

# Scottish Borders Council

## Financial Plans 2013/14 onward

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# Revenue Financial Plan 2013/14 - 2017/18

Further information on the Council's  
Revenue Financial Plan is available from:-

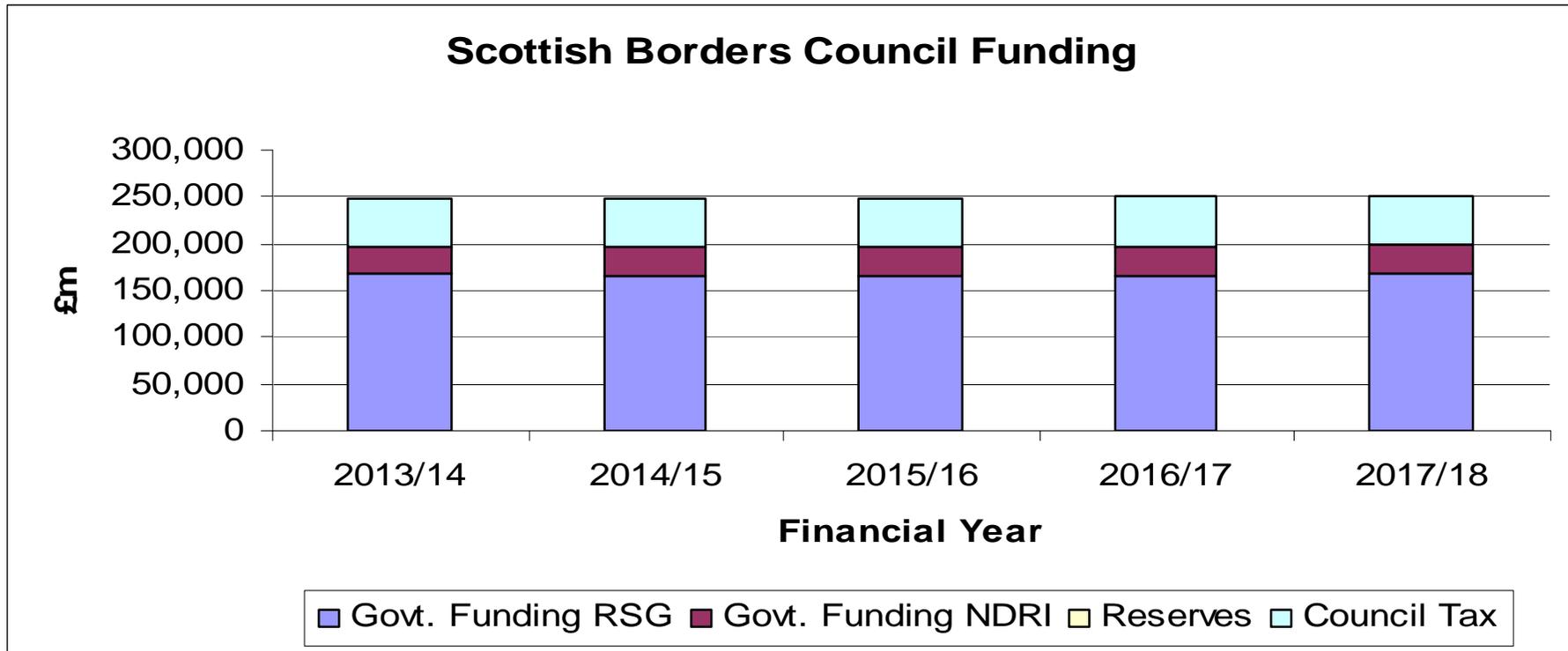
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The Financial Services Manager can also give information on other language translations as well as providing additional copies.

Scottish Borders Council  
Revenue Financial Plan 2013/14 - 2017/18  
Revenue Resources

	2013/14 £'000	2014/15 (Provisional) £'000	2015/16 (Provisional) £'000	2016/17 (Provisional) £'000	2017/18 (Provisional) £'000	Total £'000
<b>Aggregate External Finance (1)</b>						
General Revenue Support (2)	186,233	182,951	182,957	183,469	183,900	919,510
Reduction in RSG for Police & Fire	(17,015)	(17,015)	(17,015)	(17,015)	(17,015)	(85,075)
Non-domestic Rates (distribution from national pool)	28,503	31,183	31,183	31,183	31,183	153,235
	<b>197,721</b>	<b>197,119</b>	<b>197,125</b>	<b>197,637</b>	<b>198,068</b>	<b>987,670</b>
<b>Reserves</b>	0	200	0	0	0	200
<b>Council Tax (Band D £1,084 - no increase)</b>	50,926	51,126	51,626	52,126	52,626	258,430
<b>Total</b>	<b>248,647</b>	<b>248,445</b>	<b>248,751</b>	<b>249,763</b>	<b>250,694</b>	<b>1,246,300</b>
Notes:						
1. Funding from Scottish Government excludes ring-fenced grants (the budgets which follow are net of such grants).						
2. The Scottish Government has announced AEF for 2013/14 and provisional AEF for 2014/15.						



Scottish Borders Council  
Revenue Financial Plan 2013/14 - 2017/18  
Departmental Summary

	2013/14 £'000	2014/15 (Provisional) £'000	2015/16 (Provisional) £'000	2016/17 (Provisional) £'000	2017/18 (Provisional) £'000	Total £'000
Chief Executive	25,518	25,424	25,705	25,915	26,126	128,688
Education & Lifelong Learning	93,487	93,379	92,648	92,143	91,515	463,172
Social Work	73,622	74,910	75,339	76,318	78,140	378,329
Environment & Infrastructure	29,797	29,594	30,173	30,461	29,946	149,971
Loan Charges	21,295	21,295	21,295	21,295	21,295	106,475
Other	4,928	3,843	3,591	3,631	3,672	19,665
	<b>248,647</b>	<b>248,445</b>	<b>248,751</b>	<b>249,763</b>	<b>250,694</b>	<b>1,246,300</b>

Scottish Borders Council  
Revenue Financial Plan 2013/14 - 2017/18  
Summary

	2013/14 £'000	2014/15 (Provisional) £'000	2015/16 (Provisional) £'000	2016/17 (Provisional) £'000	2017/18 (Provisional) £'000	Total £'000
<b>Base Budget (approved 9 February 2012)</b>	<b>264,195</b>	<b>248,647</b>	<b>248,445</b>	<b>248,751</b>	<b>249,763</b>	<b>1,259,801</b>
<b>Add/deduct</b>						
Permanent Virements	(68)	0	0	0	0	(68)
Full year effect (FYE) of previous year's Growths / Savings	(3,217)	(262)	0	0	0	(3,479)
Manpower adjustments	2,104	3,353	4,613	3,408	3,340	16,818
Non-pay Inflation including Service Specific	1,377	1,596	1,092	1,150	1,170	6,385
Department Specific Pressures	5,018	1,856	792	1,497	1,834	10,997
Removal of Police and Fire Budget	(17,032)	0	0	0	0	(17,032)
<b>Deduct</b>						
Business Transformation Projects	(497)	(5,383)	(4,581)	(3,492)	(3,461)	(17,414)
Efficiencies in Service Delivery	(2,841)	(825)	(1,530)	(1,481)	(1,744)	(8,421)
Service Rationalisations	(156)	(347)	(60)	(60)	(204)	(827)
Increased Income/New charges	(236)	(190)	(20)	(10)	(4)	(460)
<b>Base Budget</b>	<b>248,647</b>	<b>248,445</b>	<b>248,751</b>	<b>249,763</b>	<b>250,694</b>	<b>1,246,300</b>

**Scottish Borders Council  
Revenue Financial Plan 2013/14 - 2017/18  
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 2012.**

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

Scottish Borders Council  
Revenue Financial Plan 2013/14 - 2017/18  
Chief Executive

<b>Chief Executive</b>	<b>2013/14 £'000</b>	<b>2014/15 (Provisional) £'000</b>	<b>2015/16 (Provisional) £'000</b>	<b>2016/17 (Provisional) £'000</b>	<b>2017/18 (Provisional) £'000</b>	<b>Total £'000</b>
<b>Chief Executive</b>	<b>381</b>	<b>385</b>	<b>392</b>	<b>398</b>	<b>403</b>	<b>1,959</b>
<b>Executive Support</b>	<b>248</b>	<b>219</b>	<b>205</b>	<b>184</b>	<b>171</b>	<b>1,027</b>
<b>Corporate Policy</b>	<b>5,676</b>	<b>5,664</b>	<b>5,693</b>	<b>5,722</b>	<b>5,749</b>	<b>28,504</b>
Community & Corporate Planning	906	914	928	940	953	4,641
Economic Development	1,485	1,503	1,520	1,532	1,545	7,585
Housing	2,934	2,887	2,877	2,875	2,869	14,442
Employment Support Service	351	360	368	375	382	1,836
<b>Finance</b>	<b>3,564</b>	<b>3,495</b>	<b>3,510</b>	<b>3,513</b>	<b>3,508</b>	<b>17,590</b>
<b>Shared Services</b>	<b>6,986</b>	<b>6,989</b>	<b>7,090</b>	<b>7,117</b>	<b>7,142</b>	<b>35,324</b>
Customer Services	2,587	2,646	2,714	2,747	2,780	13,474
Information Technology	4,399	4,343	4,376	4,370	4,362	21,850
<b>Human Resources</b>	<b>1,450</b>	<b>1,420</b>	<b>1,423</b>	<b>1,422</b>	<b>1,424</b>	<b>7,139</b>
<b>Corporate Governance</b>	<b>7,329</b>	<b>7,413</b>	<b>7,598</b>	<b>7,774</b>	<b>7,952</b>	<b>38,066</b>
Legal & Democratic Services	2,086	2,094	2,092	2,120	2,148	10,540
Audit & Risk Management	893	879	886	886	885	4,429
Assessor & Electoral Registration Officer	705	697	706	707	707	3,522
Property & Facilities Management	3,645	3,743	3,914	4,061	4,212	19,575
<b>Business Transformation</b>	<b>794</b>	<b>749</b>	<b>704</b>	<b>695</b>	<b>687</b>	<b>3,629</b>
<b>Recharge to Non-General Fund Accounts</b>	<b>(910)</b>	<b>(910)</b>	<b>(910)</b>	<b>(910)</b>	<b>(910)</b>	<b>(4,550)</b>
	<b>25,518</b>	<b>25,424</b>	<b>25,705</b>	<b>25,915</b>	<b>26,126</b>	<b>128,688</b>

Scottish Borders Council  
Revenue Financial Plan 2013/14 - 2017/18  
Chief Executive

<b>Chief Executive</b>	<b>2013/14 £'000</b>	<b>2014/15 (Provisional) £'000</b>	<b>2015/16 (Provisional) £'000</b>	<b>2016/17 (Provisional) £'000</b>	<b>2017/18 (Provisional) £'000</b>	<b>Total £'000</b>
Employee Costs	23,773	23,705	24,055	24,261	24,461	120,255
Premises Related Expenditure	2,777	2,855	2,910	2,966	3,025	14,533
Transport Related Expenditure	474	475	475	475	475	2,374
Supplies & Services	6,289	6,255	6,249	6,280	6,313	31,386
Third Party Payments	3,431	3,323	3,235	3,152	3,071	16,212
Transfer Payments	0	0	0	0	0	0
Central Support Services	119	119	119	119	119	595
Capital Financing Costs	181	181	181	181	181	905
	<b>37,044</b>	<b>36,913</b>	<b>37,224</b>	<b>37,434</b>	<b>37,645</b>	<b>186,260</b>
Income	(11,526)	(11,489)	(11,519)	(11,519)	(11,519)	(57,572)
	<b>25,518</b>	<b>25,424</b>	<b>25,705</b>	<b>25,915</b>	<b>26,126</b>	<b>128,688</b>

Scottish Borders Council  
Revenue Financial Plan 2013/14 - 2017/18  
Chief Executive

<b>Chief Executive</b>	<b>2013/14 £'000</b>	<b>2014/15 (Provisional) £'000</b>	<b>2015/16 (Provisional) £'000</b>	<b>2016/17 (Provisional) £'000</b>	<b>2017/18 (Provisional) £'000</b>	<b>Total £'000</b>
<b>Base Budget (approved 9 February 2012)</b>	<b>24,659</b>	<b>25,518</b>	<b>25,424</b>	<b>25,705</b>	<b>25,915</b>	<b>127,221</b>
<b>Add/deduct</b>						
Permanent Virements	1,141	0	0	0	0	1,141
Full year effect (FYE) of previous year's Growths / Savings	(397)	6	0	0	0	(391)
Manpower adjustments	303	595	824	598	586	2,906
Non-pay Inflation including Service Specific	155	181	162	164	165	827
Department Specific Pressures	146	42	(50)	0	0	138
<b>Deduct</b>						
Business Transformation Projects	(7)	(11)	(17)	0	0	(35)
Efficiencies in Service Delivery	(482)	(907)	(638)	(552)	(540)	(3,119)
Service Rationalisations	0	0	0	0	0	0
Increased Income/New charges	0	0	0	0	0	0
<b>Base Budget</b>	<b>25,518</b>	<b>25,424</b>	<b>25,705</b>	<b>25,915</b>	<b>26,126</b>	<b>128,688</b>

Scottish Borders Council  
Revenue Financial Plan 2013/14 - 2017/18  
Chief Executive

<b>Chief Executive</b>	<b>2013/14 £'000</b>	<b>2014/15 (Provisional) £'000</b>	<b>2015/16 (Provisional) £'000</b>	<b>2016/17 (Provisional) £'000</b>	<b>2017/18 (Provisional) £'000</b>	<b>Total £'000</b>
<b>Base Budget (approved 9 February 2012)</b>	<b>24,659</b>	<b>25,518</b>	<b>25,424</b>	<b>25,705</b>	<b>25,915</b>	<b>127,221</b>
<b>Add/deduct</b>						
<b>Permanent Virements</b>	<b>1,141</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,141</b>
<b>Full year effect of previous year's Growths / Savings</b>	<b>(397)</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(391)</b>
Household survey	0	16	0	0	0	16
Savings from improved systems	(30)	0	0	0	0	(30)
Staff survey changes	(16)	0	0	0	0	(16)
Remove election budget	(120)	0	0	0	0	(120)
Reduced support for resilient communities	(5)	0	0	0	0	(5)
Reduced funding for Abbotsford Trust	(40)	0	0	0	0	(40)
Remove Diamond Jubilee funding	(25)	0	0	0	0	(25)
Finance staffing reduction	(19)	0	0	0	0	(19)
Registrar review	(4)	0	0	0	0	(4)
HR Shared Services Review	(18)	0	0	0	0	(18)
Library & Contact Centre review	(32)	0	0	0	0	(32)
Audit & Risk savings	(6)	0	0	0	0	(6)
Removal of BTS vacancy	(16)	0	0	0	0	(16)
Restructure Property Maintenance	(5)	0	0	0	0	(5)
To support economic activity & events	(50)	0	0	0	0	(50)
Efficiencies in consultancy from using internal resource	(3)	(2)	0	0	0	(5)
Redesign of Care & Repair Service	(8)	(8)	0	0	0	(16)

