

# Scottish Borders Council

## Financial Plans from 2017/18

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

# Revenue Financial Plan 2017/18 - 2021/22

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

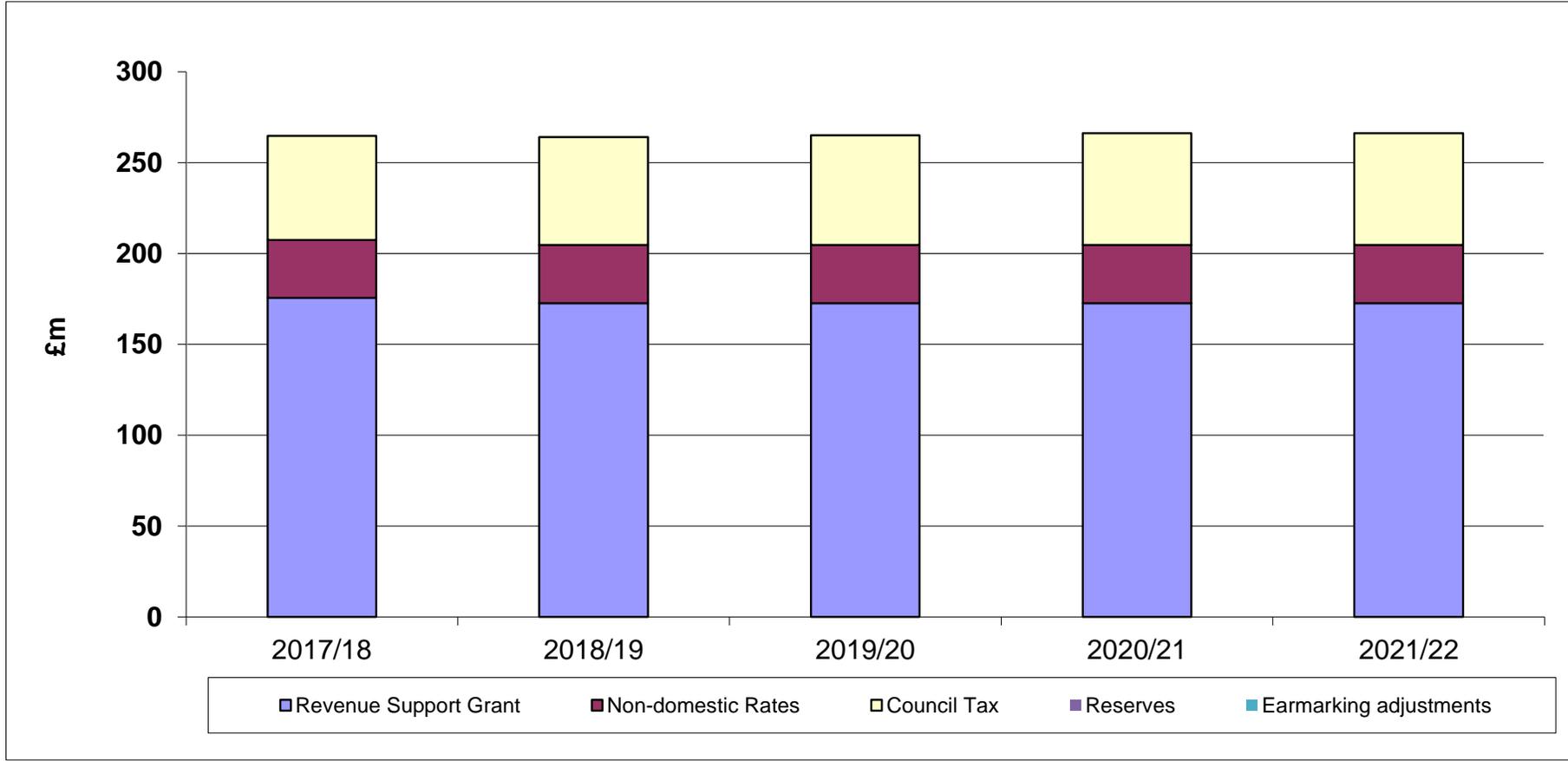
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Revenue Financial Plan 2017/18 - 2021/22  
Revenue Resources

