389 | 4,420 | 4,497 | 4,551 | 4,606 | 22,463 |
| Roads & Infrastructure | 11,121 | 9,563 | 9,485 | 9,411 | 9,631 | 49,212 |
| - Network & Infrastructure Asset Management | 10,869 | 9,147 | 8,925 | 8,705 | 8,778 | 46,424 |
| - SBc Contracts | (701) | (608) | (528) | (447) | (364) | (2,648) |
| - Engineers | 892 | 911 | 928 | 946 | 964 | 4,641 |
| - Fleet Management | 61 | 112 | 160 | 208 | 253 | 794 |
| - Pay Parking | 0 | 0 | 0 | 0 | 0 | 0 |
| Waste Management | 9,790 | 9,986 | 10,163 | 10,327 | 10,501 | 50,767 |
| Passenger Transport | 1,951 | 1,630 | 1,650 | 1,670 | 1,691 | 8,592 |
| Planning Services | 1,112 | 1,253 | 1,317 | 1,382 | 1,450 | 6,514 |
| Housing Strategy & Services | 1,147 | 1,187 | 1,228 | 1,269 | 1,312 | 6,143 |
| Total | 47,116 | 45,550 | 46,806 | 48,361 | 49,723 | 237,556 |

| Infrastructure & Environment by Budget Head | 2022/23 £'000 | 2023/24 (Provisional) £'000 | 2024/25 (Provisional) £'000 | 2025/26 (Provisional) £'000 | 2026/27 (Provisional) £'000 | Total £'000 |
|--|--------------------------|--|--|--|--|------------------------|
| Employee Costs | 32,412 | 32,985 | 33,581 | 34,188 | 34,809 | 167,977 |
| Premises Related Expenditure | 16,471 | 16,819 | 17,260 | 17,709 | 18,166 | 86,426 |
| Transport Related Expenditure | 14,109 | 13,966 | 14,004 | 14,042 | 14,078 | 70,199 |
| Supplies & Services | 12,706 | 12,683 | 12,768 | 13,148 | 13,313 | 64,618 |
| Third Party Payments | 21,513 | 19,160 | 19,250 | 19,378 | 19,512 | 98,815 |
| Transfer Payments | 0 | 0 | 0 | 0 | 0 | 0 |
| Internal Recharges | 129 | 129 | 129 | 129 | 129 | 646 |
| Capital Financing Costs | 2,649 | 2,702 | 2,755 | 2,755 | 2,755 | 13,614 |
| | 99,990 | 98,445 | 99,748 | 101,350 | 102,763 | 502,295 |
| Income | (52,876) | (52,896) | (52,942) | (52,990) | (53,039) | (264,743) |
| Total | 47,116 | 45,550 | 46,806 | 48,361 | 49,723 | 237,556 |

Infrastructure & Environment

Property, Facilities, Roads & Infrastructure, Parks & Environment, Waste Management, Passenger Transport, Planning, Housing Strategy

| Capital Investment | 3 year operational £'000 | 7 year strategic £'000 | TOTAL £'000 | Est. External Funding £'000 | Est. SBC Contribution £'000 | Detail |
|-------------------------------------|--------------------------|------------------------|----------------|-----------------------------|-----------------------------|---|
| Land & Property Infrastructure | 12,089 | 17,010 | 29,099 | (407) | 28,692 | Capital works on the Council estate including parks and play facilities, structural, energy efficiency, Health & Safety works, improvements and upgrades |
| Roads & Transport Infrastructure | 23,910 | 50,820 | 74,730 | (1,339) | 73,391 | Encompasses the Roads, Bridges and Lighting blocks and a number of other infrastructure projects |
| Cycling, Walking & Safer Streets | 1,212 | 1,886 | 3,098 | (3,098) | 0 | Specific Scottish Government (SG) 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 | 1,116 | 2,604 | 3,720 | 0 | 3,720 | 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 | 42,928 | 879 | 43,807 | (36,964) | 6,843 | Infrastructure project to protect residential and commercial properties from flood risk within the River Teviot's flood plain in Hawick. Funding from Scottish Government (80%) and external partners |
| Waste Management | 566 | 910 | 1,476 | (180) | 1,296 | Investment in waste containers |
| Reston Railway Station contribution | 1,740 | 0 | 1,740 | (100) | 1,640 | Contribution to help deliver a new rail station on East Coast Main Line at Reston to improve access to public transport including provision of new platform and car parking at Reston, supported by potential funding from development contributions |
| Plant & Vehicle Fund | 6,000 | 14,000 | 20,000 | (20,000) | 0 | A rolling programme of fleet replacements is in place to meet Council requirements, electric and more environmental vehicles will be introduced as opportunities allow. Funding is provided to purchase new vehicles through the Plant & Vehicle fund. This is repaid by revenue budgets each year over vehicle lives |
| Private Sector Housing Grant | 1,515 | 3,500 | 5,015 | 0 | 5,015 | Grant funding to assist the provision of major adaptations to Private Sector homes enabling residents to remain safely in their homes following a needs and priority assessment by Social Work |
| Total Investment | 91,076 | 92,029 | 183,105 | (62,088) | 121,017 | |

| Revenue Opening Position | 2022/23 £'000 | 2023/24 £'000 | 2024/25 £'000 | 2025/26 £'000 | 2026/27 £'000 |
|--|---------------|---------------|---------------|---------------|---------------|
| Base Budget (approved 19th March 2021) | 44,625 | 47,116 | 45,550 | 46,806 | 48,361 |
| Permanent Virements | 711 | 0 | 0 | 0 | 0 |
| Revised Base Budget | 45,336 | 47,116 | 45,550 | 46,806 | 48,361 |

Infrastructure & Environment

Property, Facilities, Roads & Infrastructure, Parks & Environment, Waste Management, Passenger Transport, Planning, Housing Strategy

| Budget Pressures | Base Budget £'000 | 2022/23 £'000 | 2023/24 £'000 | 2024/25 £'000 | 2025/26 £'000 | 2026/27 £'000 | Detail |
|--|----------------------|------------------|------------------|------------------|------------------|------------------|--|
| Play Areas and Outdoor Community Spaces | 208 | 71 | 37 | 22 | 0 | 0 | Replacement Fund for Play Areas and Outdoor Community Spaces |
| Additional new schools Non Domestic Rates, utilities and cleaning pressure | 1,259 | 0 | 65 | 150 | 150 | 150 | Additional budget required to fund costs in new schools |
| Galashiels Academy Hard Facilities Management (FM) and Lifecycle Maintenance | 0 | 0 | 0 | 169 | 268 | 24 | Estimated Hard FM and Lifecycle maintenance costs for Galashiels Academy |
| Peebles High School Hard FM and Lifecycle Maintenance | 0 | 0 | 0 | 279 | 278 | 30 | Estimated Hard FM and Lifecycle maintenance costs for Peebles High School |
| Workforce budget adjustments | 27,175 | 760 | 694 | 596 | 607 | 621 | To provide for pay award at 2% each year pending national pay negotiations, NI rate change from 2022/23 and SJC pension increase of 0.5% from 2023/24 |
| Non-pay inflation | 12,034 | 298 | 445 | 313 | 324 | 330 | To allow for anticipated inflationary increases |
| Property Maintenance Fund Inflation | 2,823 | 85 | 75 | 77 | 79 | 68 | To allow for anticipated inflationary increases of materials and works associated with maintaining the Council estate |
| Roads investment | 9,697 | 510 | 0 | 0 | 0 | 0 | Permanent Roads investment to improve Roads, Bridges and pavements with increased focus on first and final fixes and piloting alternative technologies to reduce temporary patching and build resilience |
| Increased roads investment in 2022/23 | 9,697 | 1,350 | (1,350) | 0 | 0 | 0 | Investment in surfacing and white lining with a focus on top priority routes |
| Roads Investment | 1,679 | (797) | (85) | (300) | (300) | 0 | Temporary funding provided for roads investment in 2019/20 and 2020/21 financial plans reducing over the period 2022/23 to 2025/26 |
| Additional cleaning staff, materials & Personal Protective Equipment (PPE) | 520 | (520) | 0 | 0 | 0 | 0 | Required COVID-19 mitigation measures in 2021/22 not required 2022/23 |
| Catering (Food) Inflation | 1,635 | 41 | 34 | 34 | 35 | 27 | Estimated inflationary price increase of food costs |
| Access to Free Period Products both in schools and in wider communities | 47 | 47 | 0 | 0 | 0 | 0 | As per SG Settlement |
| Winter Maintenance (Salt) Inflation | 871 | 44 | 18 | 19 | 19 | 15 | Estimated inflationary price increase of salt costs |
| Aggregates & Bitumen Inflation | 702 | 18 | 14 | 15 | 15 | 11 | Estimated inflationary price increase of aggregates and bitumen |
| Vehicle Spare Parts Inflation | 711 | 18 | 15 | 15 | 15 | 12 | Estimated inflationary price increase of spare parts |
| Residual Waste Contract Inflation | 4,448 | 111 | 91 | 93 | 95 | 73 | Estimated inflationary price increase of contract |
| Waste Dry Mixed Recyclate (DMR) Contract | 322 | 508 | 17 | 17 | 13 | 13 | New DMR contracts and future years inflation |
| Eliminate landfill gas income | (239) | 239 | 0 | 0 | 0 | 0 | Provision for closed landfill site on balance sheet |
| Parks Management Fee adjustment | (80) | 14 | 25 | 0 | 0 | 0 | Adjustment to fees in line with investment |
| Waste Vehicle Depreciation | 537 | 0 | 53 | 53 | 0 | 0 | Fund new vehicles from Plant & Vehicle fund, depreciation budget required for future years replacements |
| Sustainability and carbon reduction | 0 | 398 | (323) | 0 | 0 | 0 | Focus on energy efficiency measures to assist with climate emergency including work on the Primary School estate |
| Demand Responsive Transport (DRT) pilot in Berwickshire | 0 | 320 | (320) | 0 | 0 | 0 | Pilot to explore new ways of delivering public transport in a rural area with poor connectivity and connecting people to new Reston rail station |
| Members Small Schemes budget | 200 | 200 | (200) | 0 | 0 | 0 | Increase in small schemes budget so Members can respond more to local civic pride priorities and accessibility works in their local communities |
| Council saving as a result of additional SG funding | 20 | (20) | 0 | 0 | 0 | 0 | Services already provided for within base budget |
| Investment from Second Homes Council Tax | 1,211 | (93) | 33 | 35 | 35 | 37 | Adjustment to investment from Second Homes Council Tax as a result of anticipated income. Second Homes Council Tax is used to support expenditure related to a range of affordable housing activities |
| Total Pressures | | 3,602 | (662) | 1,587 | 1,633 | 1,411 | |

Infrastructure & Environment

Property, Facilities, Roads & Infrastructure, Parks & Environment, Waste Management, Passenger Transport, Planning, Housing Strategy

| Savings Proposals | Base Budget £'000 | 2022/23 £'000 | 2023/24 £'000 | 2024/25 £'000 | 2025/26 £'000 | 2026/27 £'000 | Detail |
|--|----------------------|------------------|------------------|------------------|------------------|------------------|---|
| Additional Fees & Charges Income across Infrastructure & Environment | (7,453) | (103) | (35) | (36) | (38) | (39) | Income from fees & charges |
| Statutory Planning Fee Income | (954) | (40) | 0 | 0 | 0 | 0 | Increase to statutory planning fee income as a result of legislative change |
| Commercial Rent income | (1,264) | (10) | (10) | (10) | (10) | (10) | Inflationary increases to the commercial property charges |
| Energy Efficiency Project | 2,981 | (75) | (50) | (95) | 0 | 0 | Spend to save investments in a range of energy efficiency measures designed to reduce our Carbon Footprint and make cashable savings |
| More efficient property and asset portfolio & implementation of Corporate Landlord | 9,594 | (217) | (126) | (120) | 0 | 0 | Savings resulting from property rationalisation and implementing the Corporate Landlord model to drive efficiencies across the Council. Savings will be made from NDR, utilities, property maintenance including cleaning services. Any FTE impact is likely to be from facilities posts in affected buildings. Estimated FTE impact 2 FTE |
| Facilities Management savings | 4,780 | (183) | (183) | 0 | 0 | 0 | Savings from further optimisation of the Facilities Management Service which is expected from the development of an Estates Strategy in the first half of 2022. The continued standardisation of crossing patrol operational hours through natural turnover and redeployment. There may be an FTE impact, number to be confirmed as proposals are developed. Total Establishment 316.64 FTE |
| Parks & Environment | 4,385 | (211) | (100) | 0 | 0 | 0 | The continuation of service reviews focused on communities, reflecting the Climate Emergency and Biodiversity Duty. Working to enable communities to respond to their own priorities and initiatives e.g. Food Growing Strategy. A service wide range of operational initiatives to make more efficient use of the resources and assets, including appropriate people planning, fleet replacement and review assets to better support effective and efficient working. Review services and create flexibility across the workforce and wider I&E department will also be a significant strand of focus. There may be an FTE impact. Number to be confirmed as proposals are developed. Total establishment 129.41 FTE |
| Roads & Infrastructure | 9,697 | (500) | (167) | 0 | 0 | 0 | Review the roads operation to improve the quality of the roads network and build commercial opportunities. The Council will use new technology to deliver more permanent fixes and use digital opportunities to improve the efficiency of the service. Total establishment 150.12 FTE |
| Waste Management | 9,010 | (195) | (200) | (70) | (30) | 0 | Savings to be made from further optimisation of the waste service including review of working patterns. Future years savings from implementation of national legislation including Deposit Return Scheme and Extended Producer Responsibility obligations. Total establishment 116.42 FTE |
| Passenger Transport | 1,813 | (200) | (24) | 0 | 0 | 0 | The transport review will look at our approach to tender renewal and alternative modes of transport such as Demand Responsive Transport (DRT). This innovative way of delivering public transport differs from the current fixed route services and is defined by customers booking the service through an easy to use app or calling the operator directly to book |
| Planning Services | 2,712 | (44) | (9) | 0 | 0 | 0 | Review of internal processes and technology opportunities to drive efficiencies. Total establishment 66.2 FTE |
| Post-COVID-19 operating model | 361 | (44) | 0 | 0 | 0 | 0 | Savings from post-COVID-19 operating model in budgets across the Council such as travel, postage, stationery |
| Total Savings | | (1,822) | (904) | (331) | (78) | (49) | |

| Revenue Closing Position | 2022/23 £'000 | 2023/24 £'000 | 2024/25 £'000 | 2025/26 £'000 | 2026/27 £'000 |
|--------------------------|------------------|------------------|------------------|------------------|------------------|
| Base Budget 2022/23 | 47,116 | 45,550 | 46,806 | 48,361 | 49,723 |

| SERVICE OVERVIEW: | SOCIAL WORK & PRACTICE | | |
|---------------------------|---|--|---|
| | | REVENUE BUDGET NET £M | £76.119 |
| | | CAPITAL BUDGET 22/23 TO 24/25 £m | £15.283 |
| | | FTE | 333.86 |
| Key Services | OLDER PEOPLE 1. Responsibility for planning and delivery of Older People functions is delegated to the Scottish Borders Health and Social Care Partnership. 2. Social Work services for adults & older people 3. Carer support services 4. Community care assessment team 5. Respite provision 6. Occupational therapy services 7. Commissioned services including delivery of day services 8. Hospital discharge 9. Re-ablement service 10. Provision of equipment & telecare 11. Homecare 12. Housing support 13. Informal support, info & signposting | PUBLIC PROTECTION & COMMUNITY SAFETY 1. Chief Social Work Officer activity 2. Co-ordination of Adult & Child Protection & Emergency Duty Team 3. Safer Communities - Domestic Abuse Service, Anti-Social Behaviour Unit, New Scots, Gypsy Traveller, Community Justice, Community Action Team (CAT) 4. Quality Improvement | JUSTICE SOCIAL WORK SERVICE 1. Delivery of statutory Justice Social Work including supervision of Community Payback Orders & Unpaid Work and post custodial liberation, including Parole, Non -Parole and Life Licence 2. Provision of Court and Parole Board Reports 3. Provision of Multi Agency Public Protection Arrangements 4. Delivery of Drug Treatment and Testing Orders 5. Delivery of Woman Offender services. 6. Development of alternative to custody options in line with Presumption Against Short Sentences 7. Provision of services to address gender based violence: Caledonian Programme 8. Provision of services to address sexual offending behaviour |
| | Revenue £m Net | £27.258 | £3.270 |
| Capital 22/23 to 24/25 £m | £15.283 | £0 | £0 |
| FTE | 10.40 | 30.38 | 28.60 |
| Statutory Functions | 1. Make necessary inquiries and investigations to establish whether or not an adult is at risk of harm (Adult Support and Protection (Scotland) Act 2007) 2. Duty to promote social welfare (Social Work (Scotland) Act 1968) 3. Facilitate the person's dignity and participation in the life of the community (Social Care (Self-directed Support (Scotland) Act 2013) 4. Supervise welfare guardians; investigate complaints about the exercise of welfare powers; investigate adults at risk; provide information and advice within welfare functions (Adults with Incapacity (Scotland) Act 2000) | 1. Make necessary inquiries and investigations to establish whether or not an adult is at risk of harm (Adult Support and Protection (Scotland) Act 2007) 2. Make necessary inquiries to establish whether or not a child is at risk of harm (National Guidance for Child Protection in Scotland, Children (Scotland) Act 1995, Children and Young People (Scotland) Act 2014, Adult Support and Protection (Scotland) Act 2007). 3. Duty to promote social welfare (Social Work (Scotland) Act 1968) 4. Facilitate the person's dignity and participation in the life of the community (Social Care (Self-directed Support (Scotland) Act 2013) 5. Supervise welfare guardians; investigate complaints about the exercise of welfare powers; investigate adults at risk; provide information and advice within welfare functions (Adults with Incapacity (Scotland) Act 2000) 6. Domestic Abuse (Scotland) act 2018, Antisocial Behaviour (Scotland) Act 2004, Community Justice (Scotland) Act 2016, Victims and Witnesses (Scotland) Act 2014, Human Trafficking and Exploitation Act (Scotland) 2015, Female Genital Mutilation (Protection and Guidance) Scotland Bill 2014, Vulnerable Witness Bill, Forced Marriage (Scotland) Act 2011, Alcohol etc. (Scotland) Act 2010. | The local authority has a duty under the Social Work (Scotland) Act 1968 to: 1. Act on behalf of Scottish Courts to: a. supervise offenders who have been made subject to a community disposal. b. provide criminal justice social work and other reports to courts to assist with sentencing decisions. 2. Provide Voluntary Throughcare to prisoners not subject to statutory throughcare supervision on release, who request such a service while in custody or within 12 months of release. 3. Provide Reports to Scottish Ministers to inform decisions relating to release on Statutory Throughcare Licences, Prisoners and Criminal proceedings (Scotland) Act 1993 4. Supervise Offenders liberated and subject to Statutory Throughcare Requirements 5. Provide the Procurator Fiscal with information and supervise, provide advice, guidance and assistance to those charged with, but not prosecuted for, any offence and are referred to the local authority by the Procurator Fiscal or the Lord Advocate |
| Latest Performance | <ul style="list-style-type: none"> Average monthly caseload, across the service, in 2021/22 was 1037 service users 78% of Adults (aged 65+ yrs) received care at home compared to a care home / residential setting as at end of 2022. (Mar 201= 78%) *no data was available for Q4 21/22 so the figure provided is from Q1 - Q3 80.1% of Adults are satisfied with their services and support had an impact on the quality of their life. Spend on care <ul style="list-style-type: none"> £19.81 per hour of care was spent providing care to support older people to live at home (2020/21 LGBF (Scotland - £27.65). £451 per person per week was spent providing residential care for older people (2020/21 LGBF (Scotland - £439). | <ul style="list-style-type: none"> 1,282 reported incidents of domestic abuse during 2020/21 (Apr-Mar) (1,129 in 2019/20). 74% of clients (Adults) felt safer upon exit from Domestic Abuse Support Services (2020/21). 261 Adult Protection Referrals were received during 2021/22 (May-Apr). 460 Child Protection IRDs undertaken in 2021/22 (May-Apr). 42% of Young People who responded to the child's survey said they felt safer as a result of intervention (Q2 21/22). | <ul style="list-style-type: none"> Data for 2021/22 * <i>data not signed off yet</i> <ul style="list-style-type: none"> No. of court Reports: 256 (CJSWR + Supplementary Reports)* No. of CPOs imposed: 176* UPW Hours Issued for above CPOs: 14,625* |
| Key Priorities 22/23 | 1. Delivery of HSCP Strategic Implementation Plan 2. Design Digital Transformation strategy 3. Commissioning: Create market positioning statement and commissioning strategy 4. Progress the shift in the balance of care through HSCP Older People's pathways 5. Re-establish the core resourcing / budget for Social Work and Social Care in context of post CV-19 6. Embedding of Locality Modelling / progress towards integrated, multi-sector, multi disciplinary teams 7. Review and re-design of Social Care Charging policy in light of reports on a National Care Service approach 8. Establish new contract for Care at Home provision - partnership/collaborative contracting 9. STRATA - referral management system to be integrated with SBC, NHS and Third Sector 10. Extra Care Housing to be fully tenanted 11. Quality and Monitoring Performance standards to be agreed 12. SBC Social Work Policy and Proactive Guidance to be updated 13. COVID 19 Recovery plan 14. Initiate Operational response for Emergency Planning | 1. Provide secretariat support for the delivery of CONTEST Prevent and Serious and Organised Crime delivery within SBC - Incorporated into the Community Safety Policy Officer role. 2. Absorb the police and fire authority liaison function and provide support to the scrutiny meetings. 3. Integrate the Homeless Service into the wider Safer Communities Team structure. | 1. The Justice Service to refine its position within the Public Protection framework, to ensure robust governance and oversight. 2. To ensure delivery of MAPPA arrangements are not compromised, following the implementation of new MAPPA guidance. Expected to be issued Spring 22. 3. To embed the delivery of the Caledonian Men's Programme in house. Ensuring Performance Reports are fit for purpose and inform the National Data Base. 4. Statutory social work service delivery remains in line with legislation and correlates with the Scottish Borders Community Justice Local Outcomes Plan 5. To utilise Covid Recovery Funding for Justice Services, to create innovative and sustainable service provision with the 3rd sector that drives improved outcomes for individuals in the justice system. 6. Review and extend the Works+ contract to develop and deliver a long term employability programme with all justice service users 7. To further develop and embed an identified model of delivery for DTTO, following disaggregation from Borders Addiction Service, 31st march 2022. 8. To embed a blended; more mobile style of working, where appropriate, within the service. 9. To develop and agree a suite of Information Sharing Agreements with partners including Police Scotland and NHS Borders: BAS. |

SERVICE OVERVIEW:

SOCIAL WORK & PRACTICE

PUBLIC HEALTH

1. Mental Health Improvement and Suicide Prevention Action Plan.
2. Wellbeing Service - 1:1 support with emotional wellbeing and lifestyle
3. Training and capacity building
4. 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 (child healthy weight, Breastfeeding Support Service; maternal and infant nutrition; Healthy Living Network; Diversity Week; CCard;)

Key Services

MENTAL HEALTH

1. Responsibility for planning and delivery of Mental Health functions is delegated to the Scottish Borders Health and Social Care Partnership.
2. 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 inpatient wards (x2)
3. Commissioned services from the third sector including Housing Support, rehabilitation and early intervention (Local Area Coordination (LACS) & recovery support and Day Service in Gala
4. Mental Health Officer Services compliant with MH Act legislation including Guardianships, and Mental Health Act assessments.