Scottish Borders Council  
Revenue Financial Plan 2013/14 - 2017/18  
Chief Executive

<b>Chief Executive</b>	<b>2013/14 £'000</b>	<b>2014/15 (Provisional) £'000</b>	<b>2015/16 (Provisional) £'000</b>	<b>2016/17 (Provisional) £'000</b>	<b>2017/18 (Provisional) £'000</b>	<b>Total £'000</b>
<b>Manpower adjustments</b>	<b>303</b>	<b>595</b>	<b>824</b>	<b>598</b>	<b>586</b>	<b>2,906</b>
Increments	(3)	333	297	141	67	835
Pay Awards	255	262	498	493	510	2,018
Other Manpower adjustments	(31)	0	45	0	47	61
Living Wage Impact	82	0	0	0	0	82
Pay award & increment saving	0	0	(16)	(36)	(38)	(90)
<b>Non-pay Inflation including Service Specific</b>	<b>155</b>	<b>181</b>	<b>162</b>	<b>164</b>	<b>165</b>	<b>827</b>
Energy Costs	51	61	34	36	38	220
Property Related	17	17	20	21	21	96
Insurances	1	2	3	2	2	10
Licenses	37	38	41	41	40	197
Food Costs	36	50	50	50	50	236
Orchard & Shipman Homelessness PSL Contract	8	8	9	9	9	43
Borders Care & Repair Contract	5	5	5	5	5	25
<b>Department Specific Pressures</b>	<b>146</b>	<b>42</b>	<b>(50)</b>	<b>0</b>	<b>0</b>	<b>138</b>
DWP subsidy for Ctax & HB administration	96	42	0	0	0	138
Licensing income pressure	50	0	(50)	0	0	0
<b>Deduct</b>						
<b>Business Transformation Projects</b>	<b>(7)</b>	<b>(11)</b>	<b>(17)</b>	<b>0</b>	<b>0</b>	<b>(35)</b>
Share of review of all SW Business Support services	(7)	(11)	(17)	0	0	(35)
<b>Efficiencies in Service Delivery</b>	<b>(482)</b>	<b>(907)</b>	<b>(638)</b>	<b>(552)</b>	<b>(540)</b>	<b>(3,119)</b>
New Starts Terms & Conditions	(18)	(36)	(54)	(72)	(90)	(270)
Reduced 3rd party costs in CE service	(10)	(25)	(17)	(13)	(12)	(77)
Staffing reduction in Assessors Service	(10)	(25)	(17)	(13)	(12)	(77)
Staffing reduction in Directorate Support	(75)	(14)	(9)	(7)	(7)	(112)
Staffing reduction & reduced 3rd party costs in Finance	(49)	(137)	(91)	(72)	(67)	(416)

Scottish Borders Council  
Revenue Financial Plan 2013/14 - 2017/18  
Chief Executive

<b>Chief Executive</b>	<b>2013/14 £'000</b>	<b>2014/15 (Provisional) £'000</b>	<b>2015/16 (Provisional) £'000</b>	<b>2016/17 (Provisional) £'000</b>	<b>2017/18 (Provisional) £'000</b>	<b>Total £'000</b>
Customer Services restructuring & increased income	(31)	(87)	(57)	(46)	(42)	(263)
Adopt self insurance model for delivery of life insurance	(14)	(39)	(26)	(21)	(19)	(119)
HR & Workforce Planning restructure	(19)	(53)	(35)	(28)	(26)	(161)
Increased license fee income and LDS staff restructuring	(14)	(39)	(26)	(21)	(19)	(119)
Savings from Rates appeals	(65)	0	0	0	0	(65)
Business Solutions staff restructures	(83)	(233)	(153)	(122)	(113)	(704)
Estates rationalisation	(42)	(119)	(77)	(61)	(57)	(356)
Bring private sector leasing service in-house	(48)	(100)	(76)	(76)	(76)	(376)
Reduce staff travel and mileage costs (Housing)	(4)	0	0	0	0	(4)
<b>Service Rationalisations</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Increased Income/New charges	0	0	0	0	0	0
<b>Base Budget</b>	<b>25,518</b>	<b>25,424</b>	<b>25,705</b>	<b>25,915</b>	<b>26,126</b>	<b>128,688</b>

## Chief Executive

The Chief Executive provides services across the following key areas:

### Chief Executive

The Chief Executive office provides effective strategic leadership of the Council, ensuring the effective implementation of policies and service delivery.

### Executive Support

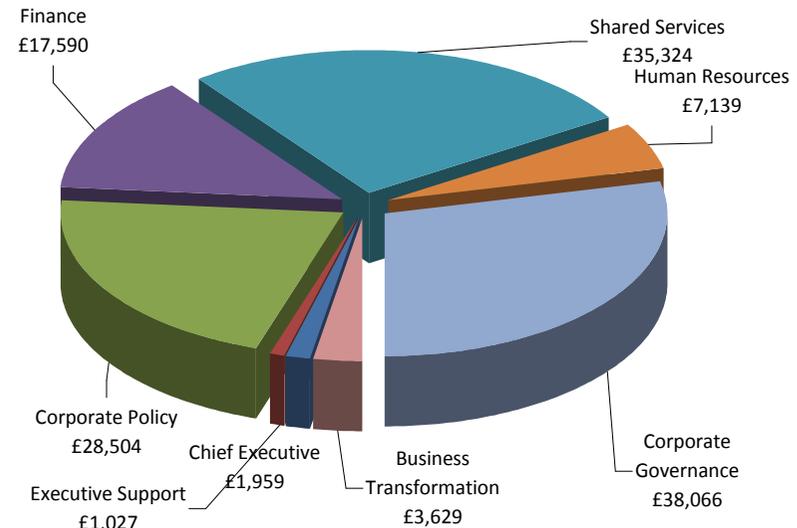
Providing strategic management, business, administration and secretarial support across the Department.

### Corporate Policy

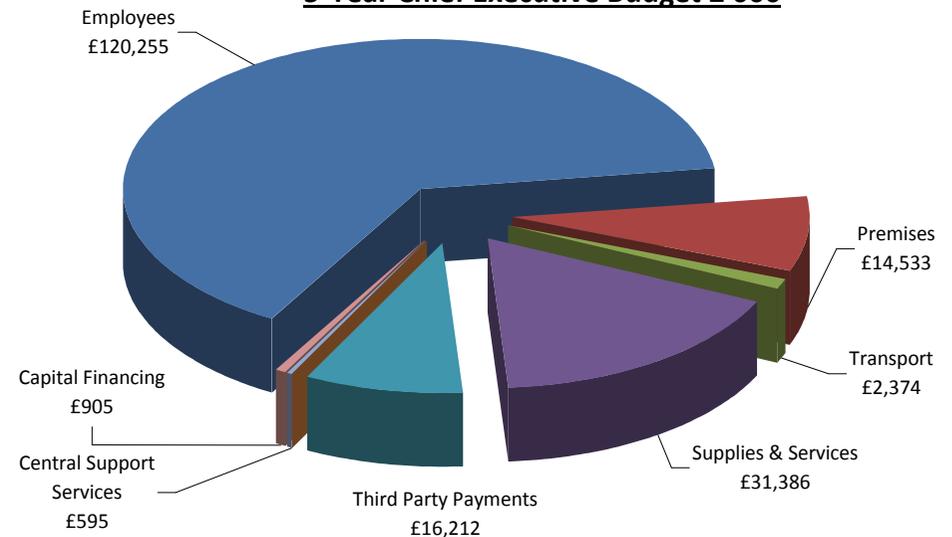
**Community & Corporate Planning:** The team manages the overall work in driving forward the Single Outcome Agreement/Community Plan, the Corporate Plan, the Performance Management Framework and the provision of research and information. It is also responsible for strategic community engagement and equalities and diversity, supporting Community Councils, managing Council-wide community grant schemes, and providing external funding advice and project support to significant community projects.

**Economic Development:** The team's key aim is to sustain and grow the economy of the Scottish Borders. The Council focuses on providing support, advice and information to assist the economy and benefit businesses and communities in key areas of business support (including Business Gateway services and inward investment), town centre regeneration, financial support and property/premises. The team promotes activity in key sectors of the Scottish Borders economy and delivers a number of interventions in the agriculture, forestry and fishing, tourism, creative industries, food and drink and textile sectors. The Team is also actively involved in European policy ensuring that the Scottish Borders is promoted and external funding opportunities maximised. The shift towards a Low Carbon Economy is also one of the priorities for the Team.

**5-Year Chief Executive Budget £'000**



**5-Year Chief Executive Budget £'000**



**Housing:** As a strategic housing authority, the Council is responsible for the development and delivery of the Local Housing Strategy, to address below tolerable standard housing in the private sector, to promote and enable the provision of affordable housing and to provide disabled adaptations to enable people to live independently in their own homes. It is also responsible for registering private landlords and ensuring they adhere to their legal responsibilities and in partnership with Eildon Housing, provides the Care and Repair service. The service also includes provision of a welfare benefits service to citizens of the Scottish Borders. Under the Housing (Scotland) Act 2009, the council has a statutory duty to prevent homelessness by early intervention and the provision of information and advice.

**Employment Support Service:** Recently established to provide employment support to those people currently furthest from the market with the aim of enabling those being supported to move to independently sustained paid employment.

### **Finance**

The Finance Service provides strategic and operational financial management support to both the corporate body of the Council and its component services including treasury and pensions management, financial planning, management reporting, accounting and support and the provision of financial information systems to the Council. Procurement provide an internal service across all departments in line with Corporate Procurement Strategy and policy.

### **Shared Services**

**Customer Services:** Provides an integrated first point of contact to the Council's customers. The range of services provided include revenue collection, administration of council tax, non domestic rates and benefits, financial assessments, the registration service and general customer services provided through a network of contact centres (face to face) and the call centre (telephony). A number of integrated library contact centres are also managed by Customer Services.

**IT:** Supplies ICT Infrastructure and Support Services to SBC HQ, area offices, schools, depots and other locations throughout the Scottish Borders area. The service provides office based and mobile ICT equipment, servers, the local and wide area network for data and voice, ICT security, provision of business applications, electronic service delivery infrastructure, ICT disaster recovery and business partnership.

**HRSS:** The HR Shared Service team provides a first point of contact for internal customers for HR (excluding advisory), payroll and pension services.

**Corporate Communications & Marketing:** Corporate customer-focused external and internal communications function, including reprographic, printing, web and intranet services

### **Human Resources**

Providing a range of HR and Workforce Planning and Development services to all Council departments, including professional advice and support, organisation and personal development, change management. The HR service is dealing with a significantly growing workload particularly in the areas of transformation and change management, disciplinary cases, capability cases and employee relations matters. There is also significant resource dedicated to the re-structure and overall modernisation of the services delivered.

### **Corporate Governance**

**Legal & Democratic Services:** The Service provides an extensive range of Legal & Democratic Services, including - Monitoring Officer Legal Services, Licensing Services, Committee Management, Members Support, Elections Management and legal services for Common Good Funds across the Scottish Borders.

**Audit & Risk Management:** Provision of specialist compliance and assurance support and advisory services of internal audit, counter fraud, risk management including insurance and business continuity planning, and wellbeing and safety, that are designed to assist the Council in discharging its responsibilities and accomplishing its objectives by bringing about a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, internal control and governance and to ensure compliance with legislation.

**Assessor & Electoral Registration Officer:** is a statutory official whose duty is to complete and maintain the Valuation Roll, the Council Tax valuation list and the Register of Electors. He is appointed by the Council and supported by a staff of 16 FTE.

**Property & Facilities Management:** Direct staff costs for property management, estates, facilities support, cleaning and catering in all Council properties.

### **Business Transformation**

The Business Transformation team will support strategic change, providing programmes, projects, business analysis and support services, co-ordinate Council demands and outcomes, enabling departments to meet organisational objectives and deliver a corporate governance framework for all programmes and projects.

### **Recharge to Non General Fund Accounts**

Income from central support recharges to Non-General Fund Accounts.

Scottish Borders Council  
Revenue Financial Plan 2013/14 - 2017/18  
Education & Lifelong Learning

<b>Education &amp; Lifelong Learning</b>	<b>2013/14 £'000</b>	<b>2014/15 (Provisional) £'000</b>	<b>2015/16 (Provisional) £'000</b>	<b>2016/17 (Provisional) £'000</b>	<b>2017/18 (Provisional) £'000</b>	<b>Total £'000</b>
<b>Schools</b>	<b>83,608</b>	<b>83,817</b>	<b>82,922</b>	<b>82,449</b>	<b>81,956</b>	<b>414,752</b>
Early Years	4,870	4,680	4,602	4,684	4,767	<b>23,603</b>
Primary	31,066	31,046	30,690	30,795	31,122	<b>154,719</b>
Secondary	39,653	40,092	39,602	38,976	38,021	<b>196,344</b>
Central Schools	3,676	3,671	3,709	3,674	3,719	<b>18,449</b>
Transportation	3,143	3,134	3,134	3,134	3,134	<b>15,679</b>
School Meals	1,200	1,194	1,185	1,186	1,193	<b>5,958</b>
<b>Strategic Services</b>	<b>5,236</b>	<b>5,127</b>	<b>5,143</b>	<b>5,113</b>	<b>4,875</b>	<b>25,494</b>
Strategic Support	3,977	3,842	3,783	3,709	3,478	<b>18,789</b>
Community Learning & Development	1,259	1,285	1,360	1,404	1,397	<b>6,705</b>
<b>Community Services</b>	<b>4,643</b>	<b>4,435</b>	<b>4,583</b>	<b>4,581</b>	<b>4,684</b>	<b>22,926</b>
Community Halls & Venues	970	977	1,002	920	938	<b>4,807</b>
Community Arts	249	256	265	268	272	<b>1,310</b>
Libraries & Information	1,637	1,500	1,558	1,595	1,634	<b>7,924</b>
Museums & Galleries	969	999	1,033	1,056	1,079	<b>5,136</b>
Central Community Services	818	703	725	742	761	<b>3,749</b>
	<b>93,487</b>	<b>93,379</b>	<b>92,648</b>	<b>92,143</b>	<b>91,515</b>	<b>463,172</b>

Scottish Borders Council  
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Education & Lifelong Learning

<b>Education &amp; Lifelong Learning</b>	<b>2013/14 £'000</b>	<b>2014/15 (Provisional) £'000</b>	<b>2015/16 (Provisional) £'000</b>	<b>2016/17 (Provisional) £'000</b>	<b>2017/18 (Provisional) £'000</b>	<b>Total £'000</b>
Employee Costs	64,024	64,573	65,938	67,134	68,779	330,448
Premises Related Expenditure	9,303	9,470	9,666	9,866	10,073	48,378
Transport Related Expenditure	3,627	3,628	3,628	3,628	3,628	18,139
Supplies & Services	6,487	5,483	3,043	980	(879)	15,114
Third Party Payments	12,364	12,571	12,735	12,903	12,282	62,855
Transfer Payments	517	517	517	517	517	2,585
Central Support Services	323	323	323	323	323	1,615
Capital Financing Costs	0	0	0	0	0	0
	<b>96,645</b>	<b>96,565</b>	<b>95,850</b>	<b>95,351</b>	<b>94,723</b>	<b>479,134</b>
Income	(3,158)	(3,186)	(3,202)	(3,208)	(3,208)	(15,962)
	<b>93,487</b>	<b>93,379</b>	<b>92,648</b>	<b>92,143</b>	<b>91,515</b>	<b>463,172</b>