	2017/18 £'000	2018/19 (Provisional) £'000	2019/20 (Provisional) £'000	2020/21 (Provisional) £'000	2021/22 (Provisional) £'000	Total £'000
<b>Aggregate External Finance (1)</b>						
General Revenue Support	165,500	162,611	162,611	162,611	162,611	815,944
Ring Fenced Grants	2,955	2,955	2,955	2,955	2,955	14,775
Health & Social Care Partnership	7,188	7,188	7,188	7,188	7,188	35,940
Non-domestic Rates	31,938	31,938	31,938	31,938	31,938	159,690
	<b>207,581</b>	<b>204,692</b>	<b>204,692</b>	<b>204,692</b>	<b>204,692</b>	<b>1,026,349</b>
<b>Draw down and repay Reserves</b>	1,515	(677)	(677)	0	0	161
<b>Earmarked balance</b>	1,349	15	(3,612)	(2,006)	15	(4,239)
<b>Council Tax (2017/18 Band D £1,116.52 - increase of 3%)</b>	55,011	57,236	58,307	59,386	59,386	289,326
<b>Council Tax Reform net Income (Multiplier on Bands E-H)</b>	2,191	2,191	2,191	2,191	2,191	10,955
<b>Total</b>	<b>267,647</b>	<b>263,457</b>	<b>260,901</b>	<b>264,263</b>	<b>266,284</b>	<b>1,322,552</b>
Notes: 1. The Scottish Government has announced AEF for 2017/18 only.						



Revenue Financial Plan 2017/18 - 2021/22  
 Departmental Summary

<b>Department</b>	<b>2017/18 £'000</b>	<b>2018/19 (Provisional) £'000</b>	<b>2019/20 (Provisional) £'000</b>	<b>2020/21 (Provisional) £'000</b>	<b>2021/22 (Provisional) £'000</b>	<b>Total £'000</b>
<b>Chief Executive's</b>	24,067	23,564	23,649	23,986	24,362	119,629
<b>People</b>	178,542	178,060	178,081	180,677	182,759	898,118
<b>Place</b>	39,627	38,340	38,854	40,048	40,848	197,717
<b>Other</b>	25,412	23,493	20,316	19,553	18,315	107,087
	<b>267,647</b>	<b>263,457</b>	<b>260,901</b>	<b>264,263</b>	<b>266,284</b>	<b>1,322,552</b>

Revenue Financial Plan 2017/18 - 2021/22  
Summary

	2017/18 £'000	2018/19 (Provisional) £'000	2019/20 (Provisional) £'000	2020/21 (Provisional) £'000	2021/22 (Provisional) £'000	Total £'000
<b>Base Budget (approved 11 February 2016)</b>	<b>263,204</b>	<b>267,647</b>	<b>263,457</b>	<b>260,901</b>	<b>264,263</b>	<b>1,319,473</b>
<b>Add/Deduct</b>						
Permanent virements	640	0	0	0	0	640
Manpower adjustments	1,714	2,825	2,216	2,613	2,188	11,557
Non-pay inflation including service specific	1,487	1,562	1,278	1,779	1,100	7,205
Department specific pressures	9,289	966	(1,042)	372	27	9,612
<b>Deduct</b>						
Making best use of our People	(2,657)	(2,965)	(900)	0	0	(6,522)
Working with our Partners	(2,184)	(1,037)	(509)	25	0	(3,705)
Looking after the Borders	(902)	(1,993)	(1,353)	(103)	0	(4,351)
Business process transformation	(2,333)	(3,128)	(2,025)	(1,225)	(1,195)	(9,906)
Maximising resources	(610)	(420)	(221)	(99)	(99)	(1,449)
<b>Base Budget</b>	<b>267,647</b>	<b>263,457</b>	<b>260,901</b>	<b>264,263</b>	<b>266,284</b>	<b>1,322,552</b>

**Revenue Financial Plan 2017/18 - 2021/22**  
**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 2017.

<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.
<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 and PPP schemes.
<b>Transfer Payments</b>	Costs of payments to individuals for which no goods or services are received in return by the local authority such as rent allowances, rent rebates and costs arising from soft loans.
<b>Internal Recharges</b>	Charges for services provided by other Council departments.
<b>Depreciation</b>	Records the revenue impact of capital items in the service revenue accounts of the authority.
<b>Income</b>	Includes all income received by the service from external users or by way of charges or recharges to internal users.