LEARNING DISABILITIES

1. Responsibility for planning and delivery of Learning Disability functions is delegated to the Scottish Borders Health and Social Care Partnership.
2. Learning Disability Services fully integrated across Health and Social Care with an integrated management structure
3. 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
4. Grant funding for Social Enterprises creating training and employability support for adults with a learning disability.
5. 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
6. Local Area Coordination is provided to wherever possible enable people to learn independent living skills and connect with the community with sign posting to avoid reliance upon commissioned services.
7. Project Search developed together with NHS Borders and Borders College to deliver an annual employment training programme (50% of students gain permanent employment who attend the programme)

Revenue £m Net

£0.093

£1.956

£17.801

Capital 22/23 to 24/25 £m

£0

£0

£0

FTE

1.40

23.32

30.06

Statutory Functions

None

1. Promote well-being and social development; Appoint mental health officers & ensure work is designed; Inquire and obtain warrants; Assess needs for community care services; secure availability of independent advocacy services (Mental Health (Care and Treatment)(Scotland) Act 2003)
2. Make necessary inquiries and investigations to establish whether or not an adult is at risk of harm (Adult Support and Protection (Scotland) Act 2007)
3. Facilitate the person's dignity and participation in the life of the community (Social Care (Self-directed Support)(Scotland)Act 2013)

1. Make necessary inquiries and investigations to establish whether or not an adult is at risk of harm (Adult Support and Protection (Scotland) Act 2007)
2. Duty to promote social welfare (Social Work (Scotland) Act 1968)
3. Facilitate the person's dignity and participation in the life of the community (Social Care (Self-directed Support)(Scotland)Act 2013)
4. 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)

Latest Performance

- Crude Diabetes prevalence (includes Children): **6.1% (Borders Health Board area)**; 5.7% (Scottish Average) Source: <https://www.sci-diabetes.scot.nhs.uk/#borders>
- 2018-20 Life Expectancy At Birth: (Source: National Records of Scotland)
 - **Scottish Borders: 82.1 years (females) and 78.6 (males)**
 - Scotland: 81.0 (females) and 76.8 (males)
- 66% of Scottish Borders' adults are **overweight**. (65% Scotland). Source: Scottish Health Survey 2018 (2014-17 rolling average).

- **124** MHO Assessments undertaken in 2021/22 (154 in 2020/21)

| | 2020/21 | 2021/22 |
|--|---------|---------|
| Emergency Detention Assessments | 50 | 36 |
| Short Term Detention Assessments | 101 | 81 |
| Compulsory Treatment Order Applications Completed | 27 | 30 |

- **25** adults with learning disabilities were in employment (4.5% of total adults, Scotland = 4.1%) (2019)

| | Open employment | Non-open employment | In employment, type not specified | Self employment | Total adults in employment | Not in employment | Not known | Total in employment as % of all adults | All adults |
|------------------|-----------------|---------------------|-----------------------------------|-----------------|----------------------------|-------------------|-----------|--|------------|
| Scottish Borders | 7 | 5 | 11 | 5 | 28 | 173 | 357 | 4.5% | 555 |
| Scotland | 390 | 244 | 310 | 12 | 956 | 10483 | 12145 | 4.1% | 23584 |

- Number of adults with learning disabilities known to local authorities per 1,000 population - **Scottish Borders = 5.8** (Scotland = 5.2) (2019)

Key Priorities 22/23

1. Mental health improvement and suicide prevention action plan as key service.
2. Alcohol and drug third sector services

1. Deliver more suitable core and cluster housing
2. Identify a more localities based recovery focussed community support service that's complementing other community services already available
3. Provide improved integration of mental health social work into community mental health teams including enhanced professional practice support

1. Review of Day Services and implementation of new service model
2. Delivery of Shared Lives Contact (year 3 of contract)
3. Return of high cost placement to the Borders - Develop business case for Tweedbank Supported Living Service
4. Manage volume of services delivered to meet need
5. Review of respite care services available

SERVICE OVERVIEW:

SOCIAL WORK & PRACTICE

| | ADULTS WITH PHYSICAL/SENSORY DISABILITIES | GENERIC SERVICES | CHILDREN & FAMILIES SOCIAL WORK |
|----------------------------------|--|---|--|
| Key Services | <p>Responsibility for planning and delivery of Disability functions is delegated to the Scottish Borders Health and Social Care Partnership.</p> <ol style="list-style-type: none"> Social Work services for adults & older people Carer support services Community care assessment team Respite provision Occupational therapy services Commissioned services including delivery of day services Hospital discharge Re-ablement service Provision of equipment & telecare Homecare Housing support Informal support ,info & signposting | <ol style="list-style-type: none"> Responsibility for planning and delivery of all Generic Services is delegated to the Scottish Borders Health and Social Care Partnership Generic Services cover a range of additional care & support services, service planning and management and locality staff teams 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 | <ol style="list-style-type: none"> Duty/Intake Team – initial response to referrals to the Service proportionate to the level of concern. Includes investigating concerns that children may be at significant risk of harm. Short term pieces of work with children and their families for up to 3 months duration. Long Term Teams – 4 teams based in Galashiels, Hawick, Peebles and Duns. Provide lead professionals (social workers) who offer comprehensive service for looked after children, children on the child protection register and those at high risk of becoming so. Also include social workers who work exclusively with children affected by disabilities and their families. Resources Team – recruitment and support of foster carers and prospective adopters and assessment of kinship carers. Includes Wheatlands residential provision and satellite unit for young people in transition to independent living. Throughcare and Aftercare Team – assessment, planning and support services to young people who were previously looked after and are now in continuing care and independent living. Includes Albert Place supported accommodation (in partnership with SBHA). Youth Justice Team – specialist assessment and support to young people who have offended and their families. Commissioned/purchased services – includes residential respite and day respite for children affected by disabilities provided by Aberlour Child Care Trust and the Sustain Service for children and young people at risk of becoming looked after (also provided by Aberlour) – funding not confirmed for 2020-21 for the latter service. Purchasing of foster placements from independent providers and high cost placements for children and young people who require intensive support in a residential setting (often including education). |
| Revenue £m Net | £2.533 | £6.958 | £15.021 |
| Capital 22/23 to 24/25 £m | £0 | £0 | £0 |
| FTE | 0.00 | 90.29 | 119.41 |
| Statutory Functions | <ol style="list-style-type: none"> 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) | | <ol style="list-style-type: none"> The Children and Families Social Work Service is designed to ensure that the specific statutory duties placed on the Council that relate to the safety and wellbeing of children and young people are undertaken. The relevant legislation is mainly included in the Children (Scotland) Act 1995, the Adoption and Children (Scotland) Act 2007, the Children's Hearings (Scotland) Act 2001 and the Children and Young People (Scotland) Act 2014. The service does not have the capacity to contribute to "non-statutory" early intervention work with children and their families. |
| Latest Performance | <ul style="list-style-type: none"> 421 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 22) 563 individuals registered with a Visual Impairment (at March 2022) of which: <ul style="list-style-type: none"> 282 are registered with Severely Sight Impaired status 281 are registered with Sight Impaired status | <ul style="list-style-type: none"> n/a | <ul style="list-style-type: none"> 191 looked after children and young people (end of Q4 2021/22) 50 children and young people were on the Child Protection Register (end of Q4 2021/22) 65% of looked after young people (12+) were living within a community family based placement at end of Q4 2021/22. 81% across all age groups. <p>How do we compare to others? (2020/21)</p> <ul style="list-style-type: none"> Spend on residential accommodation for looked after children (£/child/week): Scottish Borders = £3,612 (Scotland = £4,380) Spend on fostering/family placements for looked after children (£/child/week): Scottish Borders = £371 (Scotland = £382) |
| Key Priorities 22/23 | <ol style="list-style-type: none"> Implement Physical Disability Strategy 2018 Empowerment of the PD community to engage in public services and communities. This will include: <ul style="list-style-type: none"> a) Advising and supporting services and communities to be more physically disability aware and better placed to respond positively to people who have a physical disability b) Engaging in relevant planning and development groups to advise planners and strategists on what would make a positive impact on people with physical disabilities. c) Identifying those issues that will not be changed without national involvement or structural change and investment | <ol style="list-style-type: none"> Delivery of statutory Social Work functions for Adults Services and the provision of Professionally Qualified staff across the Scottish Borders Work with funds to enhance clients outcomes using technology and tele-health solutions Provide a financial base for staff and complex multi-service clients | <ol style="list-style-type: none"> Review service and commissioned/purchased services to ensure "fit for purpose" service Review performance management to include more analysis and outcomes-focus Review and revise our approach to planning for children who require adoption or permanent placements out with their birth families, including improved support to kinship and foster carers: no additional funding Continue to develop initiatives aimed at improving our recruitment and retention of social workers and first line managers Develop the use of Self-directed Support across Children and Families Social Work Implement Scottish Child Interview Model: no additional funding Develop and implement C&FSW Recovery strategy and action plan Ensure that all Children and Families Social Work staff will be aware of the Promise and its key findings by way of awareness raising sessions Develop a Champions' Board for looked after and care experienced children and young people in the Scottish Borders to ensure that looked after and care experienced children and young people have the opportunity to be listened to and have active involvement in all areas of decision making which affects their lives Develop and implement a Kinship Care action plan to improve and develop services for children and young people in kinship care and for kinship carers: £30,000 one-year funding Implement love and relationship based approach to care, focusing on improving relationship based care and practice within residential services in the Scottish Borders will be developed Implement Getting it Right for Brothers and Sisters Service in partnership with Children 1st - funding via Corra Foundation: £80,000 per annum over 2 years Implement support services for unaccompanied asylum seeking children: funding provided via Home Office for individual young people, and to be utilised to develop support services |

SERVICE OVERVIEW:

SOCIAL WORK & PRACTICE

Matching Unit

Key Services

1. To match and source packages of care
2. Coordination of care across partners to facilitate effective resource utilisation
3. Maintenance of waiting list
4. Partnership working with start to facilitate discharges and monitor hospital admissions
5. Manage increases and decreases of PoC
6. Partnership working with CCRT to complete reviews
7. Ensure all paperwork is accurate and up to date for all providers
8. In partnership with Home Care, management of schedulers to ensure planned care is

Revenue £m Net

£0

Capital 22/23 to 24/25 £m

£0

FTE

0

Statutory Functions

SBC has a statutory duty to:
- secure the provision of adequate care provision for all persons resident in their area requiring care

Latest Performance

- **swapped packages** – starting to record and report the increase POC monthly for each locality and aim to gain an increase of 5% of POC care sourced when swapping POC with providers to gain additional care hours. Utilise return of hours by 80% to reuse for New POC sourced
- sourced Packages of Care – **1203**

Key Priorities 22/23

1. Work with localities to utilise care provider provision effectively by realigning clients within set areas to a fewer number of providers to increase capacity.
2. Take a more proactive approach in managing the waiting list and highlighting issues to SW and reduce the number of clients waiting too long
3. Managing waiting list to ensure it accurately reflects client need

Revenue Financial Plan 2022/23 - 2026/27

Social Work & Practice

| Social Work & Practice by Service | 2022/23 £'000 | 2023/24 (Provisional) £'000 | 2024/25 (Provisional) £'000 | 2025/26 (Provisional) £'000 | 2026/27 (Provisional) £'000 | Total £'000 |
|--|--------------------------|--|--|--|--|------------------------|
| Child Protection | 214 | 219 | 223 | 227 | 232 | 1,114 |
| Children & Families Social Work | 15,021 | 15,178 | 15,369 | 15,563 | 15,762 | 76,893 |
| Adult Protection | 367 | 372 | 379 | 386 | 393 | 1,896 |
| Emergency Duty Team | 320 | 327 | 334 | 341 | 348 | 1,671 |
| Quality Improvement | 448 | 454 | 461 | 468 | 475 | 2,306 |
| Services in Criminal Justice System | 1,229 | 1,229 | 1,229 | 1,229 | 1,229 | 6,146 |
| Safer Communities | 1,921 | 1,881 | 1,908 | 1,937 | 1,965 | 9,612 |
| Older People | 27,258 | 29,846 | 32,450 | 35,306 | 37,532 | 162,394 |
| Joint Learning Disability | 17,801 | 17,560 | 17,137 | 17,168 | 17,199 | 86,865 |
| Joint Mental Health | 1,956 | 1,977 | 1,995 | 2,014 | 2,033 | 9,975 |
| People with Physical Disabilities | 2,533 | 2,533 | 2,533 | 2,533 | 2,533 | 12,663 |
| Generic Services | 6,958 | 7,068 | 7,165 | 7,261 | 7,360 | 35,812 |
| Public Health | 93 | 94 | 95 | 97 | 99 | 479 |
| Total | 76,119 | 78,739 | 81,279 | 84,530 | 87,160 | 407,827 |

| Social Work & Practice by Budget Head | 2022/23 £'000 | 2023/24 (Provisional) £'000 | 2024/25 (Provisional) £'000 | 2025/26 (Provisional) £'000 | 2026/27 (Provisional) £'000 | Total £'000 |
|--|--------------------------|--|--|--|--|------------------------|
| Employee Costs | 15,100 | 15,441 | 15,778 | 16,124 | 16,478 | 78,919 |
| Premises Related Expenditure | 188 | 190 | 193 | 195 | 198 | 964 |
| Transport Related Expenditure | 233 | 233 | 233 | 233 | 233 | 1,164 |
| Supplies & Services | 742 | 1,692 | 2,721 | 3,751 | 4,780 | 13,687 |
| Third Party Payments | 66,413 | 67,740 | 68,911 | 70,784 | 72,028 | 345,875 |
| Transfer Payments | 6,368 | 6,368 | 6,368 | 6,368 | 6,368 | 31,838 |
| Internal Recharges | 146 | 146 | 146 | 146 | 146 | 732 |
| Capital Financing Costs | 0 | 0 | 0 | 0 | 0 | 0 |
| | 89,190 | 91,810 | 94,350 | 97,601 | 100,231 | 473,180 |
| Income | (13,071) | (13,071) | (13,071) | (13,071) | (13,071) | (65,353) |
| Total | 76,119 | 78,739 | 81,279 | 84,530 | 87,160 | 407,827 |

Social Work & Practice

Child & Adult Protection, Emergency Duty, Quality Improvement, Criminal Justice, Safer Communities, Older People, Learning Disability, Mental Health, Physical Disability, Generic Services, Public Health, Children & Families Social Work

| Capital Investment | 3 year operational £'000 | 7 year strategic £'000 | TOTAL £'000 | Est. External Funding £'000 | Est. SBC Contribution £'000 | Detail |
|---|-----------------------------|---------------------------|----------------|--------------------------------|-----------------------------------|--|
| Care Inspectorate Requirements (Older People) | 122 | 301 | 423 | 0 | 423 | Residential Care Home works in order to deliver specific recommendations identified within the Care Inspectorate inspections |
| Residential Care Accommodation Replacement | 15,161 | 8,472 | 23,633 | 0 | 23,633 | Two new proposed multipurpose Residential Care Homes in Tweedbank and Hawick |
| Total Investment | 15,283 | 8,773 | 24,056 | 0 | 24,056 | |

| Revenue Opening Position | 2022/23 £'000 | 2023/24 £'000 | 2024/25 £'000 | 2025/26 £'000 | 2026/27 £'000 |
|--|------------------|------------------|------------------|------------------|------------------|
| Base Budget (approved 19th March 2021) | 63,820 | 76,119 | 78,739 | 81,279 | 84,530 |
| Permanent Virements | 2,444 | 0 | 0 | 0 | 0 |
| Revised Base Budget | 66,264 | 76,119 | 78,739 | 81,279 | 84,530 |

| Budget Pressures | Base Budget £'000 | 2022/23 £'000 | 2023/24 £'000 | 2024/25 £'000 | 2025/26 £'000 | 2026/27 £'000 | Detail |
|--|----------------------|------------------|------------------|------------------|------------------|------------------|---|
| Workforce budget adjustments | 14,427 | 433 | 355 | 337 | 346 | 354 | To provide for pay award at 2% each year pending national pay negotiations, NI rate change from 2022/23 and SJC pension increase of 0.5% from 2023/24 |
| Non-pay inflation | 145 | 3 | 3 | 3 | 3 | 3 | To allow for anticipated inflationary increases |
| Borders Care & Repair Contract | 481 | 1 | 1 | 2 | 0 | 0 | To allow for small inflationary increases to external contracts |
| Older People, young adults with learning / physical disabilities / mental health demographic increases | 40,244 | 1,029 | 1,029 | 1,029 | 1,029 | 1,029 | Forecast additional cost of people needing support |
| COSLA Residential Care Home Contract (Older People) | 9,375 | 362 | 375 | 388 | 402 | 402 | Increase COSLA Care Home Contract by 3.5% p.a. |
| Extra Care Housing (ECH) - Dementia Unit Running Costs | 2,636 | 0 | 550 | 550 | 0 | 0 | Anticipated care costs in relation to the two new care homes at Tweedbank and Hawick |
| Extra Care Housing Developments (Todlaw, Duns) - Running costs | 2,636 | 33 | 0 | 0 | 0 | 0 | Net running costs associated with new ECH developments at Todlaw, Duns, part year effect post opening in 2021/22 |
| Extra Care Housing Developments (Langhaugh, Galashiels) - Running costs | 2,636 | 42 | 0 | 0 | 0 | 0 | Net running costs associated with new ECH developments at Langhaugh, Galashiels, part year effect post opening in 2021/22 |
| Rapid Rehousing funded by Scottish Government (SG) | 166 | (1) | 0 | (165) | 0 | 0 | Provided as part of SG Settlement |
| Mobile CCTV units | 0 | 50 | (50) | 0 | 0 | 0 | Purchase of mobile CCTV units to support Police Community Action Team activity and respond flexibly to communities' safety concerns |
| Children & Families respite pilot | 0 | 30 | (30) | 0 | 0 | 0 | Extend 2021/22 pilot for a further year |
| Foster, Kinship and Through Care Fees and Allowances Uplift | 2,589 | 51 | 52 | 53 | 54 | 55 | Fees and Allowances uplift of 2% per annum |
| Extra Care Housing Developments (Kelso) - Running costs | 2,636 | 292 | 302 | 0 | 0 | 0 | Net running costs associated with new ECH developments at Kelso, in line with capital plan and current care provision assumptions (planned completion 2022/23) |
| Extra Care Housing Developments (Eyemouth) - Running costs | 2,636 | 0 | 0 | 0 | 630 | 0 | Net running costs associated with new ECH developments at Eyemouth, in line with capital plan and current care provision assumptions (planned completion 2025/26) |
| Additional dementia care (Queens House) | 9,378 | 8 | 8 | 8 | 0 | 0 | Additional dementia beds in Queens House commissioned for 5 years |
| Safer Communities | 1,233 | (10) | 0 | 0 | 0 | 0 | Mainstreaming of Domestic Abuse Service from July 2020 on cessation of external funding. Final year of proposed changes 2022/23 |
| Shared Lives (Learning Disability) | 13,927 | 57 | 0 | 0 | 0 | 0 | Shared lives external providers management fee |