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Education & Lifelong Learning

<b>Education &amp; Lifelong Learning</b>	<b>2013/14 £'000</b>	<b>2014/15 (Provisional) £'000</b>	<b>2015/16 (Provisional) £'000</b>	<b>2016/17 (Provisional) £'000</b>	<b>2017/18 (Provisional) £'000</b>	<b>Total £'000</b>
<b>Base Budget (approved 9 February 2012)</b>	<b>94,182</b>	<b>93,487</b>	<b>93,379</b>	<b>92,648</b>	<b>92,143</b>	<b>465,839</b>
<b>Add/deduct</b>						
Permanent Virements	(775)	0	0	0	0	(775)
Full year effect (FYE) of previous year's Growths / Savings	(589)	(40)	0	0	0	(629)
Manpower adjustments	981	1,272	1,770	1,413	1,319	6,755
Non-pay Inflation including Service Specific	430	589	443	453	466	2,381
Department Specific Pressures	160	(35)	35	182	616	958
						0
<b>Deduct</b>						0
Business Transformation Projects	(40)	(1,391)	(2,770)	(2,127)	(1,833)	(8,161)
Efficiencies in Service Delivery	(678)	(129)	(133)	(360)	(992)	(2,292)
Service Rationalisations	(156)	(347)	(60)	(60)	(204)	(827)
Increased Income/New charges	(28)	(27)	(16)	(6)	0	(77)
<b>Base Budget</b>	<b>93,487</b>	<b>93,379</b>	<b>92,648</b>	<b>92,143</b>	<b>91,515</b>	<b>463,172</b>

Scottish Borders Council  
Revenue Financial Plan 2013/14 - 2017/18  
Education & Lifelong Learning

<b>Education &amp; Lifelong Learning</b>	<b>2013/14 £'000</b>	<b>2014/15 (Provisional) £'000</b>	<b>2015/16 (Provisional) £'000</b>	<b>2016/17 (Provisional) £'000</b>	<b>2017/18 (Provisional) £'000</b>	<b>Total £'000</b>
<b>Base Budget (approved 9 February 2012)</b>	<b>94,182</b>	<b>93,487</b>	<b>93,379</b>	<b>92,648</b>	<b>92,143</b>	<b>465,839</b>
<b>Add/deduct</b>						
<b>Permanent Virements</b>	<b>(775)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(775)</b>
<b>Full year effect of previous year's Growths / Savings</b>	<b>(589)</b>	<b>(40)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(629)</b>
Reinstatement of previously delayed Arts saving	(11)	0	0	0	0	(11)
Removal of one-off school refurbishment budget	(200)	0	0	0	0	(200)
FYE of Transport saving	(75)	0	0	0	0	(75)
FYE of Transforming Community Services	(240)	(40)	0	0	0	(280)
FYE of Reduction in What's On publication	(5)	0	0	0	0	(5)
FYE of Reduction in deprivation allocation 5% p.a.	(58)	0	0	0	0	(58)
<b>Manpower adjustments</b>	<b>981</b>	<b>1,272</b>	<b>1,770</b>	<b>1,413</b>	<b>1,319</b>	<b>6,755</b>
Increments	328	554	413	103	78	1,476
Pay Awards	586	718	1,350	1,403	1,368	5,425
Other manpower adjustments	64	0	28	0	29	121
Living Wage impact	3	0	0	0	0	3
Pay Award & Increment saving	0	0	(21)	(93)	(156)	(270)
<b>Non-pay Inflation including Service Specific</b>	<b>430</b>	<b>589</b>	<b>443</b>	<b>453</b>	<b>466</b>	<b>2,381</b>
Energy Costs	180	232	130	134	140	816
Property Related	63	64	65	66	67	325
Insurance	8	10	11	11	11	51
Examination Fees	14	15	15	16	16	76
Unitary Charge	139	242	208	212	218	1,019
Sports Trusts	26	26	14	14	14	94

<b>Education &amp; Lifelong Learning</b>	<b>2013/14 £'000</b>	<b>2014/15 (Provisional) £'000</b>	<b>2015/16 (Provisional) £'000</b>	<b>2016/17 (Provisional) £'000</b>	<b>2017/18 (Provisional) £'000</b>	<b>Total £'000</b>
<b>Department Specific Pressures</b>	<b>160</b>	<b>(35)</b>	<b>35</b>	<b>182</b>	<b>616</b>	<b>958</b>
Pupil Demographics (Teacher Numbers)	0	0	0	147	456	603
New West Linton Primary School	40	0	0	0	0	40
Duns Primary School move	0	0	35	35	0	70
New Kelso High School	0	0	0	0	160	160
Peebles High School Sports Facility	0	85	0	0	0	85
Rephasing of Culture Trust saving	120	(120)	0	0	0	0
<b>Deduct</b>						
<b>Business Transformation Projects</b>	<b>(40)</b>	<b>(1,391)</b>	<b>(2,770)</b>	<b>(2,127)</b>	<b>(1,833)</b>	<b>(8,161)</b>
Review of Early Years	(40)	(269)	(186)	0	0	(495)
Review Provision of Primary Education	0	0	(818)	(582)	(329)	(1,729)
Review Provision of Secondary Education	0	(275)	(1,328)	(1,354)	(1,054)	(4,011)
Review of the School Estate	0	0	(150)	0	(450)	(600)
Review SJC staffing allocation Model	0	(657)	(288)	(191)	0	(1,136)
Library Review	0	(190)	0	0	0	(190)
<b>Efficiencies in Service Delivery</b>	<b>(678)</b>	<b>(129)</b>	<b>(133)</b>	<b>(360)</b>	<b>(992)</b>	<b>(2,292)</b>
Refinance borrowing on the PPP project	0	0	0	0	(800)	(800)
Cessation of salary conservation	0	0	0	(136)	(82)	(218)
Change in demographics from 2012/13	(46)	0	0	0	0	(46)
One-off increase to Staff Turnover Adjustment (STA)	(125)	125	0	0	0	0
More efficient use of premises for evening lets	(55)	(33)	0	0	0	(88)
Review NGfL staffing	0	(22)	(13)	0	0	(35)
Review of Curriculum Development budgets	(42)	0	(8)	(78)	0	(128)
Extend peripatetic janitor model	0	(108)	(77)	0	0	(185)
Reduce deprivation central budget	(35)	0	0	0	0	(35)
Review Music Instruction	(27)	(18)	0	0	0	(45)
Reduce the number of Halls and Community Centres	0	0	0	(100)	0	(100)
Reduce Community Learning & Development budgets	0	(30)	0	0	(52)	(82)
Review Heritage Hub budget (Heart of Hawick)	0	(20)	0	0	0	(20)
Reduction in management time costs in line with agreed DSM Scheme	(80)	0	0	0	0	(80)

<b>Education &amp; Lifelong Learning</b>	<b>2013/14 £'000</b>	<b>2014/15 (Provisional) £'000</b>	<b>2015/16 (Provisional) £'000</b>	<b>2016/17 (Provisional) £'000</b>	<b>2017/18 (Provisional) £'000</b>	<b>Total £'000</b>
Efficiency saving from Ettrick PS	(77)	0	0	0	0	(77)
Efficiency saving from SJC staffing	(64)	0	0	0	0	(64)
Savings from Rates appeals	(115)	0	0	0	0	(115)
New start terms & conditions	(12)	(23)	(35)	(46)	(58)	(174)
<b>Service Rationalisations</b>	<b>(156)</b>	<b>(347)</b>	<b>(60)</b>	<b>(60)</b>	<b>(204)</b>	<b>(827)</b>
Review Cleaning arrangements in Schools	0	(130)	0	0	0	(130)
Targeted DSM cash saving	(73)	(43)	0	0	0	(116)
Review CPD provision	(23)	(14)	0	0	0	(37)
Reduce commissioned services from Children and Young People's Planning Partnership (CYPPP)	0	(100)	0	0	(150)	(250)
Reduce Management Fee to Sports Trusts	(60)	(60)	(60)	(60)	(54)	(294)
<b>Increased Income/New charges</b>	<b>(28)</b>	<b>(27)</b>	<b>(16)</b>	<b>(6)</b>	<b>0</b>	<b>(77)</b>
Charge for privilege lifts	(16)	(9)	0	0	0	(25)
Review pricing of Primary School Meals	(12)	(18)	(16)	(6)	0	(52)
<b>Base Budget</b>	<b>93,487</b>	<b>93,379</b>	<b>92,648</b>	<b>92,143</b>	<b>91,515</b>	<b>463,172</b>

## Education & Lifelong Learning (E&LL)

The E&LL Department provides the services across the following key areas:

### Schools

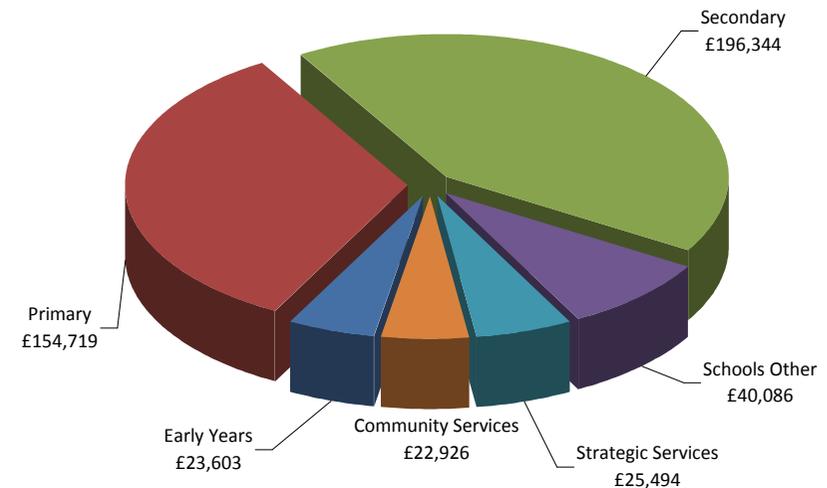
**Early Years:** The service runs 46 school nurseries providing 1,592 places for three and four year olds. 7 nursery classes also operate wraparound care for 25 children. A further 851 places are commissioned through 37 private and voluntary nurseries. The service supports the Childcare Partnership in implementing the National Childcare Strategy. It also runs 1 full day nursery catering for 29 children including 19 places for 3 and 4 year olds.

**Primary Schools:** There are over 8,000 primary pupils, educated in 63 primary schools. All educational material and services are provided within the school's Devolved School Management (DSM) allocation. The Non-Devolved budget provides for medium and long-term teaching absence cover, RICCT cover, evening lets janitorial support, emergency health and safety, schools alarm systems, schools photocopier rental and HQ support. It also provides additional teaching hours to release classroom teachers for preparation activities or to support schools/teachers at times of exceptional need.

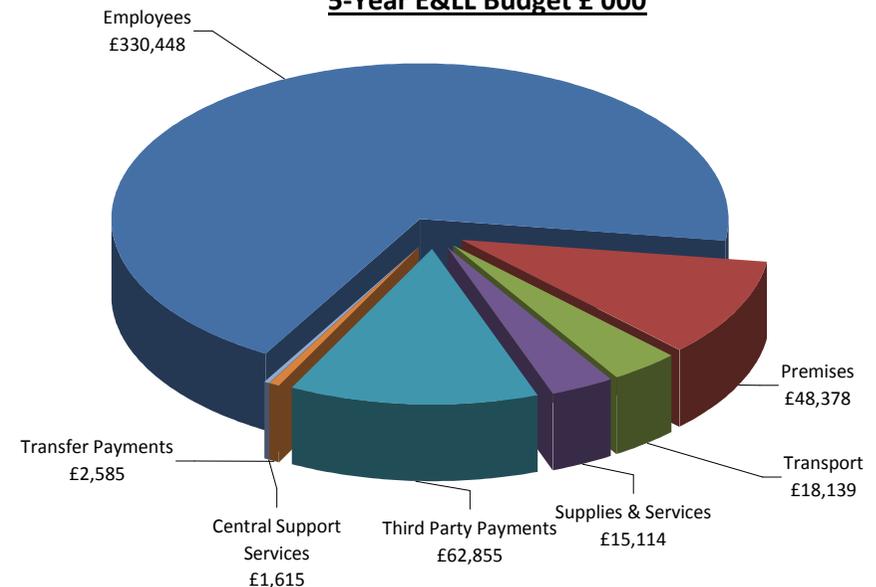
**Secondary Schools:** There are more than 6,500 secondary pupils, educated in 9 secondary schools. Education is provided for pupils from the age of 11, with more than 77% of senior pupils opting to continue their education beyond 4th year. The Non-Devolved budget provides for medium and long-term teaching absence cover, evening lets janitorial support, emergency health and safety, schools alarm systems, schools photocopier rental and HQ support. The Unitary Charge for the 3 new High Schools is also included here.

**Central Schools:** To account for and manage funding which is not directly attributable to a specific sector within the Schools Service, including Probationer Teacher support and cross sector working. Central Schools now also accounts for and manages budgets for NGfL, Facilities, Music, Clothing & Footwear Grants, Curriculum for Excellence (CfE) and Quality Improvement as well as the departments Continuing Professional Development (CPD) budget.

**5-Year E&LL Budget £'000**



**5-Year E&LL Budget £'000**



**Transportation:** Every day the service transports approximately 4900 pupils to and from school (approximately a third of all pupils) via 381 different routes.

**School Meals:** This budget covers the net cost of providing school meals which incorporates a subsidy on each traditional meal. Approximately 43% of pupils in primary are taking a school lunch and on average 26% of these are provided free to entitled pupils. Includes changes as a result of the Schools (Health Promotion and Nutrition) Scotland Act 2007 and the continuing initiatives to increase the uptake of both paid and free school meals.

### **Strategic Services**

**Strategic Support:** Strategic Services encompasses the central management and support of the department. This includes the Directorate, PA team and the Policy, Planning and Performance Management Team. This budget also includes the Children and Young Peoples Planning Partnership, a strategic partnership group which delivers the Scottish Borders Children and Young People's Services Plan. Strategic Services also provides departmental input to a range of corporate and community planning partnership plans and programmes. The Council has moved to a commissioning role for the provision of the Physical Activities service where the authority and its partners seek to secure the best outcomes for communities by outsourcing the available resources. Outdoors Education is still managed by the Council through this budget.

**Community Learning & Development:** This service addresses both non-formal and accredited learning needs of young people and adults within their communities. It does so through enhancing people's knowledge, skills and confidence, organisational capacity and resources, with a particular emphasis on working with those who are disadvantaged and disadvantaged communities. Service priorities are Youth Work, including Youth Participation and Youth Employability for disadvantaged young people, Adult Literacy and Numeracy, English for speakers of other languages (ESOL), Supporting Parents, Family Learning. CLD also works closely with partners to develop community learning and community development activity, including engaging local people in Community Planning processes.