Revenue Financial Plan 2017/18 - 2021/22  
Chief Executive's

<b>Chief Executive's by Service</b>	<b>FTE</b>	<b>2017/18 £'000</b>	<b>2018/19 (Provisional) £'000</b>	<b>2019/20 (Provisional) £'000</b>	<b>2020/21 (Provisional) £'000</b>	<b>2021/22 (Provisional) £'000</b>	<b>Total £'000</b>
<b>Chief Executive</b>	5	431	437	442	448	453	2,212
<b>Business Support</b>	208	6,355	6,501	6,611	6,759	6,865	33,090
<b>Public Health</b>	1	69	70	71	72	73	354
<b>Strategy &amp; Policy</b>	6	1,179	687	691	698	703	3,957
<b>Finance</b>	79	3,624	3,462	3,274	3,258	3,366	16,985
<b>Information Technology</b>	4	5,915	5,964	6,013	6,063	6,114	30,070
<b>Human Resources</b>	58	2,636	2,694	2,736	2,791	2,830	13,687
HR	32	1,969	2,006	2,031	2,064	2,086	10,155
HRSS	26	667	688	705	727	744	3,531
<b>Corporate Transformation</b>	65	4,559	4,449	4,512	4,597	4,659	22,777
Transformation	18	826	847	861	880	895	4,309
Emergency Planning	4	175	180	183	187	190	915
Communications	15	462	476	487	503	511	2,439
Economic Development	18	1,689	1,610	1,626	1,651	1,668	8,245
Democratic Services	10	1,406	1,336	1,355	1,376	1,396	6,869
<b>Recharge to Non-General Fund Accounts</b>		(701)	(701)	(701)	(701)	(701)	(3,503)
	<b>426</b>	<b>24,067</b>	<b>23,564</b>	<b>23,649</b>	<b>23,986</b>	<b>24,362</b>	<b>119,629</b>

Revenue Financial Plan 2017/18 - 2021/22  
Chief Executive's

**Chief Executive's by Budget Head**

	2017/18 £'000	2018/19 (Provisional) £'000	2019/20 (Provisional) £'000	2020/21 (Provisional) £'000	2021/22 (Provisional) £'000	Total £'000
Employee Costs	15,272	15,356	15,336	15,565	15,834	77,362
Premises Related Expenditure	559	612	665	719	772	3,327
Transport Related Expenditure	166	166	166	166	166	829
Supplies & Services	5,013	4,473	4,525	4,578	4,632	23,220
Third Party Payments	4,150	4,050	4,050	4,050	4,050	20,349
Transfer Payments	0	0	0	0	0	0
Internal Recharges	0	0	0	0	0	2
Capital Financing Costs	61	61	61	61	61	306
	<b>25,220</b>	<b>24,718</b>	<b>24,803</b>	<b>25,139</b>	<b>25,515</b>	<b>125,394</b>
Income	(1,153)	(1,153)	(1,153)	(1,153)	(1,153)	(5,765)
	<b>24,067</b>	<b>23,564</b>	<b>23,649</b>	<b>23,986</b>	<b>24,362</b>	<b>119,629</b>

Revenue Financial Plan 2017/18 - 2021/22  
Chief Executive's

<b>Chief Executive's Summary Budget Build Up</b>	<b>2017/18 £'000</b>	<b>2018/19 (Provisional) £'000</b>	<b>2019/20 (Provisional) £'000</b>	<b>2020/21 (Provisional) £'000</b>	<b>2021/22 (Provisional) £'000</b>	<b>Total £'000</b>
<b>Base Budget (approved 11 February 2016)</b>	<b>20,177</b>	<b>24,067</b>	<b>23,564</b>	<b>23,649</b>	<b>23,986</b>	<b>115,443</b>
<b>Add/Deduct</b>						
Permanent virements	2,256	0	0	0	0	2,256
Manpower adjustments	288	376	273	371	268	1,576
Non-pay inflation including service specific	91	55	56	57	57	316
Department specific pressures	1,740	(640)	50	50	50	1,250
<b>Deduct</b>						
Making best use of our People	(13)	0	0	0	0	(13)
Working with our Partners	(30)	0	0	0	0	(30)
Looking after the Borders	0	0	0	0	0	0
Business process transformation	(391)	(293)	(293)	(143)	0	(1,120)
Maximising resources	(50)	0	0	0	0	(50)
<b>Base Budget</b>	<b>24,067</b>	<b>23,564</b>	<b>23,649</b>	<b>23,986</b>	<b>24,362</b>	<b>119,629</b>