Social Work & Practice

Child & Adult Protection, Emergency Duty, Quality Improvement, Criminal Justice, Safer Communities, Older People, Learning Disability, Mental Health, Physical Disability, Generic Services, Public Health, Children & Families Social Work

| Budget Pressures | Base Budget £'000 | 2022/23 £'000 | 2023/24 £'000 | 2024/25 £'000 | 2025/26 £'000 | 2026/27 £'000 | Detail |
|---|----------------------|------------------|------------------|------------------|------------------|------------------|---|
| SG Settlement Funding | 0 | 6,419 | 0 | 0 | 0 | 0 | SG Settlement £8.61m is Scottish Borders Council's (SBC) share of £323.4m provided nationally. £15m Free Personal Care, £144m Living Wage, £20.4m Carer's Act, £124m Care at Home & £20m Interim Care with £2.191m SW&P demand pressures to be funded. A further share of £200m is committed in the Budget to be distributed in 2022/23. SW&P are now developing operational plans to deliver on this policy intent |
| Real Living Wage in Scotland | 0 | 787 | 787 | 787 | 787 | 787 | Funding to provide for real Living Wage in Scotland paid by care providers to their staff |
| Undeliverable Learning Disability savings | 17,337 | 780 | 0 | 0 | 0 | 0 | Removal of undeliverable Learning Disability savings |
| Meals at Home | 102 | 4 | 0 | 0 | 0 | 0 | Increased costs for Apetito contract |
| Total Pressures | | 10,370 | 2,909 | 2,992 | 3,251 | 2,630 | |

Social Work & Practice

Child & Adult Protection, Emergency Duty, Quality Improvement, Criminal Justice, Safer Communities, Older People, Learning Disability, Mental Health, Physical Disability, Generic Services, Public Health, Children & Families Social Work

| Savings Proposals | Base Budget £'000 | 2022/23 £'000 | 2023/24 £'000 | 2024/25 £'000 | 2025/26 £'000 | 2026/27 £'000 | Detail |
|--|----------------------|------------------|------------------|------------------|------------------|------------------|--|
| Review of Care Packages (Older People and Learning Disability) | 13,000 | (130) | 0 | 0 | 0 | 0 | Robust reviewing of Care Packages utilising external consultation to undertake the review and standardise the approach across Older People and Learning Disability. A reduction in FTE is not likely as a result of this scheme |
| Review of Day Care Services (Learning Disability) | 2,168 | (75) | (75) | 0 | 0 | 0 | Review and re-provide for client needs, as appropriate. The review will engage stakeholders and benchmark service provision with other local authorities in Scotland and propose alternative service provision. This will include the new digital strategy to support providing services in different ways to reduce isolation and increase social interaction. This is likely to be a change from building to community based workplace and no FTE impact is expected |
| Hawick Community Support Service Recommissioning (Learning Disability) | 446 | (80) | 0 | 0 | 0 | 0 | Recommissioning of the service with a suitable external provider to meet the client needs in a more efficient and effective manner, thereby realising financial savings with little or no disruption to the client base |
| Complex Care (Learning Disability) | 13,926 | 0 | 0 | (252) | 0 | 0 | Service redesign by building a complex care facility within the Scottish Borders area to include repatriation of clients from other regions |
| Direct Payment Recoupment | 6,283 | 150 | 0 | 0 | 0 | 0 | Reduce the contingency of funding held by clients from 8 weeks to 4 weeks. Reinstatement in 2022/23 of the temporary saving realised in 2021/22 |
| Locality Working (Older People and Learning Disability) | 1,575 | (150) | 0 | 0 | 0 | 0 | Roll out of the Locality Model of working. Providing support to communities through a single point of contact and working collaboratively with third sector. This improved integrated partnership model will provide improved support to communities and deliver the SBC Community Plan and financial efficiencies. No FTE impact is expected from this scheme as staffing will be redistributed to meet needs |
| Shared Lives | 13,926 | (200) | (200) | (200) | 0 | 0 | Commissioning of Shared Lives Service to assist people to remain in a family setting, reducing reliance on out of Council placements and allowing clients to remain as independent as possible |
| Post-COVID-19 operating model | 119 | (13) | 0 | 0 | 0 | 0 | Savings from post-COVID-19 operating model in budgets across the Council such as travel, postage, stationery |
| Safer Communities - Homeless Service | 440 | (13) | (14) | 0 | 0 | 0 | Service review to identify FF24 transformational savings |
| Additional Fees & Charges | 102 | (4) | 0 | 0 | 0 | 0 | Income from fees & charges |
| Total Savings | | (515) | (289) | (452) | 0 | 0 | |

| Revenue Closing Position | 2022/23 £'000 | 2023/24 £'000 | 2024/25 £'000 | 2025/26 £'000 | 2026/27 £'000 |
|--------------------------|------------------|------------------|------------------|------------------|------------------|
| Base Budget 2022/23 | 76,119 | 78,739 | 81,279 | 84,530 | 87,160 |

SERVICE OVERVIEW:

EDUCATION & LIFELONG LEARNING

| | |
|----------------------------------|----------|
| REVENUE BUDGET NET £M | £115.987 |
| CAPITAL BUDGET 22/23 TO 24/25 £M | £132.204 |
| FTE | 1,778.79 |

EDUCATION & LIFELONG LEARNING

Key Services

- Deliver high quality Early Learning and Childcare (ELC) entitlement for all 3 and 4 year olds and eligible 1 and 2 year olds through schools and funded providers (contracted private, voluntary and childminders). Enabling Funding Follow the Child approach
- Providing education from 5-18 years
- Delivery of national policy and legal responsibilities
- Quality improvement of settings and schools
- Educational Psychology Service
- Continuous Professional Learning of staff
- Instrumental tuition
- Outdoor education
- Assessment and provision of support for children and young people with additional needs in mainstream education
- Enhanced specialist provision for children and young people with significant and complex needs
- Guarantor of Quality for ELC delivery, ensuring all providers meet the National Standard criteria and Scottish Borders delivery plan.
- Deliver other early years services: Supported Childminding Scheme; Support for non-funded Early years providers e.g. playgroups and childminders; Play Borders grant.
- Delivery of family learning and support: Early Years Centres; POPP and IV; PEEP; Welfare Benefits Officer
- Non formal and accredited learning opportunities for vulnerable young people, adults and communities
- Targeted interventions for disadvantaged communities
- Adult literacy, numeracy and ESOL programmes
- Contributing to Developing the Young Workforce and employability programmes
- Family Learning focused on Early Years and schools

| | |
|---------------------------|----------|
| Revenue £m Net | £115.987 |
| Capital 22/23 to 24/25 £m | £132.204 |
| FTE | 1,778.79 |

Statutory Functions

- Delivery of education from early years through to senior phase (mainstream and specialist) to meet individual needs and abilities.
- Identify, make provision for and review additional support needs for children and young people
- Deliver high quality Early Learning and Childcare (ELC) entitlement for all 3 and 4 year olds and eligible 2 year olds.
- Guarantor of Quality for ELC delivery, ensuring all providers meet National Standard criteria and Scottish Borders delivery plan.
- Providing support for improvement and monitoring compliance against the National Standard.
- Co-ordinate provision of Community Learning and Development across the Scottish Borders.
- Reduce inequalities of outcome
- Annual planning and reporting
- Fulfill duties under:
 - The Education (Scotland) Act 1980
 - Standards in Scotland's Schools etc. Act 2000
 - Children and Young People (Scotland) Act 2014
 - Education (Scotland) Act 2016
 - The Equality Act 2010
 - The Family Law (Scotland) Act 2006
 - Standard's in Scotland's Schools Act 2000
 - Getting it Right for Every Child (GIRFEC)

Latest Performance

- 13 primary school exclusion incidents in 2021/22 financial year (3 in 2020/21)
 - 77 secondary school exclusion incidents in 2021/22 financial year (47 in 2020/21)
- How do we compare to others?
- % of pupils attending their school (2020/21): **Scottish Borders = 93%** (Scotland = 92%)
 - Spend per pupil – primary schools (2020/21): **Scottish Borders = £5,619** (Scotland = £5,897)
 - Spend per pupil – secondary schools (2020/21): **Scottish Borders = £7,745** (Scotland = £7,629)
- Attainment (2020/21)
- % of secondary school pupils achieving 5+ awards at level 5: **Scottish Borders = 66%** (Scotland = 67%)
 - % of secondary school pupils achieving 5+ awards at level 6: **Scottish Borders = 43%** (Scotland = 41%)
 - % of pupils from deprived areas achieving 5+ awards at level 5: **Scottish Borders = 36%** (Scotland = 49%)
 - % of pupils from deprived areas achieving 5+ awards at level 6: **Scottish Borders = 15%** (Scotland = 23%)
 - % of pupils with positive destination after leaving school: **Scottish Borders = 95.5%** (Scotland = 95.5%)
- 280 FTE Pupil Support Assistants across Borders schools in 2020 (339 FTE in 2019)

Early Years - How do we compare to others?

- Spend per pupil – pre school (2020/21) **Scottish Borders = £9,664** (Scotland = £9,255)
- 89% of children were meeting developmental milestones in 2019/20 (87.8% in 2018/19) Scottish Average - 86%

All Learners Aged 9 - 65+ years

| | 2019/20 | 2020/21 | 2021/22 |
|---|---------|---------|---------|
| Number of learners | 685 | *274 | *347 |
| Number of learning programmes delivered | 817 | *321 | *412 |

| Number of learning programmes that lead to outcomes of | 2019/20 | 2020/21 | 2021/22 |
|--|---------|---------|---------|
| Increased employability | 147 | *31 | *75 |
| Increased health and wellbeing | 598 | *125 | *191 |
| Increased skills | 305 | *75 | *138 |
| Family outcomes | 284 | *63 | *55 |

| Number of learning programmes that lead to: | 2019/20 | 2020/21 | 2021/22 |
|--|---------|---------|---------|
| Progression to employment, further learning, volunteering or participation in a community activity | 400 | *113 | *148 |
| Accreditation (nationally recognised) | 204 | *46 | *98 |

NB: Due to the impact of Covid-19 in March, participation numbers are lower than expected. In addition, many learners who started a course of learning were unable to complete to a point where they could evidence achievement of outcomes or progression. * The figures for 2020/21 and 2021/22 are for 3 quarters only.

Key Priorities 22/23

- Respond to the opportunities of the **Scottish Attainment Challenge**, targeting resources where the poverty related attainment gap is greatest to deliver improved attainment in literacy and numeracy
- Deliver evidence based investment in high quality learning environments to support eligible families with 2 year olds, and future roll out of provision across all early years children
- Commence work with education partners and employers to develop employability pathways to enable young people to move successfully from education to employment
- Deliver 'Get into Summer 2022' for children and families of low income households which provides coordinated access to food, childcare and activities during the holidays
- Engagement with parents and carers to gather information leading to improved service delivery and a phased plan for extended childcare
- Completion of new pathway to ensure appropriate **Mental Health Services** and supports are in place
- Embark on a programme of curriculum reform incorporating **National and International (Organisation for Economic Co-Operation and Development – OECD) recommendations**
- Introduction of Parent Portal to improve digital customer access to services and information
- Develop a service directory which outlines available support for children and young people, families and professionals
- Identify 'Nurture Bases' in each locality to support primary school aged children with social and emotional difficulties
- Implement an Equity Strategy to target action and resource to address inequalities in attainment and achievement
- Complete an Engagement strategy which will focus on gathering and acting upon the views of children and young people and which enables young people to experience their rights as set out in the **United Nations Convention on the Rights of the Child (UNCRC)**
- Support development of digital skills and learning in our schools and our communities (including the Inspire Academy)
- Develop an action plan based upon agreed Health and Wellbeing census outcomes

Revenue Financial Plan 2022/23 - 2026/27

Education & Lifelong Learning

| Education & Lifelong Learning by Service | 2022/23 £'000 | 2023/24 (Provisional) £'000 | 2024/25 (Provisional) £'000 | 2025/26 (Provisional) £'000 | 2026/27 (Provisional) £'000 | Total £'000 |
|---|--------------------------|--|--|--|--|------------------------|
| Early Years | 18,362 | 18,664 | 18,973 | 19,288 | 19,610 | 94,896 |
| Primary Schools | 29,732 | 30,319 | 30,917 | 31,528 | 32,150 | 154,646 |
| Secondary Schools | 41,338 | 42,295 | 41,929 | 41,093 | 42,356 | 209,012 |
| Additional Support Needs | 12,140 | 12,384 | 12,632 | 12,885 | 13,144 | 63,183 |
| Educational Psychology | 713 | 725 | 737 | 749 | 761 | 3,684 |
| Central Schools | 7,385 | 7,351 | 7,448 | 7,547 | 7,647 | 37,379 |
| School Meals | 1,756 | 1,756 | 1,756 | 1,756 | 1,756 | 8,781 |
| School Transport | 3,594 | 3,594 | 3,594 | 3,594 | 3,594 | 17,970 |
| Community Learning & Development | 968 | 994 | 1,020 | 1,047 | 1,074 | 5,103 |
| Total | 115,987 | 118,081 | 119,006 | 119,487 | 122,093 | 594,654 |

| Education & Lifelong Learning by Budget Head | 2022/23 £'000 | 2023/24 (Provisional) £'000 | 2024/25 (Provisional) £'000 | 2025/26 (Provisional) £'000 | 2026/27 (Provisional) £'000 | Total £'000 |
|---|--------------------------|--|--|--|--|------------------------|
| Employee Costs | 87,917 | 89,682 | 91,607 | 93,570 | 95,572 | 458,349 |
| Premises Related Expenditure | 244 | 246 | 247 | 248 | 37 | 1,022 |
| Transport Related Expenditure | 5,080 | 5,080 | 5,080 | 5,080 | 5,080 | 25,401 |
| Supplies & Services | 20,815 | 21,151 | 21,495 | 21,851 | 22,156 | 107,468 |
| Third Party Payments | 5,852 | 5,852 | 5,852 | 5,852 | 5,852 | 29,261 |
| Transfer Payments | 704 | 704 | 704 | 704 | 704 | 3,518 |
| Internal Recharges | 0 | 0 | 0 | 0 | 0 | 0 |
| Capital Financing Costs | 0 | 0 | 0 | 0 | 0 | 0 |
| | 120,613 | 122,715 | 124,985 | 127,305 | 129,402 | 625,019 |
| Income | (4,625) | (4,633) | (5,979) | (7,818) | (7,309) | (30,366) |
| Total | 115,987 | 118,081 | 119,006 | 119,487 | 122,093 | 594,654 |

Education and Lifelong Learning

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

| Capital Investment | 3 year operational £'000 | 7 year strategic £'000 | TOTAL £'000 | Est. External Funding £'000 | Est. SBC Contribution £'000 | Detail |
|-------------------------|-----------------------------|---------------------------|----------------|--------------------------------|-----------------------------------|---|
| Early Years Expansion | 3,000 | 0 | 3,000 | (3,000) | 0 | Delivery of Early Years provision |
| Eyemouth Primary School | 10,762 | 4,000 | 14,762 | 0 | 14,762 | Delivery of new Primary School at Eyemouth |
| Earlston Primary School | 11,222 | 0 | 11,222 | 0 | 11,222 | Delivery of new Primary School at Earlston |
| Earlston GP Surgery | 1,763 | 0 | 1,763 | (1,763) | 0 | Delivery of GP surgery at new Primary School at Earlston. Will be funded by NHS Borders |
| Galashiels Academy | 45,800 | 7,935 | 53,735 | 0 | 53,735 | Delivery of new High School in Galashiels |
| Hawick High School | 9,961 | 38,039 | 48,000 | 0 | 48,000 | Delivery of new High School in Hawick |
| Peebles High School | 43,500 | 961 | 44,461 | (3,229) | 41,232 | £3m insurance contribution to a new Peebles High School |
| Inspire Academy | 453 | 0 | 453 | 0 | 453 | Delivery of Inspire Academy training facility at Tweedbank linked to the Council gaining Apple Professional Learning Provider status, one of only two such organisations with this status in the UK |
| School Estate Block | 5,743 | 12,530 | 18,273 | (1,000) | 17,273 | Programme of works across the school estate to enhance learning environments, ensure compliance with a range of legislation in relation to health and safety, care inspectorate, environmental health and Insurers and to enable improvement of safety in schools |
| Total Investment | 132,204 | 63,465 | 195,669 | (8,992) | 186,677 | |

| Revenue Opening Position | 2022/23 £'000 | 2023/24 £'000 | 2024/25 £'000 | 2025/26 £'000 | 2026/27 £'000 |
|--|------------------|------------------|------------------|------------------|------------------|
| Base Budget (approved 19th March 2021) | 110,774 | 115,987 | 118,081 | 119,006 | 119,487 |
| Permanent Virements | 305 | 0 | 0 | 0 | 0 |
| Revised Base Budget | 111,079 | 115,987 | 118,081 | 119,006 | 119,487 |

| Budget Pressures | Base Budget £'000 | 2022/23 £'000 | 2023/24 £'000 | 2024/25 £'000 | 2025/26 £'000 | 2026/27 £'000 | Detail |
|---|----------------------|------------------|------------------|------------------|------------------|------------------|---|
| Workforce budget adjustments | 84,190 | 2,237 | 1,890 | 1,925 | 1,963 | 2,002 | To provide for pay award at 2% each year pending national pay negotiations, NI rate change from 2022/23 and SJC pension increase of 0.5% from 2023/24 |
| Non-pay inflation | 81 | 2 | 2 | 2 | 2 | 2 | To allow for anticipated inflationary increases |
| Pupil Equity Fund | 1,764 | (1) | 0 | 0 | 0 | 0 | Slight reduction in Scottish Government (SG) funding |
| Unitary Charge Public-Private Partnership (PPP) Schools | 14,398 | 429 | 335 | 344 | 355 | 305 | Contractual inflationary increase required for the 5 High Schools built with PPP funding. RPI rate of 4.0% in 2022/23 and 4.0% thereafter |
| Wipes in Secondary schools | 520 | (520) | 0 | 0 | 0 | 0 | Required COVID-19 mitigation measure in schools 2021/22 not required 2022/23 |
| Masks in schools | 28 | (28) | 0 | 0 | 0 | 0 | Required COVID-19 mitigation measure in schools 2021/22 not required 2022/23 |
| Reduce 1+2 languages | 48 | (24) | 0 | 0 | 0 | 0 | Change in funding from Scottish Government as programme is mainstreamed |
| School Clothing Grant | 372 | 120 | 0 | 0 | 0 | 0 | Increased funding from Scottish Government |
| Early Learning & Childcare expansion | 12,146 | (649) | 0 | 0 | 0 | 0 | Reduction in specific grant as per Scottish Government settlement |
| Early Learning & Childcare Deferral Pilot Scheme | 0 | 500 | 0 | 0 | 0 | 0 | Funding for Pilot Deferral Scheme for August to December birthdays |
| School Transport inflation | 3,442 | 285 | 0 | 0 | 0 | 0 | Inflation relating to new school transport contracts |
| Additional teaching and support staff | 57,038 | 2,863 | 0 | 0 | 0 | 0 | Specific Scottish Government funding for teachers 49 FTE and support staff 26 FTE in primary & secondary schools |
| Total Pressures | | 5,214 | 2,227 | 2,271 | 2,320 | 2,309 | |