### **Community Services**

**Community Halls & Venues:** This service covers 15 Public Halls which are available for hire with 13.4 FTE staff . The service also works with 16 Community Centre / Community School management committees.

**Community Arts:** The Arts Development service supports, promotes and develops arts and cultural activity across the Scottish Borders working in partnership with schools, community groups and the public and private sector. The Scottish Borders has some of the highest rates of cultural participation in Scotland – 8% above the Scottish average – and the one of the highest concentrations of visual artists and makers in UK. Activities and programmes include the Youth Music Initiative, Voice of My Own project, performing arts, advice and support to the creative industries, rural touring and events promotion and marketing.

**Libraries & Information:** Following the integration programme with Customer Services Libraries & Information Services now directly manages 6 libraries and 5 mobile libraries and supports the full range of library activities in the 5 integrated Library Contact Centres. In 2011-12 active membership stood at 19,733 and c23,500 new items, including a collection of e-audio books, were added to stock. Scottish Borders Libraries recorded just under 430,000 visits handled 80,000 enquiries. SBC Libraries provide a range of on-line reference resources, on line training courses, introductory courses in basic IT, free access to the Internet, collections to support emotional literacy, adult literacy and learning English for speakers of other languages (ESOL), and self help collections to support healthy living. Libraries also run a regular programme of popular Bookbug sessions, and provide a range of services, events and activities for all ages.

**Museums & Galleries:** The Museums & Galleries Service manages 11 Accredited museums and Harestanes Countryside Visitor Centre, their collections, a programme of over 50 temporary exhibitions and associated educational learning opportunities and events. Visitor figures show circa 140,000 visits during 2012. SBC Museum & Gallery Service continues to support economic activity and showcases our region's unique cultural heritage & creativity through collecting and exhibiting.

**Central Community Services:** To account for and manage funding which is not directly attributable to a specific sector within Community Services, this includes Heart of Hawick and administrative support for Community Services. In addition the bookings for the three PPP schools and 15 Halls & Venues are centrally administered, encouraging and developing community use of facilities. The Heart of Hawick campus incorporates Tower Mill, Heritage Hub, Borders Textile Towerhouse and the Civic Space. The service offers genealogy, archives and family history services, a textiles story and history, a cafe open from 9am till late every evening, 12 business workspaces for tenants or for use as meeting rooms, as well as c. 300 mainstream film screenings and c. 100 live events per annum. In 2012-13 there were approximately 165,000 visitors to the campus.

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Social Work

<b>Social Work</b>	<b>2013/14 £'000</b>	<b>2014/15 (Provisional) £'000</b>	<b>2015/16 (Provisional) £'000</b>	<b>2016/17 (Provisional) £'000</b>	<b>2017/18 (Provisional) £'000</b>	<b>Total £'000</b>
<b>Integrated Children's Services</b>	<b>23,836</b>	<b>24,299</b>	<b>24,577</b>	<b>24,666</b>	<b>24,673</b>	<b>122,051</b>
<b>Services in the Criminal Justice System</b>						
Gross Expenditure	1,228	1,228	1,228	1,228	1,228	1,228
Income	(1,228)	(1,228)	(1,228)	(1,228)	(1,228)	(1,228)
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Performance &amp; Improvement</b>	<b>3,083</b>	<b>3,097</b>	<b>3,093</b>	<b>3,173</b>	<b>3,251</b>	<b>15,697</b>
<b>Social Care &amp; Health</b>	<b>46,703</b>	<b>47,514</b>	<b>47,669</b>	<b>48,479</b>	<b>50,216</b>	<b>240,581</b>
Older People	22,549	23,300	24,544	26,041	27,346	123,780
Adults with Learning Disabilities	13,754	13,819	13,792	14,039	14,296	69,700
People with Physical Disabilities	2,802	2,798	2,864	2,927	2,991	14,382
People with Mental Health Needs	2,269	2,288	2,325	2,343	2,360	11,585
Generic Services & Staff Teams	5,329	5,309	4,144	3,129	3,223	21,134
	<b>73,622</b>	<b>74,910</b>	<b>75,339</b>	<b>76,318</b>	<b>78,140</b>	<b>378,329</b>
Employee Costs	38,351	39,252	40,475	41,380	42,251	201,709
Premises Related Expenditure	733	770	793	817	842	3,955
Transport Related Expenditure	2,584	2,584	2,585	2,586	2,587	12,926
Supplies & Services	1,938	1,942	1,942	1,943	1,943	9,708
Third Party Payments	44,996	45,496	44,682	44,734	45,663	225,571
Transfer Payments	358	358	358	358	358	1,790
Central Support Services	265	265	265	265	265	1,325
	<b>89,225</b>	<b>90,667</b>	<b>91,100</b>	<b>92,083</b>	<b>93,909</b>	<b>456,984</b>
Income	(15,603)	(15,757)	(15,761)	(15,765)	(15,769)	(78,655)
	<b>73,622</b>	<b>74,910</b>	<b>75,339</b>	<b>76,318</b>	<b>78,140</b>	<b>378,329</b>

Scottish Borders Council  
Revenue Financial Plan 2013/14 - 2017/18  
Social Work

<b>Social Work</b>	<b>2013/14 £'000</b>	<b>2014/15 (Provisional) £'000</b>	<b>2015/16 (Provisional) £'000</b>	<b>2016/17 (Provisional) £'000</b>	<b>2017/18 (Provisional) £'000</b>	<b>Total £'000</b>
<b>Base Budget (approved 9 February 2012)</b>	<b>73,087</b>	<b>73,622</b>	<b>74,910</b>	<b>75,339</b>	<b>76,318</b>	<b>373,276</b>
<b>Add/deduct</b>						
Permanent Virements	(754)	0	0	0	0	(754)
Full year effect (FYE) of previous year's Growths / Savings	(490)	(200)	0	0	0	(690)
Manpower adjustments	710	1,049	1,409	972	981	5,121
Non-pay Inflation including Service Specific	195	206	204	208	205	1,018
Department Specific Pressures	2,353	957	841	1,308	1,211	6,670
<b>Deduct</b>						
Business Transformation Projects	(350)	(204)	(1,308)	(994)	(432)	(3,288)
Efficiencies in Service Delivery	(967)	(366)	(713)	(511)	(139)	(2,696)
Service Rationalisations	0	0	0	0	0	0
Increased Income/New charges	(162)	(154)	(4)	(4)	(4)	(328)
<b>Base Budget</b>	<b>73,622</b>	<b>74,910</b>	<b>75,339</b>	<b>76,318</b>	<b>78,140</b>	<b>378,329</b>

Scottish Borders Council  
Revenue Financial Plan 2013/14 - 2017/18  
Social Work

<b>Social Work</b>	<b>2013/14 £'000</b>	<b>2014/15 (Provisional) £'000</b>	<b>2015/16 (Provisional) £'000</b>	<b>2016/17 (Provisional) £'000</b>	<b>2017/18 (Provisional) £'000</b>	<b>Total £'000</b>
<b>Base Budget (approved 9 February 2012)</b>	<b>73,087</b>	<b>73,622</b>	<b>74,910</b>	<b>75,339</b>	<b>76,318</b>	<b>373,276</b>
<b>Add/deduct</b>						
<b>Permanent Virements</b>	<b>(754)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(754)</b>
<b>Full year effect of previous year's Growths / Savings</b>	<b>(490)</b>	<b>(200)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(690)</b>
ICS Transport budget	(400)	(200)	0	0	0	(600)
Maintain temporary reduction in training budget	150	0	0	0	0	150
Learning disabilities day care & transport	(50)	0	0	0	0	(50)
Review of Performance & Improvement team	(37)	0	0	0	0	(37)
Review of sheltered housing / warden service	(142)	0	0	0	0	(142)
5% reduction in payments to voluntary organisations	(11)	0	0	0	0	(11)
<b>Manpower adjustments</b>	<b>710</b>	<b>1,049</b>	<b>1,409</b>	<b>972</b>	<b>981</b>	<b>5,121</b>
Increments	169	621	516	155	71	1,532
Pay Awards	407	428	830	817	844	3,326
Other Manpower adjustments	114	0	63	0	66	243
Living Wage impact	20	0	0	0	0	20
Pay Award & Increment saving	0	0	0	0	0	0
<b>Non-pay Inflation including Service Specific</b>	<b>195</b>	<b>206</b>	<b>204</b>	<b>208</b>	<b>205</b>	<b>1,018</b>
Energy Costs	26	33	18	19	20	116
Property Costs	4	4	4	4	4	20
Insurance	3	4	5	5	5	22
Free Personal & Nursing Care	22	22	24	24	24	116
COSLA Residential Care Home Contract	140	143	153	156	152	744

Scottish Borders Council  
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Social Work

<b>Social Work</b>	<b>2013/14 £'000</b>	<b>2014/15 (Provisional) £'000</b>	<b>2015/16 (Provisional) £'000</b>	<b>2016/17 (Provisional) £'000</b>	<b>2017/18 (Provisional) £'000</b>	<b>Total £'000</b>
<b>Department Specific Pressures</b>	<b>2,353</b>	<b>957</b>	<b>841</b>	<b>1,308</b>	<b>1,211</b>	<b>6,670</b>
Older People demographic increases	643	411	625	1,048	865	3,592
Increased young adults with learning / physical disabilities	250	250	250	250	250	1,250
Increased children with severe / complex needs	27	28	29	31	32	147
Removal of previously agreed transport saving	0	200	0	0	0	200
Additional funding to reflect current pressure - Older People	600	0	0	0	0	600
Additional funding to reflect current pressure - AWLD	300	0	0	0	0	300
Additional funding to reflect current pressure - PWPD	200	0	0	0	0	200
Additional funding to reflect current pressure - Other	284	0	0	0	0	284
Increase in Foster Care fees & allowances	18	18	37	37	38	148
Grant redetermination - Looked After Children	23	0	0	0	0	23
Grant redetermination - Family Support	0	50	0	0	0	50
CHAS Funding	8	0	0	0	0	8
Self Directed Support	0	0	(100)	(100)	0	(200)
Movement in ICS school based staff	0	0	0	42	26	68
<b>Deduct</b>						
<b>Business Transformation Projects</b>	<b>(350)</b>	<b>(204)</b>	<b>(1,308)</b>	<b>(994)</b>	<b>(432)</b>	<b>(3,288)</b>
Centralisation of SEBN service	(200)	0	0	0	(200)	(400)
Review of all Social Work Business Support services	(73)	(109)	(182)	0	0	(364)
Review of Night Time support	(59)	(59)	0	0	0	(118)
Review of Social Care & Health Specialist Support services	(18)	(36)	(18)	0	0	(72)
Review of in-house Council services	0	0	(617)	(637)	0	(1,254)
Supported Living Accommodation	0	0	(250)	0	0	(250)
Further integration of children's services	0	0	(241)	(357)	(232)	(830)
<b>Efficiencies in Service Delivery</b>	<b>(967)</b>	<b>(366)</b>	<b>(713)</b>	<b>(511)</b>	<b>(139)</b>	<b>(2,696)</b>
Review of care packages to include a reablement approach	(500)	0	(50)	(50)	0	(600)
Ongoing reduction in training budget	(100)	0	0	0	0	(100)
Reduce cost of commissioned spend by a further 1% p.a.	(60)	(125)	(60)	0	0	(245)

Scottish Borders Council  
Revenue Financial Plan 2013/14 - 2017/18  
Social Work

<b>Social Work</b>	<b>2013/14 £'000</b>	<b>2014/15 (Provisional) £'000</b>	<b>2015/16 (Provisional) £'000</b>	<b>2016/17 (Provisional) £'000</b>	<b>2017/18 (Provisional) £'000</b>	<b>Total £'000</b>
Reduce staff travel and mileage costs	(54)	0	0	0	0	(54)
Reduce self-directed support price point	(50)	(100)	0	0	0	(150)
Bring specific AWLD disabilities into local provision	(50)	(50)	0	0	0	(100)
Revise specific contract from block commitment to spot	(50)	0	0	0	0	(50)
Review delivery model for ICS short-term outreach service	(35)	(35)	(15)	(15)	0	(100)
Remove vacant Local Area Co-ordinator post	(21)	0	0	0	0	(21)
Savings in running costs from ongoing office rationalisations	(20)	0	0	0	0	(20)
Review home-based care packages	0	0	(250)	(250)	0	(500)
Further rollout locality transformation agenda	0	0	(255)	(85)	0	(340)
Terms and Conditions	(27)	(56)	(83)	(111)	(139)	(416)
<b>Service Rationalisations</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
						0
<b>Increased Income/New charges</b>	<b>(162)</b>	<b>(154)</b>	<b>(4)</b>	<b>(4)</b>	<b>(4)</b>	<b>(328)</b>
Review of home care charge taper rate	(150)	(150)	0	0	0	(300)
Inflationary increase on Bordercare charges	(12)	(4)	(4)	(4)	(4)	(28)
<b>Base Budget</b>	<b>73,622</b>	<b>74,910</b>	<b>75,339</b>	<b>76,318</b>	<b>78,140</b>	<b>378,329</b>

## Social Work

The Social Work Department provides the services across the following key areas.

### Integrated Children's Services

These services meet the needs of vulnerable children including: children at risk of harm; children who require child protection services; children who are looked after; children needing permanent families; children who have a disability and; young people who have offended or are at risk of offending. A range of services such as specialist teaching are also provided to children with additional learning or social, emotional or behavioural needs with required transport and accommodation where required.

### Services in the Criminal Justice System

A range of statutory services are provided to the District, Sheriff and High Courts and the Scottish Parole Division providing assessment, management and supervision of adult offenders aimed at protecting the community and reducing re-offending. The service is funded in full by Scottish Government grant.