Revenue Financial Plan 2017/18 - 2021/22  
Chief Executive's

<b>Chief Executive's Detail Budget Build Up</b>	<b>2017/18 £'000</b>	<b>2018/19 (Provisional) £'000</b>	<b>2019/20 (Provisional) £'000</b>	<b>2020/21 (Provisional) £'000</b>	<b>2021/22 (Provisional) £'000</b>	<b>Total £'000</b>
<b>Base Budget (approved 11 February 2016)</b>	20,177	24,067	23,564	23,649	23,986	115,443
<b>Add/Deduct</b>						
<b>Permanent Virements</b>	2,256	0	0	0	0	2,256
<b>Manpower Adjustments</b>	288	376	273	371	268	1,576
Pay Inflation and On-costs	268	239	241	249	253	1,250
Increments	20	137	32	122	15	326
<b>Non-pay Inflation including Service Specific</b>	91	55	56	57	57	316
Energy Costs	0	1	1	1	1	4
Property Related	4	3	3	3	3	16
Insurances	4	1	1	1	1	8
Licenses	62	50	51	52	52	267
IT contract	21	0	0	0	0	21
<b>Department Specific Pressures</b>	1,740	(640)	50	50	50	1,250
Local Government election	90	(90)	0	0	0	0
Apprenticeship Levy	600	0	0	0	0	600
Rates revaluation	350	0	0	0	0	350
Employee benefits	100	0	0	0	0	100
Water rates valuation	0	50	50	50	50	200
Localities Bid Fund	500	(500)	0	0	0	0
Enhanced tourism signage	100	(100)	0	0	0	0
<b>Deduct</b>						
<b>Making best use of our People</b>	(13)	0	0	0	0	(13)
Savings In back office support services	(13)	0	0	0	0	(13)

Revenue Financial Plan 2017/18 - 2021/22  
Chief Executive's

<b>Chief Executive's Detail Budget Build Up</b>	<b>2017/18 £'000</b>	<b>2018/19 (Provisional) £'000</b>	<b>2019/20 (Provisional) £'000</b>	<b>2020/21 (Provisional) £'000</b>	<b>2021/22 (Provisional) £'000</b>	<b>Total £'000</b>
<b>Working with our Partners</b>	<b>(30)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(30)</b>
Insurance shared service with City of Edinburgh Council	(30)	0	0	0	0	(30)
<b>Looking after the Borders</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Business Process Transformation</b>	<b>(391)</b>	<b>(293)</b>	<b>(293)</b>	<b>(143)</b>	<b>0</b>	<b>(1,120)</b>
Finance	(155)	(150)	(150)	0	0	(455)
Savings in IT	(74)	0	0	0	0	(74)
Savings from Insurance retendering	(19)	0	0	0	0	(19)
Procurement savings across all departments	(143)	(143)	(143)	(143)	0	(572)
<b>Maximising Resources</b>	<b>(50)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(50)</b>
SBCconnect advertising	(50)	0	0	0	0	(50)
<b>Base Budget</b>	<b>24,067</b>	<b>23,564</b>	<b>23,649</b>	<b>23,986</b>	<b>24,362</b>	<b>119,629</b>

## Chief Executive's

The Chief Executive's department provides services across the following key areas:

### Chief Executive

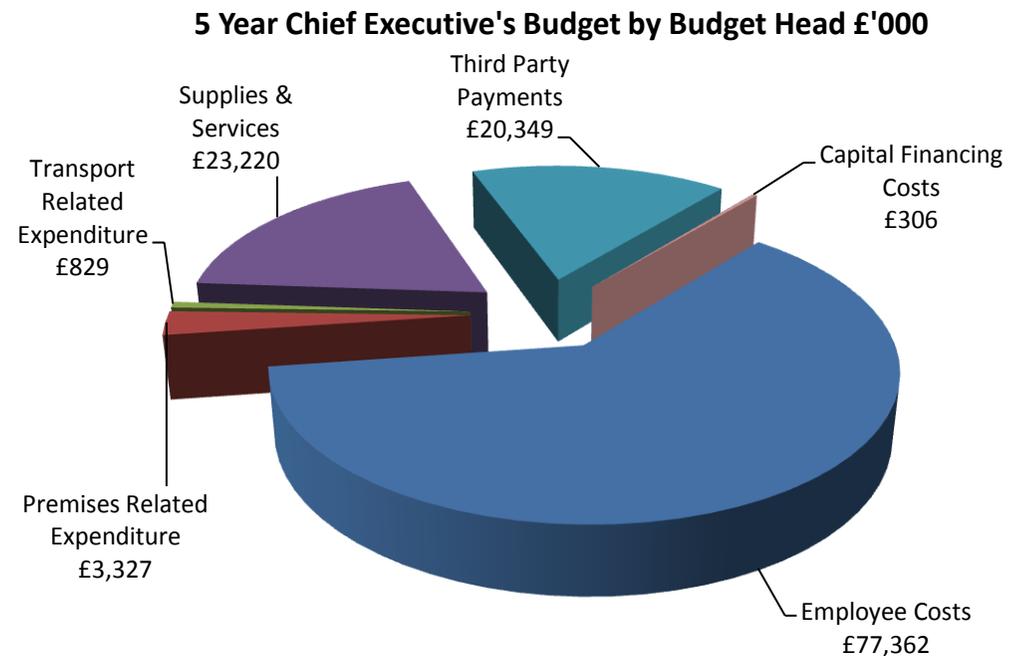
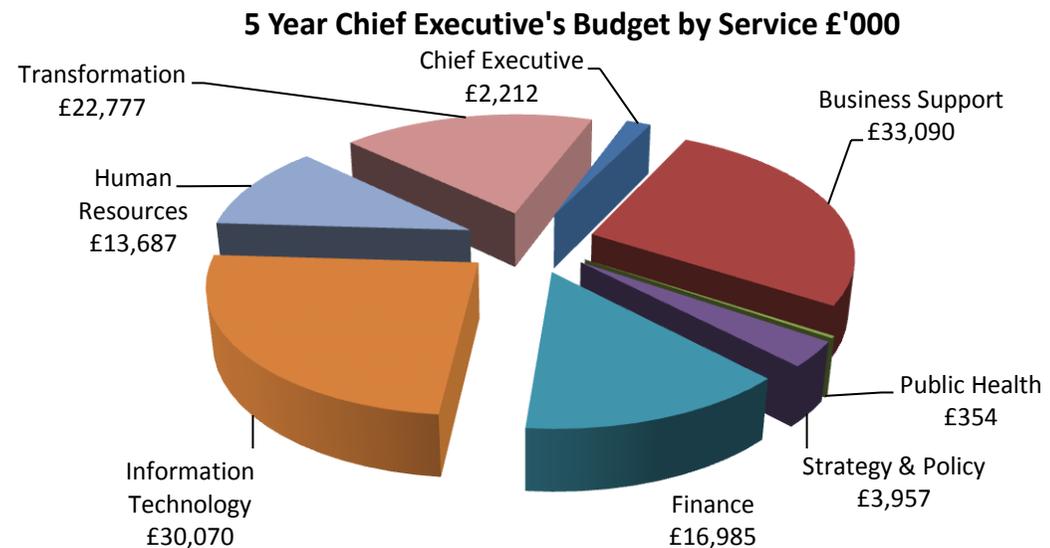
The Chief Executive's office provides strategic leadership of the Council, ensuring the effective implementation of policies and service delivery.

### Business Support

Provision of a range of consistent professional support services across Chief Executive, People and Place departments including strategic and business/service planning and policy development; performance and management information, research and analysis; service-based systems support (for systems outwith SBC's contract for IT with CGI); management of agendas for Corporate Management Team (CMT), People and Place Management Teams; co-ordination of SBC, ALEO and partnership performance management arrangements; management of a range of processes including Complaints, Freedom of Information (FOI) and Subject Access Requests (SAR).

### Public Health

Within the Joint Health Improvement Team of the Public Health Department, specifically trained staff undertake a range of projects aimed at suicide prevention across the Scottish Borders. The team work with a range of stakeholders including the voluntary sector, mental health services, schools and other partners to publicise the variety of support available to vulnerable people and to undertake a number of early intervention and prevention initiatives that are in place throughout the region.



## **Strategy & Policy**

The team coordinates the Council's overall approach to strategic policy, performance and community engagement and aims to ensure the Council is strongly positioned in relation to national and European policies. It is responsible for developing the Local Outcome Improvement Plan and Locality Plans (with partners), and the Council's Corporate Plan, based on robust research and information. Through the co-ordination of business planning process and performing management arrangements, the team helps SBC and partners monitor the impact of its actions. It is also responsible for strategic community engagement, equalities and diversity, managing Council-wide community grant schemes, and providing external funding advice and project support to a range of community projects.