Education and Lifelong Learning

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

| Savings Proposals | Base Budget £'000 | 2022/23 £'000 | 2023/24 £'000 | 2024/25 £'000 | 2025/26 £'000 | 2026/27 £'000 | Detail |
|--|----------------------|------------------|------------------|------------------|------------------|------------------|--|
| Increased fees & charges - General inflationary increase to Lets | (163) | (6) | (6) | 0 | 0 | 0 | Income from fees & charges |
| Increases to fees for non-funded childcare | (28) | (16) | (2) | 0 | 0 | 0 | Charges for SBC provided Out of School club and non-funded childcare have not increased for several years. Initial £0.80 increase per hour in 2022/23 and further £0.50 per hour in 2023/24 |
| Central Schools | 1,562 | (125) | (125) | 0 | 0 | 0 | Review of departmental management, quality assurance and non-DSM structure and resources will continue in 2022/23. Intention is to create a focused and fit-for-purpose structure providing strategic leadership for the core objectives as set out in the Children & Young People Improvement Plan, identifying service delivery models that support outcomes for Children & Young People at a locality model. This may result in a change in duties and grade for a number of staff and a reduction of up to 2 FTE. The total number of employees in this area is 30.4 FTE |
| School Transport | 3,442 | (133) | 0 | 0 | 0 | 0 | School Transport is outsourced and was successfully retendered in 2021/22 |
| Outcomes funding for Galashiels Academy | 0 | 0 | 0 | (493) | (986) | 106 | Funding from Scottish Futures Trust linked to condition, energy, digital and jobs outcomes of the Learning Estate Investment Programme |
| Outcomes funding for Peebles HS | 0 | 0 | 0 | (853) | (853) | 191 | Funding from Scottish Futures Trust linked to condition, energy, digital and jobs outcomes of the Learning Estate Investment Programme |
| Post-COVID-19 operating model | 29 | (26) | 0 | 0 | 0 | 0 | Savings from post-COVID-19 operating model in budgets across the Council such as travel, postage, stationery |
| Total Savings | | (306) | (133) | (1,346) | (1,839) | 297 | |

| Revenue Closing Position | 2022/23 £'000 | 2023/24 £'000 | 2024/25 £'000 | 2025/26 £'000 | 2026/27 £'000 |
|--------------------------|------------------|------------------|------------------|------------------|------------------|
| Base Budget 2022/23 | 115,987 | 118,081 | 119,006 | 119,487 | 122,093 |

| SERVICE OVERVIEW: | | RESILIENT COMMUNITIES | | REVENUE BUDGET NET £M | | £18.337 | | |
|---------------------------|--|---|--|--|---|--|--|--|
| | | | | CAPITAL BUDGET 22/23 TO 24/25 £M | | £0.069 | | |
| | | | | FTE | | 378.05 | | |
| | | | | | | DEMOCRATIC SERVICES TO BE MOVED TO F&CG | | |
| | | CUSTOMER ADVICE & SUPPORT | | COMMUNITIES & PARTNERSHIPS | | BUSINESS SUPPORT | | |
| Key Services | <ol style="list-style-type: none"> 1. Provide and manage the Council's Customer access arrangements including governance of the Council complaint system/policy and single point of contact telephony service 2. Registration Service for births, deaths, marriages and civil partnerships 3. Provide and maintain Council wide digital internal and external self service options 4. Administration of billing, collection and recovery of council tax and non-domestic rates and associated reliefs exemptions and benefits 5. Develop and maintain computer systems enabling customer service provision and digital customer/service at Service and Corporate levels 6. Financial assessment & admin of a range of benefits, welfare funds, grants and welfare benefits advice and support 7. Develop and drive forward the Council's Customer Strategy with digital opportunities to improve the Customer experience 8. Provision, development and maintenance of corporate computer systems and solutions (including complaints) | | <ol style="list-style-type: none"> 1. Provide support for the implementation of the various parts of the Community Empowerment (Scotland) Act 2015 and enable a strategic approach to partner and community engagement 2. Maximise external funding and disperse the Council's Community Fund to ensure delivery of community and Council projects that meet the CPP and SBC corporate priorities 3. Develop a Localities Model in partnership with Council and other partners to work together with our communities and through targeted partnership action provide a holistic, joined up solutions based action to improve the quality of life, health & wellbeing for everyone in the Scottish Borders | | <ol style="list-style-type: none"> 1. Provide a modern, flexible, quality business support service cross-Council and out to Borders' communities 2. Provide a modern, flexible, quality business support service to schools across the area 3. Professional business support services to all SBC business areas | | | |
| | Revenue £m Net | £10.016 | | £1.123 | | £5.154 | | |
| Capital 22/23 to 24/25 £m | £0.000 | | £0.000 | | £0.000 | | | |
| FTE | 143.58 | | 10.6 | | 214.37 | | | |
| Statutory Functions | <ol style="list-style-type: none"> 1. Council Tax assessment billing and recovery 2. Non Domestic Rates assessment, billing and recovery 3. Blue Badges assessment 4. Registering Births, Deaths; Registering & conducting marriages & civil partnerships 5. Scottish Welfare Fund and Discretionary Housing Payments 6. Council Tax Reduction and Housing Benefit assessment recovery and administration 7. Financial inclusion and poverty advice and administration | | <ol style="list-style-type: none"> 1. Delivering requirements of Community Empowerment (Scotland) Act 2015 2. Facilitating Community Planning process | | | | | |
| | Latest Performance | <ul style="list-style-type: none"> ▪ 742 complaints closed during 2020/21 (614 - 2019/20) ▪ During 2020/21, our performance was: (days/% closed within timescales) <ul style="list-style-type: none"> ➢ - Stage 1 - 7.22 days, 73.14%; Stage 2 19.95 days, 59.55%; Escalated 18.19 days, 81.67% ▪ 1,126 people contacted Welfare Benefits Service during 2020/21 <ul style="list-style-type: none"> ➢ £4.2m additional benefits during 2020/21 ▪ How efficient is my council at collecting council tax (2020/21) <ul style="list-style-type: none"> ➢ Borders = 96% Scotland = 95% | | <p><u>SBC's Community Grants</u></p> <ul style="list-style-type: none"> ▪ FUNDING ACHIEVED DURING 2020/21 <ul style="list-style-type: none"> ➢ £111.7k Berwickshire ➢ £78.4k Cheviot ➢ £93.3k Eildon ➢ £45.7k Teviot & Liddesdale ➢ £70.9k Tweeddale ➢ £16.1k Borders wide ➢ £416.1k TOTAL | | <ul style="list-style-type: none"> ▪ In 2020/21 7% of the Council's total running costs was spent on administrative support services (6% in 2019/20) Scotland average = 4% | | |
| Key Priorities 22/23 | <ol style="list-style-type: none"> 1. Expand self serve portal options inc CAR, Jadu for self service, SSO, business and 3rd sector inc Webchat 2. Expand fault reporting/service requests via CXM/Eform inc self serve, case handling business and 3rd sector 3. Develop/roll out Council customer service model and realign CASS taking into account DCA, Customer Strategy, property strategy and customer need/demand 4. Roll out Council Customer Strategy and aligned supporting technology e.g. MDM 5. Research and develop customer insight data methods and gather 6. Review Revenues and Benefits policies and procedures 7. Revise Revenues and Benefits training, advice and procedures 8. MDM and/or RPA expansion - reduce data and keying duplication internally and from external sources 9. Review System Administration and CRT/CCA arrangements 10. Expand/improve customer, business and partner reporting/data inc Web hooks, Web Services, Power Apps etc 11. Improve mapping functionality online 12. Roll out new complaints handling process and system | | <ol style="list-style-type: none"> 1. Progress SBC Council Plan & desired outcomes in relation to empowered, vibrant & resilient communities 2. Community Choices (Participatory Budgeting) 3. Review of Community Planning 4. Place Making 5. Strengthen the role of Area Partnerships & continue to build the AP model 6. Development of a modern Community Engagement Strategy 7. Review the approach to community empowerment 8. Refreshed approach to Equalities & Diversity 9. Embed SBC Anti-Poverty Strategy & progress Action Plan 10. Best Value Audit Actions 11. Review Community Fund administration process | | <ol style="list-style-type: none"> 1. Continue review of Business Support in line with CASS 2. Move Education Maintenance Allowance form to JADU/EMA - CXM Application Process 3. Maximise benefit of digital solutions, linking with best practice in other authorities 4. Roll-out of Business World time-sheets for curricular staff 5. Replacement Fleet Management System 6. Looking at end to end processes and working in collaboration about the best solutions and processes for the Council. 7. Parent Portal - initial launch (Seemis) 8. Expansion of Mosiac finance (outbound payments) & Expansion of Mosiac finance (inbound payments) Homecare etc 9. Trade Waste Database - Phase 1 (SXL) 10. Insurance Claims - Customer Self Service | | | |

SERVICE OVERVIEW:

RESILIENT COMMUNITIES

ECONOMIC DEVELOPMENT

Key Services

1. Support to businesses
2. Grants and loans schemes
3. Town centre regeneration
4. Sectoral support including tourism
5. European/UK policy; European/external funding
6. Events support
7. Support the Council's involvement in work in regional policy matters including the South of Scotland Regional Economic Partnership, Borderlands Inclusive Growth Deal, Edinburgh and South East Scotland City Region Deal.
8. Community led local development (CLLD)

Revenue £m Net

£2.044

Capital 22/23 to 24/25 £m

£0.069

FTE

9.5

Statutory Functions

1. Promote local economic development, regeneration & sustainable development (Local Government in Scotland Act 2003)
2. Deliver a Business Gateway service

Latest Performance

- Business Gateway Start-ups per 10,000 population (2020/21):
Scottish Borders = 0.3 (15.2 in 2019/20)
Scotland = 11.2
- Unemployed people assisted into work by council (2019/20):
Scottish Borders = 3% (3% in 2019/20)
Scotland = 6%

Key Priorities 22/23

Contributing strongly to the economic development of the Scottish Borders:

1. Developing close collaboration with South of Scotland Enterprise and supporting development of South of Scotland Regional Economic Strategy
2. Taking forward delivery of Borderlands Inclusive Growth Deal projects
3. Ensuring appropriate support is available to securing economic growth e.g. use of employability funds, Levelling Up, CLLD, and Shared Prosperity Funds
4. Supporting the management and delivery of Edinburgh and South East Scotland City Region Growth Deal projects
5. Develop new Events Strategy
6. Contribute to the development of Place Making

Revenue Financial Plan 2022/23 - 2026/27

Resilient Communities

| Resilient Communities by Service | 2022/23 £'000 | 2023/24 (Provisional) £'000 | 2024/25 (Provisional) £'000 | 2025/26 (Provisional) £'000 | 2026/27 (Provisional) £'000 | Total £'000 |
|---|--------------------------|--|--|--|--|------------------------|
| Business Support | 5,154 | 5,052 | 5,178 | 5,307 | 5,438 | 26,128 |
| Community Planning & Engagement | 453 | 463 | 472 | 481 | 490 | 2,357 |
| Neighbourhood Support Fund | 671 | 471 | 471 | 471 | 471 | 2,554 |
| Customer Advice & Support Services | 3,140 | 3,146 | 3,235 | 3,325 | 3,417 | 16,262 |
| Economic Development | 2,044 | 1,307 | 1,318 | 1,329 | 1,340 | 7,337 |
| Discretionary Housing Payments | 0 | 0 | 0 | 0 | 0 | 0 |
| Housing Benefits | 608 | 608 | 608 | 608 | 608 | 3,040 |
| Non Domestic Rates Relief | 275 | 275 | 275 | 275 | 275 | 1,375 |
| Scottish Welfare Fund | 586 | 586 | 586 | 586 | 586 | 2,931 |
| Council Tax Reduction Scheme | 5,407 | 5,407 | 5,407 | 5,407 | 5,407 | 27,035 |
| Total | 18,337 | 17,314 | 17,549 | 17,788 | 18,032 | 89,018 |

| Resilient Communities by Budget Head | 2022/23 £'000 | 2023/24 (Provisional) £'000 | 2024/25 (Provisional) £'000 | 2025/26 (Provisional) £'000 | 2026/27 (Provisional) £'000 | Total £'000 |
|---|--------------------------|--|--|--|--|------------------------|
| Employee Costs | 16,123 | 16,162 | 16,398 | 16,638 | 16,882 | 82,203 |
| Premises Related Expenditure | 0 | 0 | 0 | 1 | 1 | 2 |
| Transport Related Expenditure | (14) | (14) | (14) | (14) | (14) | -71 |
| Supplies & Services | 1,832 | 772 | 773 | 774 | 775 | 4,928 |
| Third Party Payments | 1,213 | 1,215 | 1,217 | 1,219 | 1,221 | 6,087 |
| Transfer Payments | 30,486 | 30,486 | 30,486 | 30,486 | 30,486 | 152,431 |
| Internal Recharges | 0 | 0 | 0 | 0 | 0 | 0 |
| Capital Financing Costs | 54 | 54 | 54 | 54 | 54 | 271 |
| | 49,695 | 48,676 | 48,915 | 49,158 | 49,405 | 245,850 |
| Income | (31,358) | (31,362) | (31,366) | (31,370) | (31,374) | (156,832) |
| Total | 18,337 | 17,314 | 17,549 | 17,788 | 18,032 | 89,018 |

Resilient Communities

Business Support, Community Planning & Engagement, Neighbourhood Support Fund, Customer Advice & Support, Economic Development, Discretionary Housing Payments, Housing Benefits, Non Domestic Rates Relief, Scottish Welfare Fund

| Capital Investment | 3 year operational £'000 | 7 year strategic £'000 | TOTAL £'000 | Est. External Funding £'000 | Est. SBC Contribution £'000 | Detail |
|-----------------------------------|-----------------------------|---------------------------|----------------|--------------------------------|-----------------------------------|--|
| Town Centre Regeneration | 2,183 | 670 | 2,853 | (1,032) | 1,821 | To support the outcome of the Locality/Town review work, including development of new Conservation Areas Regeneration Schemes including Hawick |
| Borders Innovation Park | 11,335 | 3,543 | 14,878 | (14,779) | 99 | To support the development of necessary infrastructure to maximise inward investment and the future growth of the Scottish Borders economy |
| Hawick Regeneration | 2,033 | 0 | 2,033 | (2,033) | 0 | To support the regeneration of Hawick |
| Newtown St Boswells Regeneration | 400 | 0 | 400 | 0 | 400 | Development phase for the village centre regeneration |
| Borderlands Inclusive Growth Deal | 52,764 | 41,195 | 93,959 | (93,327) | 632 | The Borderlands Inclusive Growth Deal is focused on achieving transformational change to increase productivity, grow the working age population, and contribute to inclusive and sustainable growth including projects such as Destination Tweed |
| Total Investment | 68,715 | 45,408 | 114,123 | (111,171) | 2,952 | |

| Revenue Opening Position | 2022/23 £'000 | 2023/24 £'000 | 2024/25 £'000 | 2025/26 £'000 | 2026/27 £'000 |
|--|------------------|------------------|------------------|------------------|------------------|
| Base Budget (approved 19th March 2021) | 17,609 | 18,337 | 17,314 | 17,549 | 17,788 |
| Permanent Virements | 407 | 0 | 0 | 0 | 0 |
| Revised Base Budget | 18,016 | 18,337 | 17,314 | 17,549 | 17,788 |

| Budget Pressures | Base Budget £'000 | 2022/23 £'000 | 2023/24 £'000 | 2024/25 £'000 | 2025/26 £'000 | 2026/27 £'000 | Detail |
|---|----------------------|------------------|------------------|------------------|------------------|------------------|---|
| Workforce budget adjustments | 10,743 | 279 | 274 | 236 | 240 | 244 | To provide for pay award at 2% each year pending national pay negotiations, NI rate change from 2022/23 and SJC pension increase of 0.5% from 2023/24 |
| Non-pay inflation | 51 | 1 | 1 | 1 | 1 | 2 | To allow for anticipated inflationary increases |
| Contract Inflation | 222 | 2 | 2 | 2 | 2 | 2 | To allow for small inflationary increases to external contracts |
| Discretionary Housing Payments (DHP) | 733 | (733) | 0 | 0 | 0 | 0 | DHP for 2022/23 will be provided outwith the settlement |
| Child Disability Payment Support funded by Scottish Government (SG) | 0 | 55 | 0 | 0 | 0 | 0 | New funding to support gathering supporting information on behalf of clients applying for child disability payment provided as part of SG settlement |
| Customer Advice & Support Services | 201 | 123 | 0 | 0 | 0 | 0 | Pressure on National Non Domestic Rates and Reduced Department for Work and Pensions (DWP) funding |
| Great Tapestry of Scotland | 32 | (32) | 0 | 0 | 0 | 0 | Adjustments to initial budget created in 2019/20 |
| Borders Events Strategy | 0 | 500 | (500) | 0 | 0 | 0 | Investment to promote the region as the ideal location for delivering regional, national & international sporting, cultural & other events, maximising economic & social impact and supporting local scale events too |
| International Cycling event | 0 | 250 | (250) | 0 | 0 | 0 | Investment to bring part of world's biggest cycling event to Borders with part of 2023 World Championships, promoting region as ultimate cycling destination |
| Neighbourhood Support Fund | 0 | 200 | (200) | 0 | 0 | 0 | Additional one-off funding to be split over 5 areas in the Borders |
| Homelessness prevention and response measures | 185 | (15) | 0 | 0 | 0 | 0 | Provided as part of SG Settlement |
| Undeliverable community capacity savings | (71) | 71 | 0 | 0 | 0 | 0 | Removal of undeliverable community capacity savings |
| Total Pressures | | 701 | (673) | 239 | 243 | 248 | |

Resilient Communities

Business Support, Community Planning & Engagement, Neighbourhood Support Fund, Customer Advice & Support, Economic Development, Discretionary Housing Payments, Housing Benefits, Non Domestic Rates Relief, Scottish Welfare Fund

| Savings Proposals | Base Budget £'000 | 2022/23 £'000 | 2023/24 £'000 | 2024/25 £'000 | 2025/26 £'000 | 2026/27 £'000 | Detail |
|---|----------------------|------------------|------------------|------------------|------------------|------------------|---|
| Additional Fees and Charges | (265) | (4) | (4) | (4) | (4) | (4) | Income from fees & charges |
| A re-designed operating model for the Customer and Business Admin functions through the rollout of digital services across the Council. | 8,113 | (331) | (346) | 0 | 0 | 0 | Carry out a service review of these functions to look at opportunities to combine/consolidate resources. This will involve a standardised, streamlined process across the organisation, as well as a dependency on the property rationalisation programme. Estimated FTE reductions are 14 FTE from an establishment of 357 FTE |
| Post-COVID-19 operating model | 481 | (45) | 0 | 0 | 0 | 0 | Savings from post-COVID-19 operating model in budgets across the Council such as travel, postage, stationery |
| Total Savings | | (380) | (350) | (4) | (4) | (4) | |

| Revenue Closing Position | 2022/23 £'000 | 2023/24 £'000 | 2024/25 £'000 | 2025/26 £'000 | 2026/27 £'000 |
|--------------------------|------------------|------------------|------------------|------------------|------------------|
| Base Budget 2022/23 | 18,337 | 17,314 | 17,549 | 17,788 | 18,032 |