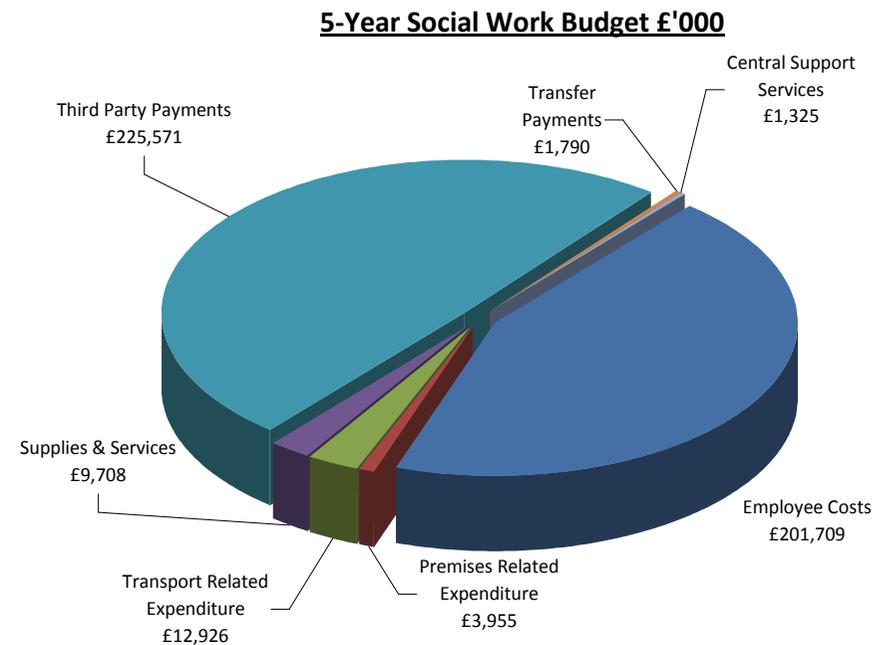
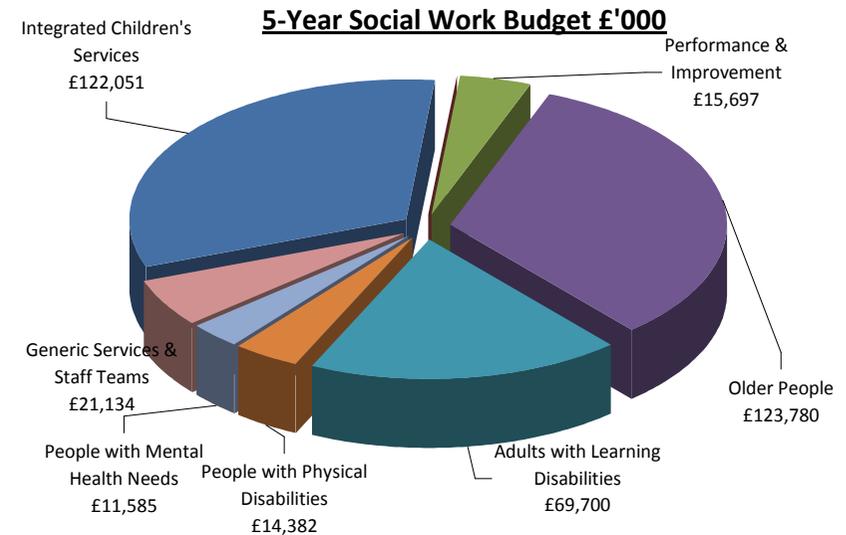
### Social Care & Health

**Older People:** New and traditional services such as nursing, residential and home care, intermediate care, extra care housing and day services & social centres, together with a range of preventative and transitional services in order to care for elder clients and where possible, enable them to remain in their own home.

**Adults with Learning Disabilities:** In partnership with NHS Borders, the Council provides residential care and a range of community-based services such as home care, tenancy and housing support and day services. Services also include specialist assessment and care management.

**People with Physical Disabilities:** Residential and home care, supported living and a brain injury service all form part of the range of services provided to clients with physical disabilities.

**People with Mental Health Needs:** In partnership with NHS Borders, the Council provides residential care and a range of community-based services such as home care, housing support and day services such as drop-in centres. Caring for clients with alcohol or drug-related problems is also supported by this budget.



**Generic Services and Staff Teams:** Excluding the services above that are delivered in partnership with NHS Borders, all Social Care & Health staffing teams are included within this budget head, such as locality teams and service management and planning, together with a range of services provided to all client groups such as the Borders Ability Equipment Store, Adult Protection, Health Improvement, Bordercare and the Emergency Duty Team.

**Performance & Improvement**

Infrastructure and support services covering the department's Senior Management team, performance management, commissioning and contracts, staff development and administrative support.

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Environment & Infrastructure

<b>Environment &amp; Infrastructure</b>	<b>2013/14 £'000</b>	<b>2014/15 (Provisional) £'000</b>	<b>2015/16 (Provisional) £'000</b>	<b>2016/17 (Provisional) £'000</b>	<b>2017/18 (Provisional) £'000</b>	<b>Total £'000</b>
<b>Engineering &amp; Infrastructure</b>	<b>8,698</b>	<b>8,879</b>	<b>9,008</b>	<b>9,082</b>	<b>9,149</b>	<b>44,816</b>
Roads	6,113	6,195	6,198	6,174	6,146	30,826
Pay Parking	(2)	(1)	1	3	5	6
Fleet Management	(251)	(247)	(220)	(197)	(173)	(1,088)
Passenger Transport	2,496	2,543	2,584	2,621	2,660	12,904
Major Projects Management	519	574	640	691	740	3,164
Flood/Coast/Reservoir	153	153	153	153	153	765
Trading Contribution	(330)	(338)	(348)	(363)	(382)	(1,761)
<b>Neighbourhood Services</b>	<b>16,999</b>	<b>17,699</b>	<b>17,946</b>	<b>18,106</b>	<b>18,435</b>	<b>89,185</b>
Waste	8,545	9,382	9,621	9,604	9,743	46,895
SB Wardens	218	24	29	29	30	330
Safer Communities	394	397	402	406	410	2,009
Neighbourhoods	7,842	7,896	7,894	8,067	8,252	39,951
<b>Planning &amp; Regulatory</b>	<b>2,562</b>	<b>2,693</b>	<b>2,854</b>	<b>2,874</b>	<b>1,929</b>	<b>12,912</b>
Planning	420	496	591	569	(417)	1,659
Regulatory Services	1,274	1,312	1,357	1,385	1,413	6,741
Built & Natural Heritage	868	885	906	920	933	4,512
<b>Business Support</b>	<b>1,387</b>	<b>1,412</b>	<b>1,451</b>	<b>1,483</b>	<b>1,514</b>	<b>7,247</b>
<b>Emergency Planning</b>	<b>151</b>	<b>127</b>	<b>130</b>	<b>132</b>	<b>135</b>	<b>675</b>
<b>E&amp;I Business Transformation</b>	<b>0</b>	<b>(1,216)</b>	<b>(1,216)</b>	<b>(1,216)</b>	<b>(1,216)</b>	<b>(4,864)</b>
	<b>29,797</b>	<b>29,594</b>	<b>30,173</b>	<b>30,461</b>	<b>29,946</b>	<b>149,971</b>

Scottish Borders Council  
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Environment & Infrastructure

<b>Environment &amp; Infrastructure</b>	<b>2013/14 £'000</b>	<b>2014/15 (Provisional) £'000</b>	<b>2015/16 (Provisional) £'000</b>	<b>2016/17 (Provisional) £'000</b>	<b>2017/18 (Provisional) £'000</b>	<b>Total £'000</b>
Employee Costs	18,386	17,354	17,934	18,315	18,717	90,706
Premises Related Expenditure	1,698	1,749	1,717	1,679	1,634	8,477
Transport Related Expenditure	14,007	14,037	14,089	14,175	14,261	70,569
Supplies & Services	5,448	5,991	6,257	6,529	6,805	31,030
Third Party Payments	9,453	9,700	9,477	9,204	9,081	46,915
Transfer Payments	0	0	0	0	0	0
Central Support Services	110	110	110	110	110	550
Capital Financing Costs	0	0	0	0	0	0
	<b>49,102</b>	<b>48,941</b>	<b>49,584</b>	<b>50,012</b>	<b>50,608</b>	<b>248,247</b>
Income	(19,305)	(19,347)	(19,411)	(19,551)	(20,662)	(98,276)
	<b>29,797</b>	<b>29,594</b>	<b>30,173</b>	<b>30,461</b>	<b>29,946</b>	<b>149,971</b>

Scottish Borders Council  
Revenue Financial Plan 2013/14 - 2017/18  
Environment & Infrastructure

<b>Environment &amp; Infrastructure</b>	<b>2013/14 £'000</b>	<b>2014/15 (Provisional) £'000</b>	<b>2015/16 (Provisional) £'000</b>	<b>2016/17 (Provisional) £'000</b>	<b>2017/18 (Provisional) £'000</b>	<b>Total £'000</b>
<b>Base Budget (approved 9 February 2012)</b>	<b>29,901</b>	<b>29,797</b>	<b>29,594</b>	<b>30,173</b>	<b>30,461</b>	<b>149,926</b>
<b>Add/deduct</b>						
Permanent Virements	(140)	0	0	0	0	(140)
Full year effect (FYE) of previous year's Growths / Savings	(400)	(28)	0	0	0	(428)
Manpower adjustments	110	437	610	425	454	2,036
Non-pay Inflation including Service Specific	524	555	227	268	276	1,850
Department Specific Pressures	662	792	274	24	24	1,776
<b>Deduct</b>						
Business Transformation Projects	(100)	(2,527)	(486)	(371)	(1,196)	(4,680)
Efficiencies in Service Delivery	(714)	577	(46)	(58)	(73)	(314)
Service Rationalisations	0	0	0	0	0	0
Increased Income/New charges	(46)	(9)	0	0	0	(55)
<b>Base Budget</b>	<b>29,797</b>	<b>29,594</b>	<b>30,173</b>	<b>30,461</b>	<b>29,946</b>	<b>149,971</b>

Scottish Borders Council  
Revenue Financial Plan 2013/14 - 2017/18  
Environment & Infrastructure

<b>Environment &amp; Infrastructure</b>	<b>2013/14 £'000</b>	<b>2014/15 (Provisional) £'000</b>	<b>2015/16 (Provisional) £'000</b>	<b>2016/17 (Provisional) £'000</b>	<b>2017/18 (Provisional) £'000</b>	<b>Total £'000</b>
<b>Base Budget (approved 9 February 2012)</b>	<b>29,901</b>	<b>29,797</b>	<b>29,594</b>	<b>30,173</b>	<b>30,461</b>	<b>149,926</b>
<b>Add/deduct</b>						
<b>Permanent Virements</b>	<b>(140)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(140)</b>
<b>Full year effect of previous year's Growths / Savings</b>	<b>(400)</b>	<b>(28)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(428)</b>
Additional maintenance for roads, pavements and drainage	(400)	0	0	0	0	(400)
Additional support for Resilient Communities Initiative	0	(28)	0	0	0	(28)
<b>Manpower adjustments</b>	<b>110</b>	<b>437</b>	<b>610</b>	<b>425</b>	<b>454</b>	<b>2,036</b>
Increments	46	238	197	57	42	580
Pay Awards	187	199	386	383	389	1,544
Other manpower adjustments	(148)	0	35	0	35	(78)
Living Wage impact	25	0	0	0	0	25
Pay Award & Increment saving	0	0	(8)	(15)	(12)	(35)
<b>Non-pay Inflation including Service Specific</b>	<b>524</b>	<b>555</b>	<b>227</b>	<b>268</b>	<b>276</b>	<b>1,850</b>
Energy Costs	66	86	48	50	53	303
Property Costs	6	6	6	6	6	30
Insurance	4	5	6	6	6	27
Bus Contracts (renewal)	300	300	0	0	0	600
Road Fuel	40	44	48	50	50	232
Aggregates & Bitumen	8	9	9	9	9	44
Vehicles & Spare Parts	0	0	0	32	32	64
Winter Maintenance	100	105	110	115	120	550

Scottish Borders Council  
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Environment & Infrastructure

<b>Environment &amp; Infrastructure</b>	<b>2013/14 £'000</b>	<b>2014/15 (Provisional) £'000</b>	<b>2015/16 (Provisional) £'000</b>	<b>2016/17 (Provisional) £'000</b>	<b>2017/18 (Provisional) £'000</b>	<b>Total £'000</b>
<b>Department Specific Pressures</b>	<b>662</b>	<b>792</b>	<b>274</b>	<b>24</b>	<b>24</b>	<b>1,776</b>
Food Waste Collection	250	500	250	0	0	1,000
Landfill Tax saving from food waste collections	0	(120)	(132)	(132)	(132)	(516)
Landfill Tax (Tonnage x £8 per ton increase)	312	312	156	156	156	1,092
Burial Income	100	0	0	0	0	100
Quality of Life funding	0	100	0	0	0	100
<b>Deduct</b>						
<b>Business Transformation Projects</b>	<b>(100)</b>	<b>(2,527)</b>	<b>(486)</b>	<b>(371)</b>	<b>(1,196)</b>	<b>(4,680)</b>
Review of Fees & Charges	(50)	(50)	(50)	(50)	(50)	(250)
Review of SB Wardens Service	(50)	(200)	0	0	0	(250)
Develop an integrated Waste Services strategy	0	(500)	(150)	(150)	0	(800)
Change to E&I working patterns	0	(1,216)	0	0	0	(1,216)
Review of Parks & Open Spaces provision	0	(250)	(200)	0	0	(450)
Introduction of energy efficient Street Lighting technology	0	(41)	(86)	(95)	(104)	(326)
Increased Planning fee income	0	0	0	(76)	(1,042)	(1,118)
Review of bus services provision	0	(270)	0	0	0	(270)
<b>Efficiencies in Service Delivery</b>	<b>(714)</b>	<b>577</b>	<b>(46)</b>	<b>(58)</b>	<b>(73)</b>	<b>(314)</b>
Increase in Fleet Management surplus	(30)	(17)	(3)	0	0	(50)
Withdrawal of temporary waste disposal points	(12)	0	0	0	0	(12)
Extend non-competitive action with bring bank provider	(29)	15	0	0	0	(14)
Waste Disposal savings	(608)	608	0	0	0	0
New starts terms and conditions	(15)	(29)	(43)	(58)	(73)	(218)
Savings from Rates appeals	(20)	0	0	0	0	(20)

Scottish Borders Council  
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Environment & Infrastructure

<b>Environment &amp; Infrastructure</b>	<b>2013/14 £'000</b>	<b>2014/15 (Provisional) £'000</b>	<b>2015/16 (Provisional) £'000</b>	<b>2016/17 (Provisional) £'000</b>	<b>2017/18 (Provisional) £'000</b>	<b>Total £'000</b>
<b>Service Rationalisations</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Increased Income/New charges</b>	<b>(46)</b>	<b>(9)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(55)</b>
Charge for privilege lifts	(16)	(9)	0	0	0	(25)
Increase in Regulated Bus Fares	(30)	0	0	0	0	(30)
<b>Base Budget</b>	<b>29,797</b>	<b>29,594</b>	<b>30,173</b>	<b>30,461</b>	<b>29,946</b>	<b>149,971</b>

## Environment & Infrastructure

The E&I Department provides the services across the following key areas:

### Engineering & Infrastructure

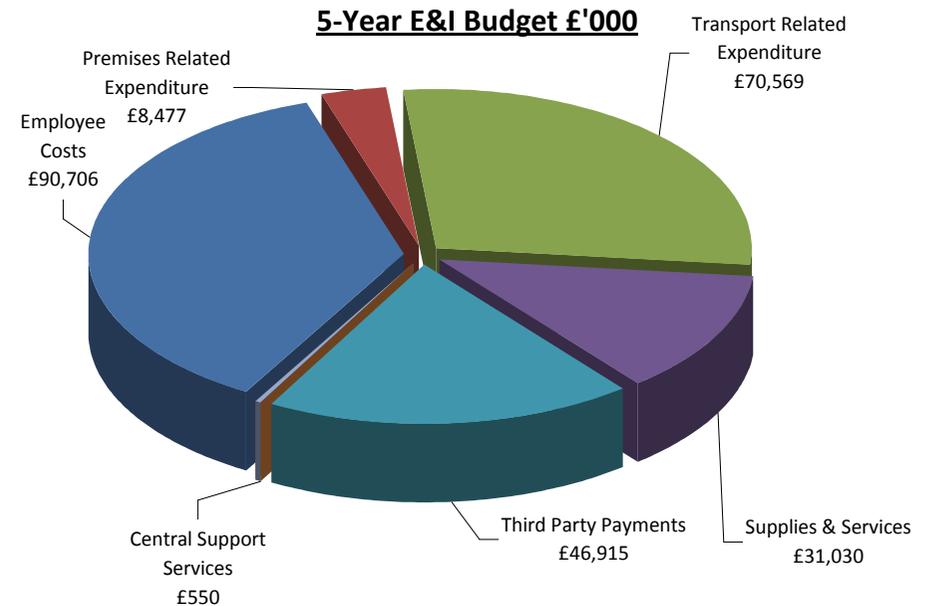
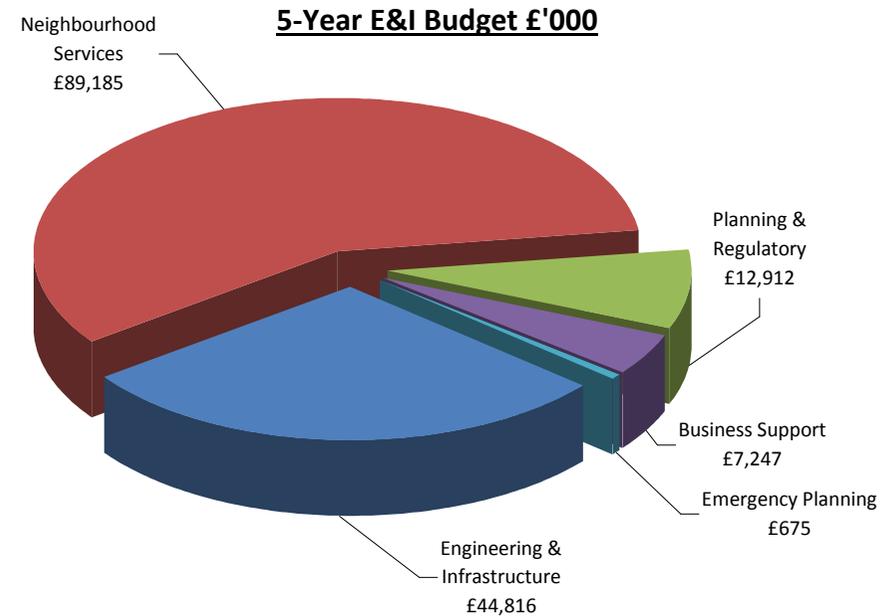
**Roads:** Maintenance and repair of 3,000 kilometres (km) of public roads, 900 km of footways, 1,200 bridges, 20,000+ road signs, 112 car parks and 20,000 road gullies, through planned, cyclic, routine, reactive and emergency works, together with road safety initiatives, road accident investigation and traffic management services. Maintenance and repair of 20,000 street lights and illuminated signs, cabling and switch gear. Includes closed circuit television (CCTV) installations, festive and civic lighting schemes and traffic management information. Direct staff costs and overheads for Asset and Network Management employees, based at HQ and 4 area offices.

**Pay Parking:** Maintenance of 18 Pay and Display machines and 5 hand-held terminals, processing of Penalty Charges Notices. Surpluses are used to support local roads and environmental improvements agreed by local members.

**Fleet Management:** Provision of management and maintenance services for the Council's fleet of vehicles and plant.

**Passenger Transport:** Arrangement of mainstream and special needs transport for internal Council clients, notably Education and Lifelong Learning and Social Work and also for Scottish Borders College. Transport provision is via a mixture of commercial bus services, contracted bus services and the Council's own internal fleet, as well as taxis and minibuses from the private sector. Provision of a network of supported local bus services including timetabled routes and occasional demand responsive services in more rural areas. Provision of bus timetables and other service information.

**Major Projects Management:** Direct staff costs and overheads for programme and project management, architectural, engineering design and construction management employees based at HQ, together with costs of the regulatory roads & bridges functions



**Flood / Coast / Reservoir:** Works to keep watercourses free from obstruction, plus the management and maintenance of flood and coast protection structures and management of reservoir inspections.

**Trading Contribution:** Profit contribution from the trading results from SBc Contracts, the Council's Significant Trading Organisation which provides roads and general construction services to a range of internal and external clients.

### **Neighbourhood Services**

**Waste:** Collection of 74,500 tonnes of trade & domestic waste annually from ~57,000 households and ~1,700 businesses across the region, including ~2,000 special uplifts. The operation of Easter Langlee Landfill, 4 closed landfills, 6 Community Recycling Centres, 3 Waste Transfer Stations, 72 Bring Sites and a fleet of 40 Refuse Collection & Haulage vehicles. Waste strategy and service provision that ensures legislative requirements are met. Customer Care, education, awareness raising and partnership working in support of re-use and waste minimisation.

**SB Wardens:** SB Wardens service currently works in partnership with many other groups, organisations and communities. Provides high visibility patrols to deter ASB; monitors ASB orders for compliance; issues crime prevention advice; undertakes education and awareness raising work; enforces legislation (e.g. dog fouling and litter). Council has ratified removal of this service in the 2014/15 financial year. Ongoing consideration is being given to integrating key elements of the service into Neighbourhood Operations.

**Safer Communities:** This team is a proactive unit which addresses community safety priorities based upon analytical analysis. The team operates at a strategic, tactical and operational level, influencing policies across the community planning framework as well as directly delivering educational, prevention, intervention and diversionary activities. Recent success includes establishment of the award winning Domestic Abuse Advisory Service (DAAS).

**Neighbourhood Operational Services:** Neighbourhood Services is tasked with delivering a range of local services from local depots. Parks & Open Spaces: floral displays, hanging baskets, planting, grass cutting and general maintenance of over 635 hectares of public parks, sports pitches, open spaces and amenity areas and 194 children's play areas. Burial Grounds: general maintenance and grass cutting of 148 burial grounds across the region, where approximately 850 burials take place per year.

Street Cleaning Regular street sweeping of over 550 km of roads and paths in Border towns and villages and 148,000 sq metres of car parks. Regularly empty litter bins. Public Conveniences Operating 43 unmanned facilities in towns, parks and picnic sites. Operation of rapid reaction hit squads dealing with day to day issues that affect roads, parks and cleansing throughout the whole of the Scottish Borders including verge litter picking squads. Plus a dedicated budget for locally prioritised small schemes. Winter Maintenance Management and provision to meet the cost of the winter service through gritting and snow/ice clearing on the Council's roads, including weather forecasting and bureau management.

### **Planning & Regulatory**

**Planning:** Processing of approximately 1700 planning applications and 1800 building warrants per annum, together with 350 planning enforcement and 150 building standards enforcement cases. Preparation of Local Development Plan and supplementary planning policy/guidance. Support to City Region planning processes. Information and research, including GIS, to support departmental planning processes. Environmental appraisal, Strategy and Climate Change work.

**Regulatory Services:** Regulatory and advice service for food, health & safety, metrology, fair trading, animal health, air, noise, land and water pollution, pest and dog control and private water supplies. Administer private water supplies grants, provide advice and intervention services to and for the benefit of consumers and businesses, deal with the removal of abandoned vehicles, investigate communicable disease and abate public health nuisances. Enforce contaminated land legislation and undertake petroleum licensing.

**Built & Natural Heritage:** This section protects, enhances and promotes the SOA Outcomes linked to the built and natural heritage together with Core Path planning. It delivers a series of partnership projects including regeneration and seeks to maximise external funding for its projects; contributes to corporate and departmental projects. The team provides specialist support to the statutory planning system and to the Scottish Rural Development Programme. It takes forward specific outcomes linked to building conservation; urban design; archaeology; biodiversity, access and countryside, landscape and trees.

### **Business Support**

Direct staff costs and overheads for Business Support staff based mainly at HQ. The service provides business support and advice to all divisions in performance monitoring, business planning, business transformation and policy development as well as monitoring departmental risks, business continuity and equality & diversity activity.

### **Emergency Planning**

Is a requirement under the Civil Contingencies Act to develop and maintain emergency plans to deal with a wide range of emergency situations or incidents which may occur within the Scottish Borders. Co-ordination and organisation of the Council response along with that of the other external services and partners when a range of situations including flooding, extreme winter weather and other emergencies occur. Facilitation and organisation of training to ensure that staff are competent to deal with the emergencies or incidents that may occur.

Scottish Borders Council  
Revenue Financial Plan 2013/14 - 2017/18  
Other

<b>Other</b>	<b>2013/14 £'000</b>	<b>2014/15 (Provisional) £'000</b>	<b>2015/16 (Provisional) £'000</b>	<b>2016/17 (Provisional) £'000</b>	<b>2017/18 (Provisional) £'000</b>	<b>Total £'000</b>
<b>Business Transformation</b>						
Implementation	50	(1,200)	(1,200)	(1,200)	(1,200)	(4,750)
General	154	154	154	154	154	770
Change Fund	778	1,017	720	720	720	3,955
Broadband	<u>406</u>	<u>976</u>	<u>782</u>	<u>782</u>	<u>782</u>	<u>3,728</u>
	1,388	947	456	456	456	3,703
<b>Early Retirement/ Voluntary Severance</b>	819	790	990	990	990	4,579
<b>Fairer Scotland</b>	223	223	223	223	223	1,115
<b>Loan Charges</b>	21,295	21,295	21,295	21,295	21,295	106,475
<b>Interest on Revenue Balances IORB</b>	(10)	(10)	(10)	(10)	(10)	(50)
<b>Contribution to Property Maintenance</b>	2,162	2,227	2,283	2,340	2,398	11,410
<b>Provision for Bad Debts</b>	125	125	125	125	125	625
<b>Housing Benefits</b>						
Gross Expenditure	29,910	29,910	29,910	29,910	29,910	149,550
Income	<u>(29,317)</u>	<u>(29,317)</u>	<u>(29,317)</u>	<u>(29,317)</u>	<u>(29,317)</u>	<u>(146,585)</u>
	593	593	593	593	593	2,965
<b>Discretionary Housing Benefit</b>	58	58	58	58	58	290
<b>Council Tax Reduction Scheme</b>	669	0	0	0	0	669
<b>Non Domestic rates Relief</b>	150	150	150	150	150	750

Scottish Borders Council  
Revenue Financial Plan 2013/14 - 2017/18  
Other

Other	2013/14 £'000	2014/15 (Provisional) £'000	2015/16 (Provisional) £'000	2016/17 (Provisional) £'000	2017/18 (Provisional) £'000	Total £'000
<b>Commercial Rents</b>	(1,249)	(1,260)	(1,277)	(1,294)	(1,311)	(6,391)
<b>Scottish Welfare Fund</b>						
Gross Expenditure	407	407	407	407	407	2,035
Income	(407)	(407)	(407)	(407)	(407)	(2,035)
	0	0	0	0	0	0
	<b>26,223</b>	<b>25,138</b>	<b>24,886</b>	<b>24,926</b>	<b>24,967</b>	<b>126,140</b>
Employee Costs	1,647	607	510	510	510	3,784
Premises Related Expenditure	2,162	2,227	2,283	2,340	2,398	11,410
Transport Related Expenditure	0	0	0	0	0	0
Supplies & Services	349	349	349	349	349	1,745
Third Party Payments	559	1,129	935	935	935	4,493
Transfer Payments	30,986	30,317	30,317	30,317	30,317	152,254
Central Support Services	208	208	208	208	208	1,040
Capital Financing Costs	21,295	21,295	21,295	21,295	21,295	106,475
	<b>57,206</b>	<b>56,132</b>	<b>55,897</b>	<b>55,954</b>	<b>56,012</b>	<b>281,201</b>
Income	(30,983)	(30,994)	(31,011)	(31,028)	(31,045)	(155,061)
	<b>26,223</b>	<b>25,138</b>	<b>24,886</b>	<b>24,926</b>	<b>24,967</b>	<b>126,140</b>

Scottish Borders Council  
Revenue Financial Plan 2013/14 - 2017/18  
Other

<b>Other</b>	<b>2013/14 £'000</b>	<b>2014/15 (Provisional) £'000</b>	<b>2015/16 (Provisional) £'000</b>	<b>2016/17 (Provisional) £'000</b>	<b>2017/18 (Provisional) £'000</b>	<b>Total £'000</b>
<b>Base Budget (approved 9 February 2012)</b>	<b>42,366</b>	<b>26,223</b>	<b>25,138</b>	<b>24,886</b>	<b>24,926</b>	<b>143,539</b>
<b>Add/deduct</b>						
Permanent Virements	460	0	0	0	0	460
Full year effect (FYE) of previous year's Growths / Savings	(1,341)	0	0	0	0	(1,341)
Manpower adjustments	0	0	0	0	0	0
Non-pay Inflation including Service Specific	73	65	56	57	58	309
Department Specific Pressures	1,697	100	(308)	(17)	(17)	1,455
Removal of Police and Fire budget	(17,032)	0	0	0	0	(17,032)
<b>Deduct</b>						
Business Transformation Projects	0	(1,250)	0	0	0	(1,250)
Efficiencies in Service Delivery	0	0	0	0	0	0
Service Rationalisations	0	0	0	0	0	0
Increased Income/New charges	0	0	0	0	0	0
<b>Base Budget</b>	<b>26,223</b>	<b>25,138</b>	<b>24,886</b>	<b>24,926</b>	<b>24,967</b>	<b>126,140</b>

Scottish Borders Council  
Revenue Financial Plan 2013/14 - 2017/18  
Other

<b>Other</b>	<b>2013/14 £'000</b>	<b>2014/15 (Provisional) £'000</b>	<b>2015/16 (Provisional) £'000</b>	<b>2016/17 (Provisional) £'000</b>	<b>2017/18 (Provisional) £'000</b>	<b>Total £'000</b>
<b>Base Budget (approved 9 February 2012)</b>	42,366	26,223	25,138	24,886	24,926	143,539
<b>Add/deduct</b>						
<b>Permanent Virements</b>	460	0	0	0	0	460
<b>Full year effect of previous year's Growths / Savings</b>	(1,341)	0	0	0	0	(1,341)
Early Retirement/Voluntary Severance	(1,020)	0	0	0	0	(1,020)
Business Transformation phase 2	(300)	0	0	0	0	(300)
Costs of implementing 2011/12 budget savings	(21)	0	0	0	0	(21)
<b>Manpower adjustments</b>	0	0	0	0	0	0
<b>Non-pay Inflation including Service Specific:</b>	73	65	56	57	58	309
Property Maintenance	73	65	56	57	58	309
<b>Department Specific Pressures</b>	1,697	100	(308)	(17)	(17)	1,455
Localised Council Tax Benefit Scheme	669	(669)	0	0	0	0
Older People Change Fund	0	239	0	0	0	239
Business Transformation Costs	70	0	0	0	0	70
ER/VS - Redundancy Costs	819	(29)	200	0	0	990
Wide Area Network	406	570	(194)	0	0	782
Early Years & Other Change Fund	(206)	0	(297)	0	0	(503)
Commercial Rent income	(61)	(11)	(17)	(17)	(17)	(123)
<b>Removal of Police and Fire Budget</b>	(17,032)	0	0	0	0	(17,032)
<b>Business Transformation Projects</b>	0	(1,250)	0	0	0	(1,250)
Review of employee terms & conditions of employment	0	(1,250)	0	0	0	(1,250)

Scottish Borders Council  
 Revenue Financial Plan 2013/14 - 2017/18  
 Other

Other	2013/14 £'000	2014/15 (Provisional) £'000	2015/16 (Provisional) £'000	2016/17 (Provisional) £'000	2017/18 (Provisional) £'000	Total £'000
Efficiencies in Service Delivery	0	0	0	0	0	0
Service Rationalisations	0	0	0	0	0	0
Increased Income/New charges	0	0	0	0	0	0
<b>Base Budget</b>	<b>26,223</b>	<b>25,138</b>	<b>24,886</b>	<b>24,926</b>	<b>24,967</b>	<b>126,140</b>

## Other

### **Business Transformation**

To support the costs associated with the Implementation of the programme of change identified within the Financial Plan and other ongoing change initiatives.