## **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, pensions management, financial planning, management reporting, accounting and the provision of financial information systems to the Council. Procurement provide an internal service across all departments in line with Corporate Procurement & Payments Strategy and associated policies. Insurance is now provided under a shared service agreement with the City of Edinburgh Council.

## **IT**

Following the outsourcing of our IT service provision to CGI in 2016/17, CGI 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 and ICT disaster recovery and supports the delivery of the Digital Transformation Programme. The 4 FTE retained by SBC manage and assure the outsource contract and interface between CGI and SBC service delivery.

## **Human Resources**

**HR:** Providing a range of HR Advisory, Employment Law, Shared Services and Organisational Development services to all Council departments, including professional advice and support, payroll, pensions, change management, workforce planning and development including provision of personal and professional training and qualifications. The HR service is dealing with a significantly growing workload particularly in the areas of transformation and change management, case management, performance management and employee relations matters. Significant resource is also being dedicated to the development and implementation of Corporate People Planning Strategies for all services including workforce planning, reviews, re-structures, job design and the overall modernisation work with services which supports the Transformation agenda.

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

## **Corporate Transformation**

**Transformation:** The Corporate Transformation team support strategic change, providing programme and project management, business analysis and support services, co-ordinate Council demands and outcomes, enabling departments to meet organisational objectives, achieve financial savings and efficiencies and deliver a Corporate Governance Framework for all programmes and projects.

**Emergency Planning Department:** There is a requirement under the Civil Contingencies Act 2004 to develop and maintain emergency response plans to deal with a wide range of emergency situations or incidents which may occur within the Scottish Borders area. The department is responsible for the 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 weather and other emergencies occur. The department also facilitates and organises training to ensure that staff are competent to deal with the emergencies or incidents that may occur. The co-ordination and management of the Safety Advisory Group (SAG) for event safety within the Scottish Borders. The management and co-ordination of the Resilient Communities initiative. The Business Continuity lead for Scottish Borders Council ensuring that the Council can as far as is reasonably practicable maintain and respond to its business needs during a crisis, maintaining, instructing and supporting the use of departmental business continuity plans.

**Communications:** Corporate customer-focused external and internal communications function, including communications, graphic design, digital media and print services.

**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. This is delivered through support to businesses (including Business Gateway services and inward investment); town centre regeneration; financial support; and sites and premises. The team promotes the economic opportunities flowing from the Borders Railway and is developing the potential for positive economic impacts from the City Region Deal and the proposed South of Scotland Enterprise & Skills Vehicle. It supports growth in key sectors of the Scottish Borders' economy and delivers a number of interventions in the agriculture, forestry, fishing, tourism, creative industries, food and drink and textiles sectors. The team is also actively involved in European policy, ensuring that the Scottish Borders is promoted and external funding opportunities maximised. Encouraging the shift towards a Low Carbon Economy is also one of the priorities for the Team.

**Democratic Services:** The Service provides an extensive range of Democratic Services, including - Committee Management, Members Support and Elections Management.