| SERVICE OVERVIEW: | | FINANCE & CORPORATE GOVERNANCE | |
|----------------------------------|--|--|--|
| | | REVENUE BUDGET NET £M | £28.607 |
| | | CAPITAL BUDGET 22/23 TO 24/25 £M | £0.525 |
| | | FTE | 229.44 |
| | FINANCE, PENSIONS AND INVESTMENT | COMMERCIAL AND COMMISSIONED AND PAYMENT SERVICES | PROTECTIVE SERVICES |
| Key Services | <ol style="list-style-type: none"> Support Elected Members and Officers to prepare SBC's budget and deliver the Financial Strategy Delivery of all statutory financial reporting requirements, ensuring reporting of finances complies with legislative requirements Support the Council's Fit For 2024 programme incl. the quantification of the potential financial benefits of change and "Return on Investment" of projects Provision of financial advice, support and risk assessment Manage the Council's Pension fund, now valued at over £859m, the Council's investments and Common Good funds Manage the Council's 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 Council's borrowing Financial Management of finances for Common Good and Charities held by SBC Ensuring Council is within VAT regulations and VAT reclaimed appropriately Provision of Credit Control service | <ol style="list-style-type: none"> Manage the procurement, social work contracts and payments services. Provide Procurement advice and support. Deliver the Procurement Strategy, including community benefits and sustainability and report on delivery via the Procurement Annual Report. Ensuring best value is achieved from the £174m of spend that can be influenced (revenue and capital) | <ol style="list-style-type: none"> Regulatory and Advice services for food safety, health & safety at work, public health, private water supplies, air, noise and land pollution, metrology, fair trading, consumer safety, animal health, animal feed, animal licensing, dog control, pest control, Administration of Private Water Supply grants, corporate health & safety Consumer and Business advice Investigation of Offences in relation to Consumer Protection legislation Abandoned vehicles Investigation of communicable disease Arrangement of national assistance burial Petroleum licensing Enforcement of contaminated land legislation Advice & Support to ensure compliance with Health & Safety legislation |
| Revenue £m Net | £21.673 | £0.855 | £1.520 |
| Capital 22/23 to 24/25 £m | £0.525 | £0 | £0 |
| FTE | 41.7 | 20.71 | 42.60 |
| Statutory Functions | <ol style="list-style-type: none"> Comply with Accounting Codes, Capital Financing rules, Investment rules, statutory basis for borrowing and lending (Local Government (Scotland) Act 1973, 1975, 1994, 2003) Set a balanced budget and council tax (Local Government Finance Act 1992) Administer the Local Government Pension Scheme for SBC (Local Government Pensions Scheme (Scotland) Regulations 2015). Set up compliant governance arrangements for the administration of the Local Government Pension Scheme at SBC (Local Government Pension Scheme (Governance) (Scotland) 2015). Investment according to the regulations for the SBC Local Government Pension Scheme (Local Government Pension Scheme (Management and Investment Funds) Regulations 2010). Comply with Charities and Trustees' Investment (Scotland) Act 2005, and regulation 8 of The Charities Accounts (Scotland) Regulations 2006. CIPFA Prudential Code and the CIPFA Treasury Management Code UK Government VAT legislation | <ol style="list-style-type: none"> Ensure compliance with the Legislation applicable to public procurement (appropriate UK and Scottish) Assist the council to ensure it delivers best value in all its non-staffing spending decisions | <ol style="list-style-type: none"> Undertake programmed statutory intervention to ensure compliance across a wide range of legislative duties Investigate incidents, accidents, allegations and complaints of contraventions Ensure the health safety and welfare of employees and others affected by work activities. |
| Latest Performance | <p>2020/21 Information (CIPFA)</p> <ul style="list-style-type: none"> Corporate Finance Provision - Number of Qualifications on the Closure of the 2020/21 Accounts Scottish Borders = None (2019/20 - None) Corporate Finance Provision - Actual v Projected Outturn (2020/21) Scottish Borders = 99.02% (2019/20 - 99.42%) Loans Fund Interest Rate (2020/21): Scottish Borders = 3.63% (2019/20 - 4.01%) Pension Fund Investment - Absolute Investment Return - 5 Year %: Scottish Borders = 10.3% (2019/20 = 9.10%) 3yr = 8.3%, 1yr = 20.1% Pension Fund Investment - Benchmark Investment Return - 5 Year %: Scottish Borders = 8.20% (2018/19 = 8.20%), 3yr = 3.0%, 1yr = -1.9% Cost of Collecting Sundry Debtors: Scottish Borders = 0.29% (218/19 = 0.30%) Income Received as a percentage of the Opening Sundry Debtors Balance: Scottish Borders = 87.46% (2019/20 = 85.26%) Proportion of Outstanding Debt that is more than 90 Days Old: Scottish Borders = 25.99% (2019/20 = 16.88%) | <ul style="list-style-type: none"> The Procurement Annual report lays out latest available performance information. The 2020/21 report is available at https://www.scotborders.gov.uk/downloads/download/960/annual_procurement_report Procurement & Commercial Improvement Programme (PCIP) - National Assessment Regime. <ul style="list-style-type: none"> In 2018 the council achieved a rating of 78%. The 2021/22 PCIP is under review. Number of invoices paid within 30 days of receipt (2020/21) – 95% (2019/20 = 90%) with 98% paid electronically | <p>2020/21</p> <ul style="list-style-type: none"> 2 working days to respond to complaints in relation to animal suffering 3 day response to service requests regarding food & food premises Targets met in Trading Standards for tobacco enforcement and reduced underage sales (set by Scottish Govt) <ul style="list-style-type: none"> 10% of registered premises are subject to a test purchase annually for tobacco; We achieved 10.1% for test Purchases for tobacco in 2018/19; 20% of premises are subject to advice visits – 11% was achieved for 2018/19 (This is lower in 2018/19 as a high % were carried out the previous year due to the introduction of new NVP legislation); NB: Whilst targets remained the same for tobacco enforcement and reduced underage sales, no visits or test purchasing was undertaken last year due to Covid restrictions. 100% Hand Arm Vibration Syndrome Annual Screening Questionnaires issued in 2020. 98.9% of SBC operational buildings have in date Fire Risk Assessments 100% of completed COSHH Activity Assessments are approved and in date for review. 20% of identified hazardous substances have a complete and in date COSHH Activity Assessment |
| Key Priorities 22/23 | <ol style="list-style-type: none"> Ensure there are processes in place to balance the Council's budget and ensure the Council remains financially sustainable Further joint working with NHS to support the UB to ensure reporting becomes seamless between the 2 organisations Further joint working as support services to provide the best possible support to the Services Continue mainstreaming of Community Choices Roll out of Financial Information Centre to service managers Successful integration of Financial Services and Procurement and Payments teams Internal customers – further training and support on VAT Further development of Business World and other digital advancements Implementation of IFRS16 Implementation of ESG monitoring and preparation of TCFDF reporting Approval from FRC to become signatory of UK Stewardship | <ol style="list-style-type: none"> Continue to deliver the 2018-2023 Procurement Strategy Prepare a Procurement Annual Performance Report for the period 2020/21 Support our local market and the economy Deliver sustainable, flexible and innovative procurement Identify effective and efficient procurement policy improvements Deliver added value through savings and benefits Develop commercial awareness across the organisation Continue the implementation of supplier and contract management Move toward supplier self-serve Reduce internal product management through supplier catalogues | <ol style="list-style-type: none"> Continue to respond to CV-19 pandemic. Inspecting commercial premises to ensure comply with Covid-safe guidelines as restrictions ease. Recommence annual risk based inspection for Trading Standards & Environmental Health. Food interventions currently on hold until 01 September 2021 in line with Food Standards Scotland guidance. Re-commence test purchase and advice programmes with Tobacco and NVP premises (CV-19 restrictions dependant). Continue working closely with services around Health & Safety and further Lxii development Roll out training to Council staff to enable improved engagement with H&S monitoring. Improve service response times Implement Uniform enterprise module for Trading Standards & Environmental Health. Module will deliver an essential management tool to aid service management in a blended working environment. Digital Transformation programme & look to maximise capabilities of existing technologies. Continued development of mobile working and roll out to Trading Standards & Environmental Health teams. Develop web based information relating to the work of the Private Water Supplies and Amenity and Pollution teams. Continue to develop the modern apprentice role within the service to address future recruitment & skills gaps. |

| | LEGAL | AUDIT AND RISK | ASSESSOR & ELECTORAL REGISTRATION OFFICER |
|----------------------------------|--|--|---|
| Key Services | <ol style="list-style-type: none"> Provision of legal advice and support across SBC Licensing Services Information Management Legal Services for Common Good Funds | <ol style="list-style-type: none"> Provide a range of specialist compliance and assurance support services, covering core business, transformation and partnership work to support Management fulfil their responsibilities and evidence continuous improvement: <ul style="list-style-type: none"> Internal Audit Counter Fraud Risk Management Provision of the above services to Scottish Borders Council, Scottish Borders Council Pension Fund, Scottish Borders Health & Social Care Integration Joint Board (Internal Audit and Risk Management), and Live Borders (Risk Management). Accountable to each organisation's audit committee or board for performance and assurance. | <ol style="list-style-type: none"> The Assessor's functions are independent from Scottish Borders Council and is funded to provide its local taxation service and is appointed in terms of section 27 of the Local Government etc. (Scotland) Act 1994 and section 84 of the Local Government Finance Act 1992. Personal responsibility to carry out statutory 3-yearly draft and final revaluations whilst maintaining the Valuation Roll on a daily basis and ensuring the dispute resolution of statutory appeals in accordance with statute. Personal responsibility to maintain the Council Tax Valuation List on a daily basis including the dispute resolution of statutory proposals/appeals. The Council appointed the Assessor to be Electoral Registration Officer and is personally and independently responsible for all aspects of Electoral Registration in terms of the Representation of the People Act and devolved legislation. To ensure the delivery of successful election events by working with the Returning Officer and the Elections Team. Work with the Scottish Assessors Association to ensure national and local objectives. |
| Revenue £m Net | £0.750 | £0.384 | £0.894 |
| Capital 22/23 to 24/25 £m | £0 | £0 | £0 |
| FTE | 26.52 | 8 | 17.92 |
| Statutory Functions | <ol style="list-style-type: none"> Alcohol, Civic Government, and Gambling Licensing – including determinations, investigations and enforcement Determination of HMO applications. Data Protection, Freedom of Information, records Management Undertaking legal transactions and court actions on behalf of the Council | <ol style="list-style-type: none"> Provide statutory annual assurance and audit opinions to Scottish Borders Council, Scottish Borders Council Pension Fund, and Scottish Borders Health & Social Care Integration Joint Board Local Authority Accounts (Scotland) Regulations 2014 require a local authority to operate a professional and objective internal auditing service | <ol style="list-style-type: none"> Valuation Roll: <ul style="list-style-type: none"> A public document containing entries for all non domestic properties in the Assessor's area except those specifically excluded by law. Each entry in the Roll includes the names of the proprietor, tenant and occupier as appropriate, the Net Annual Value which has been set by the Assessor and the Rateable Value. Values are established at Revaluation. Following a Revaluation new values will generally remain unchanged until the next Revaluation, unless the property is altered or other changes take place. The Assessor is required to notify proprietors, tenants and occupiers of all changes which are made to the Valuation Roll by issuing a Valuation Notice. The next revaluation will come into effect on 1 April 2023 based on levels of value at 1 April 2022 Council Tax Valuation List: <ul style="list-style-type: none"> The Assessor is responsible for the preparation and maintenance of the Council Tax Valuation List which requires that each property's band reflects the Assessor's opinion of its open market value as at 1 April 1991, but taking account of its physical state and its locality as at 1 April 1993 (or for new properties, when they enter the list). Bands do not change during the currency of the list (there is no provision for revaluation) even if the owner carries out improvements. The one exception to this however is that the band will be revised if the property is sold after such improvements. New owners who find themselves in this position have a period in which to lodge a proposal. Register of Electors: <ul style="list-style-type: none"> Published annually (1st December) and contains names of individuals eligible to vote at UK Parliamentary, Scottish Parliamentary and Local Government elections or referendums. Must take all steps that are necessary for the purpose of complying with his duty to maintain the register Annual canvass of electors. Out with the annual canvass period the Register is updated daily and published on a monthly basis. |
| Latest Performance | <ul style="list-style-type: none"> 1,137 FOIs received in 2021/22 (959 in 2020/21) 83% completed on time during 2021/22 (85% in 2020/21) | <ul style="list-style-type: none"> Delivered a wide range of assurance, compliance and consultancy ('critical friend') Internal Audit work which is designed to add value and continually improve each organisation's operations through implementation of Internal Audit recommendations. Performance and assurance reports presented to each organisation's audit committee/board. Supported learning and development of SBC & SBUB Audit Committees and facilitated their self-assessments to identify areas of improvement. Supported the Council's Integrity Group to carry out self-assessment of counter fraud controls in response to national reports on emerging fraud risks and to develop action plan to ensure the Council's ongoing resilience to the threat of fraud, theft, crime and corruption. Refreshed the Counter Fraud Policy and Strategy for tackling fraud. Embedded the management of risks within the Council's business practices and change processes. Supported risk management processes within the Pension Fund, Health & Social Care Integration Joint Board and Live Borders, as part of SBC's commitment of resources to partnership working. Refreshed the Risk Management Policy and Strategy for managing risks. Received positive feedback from senior management and audit committees on the provision of shared Internal Audit services to Midlothian Council and Midlothian Integration Joint Board. | <ul style="list-style-type: none"> Council Tax List (Current 2021/22 figs as at 21/3/22) <ul style="list-style-type: none"> 92% of 578 new entries added to the Council Tax Valuation List within 91 days (Target 92%) 91% of 453 in 2020/21 (National benchmarking to be completed) Valuation Roll (finalised figures 2021/22) <ul style="list-style-type: none"> 72% of 557 valuation amendments to the Valuation Roll within 91 days (Target 65%) 65% of 650 in 2020/21 (National benchmarking to be completed) All Revaluation 2017 Appeals disposed of by statutory deadline of 31 December 2021 Electoral Registration <ul style="list-style-type: none"> Successful publication of register of electors on 1 December 2021 following annual canvass 61% increase in verified absent vote applications 16,170 additions and deletions to the register of electors A suite of performance standards has been developed for 1 December 2022 publication |
| Key Priorities 22/23 | <ol style="list-style-type: none"> Support the Licencing Trade as much as possible to reopen and operate following CV-19. Maintain & enhance cross-council collaboration which has been the approach to regulatory work during the pandemic. Refresh the staffing structure to enhance opportunities for cross-team flexible working. Support the council to ensure it acts in a lawful way at all times. Work to review and improve FOI processes and performance response times. Ensure the Council processes information in compliance with GDPR, particularly as we operate in different ways and progress through further corporate transformation. Develop Elected Members CPD and Induction programme. | <ol style="list-style-type: none"> Deliver a programme of Internal Audit reviews to provide independent and objective risk-based assurance and audit opinions on internal controls and governance for Scottish Borders Council, Scottish Borders Council Pension Fund, and Scottish Borders Health & Social Care Integration Joint Board, based on the Internal Audit Annual Plans approved by each organisation's audit committee/board. Lead the reviews and updates of the SBC Local Code of Corporate Governance, to reflect the new Council post-local elections May 2022, and the S8 UB Local Code of Corporate Governance, to ensure these reflect current arrangements and support the annual assurance processes. Support the Council's Management in liaison with the integrity Group to implement the Counter Fraud Policy and Strategy 2021-2024 with a focus on prevention and detection and promotion of a counter fraud culture across the Council to improve its resilience to fraud. Engage with counter fraud champions to ensure training, awareness, and compliance and undertake targeted activity using data analytics. Support Management to implement the Risk Management Policy and Strategy 2021-2024, in alignment with the new Council Plan, and embed the key aspects of risk escalation, delegation and de-escalation, risk appetite, tolerance and capacity into the management practices of the Council. Facilitate regular reviews to ensure robust identification, evaluation and management of the key risks to the delivery of services in Scottish Borders Council, Scottish Borders Council Pension Fund, Scottish Borders Health & Social Care Integration Joint Board, and Live Borders. | <ul style="list-style-type: none"> Council Tax List (Current 2021/22 figs as at 21/3/22) <ul style="list-style-type: none"> 92% of 578 new entries added to the Council Tax Valuation List within 91 days (Target 92%) 91% of 453 in 2020/21 (National benchmarking to be completed) Valuation Roll (finalised figures 2021/22) <ul style="list-style-type: none"> 72% of 557 valuation amendments to the Valuation Roll within 91 days (Target 65%) 65% of 650 in 2020/21 (National benchmarking to be completed) All Revaluation 2017 Appeals disposed of by statutory deadline of 31 December 2021 Electoral Registration <ul style="list-style-type: none"> Successful publication of register of electors on 1 December 2021 following annual canvass 61% increase in verified absent vote applications 16,170 additions and deletions to the register of electors A suite of performance standards has been developed for 1 December 2022 publication |

| | EMERGENCY PLANNING | COMMUNICATIONS & MARKETING | DEMOCRATIC SERVICES |
|----------------------------------|---|---|--|
| Key Services | <ol style="list-style-type: none"> 1. Develop and maintain emergency response plans for emergencies/incidents 2. Coordination and organisation of the emergency response to emergencies 3. Facilitation and organisation of Emergency Planning and Business Continuity training for staff 4. Carryout training, liaison, and act as the Council's single point of contact for the Prevent statutory duty 5. Coordination and management of the events Safety Advisory Group (SAG) 6. Resilient Communities initiative. 7. Business Continuity lead for SBC | <ol style="list-style-type: none"> 1. Corporate Communications – external/internal communications including media relations, communications plans, event planning, SBConnect 2. Digital Media - website/intranet, social media, video/animation, plasma screen, photography, SBScene (staff e-magazine) 3. Graphic design - production of externally facing materials e.g. booklets, leaflets, posters, flyers and other collateral as required; manage Council's brand 4. Print Service – undertake printing/finishing for SBC as well as private jobs for staff, clients, partners 5. Marketing and advertising - including management of full communications planning including advertising for all SBC | <ol style="list-style-type: none"> 1. Provide a statutory democratic decision making function to the Council, managing and ensuring the proper conduct of elections and referenda, and support to Elected Members 2. Provide a corporate business management/PA support service to CMT |
| Revenue £m Net | £0.161 | £0.531 | £1.842 |
| Capital 22/23 to 24/25 £m | £0 | £0 | £0 |
| FTE | 3.00 | 14.99 | 54 |
| Statutory Functions | <ol style="list-style-type: none"> 1. Ensure SBC and partner compliance with Civil Contingencies Act 2004 2. Act as the single point of contact for the Counter-terrorism 'Prevent' Statutory duty for Local Authorities | <ol style="list-style-type: none"> 1. 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)) | <ol style="list-style-type: none"> 1. Carrying out the statutory duties of 'Proper Officer' for the Council 2. Managing elections |
| Latest Performance | <ul style="list-style-type: none"> ▪ 59 active community resilience plans in place (at end December 2021) ▪ 6,611 people currently registered for SB Alert (at end December 2021) ▪ Safety Advisory Group (SAG) | <ul style="list-style-type: none"> ▪ 560.4k Facebook engagements in 2020/21. ▪ 50.4k engagements on Twitter in 2020/21 ▪ 27,053 Facebook Followers ▪ 14.1k Twitter Followers | |
| Key Priorities 22/23 | <ol style="list-style-type: none"> 1. Review, Develop and maintain emergency response plans for emergencies/incidents 2. Review the Safety Advisory Group (SAG) process 3. Enhance and support the development of the Resilient Communities initiative with the active Resilient Communities Groups (RCG's) 4. Manage and support the SB Alert system, and increase the membership with the support of partners 5. Further develop relationships with multi-agency partners to ensure an effective, robust response across the Scottish Borders | <ol style="list-style-type: none"> 1. Implementation of Communications strategy through new guidance/protocols for staff 2. Complete Brand refresh and launch new toolkit 3. Further encourage use of staff webpages and staff e-magazine SBScene to enhance internal communications and engagement 4. Maximise income opportunities through promotion of services to partners/private clients 5. Prioritise support for transformation through internal/external communications support and further roll-out of #your part campaign. 6. Promote the Scottish Borders in partnership with SOSE and Visit Scotland | <ol style="list-style-type: none"> 1. Re-design of minute taking and associated resources |

Revenue Financial Plan 2022/23 - 2026/27

Finance & Corporate Governance

| Finance & Corporate Governance by Service | 2022/23 £'000 | 2023/24 (Provisional) £'000 | 2024/25 (Provisional) £'000 | 2025/26 (Provisional) £'000 | 2026/27 (Provisional) £'000 | Total £'000 |
|--|--------------------------|--|--|--|--|------------------------|
| COVID-19 Reserve Fund | 69 | 69 | 69 | 69 | 69 | 345 |
| Chief Executive | 184 | 193 | 200 | 207 | 214 | 998 |
| Emergency Planning | 161 | 165 | 168 | 171 | 174 | 839 |
| Finance | 3,362 | 3,337 | 3,428 | 3,523 | 3,617 | 17,266 |
| Legal Services | 750 | 766 | 788 | 812 | 837 | 3,952 |
| Protective Services | 1,520 | 1,467 | 1,494 | 1,520 | 1,547 | 7,547 |
| Audit & Risk | 384 | 376 | 385 | 394 | 403 | 1,940 |
| Assessor & Electoral Registration Service | 894 | 914 | 870 | 888 | 906 | 4,471 |
| Democratic Services | 1,842 | 1,794 | 1,830 | 1,866 | 1,903 | 9,234 |
| Communications & Marketing | 531 | 537 | 549 | 561 | 573 | 2,750 |
| Loan Charges | 19,351 | 21,130 | 22,588 | 23,388 | 23,888 | 110,344 |
| Provision for Bad Debts | 125 | 125 | 125 | 125 | 125 | 625 |
| Recharge to Non-General Fund | (563) | (563) | (563) | (563) | (563) | (2,814) |
| Total | 28,607 | 30,308 | 31,930 | 32,959 | 33,692 | 157,496 |

| Finance & Corporate Governance by Budget Head | 2022/23 £'000 | 2023/24 (Provisional) £'000 | 2024/25 (Provisional) £'000 | 2025/26 (Provisional) £'000 | 2026/27 (Provisional) £'000 | Total £'000 |
|--|--------------------------|--|--|--|--|------------------------|
| Employee Costs | 8,867 | 8,869 | 9,023 | 9,241 | 9,463 | 45,463 |
| Premises Related Expenditure | 645 | 658 | 671 | 687 | 701 | 3,363 |
| Transport Related Expenditure | 423 | 431 | 440 | 448 | 457 | 2,199 |
| Supplies & Services | 2,413 | 2,327 | 2,331 | 2,335 | 2,339 | 11,745 |
| Third Party Payments | 313 | 313 | 313 | 313 | 313 | 1,567 |
| Transfer Payments | 0 | 0 | 0 | 0 | 0 | 0 |
| Internal Recharges | 70 | 70 | 70 | 70 | 70 | 348 |
| Capital Financing Costs | 18,152 | 19,931 | 21,389 | 22,189 | 22,689 | 104,348 |
| | 30,883 | 32,599 | 34,237 | 35,282 | 36,031 | 169,033 |
| Income | (2,275) | (2,291) | (2,307) | (2,323) | (2,339) | (11,537) |
| Total | 28,607 | 30,308 | 31,930 | 32,959 | 33,692 | 157,496 |