### **Early Retirement/Voluntary Severance**

Budget to support the cost of reducing/changing the Council's workforce to deliver the services required over the next 5 years.

### **Fairer Scotland**

Distributed through the Fairer Borders 'New Ways' Partnership Group to projects which tackle social exclusion and poverty related issues.

### **Loan Charges**

Principal, interest and expenses in respect of loans taken to finance capital expenditure.

### **Interest on Revenue Balances IORB**

Interest earned on the General Fund Reserve and positive cash flow on activities during the year.

### **Contribution to Property Maintenance**

The Property Maintenance Fund meets the cost of repairs and maintenance of the Council's property portfolio.

### **Provision for Bad Debts**

A contribution to the Bad Debt Provision which meets the cost of irrecoverable sundry debts.

### **Housing Benefits**

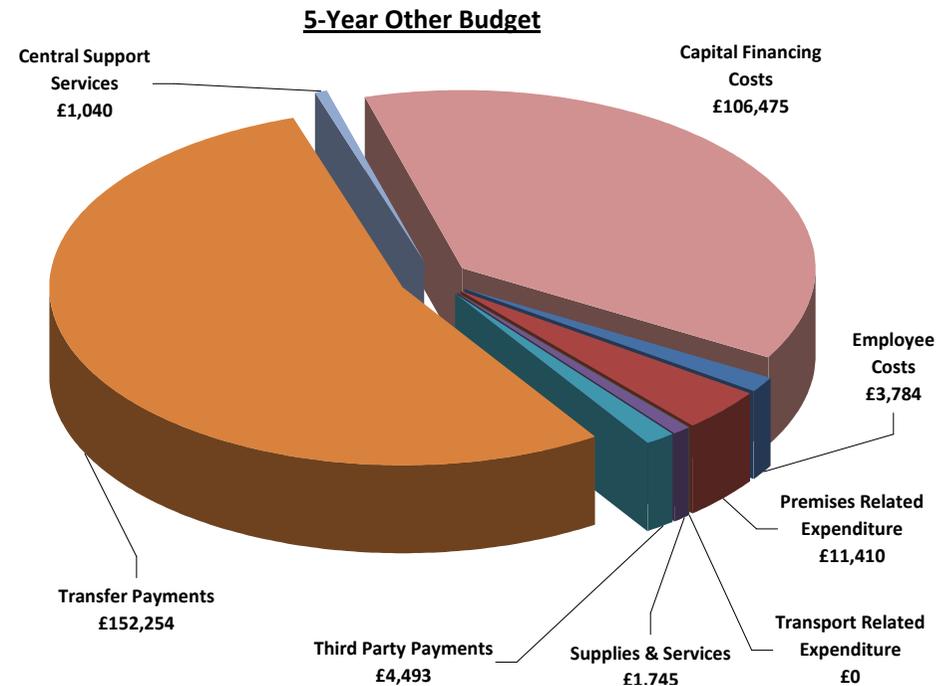
Housing Benefits paid out and associated DWP subsidy.

### **Discretionary Housing Benefit**

The cost to the Council of discretionary housing benefit not funded from the DWP subsidy.

### **Council Tax Reduction Scheme**

The Council Tax Reduction Scheme (CTR) replaces Council Tax Benefit (CTB) which is being abolished by the UK Government as part of their welfare reform programme. Responsibility for assisting those who need help to pay their council tax in Scotland now lies with the Scottish Government and Scottish Local Authorities. To fund the new arrangements the UK Government has added the amount of CTB payments in Scotland, less 10% to the Scottish budget. In order to protect those in receipt of CTB from the 10% cut in funding the Scottish Government and COSLA have provided additional funding for transitional year 2013/14.



**Non Domestic rates Relief**

The net cost to the Council of discretionary rates relief not funded from the national non-domestic rates pool.

**Commercial Rents**

Income from commercial rents.

**Scottish Welfare Fund**

The Scottish Welfare Fund (SWF) is a discretionary scheme delivering Crisis grants and Community Care grants replacing Budgeting Loans and Crisis Loans previously delivered by the DWP. The purpose of the SWF is to provide a safety net in a disaster or emergency (crisis grant) and to enable independent living preventing the need for institutional care (community care grant). The grants are available to people who do not have alternative means of paying for what they need and are intended to meet one-off needs rather than on-going expenses.

# Capital Financial Plan 2013/14 - 2022/23

Further information on the Council's  
Capital Financial Plan is available from:-

Lynn Mirley  
Corporate Finance Manager  
Council Headquarters  
Newtown St Boswells  
Melrose  
TD6 0SA

T 01835 825016 E [LMirley@scotborders.gov.uk](mailto:LMirley@scotborders.gov.uk)

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

Scottish Borders Council  
Capital Financial Plan 2013/14 - 2022/23

SUMMARY	OPERATIONAL PLAN			Total £000	STRATEGIC PLAN							Grand Total £000	
	2013/14 £000	2014/15 £000	2015/16 £000		2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000		
<b>Engineering Infrastructure</b>													
Roads, Bridges, Lighting & Transport	6,477	8,429	4,420	19,326	4,624	4,748	7,348	4,232	3,548	3,548	3,548	50,922	
Flood & Coast Protection	3,230	827	656	4,713	1,700	1,600	421	600	800	504	100	10,438	
Waste Management	540	1,155	1,013	2,708	434	978	456	198	83	831	200	5,888	
Engineering & Infrastructure - Other	52	52	52	156	52	52	52	52	52	52	52	520	
<b>TOTAL ENGINEERING INFRASTRUCTURE</b>	<b>10,299</b>	<b>10,463</b>	<b>6,141</b>	<b>26,903</b>	<b>6,810</b>	<b>7,378</b>	<b>8,277</b>	<b>5,082</b>	<b>4,483</b>	<b>4,935</b>	<b>3,900</b>	<b>67,768</b>	
<b>Land &amp; Property</b>													
School Estate	6,464	7,618	8,560	22,642	10,819	3,630	4,200	4,120	5,350	5,500	5,440	61,701	
Community Services	350	310	1,210	1,870	365	940	330	330	330	330	330	4,825	
Social Work	420	659	1,066	2,145	1,200	252	0	0	0	0	0	3,597	
Corporate Property	165	375	150	690	150	0	0	0	0	0	0	840	
Environment & Infrastructure - Property	400	205	205	810	100	100	100	100	250	250	50	1,760	
Regeneration	2,977	1,286	902	5,165	973	593	103	168	63	0	0	7,065	
Property & Asset Programme	1,000	1,000	1,000	3,000	1,165	1,365	1,365	1,465	1,465	1,475	1,515	12,815	
<b>TOTAL LAND &amp; PROPERTY</b>	<b>11,776</b>	<b>11,453</b>	<b>13,093</b>	<b>36,322</b>	<b>14,772</b>	<b>6,880</b>	<b>6,098</b>	<b>6,183</b>	<b>7,458</b>	<b>7,555</b>	<b>7,335</b>	<b>92,603</b>	
<b>Business Infrastructure</b>													
Business Applications	191	150	87	428	307	595	595	240	345	595	240	3,345	
Technical IT Infrastructure	1,893	5,120	5,333	12,346	1,080	780	780	1,135	1,030	780	1,135	19,066	
<b>TOTAL BUSINESS INFRASTRUCTURE</b>	<b>2,084</b>	<b>5,270</b>	<b>5,420</b>	<b>12,774</b>	<b>1,387</b>	<b>1,375</b>	<b>1,375</b>	<b>1,375</b>	<b>1,375</b>	<b>1,375</b>	<b>1,375</b>	<b>22,411</b>	
<b>Fleet</b>													
Plant & Vehicle Fund Replacement	0	0	0	0	0	0	0	0	0	0	0	0	
Other Fleet	0	750	0	750	0	0	300	450	0	0	0	1,500	
<b>TOTAL FLEET</b>	<b>0</b>	<b>750</b>	<b>0</b>	<b>750</b>	<b>0</b>	<b>0</b>	<b>300</b>	<b>450</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,500</b>	
<b>Other</b>													
Emergency & Unplanned Schemes	300	300	300	900	300	300	300	300	400	400	400	3,300	
Private Sector Housing Grant	340	340	340	1,020	340	340	375	375	375	375	375	3,575	
<b>TOTAL OTHER</b>	<b>640</b>	<b>640</b>	<b>640</b>	<b>1,920</b>	<b>640</b>	<b>640</b>	<b>675</b>	<b>675</b>	<b>775</b>	<b>775</b>	<b>775</b>	<b>6,875</b>	
<b>Total Capital Plan</b>	<b>24,799</b>	<b>28,576</b>	<b>25,294</b>	<b>78,669</b>	<b>23,609</b>	<b>16,273</b>	<b>16,725</b>	<b>13,765</b>	<b>14,091</b>	<b>14,640</b>	<b>13,385</b>	<b>191,157</b>	

Scottish Borders Council  
Capital Financial Plan 2013/14 - 2022/23

Engineering Infrastructure	OPERATIONAL PLAN			Total £000	STRATEGIC PLAN							Grand Total £000
	2013/14 £000	2014/15 £000	2015/16 £000		2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	
<b>Roads, Bridges, Lighting &amp; Transport</b>												
Galashiels Developments												
Inner Relief Road 3	5	0	0	5	0	0	0	0	0	0	0	5
Inner Relief Road 4	120	0	0	120	0	0	0	0	0	0	0	120
Inner Relief Road 5 - Streetscape/ Gala Regeneration	50	10	15	75	276	200	0	0	0	0	0	551
Transport Interchange	2,228	4,591	57	6,876	0	0	0	0	0	0	0	6,876
Galashiels Developments Programme	2,403	4,601	72	7,076	276	200	0	0	0	0	0	7,552
A72 Dirtpot Corner - Road Re-alignment	0	0	0	0	0	200	3,000	184	0	0	0	3,384
<b>Strategic Route Improvements Schemes</b>	<b>2,403</b>	<b>4,601</b>	<b>72</b>	<b>7,076</b>	<b>276</b>	<b>400</b>	<b>3,000</b>	<b>184</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,936</b>
Roads (including RAMP, CCTV & Winter Damage)	2,180	2,030	2,560	6,770	2,560	2,560	2,560	2,760	2,760	2,760	2,760	25,490
Bridges Asset Management Plan	550	400	400	1,350	400	400	400	400	400	400	400	4,150
Lighting Asset Management Plan	300	300	200	800	200	200	200	200	200	200	200	2,200
Energy Efficient Street Lighting	0	500	1,000	1,500	1,000	1,000	1,000	500	0	0	0	5,000
Accident Investigation Prevention Schemes	50	50	50	150	50	50	50	50	50	50	50	500
Cycling, Walking & Safer Streets	121	178	138	437	138	138	138	138	138	138	138	1,403
Railway Black Path	80	370	0	450	0	0	0	0	0	0	0	450
Kelso Town Traffic Mgt Scheme	793	0	0	793	0	0	0	0	0	0	0	793
<b>Other Roads, Bridges, Lighting &amp; Transport</b>	<b>4,074</b>	<b>3,828</b>	<b>4,348</b>	<b>12,250</b>	<b>4,348</b>	<b>4,348</b>	<b>4,348</b>	<b>4,048</b>	<b>3,548</b>	<b>3,548</b>	<b>3,548</b>	<b>39,986</b>
<b>Total Roads, Bridges, Lighting &amp; Transport</b>	<b>6,477</b>	<b>8,429</b>	<b>4,420</b>	<b>19,326</b>	<b>4,624</b>	<b>4,748</b>	<b>7,348</b>	<b>4,232</b>	<b>3,548</b>	<b>3,548</b>	<b>3,548</b>	<b>50,922</b>

Scottish Borders Council  
Capital Financial Plan 2013/14 - 2022/23

Engineering Infrastructure	OPERATIONAL PLAN			Total £000	STRATEGIC PLAN							Grand Total £000
	2013/14 £000	2014/15 £000	2015/16 £000		2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	
<b>Flood &amp; Coast Protection</b>												
Galashiels Flood Protection	2,730	333	0	<b>3,063</b>	0	0	0	0	0	0	0	<b>3,063</b>
Selkirk Flood Protection	300	44	100	<b>444</b>	1,500	1,500	321	0	0	0	0	<b>3,765</b>
Hawick Flood Protection	50	200	206	<b>456</b>	100	0	0	500	700	404	0	<b>2,160</b>
Skiprunning Burn Works, Jedburgh	50	150	250	<b>450</b>	0	0	0	0	0	0	0	<b>450</b>
Flood Protection Works, Efficiency and Emergency Measures	100	100	100	<b>300</b>	100	100	100	100	100	100	100	<b>1,000</b>
<b>Total Flood &amp; Coast Protection</b>	<b>3,230</b>	<b>827</b>	<b>656</b>	<b>4,713</b>	<b>1,700</b>	<b>1,600</b>	<b>421</b>	<b>600</b>	<b>800</b>	<b>504</b>	<b>100</b>	<b>10,438</b>
<b>Waste Management</b>												
Management of Closed Landfill Sites - Dunion	39	100	0	<b>139</b>	0	0	0	0	0	0	0	<b>139</b>
Waste Treatment Facility	106	902	27	<b>1,035</b>	0	0	0	0	0	0	0	<b>1,035</b>
Wheeled Bins	32	32	32	<b>96</b>	32	33	34	35	35	36	37	<b>338</b>
Food Waste & Glass Collections	0	3	10	<b>13</b>	13	13	14	13	13	14	13	<b>106</b>
Easter Langlee Leachate Management	62	30	70	<b>162</b>	216	932	100	0	0	0	0	<b>1,410</b>
Easter Langlee Cell 3 Leachate Pumping System	0	30	0	<b>30</b>	0	0	0	0	0	0	0	<b>30</b>
Improve Skip Infrastructure - Community Recycling Centres	100	0	70	<b>170</b>	0	0	150	0	0	0	0	<b>320</b>
Community Recycling Centres - Enhancements	57	0	0	<b>57</b>	0	0	48	0	0	0	0	<b>105</b>
Waste Transfer Station Health and Safety Works	19	18	18	<b>55</b>	18	0	0	0	0	0	0	<b>73</b>
Telemetry Systems - Old Landfill Sites	0	0	0	<b>0</b>	0	0	10	0	0	0	0	<b>10</b>
Easter Langlee Cell Provision	125	40	786	<b>951</b>	155	0	100	150	35	781	150	<b>2,322</b>
<b>Total Waste Management</b>	<b>540</b>	<b>1,155</b>	<b>1,013</b>	<b>2,708</b>	<b>434</b>	<b>978</b>	<b>456</b>	<b>198</b>	<b>83</b>	<b>831</b>	<b>200</b>	<b>5,888</b>
<b>Engineering &amp; Infrastructure - Other</b>												
Contaminated Land	52	52	52	<b>156</b>	52	52	52	52	52	52	52	<b>520</b>
<b>Total E&amp;I - Other</b>	<b>52</b>	<b>52</b>	<b>52</b>	<b>156</b>	<b>52</b>	<b>520</b>						
<b>TOTAL ENGINEERING INFRASTRUCTURE</b>	<b>10,299</b>	<b>10,463</b>	<b>6,141</b>	<b>26,903</b>	<b>6,810</b>	<b>7,378</b>	<b>8,277</b>	<b>5,082</b>	<b>4,483</b>	<b>4,935</b>	<b>3,900</b>	<b>67,768</b>