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

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

Revenue Financial Plan 2017/18 - 2021/22  
People

<b>People by Service</b>	<b>FTE</b>	<b>2017/18 £'000</b>	<b>2018/19 (Provisional) £'000</b>	<b>2019/20 (Provisional) £'000</b>	<b>2020/21 (Provisional) £'000</b>	<b>2021/22 (Provisional) £'000</b>	<b>Total £'000</b>
<b>Children &amp; Young People (CYP)</b>	<b>1,753</b>	<b>116,898</b>	<b>116,871</b>	<b>117,300</b>	<b>119,159</b>	<b>120,757</b>	<b>590,985</b>
Early Years	135	6,435	6,533	6,621	6,727	6,805	33,120
Primary Schools	588	31,988	31,899	31,782	32,269	32,779	160,717
Secondary Schools	581	40,723	41,222	41,662	42,371	43,080	209,058
Central Schools	37	5,619	5,067	5,089	5,116	5,138	26,030
Transportation	0	3,627	3,627	3,627	3,627	3,627	18,137
School Meals	0	1,782	1,782	1,782	1,782	1,782	8,908
Community Learning & Development	22	1,048	1,071	1,088	1,112	1,129	5,448
Additional Support Needs	262	10,594	10,758	10,937	11,231	11,399	54,920
Children & Families Social Work	128	15,081	14,912	14,712	14,924	15,018	74,647
<b>Adult Services</b>	<b>35</b>	<b>2,021</b>	<b>2,036</b>	<b>2,048</b>	<b>2,059</b>	<b>2,071</b>	<b>10,234</b>
People with Mental Health Needs	2	96	98	101	103	104	503
Generic Services & Staff Teams	8	801	814	823	833	842	4,112
Services in the Criminal Justice System	25	1,124	1,124	1,124	1,124	1,124	5,619
<b>Social Care &amp; Health Partnership</b>	<b>166</b>	<b>52,848</b>	<b>52,964</b>	<b>52,867</b>	<b>53,555</b>	<b>53,990</b>	<b>266,224</b>
Older People	23	27,196	26,827	26,318	26,511	26,540	133,392
Adults with Learning Disabilities (AWLD)	30	15,749	16,021	16,264	16,537	16,780	81,350
People with Physical Disabilities (PWPD)	0	3,494	3,583	3,660	3,749	3,827	18,314
People with Mental Health Needs	25	2,139	2,168	2,187	2,219	2,238	10,951
Generic Services & Staff Teams	88	4,270	4,365	4,437	4,540	4,606	22,217
<b>Safer Communities</b>	<b>7</b>	<b>438</b>	<b>445</b>	<b>450</b>	<b>456</b>	<b>462</b>	<b>2,250</b>
<b>Integrated Trusts</b>	<b>0</b>	<b>6,337</b>	<b>5,744</b>	<b>5,417</b>	<b>5,448</b>	<b>5,479</b>	<b>28,425</b>
	<b>1,961</b>	<b>178,542</b>	<b>178,060</b>	<b>178,081</b>	<b>180,677</b>	<b>182,759</b>	<b>898,118</b>

Revenue Financial Plan 2017/18 - 2021/22  
People

<b>People by Budget Head</b>	<b>2017/18 £'000</b>	<b>2018/19 (Provisional) £'000</b>	<b>2019/20 (Provisional) £'000</b>	<b>2020/21 (Provisional) £'000</b>	<b>2021/22 (Provisional) £'000</b>	<b>Total £'000</b>
Employee Costs	83,525	82,482	82,143	83,645	85,009	416,804
Premises Related Expenditure	8,496	8,778	9,023	9,274	9,491	45,062
Transport Related Expenditure	6,092	6,093	6,095	6,096	6,098	30,474
Supplies & Services	7,816	8,081	8,140	8,199	8,203	40,439
Third Party Payments	86,717	86,669	86,664	87,385	87,884	435,319
Transfer Payments	952	1,018	1,084	1,150	1,150	5,354
Internal Recharges	905	905	905	905	905	4,523
Capital Financing Costs	0	0	0	0	0	0
	<b>194,503</b>	<b>194,026</b>	<b>194,053</b>	<b>196,653</b>	<b>198,740</b>	<b>977,975</b>
Income	(15,961)	(15,966)	(15,971)	(15,976)	(15,981)	(79,857)
	<b>178,542</b>	<b>178,060</b>	<b>178,081</b>	<b>180,677</b>	<b>182,759</b>	<b>898,118</b>

Revenue Financial Plan 2017/18 - 2021/22  
People

<b>People Summary Budget Build Up</b>	<b>2017/18 £'000</b>	<b>2018/19 (Provisional) £'000</b>	<b>2019/20 (Provisional) £'000</b>	<b>2020/21 (Provisional) £'000</b>	<b>2021/22 (Provisional) £'000</b>	<b>Total £'000</b>
<b>Base Budget (approved 11 February 2016)</b>	<b>175,581</b>	<b>178,542</b>	<b>178,060</b>	<b>178,081</b>	<b>180,677</b>	<b>890,941</b>
<b>Add/Deduct</b>						
Permanent virements	(1,448)	0	0	0	0	(1,448)
Manpower adjustments	1,075	1,774	1,365	1,497	1,359	7,070
Non-pay inflation including service specific	983	1,076	925	1,108	732	4,824
Department specific pressures	5,358	51	0	0	0	5,409
<b>Deduct</b>						
Making best use of our People	(1,219)	(1,696)	(900)	0	0	(3,815)
Working with our Partners	(1,253)	(628)	(509)	0	0	(2,390)
Looking after the Borders	0	(550)	(450)	0	0	(1,000)
Business process transformation	(397)	(500)	(400)	0	0	(1,297)
Maximising resources	(139)	(9)	(9)	(9)	(9)	(175)
<b>Base Budget</b>	<b>178,542</b>	<b>178,060</b>	<b>178,081</b>	<b>180,677</b>	<b>182,759</b>	<b>898,118</b>