Finance & Corporate Governance

Chief Executive, Finance, Loan Charges, Legal & Protective Services, Corporate Policy, Emergency Planning, Audit & Risk, Democratic Services, Assessors

| Capital Investment | 3 year operational £'000 | 7 year strategic £'000 | TOTAL £'000 | Est. External Funding £'000 | Est. SBC Contribution £'000 | Detail |
|-------------------------|-----------------------------|---------------------------|----------------|--------------------------------|-----------------------------------|---|
| Emergency & Unplanned | 525 | 1,225 | 1,750 | 0 | 1,750 | Budget to deliver emergency works in year |
| Total Investment | 525 | 1,225 | 1,750 | 0 | 1,750 | |

| Revenue Opening Position | 2022/23 £'000 | 2023/24 £'000 | 2024/25 £'000 | 2025/26 £'000 | 2026/27 £'000 |
|--|------------------|------------------|------------------|------------------|------------------|
| Base Budget (approved 19th March 2021) | 28,217 | 28,607 | 30,308 | 31,930 | 32,959 |
| Permanent Virements | 669 | 0 | 0 | 0 | 0 |
| Revised Base Budget | 28,886 | 28,607 | 30,308 | 31,930 | 32,959 |

| Budget Pressures | Base Budget £'000 | 2022/23 £'000 | 2023/24 £'000 | 2024/25 £'000 | 2025/26 £'000 | 2026/27 £'000 | Detail |
|---|----------------------|------------------|------------------|------------------|------------------|------------------|---|
| Workforce budget adjustments | 9,650 | 289 | 243 | 211 | 213 | 216 | To provide for pay award at 2% each year pending national pay negotiations, NI rate change from 2022/23 and SJC pension increase of 0.5% from 2023/24 |
| Non-pay inflation | 1,506 | 30 | 31 | 31 | 32 | 33 | To allow for anticipated inflationary increases |
| Loans Charges to provide for capital | 19,349 | 1,460 | 1,804 | 958 | 300 | 0 | Revenue cost of capital borrowing for new projects |
| Funding for Environmental Health Officers | 939 | (54) | 0 | 0 | 0 | 0 | Scottish Government funding linked to increased workload from COVID-19 removed in 2022/23 |
| Local Government election | 2 | 90 | (90) | 0 | 0 | 0 | Adjustment of budget required to run local government elections every 5 years. |
| Assessors - Barclay Implementation | 200 | 18 | 0 | 0 | 0 | 0 | As per Scottish Government Settlement |
| Remove shared service for Audit service | (40) | 40 | 0 | 0 | 0 | 0 | Removal of income assumption from Midlothian Council |
| COVID-19 response and recovery | - | 69 | 0 | 0 | 0 | 0 | Contribution towards costs of COVID-19 response and recovery |
| Emergency Planning Officer 0.5 FTE | 121 | 24 | 0 | 0 | 0 | 0 | Additional 0.5 FTE to bring total position to 1 FTE |
| Undeliverable Contract Management Saving | (1,081) | 1,081 | 0 | 0 | 0 | 0 | Removal of undeliverable financial plan savings |
| Total Pressures | | 3,047 | 1,988 | 1,200 | 545 | 249 | |

Finance & Corporate Governance

Chief Executive, Finance, Loan Charges, Legal & Protective Services, Corporate Policy, Emergency Planning, Audit & Risk, Democratic Services, Assessors

| Savings Proposals | Base Budget £'000 | 2022/23 £'000 | 2023/24 £'000 | 2024/25 £'000 | 2025/26 £'000 | 2026/27 £'000 | Detail |
|---|----------------------|------------------|------------------|------------------|------------------|------------------|--|
| Additional Fees & Charges Income across Regulatory Services | (668) | (16) | (16) | (16) | (16) | (16) | Income from fees & charges |
| Finance savings | 2,733 | (125) | (125) | 0 | 0 | 0 | These savings build on a previous significant restructure by managing vacancies to achieve medium and long term savings. Team structures within Finance will be reviewed in light of confirmed staffing changes and automation of processes. The savings equate to approximately 3 FTE. The total number of employees in this area is 65.4 FTE |
| Loans Charges | 19,349 | (25) | (25) | 0 | 0 | 0 | Ongoing review of the loans fund to ensure that the statutory repayment of debt is linked more closely to the life of assets which have previously been financed through borrowing |
| Rephasing of Loans Charges | 19,349 | (1,500) | 0 | 500 | 500 | 500 | Savings linked to timing of borrowing requirements for the approved capital programme |
| Assessors & Electoral Registration Services | 782 | 0 | 0 | (62) | 0 | 0 | Fit for 2024 review of the service - Valuation Roll (non-domestic rates), Council Tax Valuations & Electoral Registration |
| Legal Services | 1,110 | (40) | (9) | 0 | 0 | 0 | Vacancies and staffing levels will continue to be managed to deliver efficiencies and savings. The savings equate to approximately 1 FTE. The total number of employees in this area is 26.5 FTE |
| Protective Services | 1,803 | (86) | (86) | 0 | 0 | 0 | Transform the service using technology which will assist in streamlining processes and in turn improve efficiency |
| Communications & Marketing | 507 | (7) | (7) | 0 | 0 | 0 | Reduction in printing and stationery budgets |
| Audit & Risk | 399 | 0 | (19) | 0 | 0 | 0 | To review alternative service delivery models |
| Removal of Director post | 150 | (150) | 0 | 0 | 0 | 0 | Removal of Director post following restructure |
| Balance of budgeted recurrent COVID-19 contingency | (1,355) | (1,355) | 0 | 0 | 0 | 0 | Apply the balance of the budgeted recurrent COVID-19 contingency to fund pay and NI increases from 2022/23 |
| Post-COVID-19 operating model | 69 | (22) | 0 | 0 | 0 | 0 | Savings from post-COVID-19 operating model in budgets across the Council such as travel, postage, stationery |
| Total Savings | | (3,326) | (287) | 422 | 484 | 484 | |

| Revenue Closing Position | 2022/23 £'000 | 2023/24 £'000 | 2024/25 £'000 | 2025/26 £'000 | 2026/27 £'000 |
|--------------------------|------------------|------------------|------------------|------------------|------------------|
| Base Budget 2022/23 | 28,607 | 30,308 | 31,930 | 32,959 | 33,692 |

| SERVICE OVERVIEW: | | | |
|-----------------------------|--|--|--|
| PEOPLE PERFORMANCE & CHANGE | | | |
| | | REVENUE BUDGET NET £M | £7.553 |
| | | CAPITAL BUDGET 22/23 TO 24/25 £M | £0 |
| | | FTE | 104.86 |
| Key Services | HR ADVISORY & EMPLOYEE RELATIONS SERVICE 1. HR Case Management & Advisory Service 2. Employee Engagement 3. HR Policies/Procedures ensuring Council compliance 4. HR Equality & Diversity | ORGANISATIONAL DEVELOPMENT SERVICE 1. Change Management to support transformation 2. Organisational Design & Development 3. Workforce Planning 4. Succession Planning 5. Career Development 6. Training, Learning and development 7. Pay & Grading | HR SHARED SERVICES 1. Payroll Administration and Management for SBC, SB Cares and SBC Pension Fund 2. Pensions Administration and Management for all scheduled/admitted bodies to the SBC Pension Fund 3. HR Administration and Management for SBC and SB Cares 4. Employee Benefits > Administration of salary sacrifice schemes for Cars, Cycles, AVC's and Childcare Vouchers |
| | Revenue £m Net | £0.997 | £1.020 |
| Capital 22/23 to 24/25 £m | £0 | £0 | £0 |
| FTE | 16.75 | 12.21 | 26.95 |
| Statutory Functions | 1. Provide an advisory and corporate business support service on a range of employee related issues to SB Cares 2. Ensure all HR policies take into account the Equalities Act to ensure they do not discriminate (Equality Act 2010) 3. Produce an equality mainstreaming report for Scottish Government every 4 years (Equality Act 2010) | | 1. Ensure compliance with the Local Government Pension Scheme as an employer and administering authority (The Local Government Pension Scheme (Scotland) Regulations 2018) 2. Ensure compliance with Tax Legislation and HMRC requirements (HMRC legislation) 3. Ensure compliance with Scottish Teachers Pension Scheme as an employer (Scottish Teachers Pension Scheme 2015) |
| Latest Performance | <ul style="list-style-type: none"> The current gender balance in more senior posts - Scottish Borders = 51.6% Scotland = 58.3% (2020/21). The gender pay gap - Scottish Borders = 4.5% Scotland = 3.7% (2020/21). Sickness Absence Days per Teacher - Scottish Borders = 4.43 Scotland = 4.16 (2020/21). Sickness Absence Days per Employee (non-teaching) - Scottish Borders = 10.63 Scotland = 9.71 (2020/21). <p>NB: the above figures are the latest published data on the Local Government Benchmarking Framework website.</p> | <p>For period April 2021 to March 2022:</p> <ul style="list-style-type: none"> New revised People Plans digitised and currently being piloted with planned rollout across SBC 2022/23 Introduction of digitised succession planning currently being piloted with planned rollout across SBC 2022/23 Pilot rollout of new digital appraisal and competency process completed Integrated the living wage into the Councils pay structure Social Work Traineeship Scheme introduced No of internally run course spaces taken up 4,323 placements Elearning users that either completed or progressed online learning - 3,195 | <ul style="list-style-type: none"> 2019/20 Information (CIPFA) <ul style="list-style-type: none"> Pension Administration Cost per Member Scottish Borders = £22.14 (2018/19 - £23.17) Number of Salaries & Wages Payments made Correctly & Timeously as a % of Total No. of Salaries & Wages Payments made Scottish Borders = 99.44% (2018/19 - 99.15%) 804 vacancies advertised between April 2018 and March 2019 |
| Key Priorities 22/23 | 1. Promote good employee relations through working with the unions 2. Support the implementation of the Fit for 2024 programme. 3. Managing attendance 4. Embed equalities for SBC employees and produce criteria which allow accurate reporting of progress | 1. Review of Learning & Development function and delivery, making use of technology 2. Successful implementation of Succession Planning across SBC 3. Updated Rollout of new digital appraisal and competency process 4. Introduce digital SIC job evaluation scheme 5. Review of current pay structure and ensure it's fit for purpose for future years 6. Council Career Pathways 7. Job Rotation 8. Mentoring & Coaching programme | 1. Progress implementation of additional functionality within Business World 2. Streamline recruitment and payroll processes making use of available technology 3. Implement Members Self Service for LGPS Pension Scheme members 4. Promote SBC as an employer of choice 5. Review and promote Employee Benefit programme 6. Digitisation of Employee HR files and Pension Admin files to support access in line with Agile Working |

SERVICE OVERVIEW:

PEOPLE PERFORMANCE & CHANGE

| | BUSINESS CHANGE | BUSINESS PLANNING, PERFORMANCE & POLICY DEVELOPMENT | EMPLOYMENT SUPPORT SERVICES |
|----------------------------------|--|---|--|
| Key Services | <ol style="list-style-type: none"> 1. Support and facilitate strategic corporate change in a structured and co-ordinated way 2. Provide business analysis, programme/project management to support the delivery of change | <ol style="list-style-type: none"> 1. Manage corporate & business planning processes 2. Public performance reporting 3. Research, information & analysis | <ol style="list-style-type: none"> 1. Delivery of the Work Opportunities Scheme 2. Delivery of Skills Development Scotland's Employability Fund contract. 3. Delivery of Project Search in collaboration with Borders College and NHS Borders. 4. Delivery of SBC's Family Firm model for care experienced young people. 5. Delivery of an all age, all stage supported employment service for disadvantaged and vulnerable people in the borders. 6. Delivery of the Centre of Excellence for Textiles training centre in Hawick. 7. Delivery of the Flexible Workforce Development Fund on behalf of the council. |
| Revenue £m Net | £1.912 | £0.449 | £0.347 |
| Capital 22/23 to 24/25 £m | £0 | £0 | £0 |
| FTE | 28.20 | 10.35 | 10.40 |
| Statutory Functions | <ol style="list-style-type: none"> 1. Duty to ensure Best Value and focus on continuous improvement | <ol style="list-style-type: none"> 1. Publicly reporting performance and demonstrate Best Value (Local Gvt Scotland Act 2003) | |
| Latest Performance | <ul style="list-style-type: none"> ▪ N/A - Support across all services | <ul style="list-style-type: none"> ▪ N/A - Support across all services | <ul style="list-style-type: none"> ▪ 60 Modern Apprentices employed in 2021/22. ▪ 33 Modern apprentices secured SBC employment after their apprenticeship in 2020/21 |
| Key Priorities 22/23 | <p>Supporting the delivery of the Council's Transformation Programme, Fit for 2024 including:</p> <ol style="list-style-type: none"> 1. Digital Transformation Programme 2. Social Work Review 3. Roads, Parks & Environment Review 4. Place Making, Service Re-Design and associated Community Engagement 5. Health & Social Care Transformation 6. Productivity & Process Improvement 7. Opportunities for Income Generation 8. Children and Young People Transformation 9. Managing a wide range of formal and informal programmes, projects and initiatives | <ol style="list-style-type: none"> 1. Review of Performance Management Framework to include: <ul style="list-style-type: none"> • Consolidate and promote the Performance Management Framework • Undertake systematic Improvement reviews across services • Implement the new Performance Reporting Format • A business manager approach to providing expertise, alignment and support • Using PPD to embed performance-focused behaviours • Working with the InfoHub project team, enhance data resources and analytical tools to drive improvement of our priorities/outcomes • Undertake data maturity assessment & develop Data Strategy | <ol style="list-style-type: none"> 1. Lead on the implementation of the Scottish Governments No-One Left Behind strategy and funding model. 2. Increase year on year Apprenticeship numbers in the council. 3. Increase the number of disadvantaged people offered posts within the Local Authority. 4. Maximise SBC's recovery of Apprenticeship Levy Funds wherever possible. 5. Support the development of City Regional Deal, SOSE and the Borderlands initiatives where appropriate. 6. Support the councils ESF programme. 7. Support SBC's "fit for 2024" strategy. 8. Leading role in delivering the Parental Employability Support Fund within SBC. |

Revenue Financial Plan 2022/23 - 2026/27
People Performance & Change

| People Performance & Change by Service | 2022/23 £'000 | 2023/24 (Provisional) £'000 | 2024/25 (Provisional) £'000 | 2025/26 (Provisional) £'000 | 2026/27 (Provisional) £'000 | Total £'000 |
|--|--------------------------|--|--|--|--|------------------------|
| Human Resources | 4,779 | 4,753 | 4,802 | 4,852 | 4,903 | 24,089 |
| Early Retirement/Voluntary Severance | 67 | 67 | 67 | 67 | 67 | 335 |
| Corporate Transformation | 730 | 730 | 730 | 730 | 730 | 3,648 |
| Employment Support Service | 347 | 351 | 359 | 367 | 375 | 1,797 |
| Business Change & Programme Management | 1,182 | 1,214 | 1,242 | 1,271 | 1,300 | 6,210 |
| Business Planning Performance & Policy Development | 449 | 460 | 470 | 480 | 490 | 2,350 |
| Total | 7,553 | 7,574 | 7,669 | 7,766 | 7,864 | 38,426 |

| People Performance & Change by Budget Head | 2022/23 £'000 | 2023/24 (Provisional) £'000 | 2024/25 (Provisional) £'000 | 2025/26 (Provisional) £'000 | 2026/27 (Provisional) £'000 | Total £'000 |
|---|--------------------------|--|--|--|--|------------------------|
| Employee Costs | 6,764 | 6,785 | 6,880 | 6,977 | 7,075 | 34,480 |
| Premises Related Expenditure | 5 | 5 | 5 | 5 | 5 | 25 |
| Transport Related Expenditure | 35 | 35 | 35 | 35 | 35 | 174 |
| Supplies & Services | 47 | 47 | 47 | 47 | 47 | 237 |
| Third Party Payments | 713 | 713 | 713 | 713 | 713 | 3,565 |
| 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 |
| | 7,564 | 7,585 | 7,680 | 7,777 | 7,875 | 38,481 |
| Income | (11) | (11) | (11) | (11) | (11) | (53) |
| Total | 7,553 | 7,574 | 7,669 | 7,766 | 7,864 | 38,426 |

People, Performance & Change

Human Resources, Early Retirement/Voluntary Severance, Employment Support Service, Communications & Marketing, Corporate Transformation, Business Planning Performance & Policy Development, Business Change & Programme Management

| Capital Investment | 3 year operational £'000 | 7 year strategic £'000 | TOTAL £'000 | Est. External Funding £'000 | Est. SBC Contribution £'000 | Detail |
|-------------------------|-----------------------------|---------------------------|----------------|--------------------------------|-----------------------------------|--------|
| N/A | 0 | 0 | 0 | 0 | 0 | |
| Total Investment | 0 | 0 | 0 | 0 | 0 | |

| Revenue Opening Position | 2022/23 £'000 | 2023/24 £'000 | 2024/25 £'000 | 2025/26 £'000 | 2026/27 £'000 |
|--|------------------|------------------|------------------|------------------|------------------|
| Base Budget (approved 19th March 2021) | 7,595 | 7,553 | 7,574 | 7,669 | 7,766 |
| Permanent Virements | (97) | 0 | 0 | 0 | 0 |
| Revised Base Budget | 7,498 | 7,553 | 7,574 | 7,669 | 7,766 |

| Budget Pressures | Base Budget £'000 | 2022/23 £'000 | 2023/24 £'000 | 2024/25 £'000 | 2025/26 £'000 | 2026/27 £'000 | Detail |
|------------------------------|----------------------|------------------|------------------|------------------|------------------|------------------|---|
| Workforce budget adjustments | 4,338 | 133 | 109 | 95 | 97 | 98 | To provide for pay award at 2% each year pending national pay negotiations, NI rate change from 2022/23 and SJC pension increase of 0.5% from 2023/24 |
| Apprenticeship Levy | 635 | 25 | 0 | 0 | 0 | 0 | Increase budget for apprenticeship levy in line with current workforce budget |
| Total Pressures | | 158 | 109 | 95 | 97 | 98 | |

| Savings Proposals | Base Budget £'000 | 2022/23 £'000 | 2023/24 £'000 | 2024/25 £'000 | 2025/26 £'000 | 2026/27 £'000 | Detail |
|--------------------------------------|----------------------|------------------|------------------|------------------|------------------|------------------|--|
| HR | 2,036 | (20) | (83) | 0 | 0 | 0 | Service reviews over the next 2 years within the Human Resources team including structural changes as a result of process reviews. Estimated FTE impact 0.5 FTE. Total number of service FTE 53.41 |
| Employment Support Service | 342 | (33) | (5) | 0 | 0 | 0 | Reduction of 0.2 FTE plus permanent removal of the trainee established base budgets as these are externally funded. Total number of service FTE 10.6 |
| Reduction in Enhanced Strain on Fund | 1,425 | (45) | 0 | 0 | 0 | 0 | Reduction in enhanced strain on fund budget to align with forecast expenditure |
| Post-COVID-19 operating model | 51 | (5) | 0 | 0 | 0 | 0 | Savings from post-COVID-19 operating model in budgets across the Council such as travel, postage, stationery. |
| Total Savings | | (103) | (88) | 0 | 0 | 0 | |

| Revenue Closing Position | 2022/23 £'000 | 2023/24 £'000 | 2024/25 £'000 | 2025/26 £'000 | 2026/27 £'000 |
|----------------------------|------------------|------------------|------------------|------------------|------------------|
| Base Budget 2022/23 | 7,553 | 7,574 | 7,669 | 7,766 | 7,864 |