Scottish Borders Council  
Capital Financial Plan 2013/14 - 2022/23

Land & Property	OPERATIONAL PLAN			Total £000	STRATEGIC PLAN							Grand Total £000
	2013/14 £000	2014/15 £000	2015/16 £000		2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	
<b>School Estate</b>												
West Linton PS	1,200	30	0	<b>1,230</b>	0	0	0	0	0	0	0	<b>1,230</b>
Duns PS Relocation inc. Locality Support Centre	465	3,025	2,755	<b>6,245</b>	667	0	0	0	0	0	0	<b>6,912</b>
School Health & Safety Projects	185	285	385	<b>855</b>	400	400	400	400	400	400	400	<b>3,655</b>
School Refurbishment & Capacity Projects	100	280	200	<b>580</b>	500	3,030	3,600	1,520	1,750	1,900	1,840	<b>14,720</b>
Peebles HS Sports Facilities	4,294	12	0	<b>4,306</b>	0	0	0	0	0	0	0	<b>4,306</b>
Galashiels Schools Provision	0	0	0	<b>0</b>	0	0	0	2,000	3,000	3,000	3,000	<b>11,000</b>
Kelso HS	120	3,986	5,220	<b>9,326</b>	9,252	0	0	0	0	0	0	<b>18,578</b>
School Kitchen Improvements Programme	100	0	0	<b>100</b>	0	200	200	200	200	200	200	<b>1,300</b>
<b>Total School Estate</b>	<b>6,464</b>	<b>7,618</b>	<b>8,560</b>	<b>22,642</b>	<b>10,819</b>	<b>3,630</b>	<b>4,200</b>	<b>4,120</b>	<b>5,350</b>	<b>5,500</b>	<b>5,440</b>	<b>61,701</b>
<b>Community Services</b>												
Lauder Pavilion/Park	10	0	0	<b>10</b>	0	0	0	0	0	0	0	<b>10</b>
Sports Trusts - Plant & Services	290	290	290	<b>870</b>	290	290	290	290	290	290	290	<b>2,900</b>
Jim Clark Motor Museum Relocation	0	20	0	<b>20</b>	35	610	0	0	0	0	0	<b>665</b>
Community Asset Transfer	0	0	20	<b>20</b>	40	40	40	40	40	40	40	<b>300</b>
Sir Walter Scott's Courtroom H & S	25	0	0	<b>25</b>	0	0	0	0	0	0	0	<b>25</b>
Sir Walter Scott's Courtroom Interpretation	25	0	0	<b>25</b>	0	0	0	0	0	0	0	<b>25</b>
Selkirk Synthetic Pitch	0	0	900	<b>900</b>	0	0	0	0	0	0	0	<b>900</b>
<b>Total Community Services</b>	<b>350</b>	<b>310</b>	<b>1,210</b>	<b>1,870</b>	<b>365</b>	<b>940</b>	<b>330</b>	<b>330</b>	<b>330</b>	<b>330</b>	<b>330</b>	<b>4,825</b>

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Land & Property	OPERATIONAL PLAN			Total £000	STRATEGIC PLAN							Grand Total £000
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<b>Social Work</b>												
TOPS - Residential Care Home Upgrade	275	294	271	<b>840</b>	0	0	0	0	0	0	0	<b>840</b>
TOPS - Telecare	75	50	75	<b>200</b>	0	0	0	0	0	0	0	<b>200</b>
Complex Needs - Central Education Base	0	165	700	<b>865</b>	700	0	0	0	0	0	0	<b>1,565</b>
Locality Working	0	0	20	<b>20</b>	0	0	0	0	0	0	0	<b>20</b>
Learning Disability Day Services	20	0	0	<b>20</b>	0	0	0	0	0	0	0	<b>20</b>
Social, Emotional and Behavioural and Needs Facilities	0	150	0	<b>150</b>	500	252	0	0	0	0	0	<b>902</b>
Falls Prevention in Older Peoples' Homes	50	0	0	<b>50</b>	0	0	0	0	0	0	0	<b>50</b>
<b>Total Social Work</b>	<b>420</b>	<b>659</b>	<b>1,066</b>	<b>2,145</b>	<b>1,200</b>	<b>252</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,597</b>
<b>Corporate Property</b>												
Work Style Transformation/Office Accommodation	75	75	150	<b>300</b>	150	0	0	0	0	0	0	<b>450</b>
HQ Main Office Block	90	300	0	<b>390</b>	0	0	0	0	0	0	0	<b>390</b>
<b>Total Corporate Property</b>	<b>165</b>	<b>375</b>	<b>150</b>	<b>690</b>	<b>150</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>840</b>
<b>Environment &amp; Infrastructure - Property</b>												
Play Facilities	50	50	50	<b>150</b>	50	50	50	50	50	50	50	<b>500</b>
Cemetery Land Acquisition & Development	200	100	100	<b>400</b>	0	0	0	0	0	0	0	<b>400</b>
Haylodge Park, Peebles	100	0	0	<b>100</b>	0	0	0	0	0	0	0	<b>100</b>
Drainage in Parks and Open Spaces	50	55	55	<b>160</b>	50	50	50	50	200	200	0	<b>760</b>
<b>Total Environment &amp; Infrastructure - Property</b>	<b>400</b>	<b>205</b>	<b>205</b>	<b>810</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>250</b>	<b>250</b>	<b>50</b>	<b>1,760</b>

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Land & Property	OPERATIONAL PLAN			Total £000	STRATEGIC PLAN							Grand Total £000
	2013/14 £000	2014/15 £000	2015/16 £000		2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	
<b>Regeneration</b>												
LUPS Strategic Business Land	1,391	20	0	1,411	0	0	0	0	0	0	0	1,411
Kelso Townscape Heritage Initiative	774	0	0	774	0	0	0	0	0	0	0	774
Sunnybrae, Walkerburn	152	0	0	152	0	0	0	0	0	0	0	152
Hawick 500Yr Commemorative Statue	40	0	0	40	0	0	0	0	0	0	0	40
Selkirk Town Centre Regeneration Project	0	0	0	0	50	400	0	0	0	0	0	450
Newtown St Boswells Village Centre Regeneration	0	0	0	0	23	43	103	168	63	0	0	400
Bongate Mill Ind Area, Jedburgh - Phase 1 Regeneration	0	86	2	88	0	0	0	0	0	0	0	88
Demolition & Site Preparation	220	280	0	500	0	0	0	0	0	0	0	500
Wilton Lodge Park	400	900	900	2,200	900	150	0	0	0	0	0	3,250
<b>Total Regeneration</b>	<b>2,977</b>	<b>1,286</b>	<b>902</b>	<b>5,165</b>	<b>973</b>	<b>593</b>	<b>103</b>	<b>168</b>	<b>63</b>	<b>0</b>	<b>0</b>	<b>7,065</b>
<b>Property &amp; Asset Programme</b>												
Structural / H&S Works	300	300	300	900	465	465	465	465	465	465	465	4,155
Asbestos Management	100	100	100	300	100	100	100	100	100	100	100	1,000
Building Fabric Upgrades	150	150	150	450	150	350	350	450	450	460	500	3,160
Carbon Reduction Measures	120	120	120	360	120	120	120	120	120	120	120	1,200
Electrical Safety Works	120	120	120	360	120	120	120	120	120	120	120	1,200
Fixed Assets	20	20	20	60	20	20	20	20	20	20	20	200
Heating System Replacement	100	100	100	300	100	100	100	100	100	100	100	1,000
Legionella management	30	30	30	90	30	30	30	30	30	30	30	300
Thermally Efficient Roof Installation	30	30	30	90	30	30	30	30	30	30	30	300
Thermally Efficient Window Installation	30	30	30	90	30	30	30	30	30	30	30	300
<b>Total Property &amp; Asset Programme</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>3,000</b>	<b>1,165</b>	<b>1,365</b>	<b>1,365</b>	<b>1,465</b>	<b>1,465</b>	<b>1,475</b>	<b>1,515</b>	<b>12,815</b>
<b>TOTAL LAND &amp; PROPERTY</b>	<b>11,776</b>	<b>11,453</b>	<b>13,093</b>	<b>36,322</b>	<b>14,772</b>	<b>6,880</b>	<b>6,098</b>	<b>6,183</b>	<b>7,458</b>	<b>7,555</b>	<b>7,335</b>	<b>92,603</b>

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Business Infrastructure	OPERATIONAL PLAN			Total £000	STRATEGIC PLAN							Grand Total £000
	2013/14 £000	2014/15 £000	2015/16 £000		2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	
<b>Business Applications</b>												
E-Procurement/Corporate Financial Systems	12	0	0	12	0	0	0	0	0	0	0	12
Business Systems - Social Work - Homecare & Financial	70	70	12	152	12	0	0	0	0	0	0	164
Business Systems Development	79	50	50	179	50	50	50	50	50	50	50	529
Minor IT Projects	30	30	25	85	50	50	50	50	50	50	50	435
Corporate Applications Suite (CAS)	0	0	0	0	195	495	495	140	245	495	140	2,205
<b>Total Business Applications</b>	<b>191</b>	<b>150</b>	<b>87</b>	<b>428</b>	<b>307</b>	<b>595</b>	<b>595</b>	<b>240</b>	<b>345</b>	<b>595</b>	<b>240</b>	<b>3,345</b>
<b>Technical IT Infrastructure</b>												
Corporate PC Replacement	350	350	350	1,050	350	350	350	350	350	350	350	3,500
IT Disaster Recovery Programme	50	50	50	150	50	50	50	50	50	50	50	500
Unified Communications	0	0	0	0	250	0	0	0	250	0	0	500
Infrastructure & Microsoft Refresh	7	0	350	357	50	0	0	355	0	0	355	1,117
Curricular Networks Replacement	917	462	383	1,762	380	380	380	380	380	380	380	4,422
Print Strategy	137	0	0	137	0	0	0	0	0	0	0	137
Financial Systems Infrastructure Development	30	30	0	60	0	0	0	0	0	0	0	60
Next Generation Broadband (BDUK)	0	4,200	4,200	8,400	0	0	0	0	0	0	0	8,400
Triple Wi-Fi Provision	280	0	0	280	0	0	0	0	0	0	0	280
Sharepoint Document Management	45	0	0	45	0	0	0	0	0	0	0	45
Additional Server Storage for Data Growth	23	8	0	31	0	0	0	0	0	0	0	31
Unaltering Power Supply Replacement	0	20	0	20	0	0	0	0	0	0	0	20
HQ Server Replacements	12	0	0	12	0	0	0	0	0	0	0	12
Network Rationalisation	42	0	0	42	0	0	0	0	0	0	0	42
<b>Total Technical IT Infrastructure</b>	<b>1,893</b>	<b>5,120</b>	<b>5,333</b>	<b>12,346</b>	<b>1,080</b>	<b>780</b>	<b>780</b>	<b>1,135</b>	<b>1,030</b>	<b>780</b>	<b>1,135</b>	<b>19,066</b>
<b>TOTAL BUSINESS INFRASTRUCTURE</b>	<b>2,084</b>	<b>5,270</b>	<b>5,420</b>	<b>12,774</b>	<b>1,387</b>	<b>1,375</b>	<b>1,375</b>	<b>1,375</b>	<b>1,375</b>	<b>1,375</b>	<b>1,375</b>	<b>22,411</b>

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Fleet	OPERATIONAL PLAN			Total £000	STRATEGIC PLAN							Grand Total £000
	2013/14 £000	2014/15 £000	2015/16 £000		2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	
Fleet												
Plant & Vehicle Replacement				0								0
Other Fleet	0	750	0	750	0	0	300	450	0	0	0	1,500
<b>Total Fleet</b>	<b>0</b>	<b>750</b>	<b>0</b>	<b>750</b>	<b>0</b>	<b>0</b>	<b>300</b>	<b>450</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,500</b>
Other												
Biddable Allocations												
Emergency & Unplanned Schemes	300	300	300	900	300	300	300	300	400	400	400	3,300
Private Sector Housing Grant												
Private Sector Housing Grant - Adaptations	340	340	340	1,020	340	340	375	375	375	375	375	3,575
<b>TOTAL OTHER</b>	<b>640</b>	<b>640</b>	<b>640</b>	<b>1,920</b>	<b>640</b>	<b>640</b>	<b>675</b>	<b>675</b>	<b>775</b>	<b>775</b>	<b>775</b>	<b>6,875</b>

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Estimated Funding	OPERATIONAL PLAN			Total £000	STRATEGIC PLAN							Grand Total £000
	2013/14 £000	2014/15 £000	2015/16 £000		2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	
Capital Fund/Capital Receipts	830	2,427	1,921	<b>5,178</b>	760	2,630	1,000	0	0	0	0	<b>9,568</b>
CFCR	0	0	450	<b>450</b>	0	0	0	0	0	0	0	<b>450</b>
Developer Contributions	100	100	100	<b>300</b>	100	100	100	100	100	100	100	<b>1,000</b>
General Capital Grant from Scottish Govt.	8,783	13,433	11,500	<b>33,716</b>	10,000	10,000	10,000	10,000	10,000	10,000	10,000	<b>103,716</b>
Specific Capital Grants from Scottish Govt.	2,305	443	5,358	<b>8,106</b>	4,818	138	138	138	138	138	138	<b>13,752</b>
Other Grants and Contributions	2,410	4,992	1,170	<b>8,572</b>	743	171	139	62	40	0	0	<b>9,727</b>
Plant & Vehicle Replacement Fund	0	0	0	<b>0</b>	0	0	0	0	0	0	0	<b>0</b>
Borrowing	10,371	7,181	4,795	<b>22,347</b>	7,188	3,234	5,348	3,465	3,813	4,402	3,147	<b>52,944</b>
<b>Total Estimated Funding</b>	<b>24,799</b>	<b>28,576</b>	<b>25,294</b>	<b>78,669</b>	<b>23,609</b>	<b>16,273</b>	<b>16,725</b>	<b>13,765</b>	<b>14,091</b>	<b>14,640</b>	<b>13,385</b>	<b>191,157</b>