| SERVICE OVERVIEW: | | STRATEGIC COMMISSIONING & PARTNERSHIP | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--|---|---|--|---------------------------|------------|----------|-------------------|-----------|-----------|----------------|--|--|--|--|--|--|---|---|---|---|---|-----------------------------|---|---|--|--|---|---------------------------|---|---|--|--|---|--------------------------|---|---|---|--|---|---|---|--|---|---|---|-----------|--|--|--|--|--|--------------------|---|---|---|---|---|----------------------|----|---|---|--|---|--|----|----|----|---|----|
| | | REVENUE BUDGET NET £M | £31.152 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | CAPITAL BUDGET 22/23 TO 24/25 £M | £20.126 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | FTE | 574.88 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | SB CARES | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | Care Homes | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | IT | SPORT, HERITAGE & CULTURE | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Key Services | <ol style="list-style-type: none"> 1. Manage the provision of Information Communication Technology (ICT) for Scottish Borders Council 2. Support the Council's ability to deliver services with resilient, innovative and secure IT solutions aligned to the corporate plan 3. Understand the Council's customers' needs in order to deliver the outcomes that matter to them 4. To ensure that the services being delivered by the Council's strategic ICT provider (CGI) and other 3rd party suppliers are fit for purpose, secure and aligned with key legislative and strategic drivers 5. Key Legislative & Strategic Drivers: Digital Strategy for Scotland; Public Services Network (PSN); Cyber Essentials+; SBC Corporate Plan; SBC FF24 Programme; SBC Digital Strategy; SBC Digital Transformation Programme | Delivery of Sport, Heritage and Cultural services across the Scottish Borders on behalf of SBC including: <ul style="list-style-type: none"> • Libraries and Information Services • Museums and Galleries Services • Arts Development Services • Archives Services • Community Halls • Community Centres • Sport and Physical Activity • Sports Development • Active Schools • School Estate | <ol style="list-style-type: none"> 1. Waverley - Residential beds - 10 2. Waverley - Enhanced Dementia Beds - 10 3. Waverley - Enhanced Respite - 5 4. St Ronans - Residential Beds - 12 5. St Ronans - Dementia Beds - 7 6. St Ronans - Respite Beds - 6 7. Grove - Residential Beds - 22 8. Deanfield - Residential Beds - 21 9. Deanfield beds not in use 14 - some use of facilities discharge for those awaiting PoC - dependent of staff availability 10. Saltgreens - Residential Beds 21 11. Saltgreens - Dementia Beds - 7 12. Saltgreens - Respite Beds - 7 13. Garden View - Intermediate Care Unit - Discharge to Assess (23 beds) 14. Trusted Assessment | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Revenue £m Net | £11.730 | £5.748 | £5.257 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Capital 22/23 to 24/25 £m | £16.801 | £3.325 | £0.000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| FTE | 4.00 | 0.00 | 208.75 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Statutory Functions | <ol style="list-style-type: none"> 1. 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 legislation which governs the operations of the wider Council. 2. This includes meeting required standards for data protection and information security, Payment Card Industry and Public Sector Network accreditation 3. 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. | <ol style="list-style-type: none"> 1. SBC has a statutory duty to: <ul style="list-style-type: none"> ➢ - secure the provision of adequate library facilities for all persons resident in their area ➢ - ensure adequate provision of facilities for recreation and sport | <ol style="list-style-type: none"> 1. Duty to meet Health & Social Care Standards 2. Respond to the Care Inspectorate's inspection requirements & recommendations 3. Scottish Social Services Council registration for all registered care services 4. Duty to meet Adult Support & Protection Act Regulations 5. Compliance with H&S guidance 6. Compliance with Fire Safety Guidance 7. Compliance with COVID Guidance / HPS guidance | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Latest Performance | <p>For the Period October 2019 to August 2020</p> <ul style="list-style-type: none"> Availability of Key System Application depending on their priority (Time available to be used compared to periods of unavailability): <ul style="list-style-type: none"> ➢ Priority 1 (e.g. Mosaic, Lagan, Seemis, Proactive, Northgate) - Target 99.9%, 99.99% (Jan-Mar 21 - 99.96%) ➢ Priority 2 (e.g. CAMS, Pentana, ArcGIS and JADU) - Target 99.9%, 99.99% (Jan-Mar 21 - 99.99%) ➢ Priority 3 (e.g. cognos, Systems Link, AutoCAD, Building Design Suite Standard (BDSS)) - Target 99.9%, 100% (Jan-Mar 21 - 100%) Initial Response Time of Service Desk by Severity Level of enquiry/request during <ul style="list-style-type: none"> ➢ 90.83% of Severity Level 1 requests responded to in 30 mins (Jan-Mar 21 - 94.44%) ➢ 98.00% of Severity Level 2 requests responded to in 30 mins (Jan-Mar 21 - 97.62%) ➢ 86.00% of Severity Level 3 requests responded to in 1 hr (Jan-Mar 21 - 90.00%) ➢ 83.00% of Severity Level 4 requests responded to in 2 hrs (Jan-Mar 21 - 81.08%) First Time Fix rates: - Overall Performance: 85.44% (Jan-Mar 21 - 88.70%) | <p>Performance During 2019/20</p> <ul style="list-style-type: none"> 1.26m Sports Participation (1.29m in 2018/19) 448.3k Culture Participation (436.6k in 2018/19) 3,320 Active Sports Memberships at year end (3,344 in 2018/19) 15.6k Active Library Users at year end (incl. mobile library users) (14.6k in 2018/19) 727 Health Referrals received (602 in 2018/19) <p>For more information, see https://www.scotborders.gov.uk/downloads/download/672/live_borders_performance_reports</p> <ul style="list-style-type: none"> There is no update this year and Live Borders have re-started performance reporting only in quarter 3 of 2021/22 with many of the sites remained closed into quarter 2, and prior to that it was stop start with lots of staff on furlough. | <ul style="list-style-type: none"> Sickness rate - St Ronans 12.5% Saltgreens 9.67% Grove 4.4% Garden View 10.1% Waverley 6.95% Deanfield 3.03% Occupancy Rates - St Ronans 84.7% Saltgreens 87.25% Grove 99% Garden View 97.6% Waverley 93.6% Deanfield 100% <table border="1"> <thead> <tr> <th>Care Inspectorate Grades-</th> <th>Saltgreens</th> <th>Waverley</th> <th>Garden View/Grove</th> <th>St Ronans</th> <th>Deanfield</th> </tr> </thead> <tbody> <tr> <td>Key Questions?</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>How well do we support people's wellbeing?</td> <td>5</td> <td>3</td> <td>3</td> <td>4</td> <td>4</td> </tr> <tr> <td>How Good is our Leadership?</td> <td>3</td> <td>4</td> <td></td> <td></td> <td>3</td> </tr> <tr> <td>How Good is our Staffing?</td> <td>3</td> <td>4</td> <td></td> <td></td> <td>3</td> </tr> <tr> <td>How Good is our setting?</td> <td>4</td> <td>3</td> <td>4</td> <td></td> <td>4</td> </tr> <tr> <td>How well is our care and support planned?</td> <td>5</td> <td></td> <td>4</td> <td>4</td> <td>3</td> </tr> <tr> <td>Covid 19?</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Complaints to CIP?</td> <td>6</td> <td>1</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Informal Complaints?</td> <td>11</td> <td>1</td> <td>2</td> <td></td> <td>3</td> </tr> <tr> <td>Staff turnover (Number of staff left in 2021)</td> <td>11</td> <td>18</td> <td>14</td> <td>6</td> <td>13</td> </tr> </tbody> </table> | Care Inspectorate Grades- | Saltgreens | Waverley | Garden View/Grove | St Ronans | Deanfield | Key Questions? | | | | | | How well do we support people's wellbeing? | 5 | 3 | 3 | 4 | 4 | How Good is our Leadership? | 3 | 4 | | | 3 | How Good is our Staffing? | 3 | 4 | | | 3 | How Good is our setting? | 4 | 3 | 4 | | 4 | How well is our care and support planned? | 5 | | 4 | 4 | 3 | Covid 19? | | | | | | Complaints to CIP? | 6 | 1 | 0 | 0 | 0 | Informal Complaints? | 11 | 1 | 2 | | 3 | Staff turnover (Number of staff left in 2021) | 11 | 18 | 14 | 6 | 13 |
| Care Inspectorate Grades- | Saltgreens | Waverley | Garden View/Grove | St Ronans | Deanfield | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Key Questions? | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| How well do we support people's wellbeing? | 5 | 3 | 3 | 4 | 4 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| How Good is our Leadership? | 3 | 4 | | | 3 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| How Good is our Staffing? | 3 | 4 | | | 3 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| How Good is our setting? | 4 | 3 | 4 | | 4 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| How well is our care and support planned? | 5 | | 4 | 4 | 3 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Covid 19? | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Complaints to CIP? | 6 | 1 | 0 | 0 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Informal Complaints? | 11 | 1 | 2 | | 3 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Staff turnover (Number of staff left in 2021) | 11 | 18 | 14 | 6 | 13 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Key Priorities 22/23 | <ol style="list-style-type: none"> 1. To facilitate, in partnership with CGI the technical delivery of the next phase of agreed transformation projects based on council priorities 2. Cyber Security Maturity Assessment 3. New Microsoft Corporate Enterprise Agreement 4. New Microsoft Curricular Enterprise Agreement 5. New Mobile Phone Contract to include requirements from Enterprise Mobility projects 6. Review and Renewal of Multiple Applications and Contracts 7. Renewal of Public Services Network (PSN) accreditation 8. Renewal of Cyber Essentials+ accreditation | <ol style="list-style-type: none"> 1. Recovery from Covid to ensure services can recommence 2. Service re-design across all provisions aligning with SBC's place making approach 3. Work with SBC to ensure sustainability going forward | <ol style="list-style-type: none"> 1. Monitor flow in intermediate care setting and maximise flow 2. Develop and implement High Level Dementia Unit - implemented but additional developmental work required this year 3. Review criteria for all settings 4. Implement Inspire Care across all Care Home Settings 5. Improve Care Inspectorate Grading across all settings 6. Reduce Absence to 5% or sickness? 7. Develop Succession Planning and Career Pathways across H&S 8. Increase Dementia Training across all staff etc. etc. 9. Develop training with Borders College 10. Care Modelling for new care village 11. Implementation of Care Planning systems, call management and EMAR systems - ongoing 12. Estate planning - ongoing 13. Reviewing key performance measures - ongoing 14. Improvements to Support Planning training, documentation and implementation 15. Establish stable and consistent Senior Teams in all services and improve Leadership | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

SERVICE OVERVIEW:

STRATEGIC COMMISSIONING & PARTNERSHIP

| | SB CARES Homecare | SB CARES LD Day Services | SB CARES Community Equipment Services and Telecare and Tech |
|----------------------------------|--|--|--|
| Key Services | <ol style="list-style-type: none"> 1. Delivery in the region of 585,000 Homecare visits to an average of 720 client to allow then to remain at home per annum across all areas in Scottish Borders (47% of total provision of homecare) 2. Night Support Service 3. Key partner on locality working groups 4. Assessments 5. Audits of Clients | <ol style="list-style-type: none"> 1. Delivery of LD days Services across 4 sites 34 clients (Jedburgh remains closed at this time.) 2. Transition of young adults form school to day service 3. Ongoing Assessment 4. Respite Provision | <ol style="list-style-type: none"> 1. Provide equipment across Health and Social Care to allow individuals to live independently at home 2. Install and maintain equipment in community settings 3. Install and maintain alarms in individuals homes 4. Provide TEC options to meet care outcomes where assessed 5. Pilot use of TEC 6. Manage Community equipment Service and Stock Management 7. Deliver training on TEC to professionals as options for assessments |
| Revenue £m Net | £6.032 | £1.215 | £0.406 |
| Capital 22/23 to 24/25 £m | £0 | £0 | £0 |
| FTE | 265.40 | 60.97 | 16.32 |
| Statutory Functions | <ol style="list-style-type: none"> 1. Duty to meet Health & Social Care Standards 2. Respond to the Care Inspectorate's inspection requirements & recommendations 3. Scottish Social Services Council registration for all registered care services 4. Duty to meet Adult Support & Protection Act Regulations 5. Compliance with H&S guidance 6. Compliance with Fire Safety Guidance 7. Compliance with COVID Guidance / HPS guidance | <ol style="list-style-type: none"> 1. Duty to meet Health & Social Care Standards 2. Respond to the Care Inspectorate's inspection requirements & recommendations 3. Scottish Social Services Council registration for all registered care services 4. Duty to meet Adult Support & Protection Act Regulations 5. Compliance with H&S guidance 6. Compliance with Fire Safety Guidance 7. Compliance with COVID Guidance / HPS guidance | <ol style="list-style-type: none"> 1. Duty to meet COSLA guidance 2. Compliance with H&S guidance 3. Compliance with Fire Safety Guidance 4. Compliance with COVID Guidance / HPS guidance 5. Compliance with Disability discrimination Act 6. Compliance with Carers Act 7. Compliance with National Association of Equipment Providers (NAEP) Membership standards |
| Latest Performance | <ul style="list-style-type: none"> • Care Inspectorate Grades = Grade 4 across all areas - No inspections in the last 12 months • 2022/23 Staff Sickness rate - 8.52% • Complaints received in 2020/21 = 25 • % of Planned Hours delivered = unable to measure at this point due to migrating from one system to another • 30 Missed Visits throughout 2020/21 | <ul style="list-style-type: none"> • 34 current Service Users (at March 2022) • 2022/23 Staff Sickness rate - 7.81% • Complaints received in 2021/22 = 1 | <p><i>Full suite of KPI's and measures for CES to be implemented and reported once SLA is agreed with NHS Borders.</i></p> <p><i>East Lothian Council provides details reporting of alarms and calls performance</i></p> <p><i>Complaints managed through corporate complaints process - none this year</i></p> |
| Key Priorities 22/23 | <ol style="list-style-type: none"> 1. Implement Reablement Service 2. Implement Total Mobile - one locality complete, 2 in progress 3. Improve Care Inspectorate Grading across all settings 4. Reduce Absence to 5% 5. Develop and Increase young workers to service 6. Develop Succession Planning and Career Pathways across H&SC 7. Increase Dementia Training across all staff etc etc 8. Planned via actual of 95% 9. Reviewing key performance measures 10. Increasing capacity by adopting new approach to care delivery | <ol style="list-style-type: none"> 1. Implement Digital strategy for LD Day Services Learning Disability Review 2. Reduce Absence to 5% 3. Reviewing key performance measures | <ol style="list-style-type: none"> 1. Sign off Joint SLA for CES with NHS Borders including funding split and KPI's 2. Reduce carbon footprint of service 3. Channel shift alarm referrals to digital and improve self-installation options 4. Provision of Technology enabled care to improve remote home care options 5. Expand outbound / proactive ARC calling/function 6. Support expansion of Responders service to enable clients without local contacts to benefit from alarm services 7. Replacement of all alarms through analogue to digital transformation programme 8. Reviewing key performance measures 9. Implement Trusted Assessor training and practice to improve CES service delivery and reduce costs |

SERVICE OVERVIEW:

STRATEGIC COMMISSIONING & PARTNERSHIP

| | SB CARES Matching Unit | SB CARES START |
|----------------------------------|---|---|
| Key Services | <ol style="list-style-type: none"> To match and source packages of care Coordination of care across partners to facilitate effective resource utilisation Maintenance of waiting list Partnership working with start to facilitate discharges and monitor hospital admissions Manage increases and decreases of PoC Partnership working with CCRT to complete reviews Ensure all paperwork is accurate and up to date for all providers In partnership with Home Care, management of schedulers to ensure planned care is delivered | <ol style="list-style-type: none"> Complete outcome focused assessments. Aim to reduce length of stay in acute settings. Aim to complete assessments timeously. Ensure safe discharge from hospital and intermediate care facilities. Utilise community supports/third party sectors. AWI/Guardianship Partnership working with Matching unit |
| Revenue £m Net | £0.202 | £0.562 |
| Capital 22/23 to 24/25 £m | £0 | £0 |
| FTE | 6.67 | 12.77 |
| Statutory Functions | <p>SBC has a statutory duty to:</p> <ul style="list-style-type: none"> - secure the provision of adequate care provision for all persons resident in their area requiring care | <ol style="list-style-type: none"> Duty to meet Health & Social Care Standards Professionals to ensure registration with relevant governing bodies Duty to meet Adult Support & Protection Act Regulations Compliance with H&S guidance Compliance with Fire Safety Guidance Compliance with COVID Guidance / HPS guidance Ensuring hospital discharges take place within the legal parameters |
| Latest Performance | <p>swapped packages – starting to record and report the increase POC monthly for each locality and aim to gain an increase of 5% of POC care sourced when swapping POC with providers to gain additional care hours. Utilise return of hours by 80% to reuse for New POC sourced</p> <p>sourced Packages of Care – 1203</p> | <ul style="list-style-type: none"> No of delays waiting for care within BGH = 11 (2020/21) Wards are using STRATA as well as START 3 complaints received during 2021/22 |
| Key Priorities 22/23 | <ol style="list-style-type: none"> Work with localities to utilise care provider provision effectively by realigning clients within set areas to a fewer number of providers to increase capacity. Take a more proactive approach in managing the waiting list and highlighting issues to SW and reduce the number of clients waiting too long. Managing waiting list to ensure it accurately reflects client need | <ol style="list-style-type: none"> To have a full compliment of staff by recruiting to vacant posts To continue to improve flow within Garden View and Upper Deanfield To utilise other interim facilities to reduce bed days in the Hospital and delays Continue to develop working relationships with the new pathway team to ensure clients are on an appropriate discharge pathway Work in partnership with NHS to improve the discharge experience for clients Work towards earlier Social Work intervention |

Revenue Financial Plan 2022/23 - 2026/27
Strategic Commissioning & Partnership

| Strategic Commissioning & Partnerships by Service | 2022/23 £'000 | 2023/24 (Provisional) £'000 | 2024/25 (Provisional) £'000 | 2025/26 (Provisional) £'000 | 2026/27 (Provisional) £'000 | Total £'000 |
|--|--------------------------|--|--|--|--|------------------------|
| Information Technology | 11,730 | 11,420 | 11,664 | 11,728 | 11,793 | 58,335 |
| SB Cares | 13,675 | 13,599 | 13,951 | 14,311 | 14,678 | 70,214 |
| Cultural Services | 3,783 | 3,386 | 3,312 | 3,312 | 3,312 | 17,105 |
| Sports Services | 1,965 | 1,617 | 1,442 | 1,443 | 1,443 | 7,911 |
| Total | 31,152 | 30,021 | 30,369 | 30,793 | 31,226 | 153,561 |

| Strategic Commissioning & Partnerships by Budget Head | 2022/23 £'000 | 2023/24 (Provisional) £'000 | 2024/25 (Provisional) £'000 | 2025/26 (Provisional) £'000 | 2026/27 (Provisional) £'000 | Total £'000 |
|--|--------------------------|--|--|--|--|------------------------|
| Employee Costs | 13,199 | 13,173 | 13,529 | 13,893 | 14,265 | 68,060 |
| Premises Related Expenditure | 282 | 283 | 284 | 285 | 286 | 1,421 |
| Transport Related Expenditure | 244 | 200 | 201 | 202 | 203 | 1,049 |
| Supplies & Services | 4,377 | 4,432 | 4,489 | 4,547 | 4,606 | 22,450 |
| Third Party Payments | 13,001 | 12,142 | 12,056 | 12,056 | 12,056 | 61,312 |
| Transfer Payments | 0 | 0 | 0 | 0 | 0 | 0 |
| Internal Recharges | 0 | 0 | 0 | 0 | 0 | 0 |
| Capital Financing Costs | 997 | 738 | 757 | 757 | 757 | 4,007 |
| | 32,100 | 30,969 | 31,317 | 31,740 | 32,173 | 158,300 |
| Income | (947) | (947) | (947) | (947) | (947) | (4,734) |
| Total | 31,152 | 30,021 | 30,369 | 30,793 | 31,226 | 153,561 |

Strategic Commissioning & Partnerships

Information Technology, SB Cares, Culture & Sport

| Capital Investment | 3 year operational £'000 | 7 year strategic £'000 | TOTAL £'000 | Est. External Funding £'000 | Est. SBC Contribution £'000 | Detail |
|--|-----------------------------|---------------------------|----------------|--------------------------------|-----------------------------------|--|
| Sports Infrastructure | 2,810 | 6,585 | 9,395 | (4,604) | 4,791 | 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 | 515 | 0 | 515 | (15) | 500 | Block allocation to upgrade public halls, Sir Walter Scott Courthouse (Phase 2) and Jim Clark Museum |
| ICT - Out with existing contract scope | 104 | 536 | 640 | 0 | 640 | IT works outwith the scope of the CGI contract |
| IT & ICT Transformation | 16,697 | 651 | 17,348 | (7,000) | 10,348 | IT replacements, upgrades and investment to support Digital Transformation across the Council |
| Total Investment | 20,126 | 7,772 | 27,898 | (11,619) | 16,279 | |

| Revenue Opening Position | 2022/23 £'000 | 2023/24 £'000 | 2024/25 £'000 | 2025/26 £'000 | 2026/27 £'000 |
|--|------------------|------------------|------------------|------------------|------------------|
| Base Budget (approved 19th March 2021) | 33,822 | 31,152 | 30,021 | 30,369 | 30,793 |
| Permanent Virements | (2,454) | 0 | 0 | 0 | 0 |
| Revised Base Budget | 31,368 | 31,152 | 30,021 | 30,369 | 30,793 |

| Budget Pressures | Base Budget £'000 | 2022/23 £'000 | 2023/24 £'000 | 2024/25 £'000 | 2025/26 £'000 | 2026/27 £'000 | Detail |
|---|----------------------|------------------|------------------|------------------|------------------|------------------|---|
| Workforce budget adjustments | 14,635 | 422 | 411 | 356 | 364 | 372 | To provide for pay award at 2% each year pending national pay negotiations, NI rate change from 2022/23 and SJC pension increase of 0.5% from 2023/24 |
| Non-pay inflation | 2,818 | 56 | 58 | 59 | 60 | 61 | To allow for anticipated inflationary increases |
| Personal Protective Equipment (PPE) | 123 | (480) | 0 | 0 | 0 | 0 | Reversal of estimated impact of COVID-19 |
| Community Equipment Store | 442 | (50) | 0 | 0 | 0 | 0 | Reversal of the increase in equipment required linked to COVID-19 |
| Inspire Learning: Service Costs & Operating Leases | 1,441 | 47 | (287) | (21) | 0 | 0 | Reprofiling of service costs, Leasing, Service Costs net of Efficiencies (Refresh) |
| Business World License | 0 | 175 | 0 | 0 | 0 | 0 | Renewal of Business World license |
| Revenue implications of IT investment | 0 | 312 | 0 | 0 | 0 | 0 | Revenue consequentials of IT investment |
| IT costs per agreed contract | 3,975 | (40) | 15 | 204 | 0 | 0 | As per the agreed IT Financial Model |
| Increase Berwickshire Recreation and Educational Sports Trust (BREST) grant | 60 | 30 | 0 | 0 | 0 | 0 | Increase BREST (Duns Swimming Pool) grant to an annual grant of £90k |
| COVID-19 Support to Culture & Sports Trusts | 5,208 | 1,000 | (1,000) | 0 | 0 | 0 | Increase in funding for Culture & Sports Trusts to support COVID-19 response |
| Bordercare Alarms | 405 | 7 | 0 | 0 | 0 | 0 | Align Bordercare Alarms expenditure to current usage |
| Total Pressures | | 1,479 | (803) | 598 | 424 | 433 | |

Strategic Commissioning & Partnerships

Information Technology, SB Cares, Culture & Sport

| Savings Proposals | Base Budget £'000 | 2022/23 £'000 | 2023/24 £'000 | 2024/25 £'000 | 2025/26 £'000 | 2026/27 £'000 | Detail |
|---|----------------------|------------------|------------------|------------------|------------------|------------------|--|
| Better use of Fleet Vehicles | 278 | (45) | (45) | 0 | 0 | 0 | Replacement of existing fleet vehicles approaching the end of their useful life to build a more permanent, efficient and reliable SB Cares Fleet. |
| Residential Care Retendering | 5,673 | (200) | (100) | 0 | 0 | 0 | Review of delivery arrangements for Residential Care to ensure the service delivery model provides best value in an environment of increasing service demand. The proposal is remodelling of Gardenview and Waverley, with Upper Deanfield to follow. There is an estimated increase required of 12 FTE which will be confirmed as work progresses. The additional staff costs will be offset by a reduction in private care providers costs to generate the required savings. |
| Management Fee reduction to Live Borders based on a reduction and agreement with Live Borders that they will manage budget pressures within existing management fee | 5,033 | (251) | (246) | (250) | 0 | 0 | A new three year agreement for 2022/23-2024/25 will be underpinned by the budget set out here. This will continue to enable joint work on delivering a number of key strategic projects including property rationalisation and allow delivery of services to achieve joint strategic outcomes. |
| Culture & Sports Trusts Management Fees | 5,208 | (500) | 500 | 0 | 0 | 0 | Increase in funding for Culture and Sports Trusts of £1m funded from COVID-19 reserve offset by £500k one-off saving in core grant - the net increase to the sports trusts is £500k. Saving allocation is Live Borders £483k, Berwickshire Recreation Educational Sports Trust (BREST) £6k and Jedburgh Leisure Facilities Trust (JLFT) £11k |
| IT savings | 3,975 | (100) | (100) | 0 | 0 | 0 | Reviews will be carried out including elements of the CGI contract to ensure contract remains fit for purpose and operates as efficiently as possible |
| Strategic Commissioning Savings | 39,812 | (591) | (337) | 0 | 0 | 0 | Comprehensive Review of Strategic Commissioning within Scottish Borders Council |
| Post-COVID-19 operating model | 9 | (1) | 0 | 0 | 0 | 0 | Savings from post-COVID-19 operating model in budgets across the Council such as travel, postage, stationery |
| Additional Fees & Charges | 405 | (7) | 0 | 0 | 0 | 0 | Income from fees & charges |
| Total Savings | | (1,695) | (328) | (250) | 0 | 0 | |

| Revenue Closing Position | 2022/23 £'000 | 2023/24 £'000 | 2024/25 £'000 | 2025/26 £'000 | 2026/27 £'000 |
|--------------------------|------------------|------------------|------------------|------------------|------------------|
| Base Budget 2022/23 | 31,152 | 30,021 | 30,369 | 30,793 | 31,226 |

Scottish Borders Council
Capital Investment Plan 2022/23 to 2031/32
Capital Funding Proposals

| | 2022/23 £'000 | 2023/24 £'000 | 2024/25 £'000 | Total Operational Plan | 2025/26 £'000 | 2026/27 £'000 | 2027/28 £'000 | 2028/29 £'000 | 2029/30 £'000 | 2030/31 £'000 | 2031/32 £'000 | Total Strategic Plan | Total £'000 |
|---|------------------|------------------|------------------|------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|-------------------------|------------------|
| CAPITAL FUNDING | | | | | | | | | | | | | |
| Specific Grants from Scottish Government | | | | | | | | | | | | | |
| Hawick Flood Protection | (17,838) | (10,147) | (148) | (28,133) | (920) | 0 | 0 | 0 | 0 | 0 | 0 | (920) | (29,053) |
| Cycling Walking & Safer Streets (CWSS) | (404) | (404) | (404) | (1,212) | (404) | (247) | (247) | (247) | (247) | (247) | (247) | (1,886) | (3,098) |
| Roads & Bridges -inc. RAMP, Winter Damage & Slopes (CWSS) | (100) | (100) | (100) | (300) | (100) | 0 | 0 | 0 | 0 | 0 | 0 | (100) | (400) |
| Early Years Expansion | (3,000) | 0 | 0 | (3,000) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (3,000) |
| Low Carbon Infrastructure Transformation (LCITP) Smart Grid | (88) | 0 | 0 | (88) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (88) |
| Other External Grants & Contributions | | | | | | | | | | | | | |
| Hawick Flood Protection | (4,779) | (3,132) | 0 | (7,911) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (7,911) |
| Borders Innovation Park | (500) | (4,553) | (6,183) | (11,236) | (3,186) | (357) | 0 | 0 | 0 | 0 | 0 | (3,543) | (14,779) |
| Play Areas and Outdoor Community Spaces | (77) | (133) | 0 | (210) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (210) |
| Hawick Regeneration | (2,033) | 0 | 0 | (2,033) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (2,033) |
| Eyemouth Regeneration | (380) | 0 | 0 | (380) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (380) |
| Jedburgh Building | (50) | 0 | 0 | (50) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (50) |
| Landfill Provision | (180) | 0 | 0 | (180) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (180) |
| Peebles High School Insurance Receipt | (3,229) | 0 | 0 | (3,229) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (3,229) |
| Borderlands (SG & Partners) | (9,939) | (25,763) | (16,430) | (52,132) | (10,939) | (14,838) | (9,752) | (1,595) | (520) | (3,551) | 0 | (41,195) | (93,327) |
| Borders Town Centre Regeneration Block | (542) | 0 | 0 | (542) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (542) |
| Jim Clark Museum | (15) | 0 | 0 | (15) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (15) |
| Eddleston Water Path | (925) | 0 | 0 | (925) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (925) |
| Access to Employment Land, Duns | (110) | 0 | 0 | (110) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (110) |
| Earlston Primary School | (1,763) | 0 | 0 | (1,763) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (1,763) |
| Development Contributions | | | | | | | | | | | | | |
| Reston Station Contribution | 0 | 0 | (100) | (100) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (100) |
| School Estate Block | (100) | (100) | (100) | (300) | (100) | (100) | (100) | (100) | (100) | (100) | (100) | (700) | (1,000) |
| Engineering Minor Works | (14) | 0 | 0 | (14) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (14) |
| Play Areas and Outdoor Community Spaces | 0 | (48) | 0 | (48) | (11) | 0 | 0 | 0 | 0 | 0 | 0 | (11) | (59) |
| Capital Receipts | (400) | 0 | 0 | (400) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (400) |
| General Capital Grant | | | | | | | | | | | | | |
| General | (10,737) | (10,666) | (10,666) | (32,069) | (10,666) | (10,666) | (10,666) | (10,666) | (10,666) | (10,666) | (10,666) | (74,662) | (106,731) |
| Adjustment due to timing movement of Hawick FPS | 7,348 | 0 | 0 | 7,348 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 7,348 |
| Flood Prevention Works & Scheme Preparation | (372) | (372) | (372) | (1,116) | (372) | (372) | (372) | (372) | (372) | (372) | (372) | (2,604) | (3,720) |
| Plant & Vehicle Replacement - P&V Fund | (2,000) | (2,000) | (2,000) | (6,000) | (2,000) | (2,000) | (2,000) | (2,000) | (2,000) | (2,000) | (2,000) | (14,000) | (20,000) |
| Synthetic Pitch Replacement Fund | (358) | (369) | (380) | (1,107) | (1,132) | (473) | (473) | (473) | (473) | (473) | 0 | (3,497) | (4,604) |
| Funded From Revenue | (7,000) | 0 | 0 | (7,000) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (7,000) |
| Borrowing | | | | | | | | | | | | | |
| General | (43,733) | (60,046) | (69,895) | (173,674) | (45,486) | (19,053) | (2,589) | (2,159) | (1,799) | (1,784) | (2,684) | (75,554) | (249,228) |
| Total | (103,318) | (117,833) | (106,778) | (327,929) | (75,316) | (48,106) | (26,199) | (17,612) | (16,177) | (19,193) | (16,069) | (218,672) | (546,601) |

Scottish Borders Council
Capital Investment Plan 2022/23 to 2031/32
Capital Investment Proposals

| | CAPITAL INVESTMENT PROPOSALS | 2022/23 £'000 | 2023/24 £'000 | 2024/25 £'000 | Total Operational Plan | 2025/26 £'000 | 2026/27 £'000 | 2027/28 £'000 | 2028/29 £'000 | 2029/30 £'000 | 2030/31 £'000 | 2031/32 £'000 | Total Strategic Plan | Total £'000 | Specific Project Funding | Net cost to SBC Capital |
|-------|--|------------------|------------------|------------------|---------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|-------------------------|----------------|-----------------------------|----------------------------|
| | Plant & Vehicle Fund | | | | | | | | | | | | | | | |
| | Plant & Vehicle Replacement - P&V Fund | 2,000 | 2,000 | 2,000 | 6,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 14,000 | 20,000 | (20,000) | 0 |
| | Flood & Coastal Protection | | | | | | | | | | | | | | | |
| Block | Flood Prevention Works & Scheme Preparation | 372 | 372 | 372 | 1,116 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 2,604 | 3,720 | 0 | 3,720 |
| | Hawick Flood Protection | 26,656 | 15,816 | 456 | 42,928 | 879 | 0 | 0 | 0 | 0 | 0 | 0 | 879 | 43,807 | (36,964) | 6,843 |
| | Land and Property Infrastructure | | | | | | | | | | | | | | | |
| Block | Asset Rationalisation & Demolition | 1,075 | 0 | 0 | 1,075 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,075 | 0 | 1,075 |
| Block | Cemetery Land Acquisition & Development | 895 | 0 | 105 | 1,000 | 0 | 334 | 649 | 0 | 0 | 0 | 0 | 983 | 1,983 | 0 | 1,983 |
| | Jedburgh High Street Building | 300 | 0 | 0 | 300 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 300 | (50) | 250 |
| Block | Building Upgrades | 522 | 437 | 437 | 1,396 | 437 | 624 | 624 | 624 | 624 | 624 | 624 | 4,181 | 5,577 | 0 | 5,577 |
| Block | Energy Efficiency Works | 1,878 | 1,045 | 1,045 | 3,968 | 1,045 | 1,045 | 1,045 | 1,045 | 1,045 | 1,045 | 1,045 | 7,315 | 11,283 | (88) | 11,195 |
| Block | Health and Safety Works | 633 | 400 | 400 | 1,433 | 400 | 500 | 500 | 500 | 500 | 500 | 500 | 3,400 | 4,833 | 0 | 4,833 |
| Block | Play Areas and Outdoor Community Spaces | 1,635 | 764 | 518 | 2,917 | 615 | 130 | 86 | 300 | 0 | 0 | 0 | 1,131 | 4,048 | (269) | 3,779 |
| | Road & Transport Infrastructure | | | | | | | | | | | | | | | |
| Block | Cycling Walking & Safer Streets | 404 | 404 | 404 | 1,212 | 404 | 247 | 247 | 247 | 247 | 247 | 247 | 1,886 | 3,098 | (3,098) | 0 |
| | Engineering Minor Works | 14 | 0 | 0 | 14 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 14 | (14) | 0 |
| Block | Lighting Asset Management Plan | 160 | 160 | 160 | 480 | 160 | 160 | 160 | 160 | 160 | 160 | 160 | 1,120 | 1,600 | 0 | 1,600 |
| | Peebles Bridge | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 420 | 420 | 0 | 420 | |
| | Reston Station Contribution | 0 | 0 | 1,740 | 1,740 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,740 | (100) | 1,640 |
| Block | Roads & Bridges -inc. RAMP, Winter Damage & Slopes | 7,731 | 7,660 | 7,100 | 22,491 | 7,100 | 7,100 | 7,100 | 7,100 | 7,100 | 7,100 | 7,100 | 49,700 | 72,191 | (400) | 71,791 |
| | Eddleston Water Path | 925 | 0 | 0 | 925 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 925 | (925) | 0 |
| | Waste Management | | | | | | | | | | | | | | | |
| | Easter Langlee Cell Provision | 50 | 0 | 0 | 50 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 50 | 0 | 50 |
| | Easter Langlee Leachate Management Facility | 130 | 0 | 0 | 130 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 130 | (180) | (50) |
| | Closed Landfill Site - Health & Safety Works | 30 | 0 | 0 | 30 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 30 | 0 | 30 |
| | Wheeled Bins (100 in total) - Street Cleansing | 52 | 0 | 0 | 52 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 52 | 0 | 52 |
| | Waste Containers | 97 | 101 | 106 | 304 | 112 | 117 | 123 | 129 | 136 | 143 | 150 | 910 | 1,214 | 0 | 1,214 |
| | Corporate | | | | | | | | | | | | | | | |
| Block | ICT - Outwith CGI Scope | 24 | 24 | 56 | 104 | 56 | 80 | 80 | 80 | 80 | 80 | 80 | 536 | 640 | 0 | 640 |
| | Digital Transformation | 12,533 | 3,242 | 0 | 15,775 | 0 | 242 | 25 | 24 | 22 | 0 | 0 | 313 | 16,088 | (7,000) | 9,088 |
| | Inspire Learning | 111 | 683 | 128 | 922 | 65 | 143 | 65 | 65 | 0 | 0 | 0 | 338 | 1,260 | 0 | 1,260 |
| | Learning Estate | | | | | | | | | | | | | | | |
| | Early Years Expansion | 3,000 | 0 | 0 | 3,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3,000 | (3,000) | 0 |
| | Eyemouth Primary School | 0 | 3,360 | 7,402 | 10,762 | 4,000 | 0 | 0 | 0 | 0 | 0 | 0 | 4,000 | 14,762 | 0 | 14,762 |
| | Earlston Primary School | 7,397 | 3,600 | 225 | 11,222 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 11,222 | 0 | 11,222 |
| | Earlston GP Surgery | 1,200 | 563 | 0 | 1,763 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,763 | (1,763) | 0 |
| | Gala Academy | 5,700 | 13,000 | 27,100 | 45,800 | 7,935 | 0 | 0 | 0 | 0 | 0 | 0 | 7,935 | 53,735 | 0 | 53,735 |
| | Hawick High School | 400 | 937 | 8,624 | 9,961 | 21,593 | 16,446 | 0 | 0 | 0 | 0 | 0 | 38,039 | 48,000 | 0 | 48,000 |
| | Peebles High School | 4,000 | 19,100 | 20,400 | 43,500 | 961 | 0 | 0 | 0 | 0 | 0 | 0 | 961 | 44,461 | (3,229) | 41,232 |
| | Inspire Academy | 453 | 0 | 0 | 453 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 453 | 0 | 453 |
| Block | Learning Estate Block | 2,153 | 1,800 | 1,790 | 5,743 | 1,790 | 1,790 | 1,790 | 1,790 | 1,790 | 1,790 | 1,790 | 12,530 | 18,273 | (1,000) | 17,273 |
| | Sports Infrastructure | | | | | | | | | | | | | | | |
| Block | Culture & Sports Trusts - Plant & Services | 255 | 215 | 215 | 685 | 215 | 290 | 290 | 290 | 290 | 290 | 290 | 1,955 | 2,640 | 0 | 2,640 |
| | Synthetic Pitch Replacement Fund | 358 | 369 | 380 | 1,107 | 1,792 | 473 | 473 | 473 | 473 | 473 | 473 | 4,630 | 5,737 | (4,604) | 1,133 |
| | Netherdale Stand | 1,018 | 0 | 0 | 1,018 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,018 | 0 | 1,018 |
| | Culture & Heritage | | | | | | | | | | | | | | | |
| Block | Jim Clark Museum | 22 | 0 | 0 | 22 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 22 | (15) | 7 |
| | Public Halls Upgrades | 284 | 0 | 0 | 284 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 284 | 0 | 284 |
| | Sir Walter Scott Courthouse - Phase 2 | 209 | 0 | 0 | 209 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 209 | 0 | 209 |

Scottish Borders Council
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| | CAPITAL INVESTMENT PROPOSALS | 2022/23 £'000 | 2023/24 £'000 | 2024/25 £'000 | Total Operational Plan | 2025/26 £'000 | 2026/27 £'000 | 2027/28 £'000 | 2028/29 £'000 | 2029/30 £'000 | 2030/31 £'000 | 2031/32 £'000 | Total Strategic Plan | Total £'000 | Specific Project Funding | Net cost to SBC Capital |
|-------|--|------------------|------------------|------------------|---------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|-------------------------|----------------|-----------------------------|----------------------------|
| | Economic Regeneration | | | | | | | | | | | | | | | |
| Block | Borders Town Centre Regeneration Block | 873 | 70 | 70 | 1,013 | 70 | 100 | 100 | 100 | 100 | 100 | 100 | 670 | 1,683 | (542) | 1,141 |
| | Borders Innovation Park | 599 | 4,553 | 6,183 | 11,335 | 3,186 | 357 | 0 | 0 | 0 | 0 | 0 | 3,543 | 14,878 | (14,779) | 99 |
| | Newtown St Boswells Regeneration | 224 | 120 | 56 | 400 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 400 | 0 | 400 |
| | Eyemouth Regeneration | 411 | 0 | 0 | 411 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 411 | (380) | 31 |
| | Hawick Regeneration | 2,033 | 0 | 0 | 2,033 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2,033 | (2,033) | 0 |
| | Galashiels Town Centre Regeneration | 499 | 0 | 0 | 499 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 499 | 0 | 499 |
| | Borderlands | 9,939 | 25,763 | 17,062 | 52,764 | 10,939 | 14,838 | 9,752 | 1,595 | 520 | 3,551 | 0 | 41,195 | 93,959 | (93,327) | 632 |
| | Earlston Business Relocation | 150 | 0 | 0 | 150 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 150 | 0 | 150 |
| | Access to Employment Land, Duns | 110 | 0 | 0 | 110 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 110 | (110) | 110 |
| | Housing Strategy & Services | | | | | | | | | | | | | | | |
| | Private Sector Housing Grant - Adaptations | 515 | 500 | 500 | 1,515 | 500 | 500 | 500 | 500 | 500 | 500 | 500 | 3,500 | 5,015 | 0 | 5,015 |
| | Social Care Infrastructure | | | | | | | | | | | | | | | |
| Block | Care Inspectorate Requirements & Upgrades | 40 | 41 | 41 | 122 | 43 | 43 | 43 | 43 | 43 | 43 | 43 | 301 | 423 | 0 | 423 |
| | 2 Residential Care Homes | 2,000 | 10,559 | 1,528 | 14,087 | 8,472 | 0 | 0 | 0 | 0 | 0 | 0 | 8,472 | 22,559 | 0 | 22,559 |
| | Residential Care Accommodation - Upgrades | 1,074 | 0 | 0 | 1,074 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,074 | 0 | 1,074 |
| | Other | | | | | | | | | | | | | | | |
| | Emergency & Unplanned | 175 | 175 | 175 | 525 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 1,225 | 1,750 | 0 | 1,750 |
| | | | | | | | | | | | | | | | 0 | 0 |
| | Total | 103,318 | 117,833 | 106,778 | 327,929 | 75,316 | 48,106 | 26,199 | 17,612 | 16,177 | 19,193 | 16,069 | 218,672 | 546,601 | (193,870) | 352,841 |