Revenue Financial Plan 2017/18 - 2021/22  
People

<b>People Detail Budget Build Up</b>	<b>2017/18 £'000</b>	<b>2018/19 (Provisional) £'000</b>	<b>2019/20 (Provisional) £'000</b>	<b>2020/21 (Provisional) £'000</b>	<b>2021/22 (Provisional) £'000</b>	<b>Total £'000</b>
<b>Base Budget (approved 11 February 2016)</b>	<b>175,581</b>	<b>178,542</b>	<b>178,060</b>	<b>178,081</b>	<b>180,677</b>	<b>890,941</b>
<b>Add/Deduct</b>						
<b>Permanent Virements</b>	<b>(1,448)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(1,448)</b>
<b>Manpower Adjustments</b>	<b>1,075</b>	<b>1,774</b>	<b>1,365</b>	<b>1,497</b>	<b>1,359</b>	<b>7,070</b>
Pay Inflation and On-costs	712	1,110	899	888	1,211	4,820
Increments	363	664	466	609	148	2,250
<b>Non-pay Inflation including Service Specific</b>	<b>983</b>	<b>1,076</b>	<b>925</b>	<b>1,108</b>	<b>732</b>	<b>4,824</b>
Energy Costs	45	128	135	140	140	588
Property Related	132	70	72	73	73	420
Insurances	33	13	13	12	12	83
Licenses	2	3	3	3	3	14
SB Cares Contract Inflation	246	413	248	420	248	1,575
Free Personal & Nursing Care	11	11	11	12	0	45
COSLA Residential Care Home Contract	73	74	75	75	75	372
Live Borders - PE	83	0	0	0	0	83
Increase in foster care fees & allowances	36	37	37	37	0	147
Accommodated / Looked After Children (LAC)	65	66	66	66	0	263
Movement in ICS school based staff	55	55	55	55	0	220
Children with severe / complex needs	33	34	34	34	0	135
Unitary charge	169	172	176	181	181	879

<b>People Detail Budget Build Up</b>	<b>2017/18 £'000</b>	<b>2018/19 (Provisional) £'000</b>	<b>2019/20 (Provisional) £'000</b>	<b>2020/21 (Provisional) £'000</b>	<b>2021/22 (Provisional) £'000</b>	<b>Total £'000</b>
<b>Department Specific Pressures</b>	<b>5,358</b>	<b>51</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,409</b>
Duns Primary School move	217	0	0	0	0	217
Langlee Primary School	63	38	0	0	0	101
Broomlands Primary School	40	24	0	0	0	64
Leadervalley School	17	0	0	0	0	17
New Kelso High School	48	144	0	0	0	192
Developing the Young Workforce	(147)	0	0	0	0	(147)
Attainment Scotland Fund	1,830	0	0	0	0	1,830
Criminal Justice Social Work	1,123	0	0	0	0	1,123
Social Care Service Pressures - SCF	1,914	0	0	0	0	1,914
Older People demographic increases	237	343	348	348	348	1,624
Increased young adults with learning / physical disabilities	250	250	250	250	250	1,250
Health & Social Care integration	(487)	(593)	(598)	(598)	(598)	(2,874)
Synthetic sports pitches	53	45	0	0	0	98
Live Borders implementation costs	200	(200)	0	0	0	0

<b>People Detail Budget Build Up</b>	<b>2017/18 £'000</b>	<b>2018/19 (Provisional) £'000</b>	<b>2019/20 (Provisional) £'000</b>	<b>2020/21 (Provisional) £'000</b>	<b>2021/22 (Provisional) £'000</b>	<b>Total £'000</b>
<b>Deduct</b>						
<b>Making best use of our People</b>	<b>(1,219)</b>	<b>(1,696)</b>	<b>(900)</b>	<b>0</b>	<b>0</b>	<b>(3,815)</b>
CYP Business Support and admin review	(168)	0	0	0	0	(168)
Delivery of Inclusion for All	(357)	0	0	0	0	(357)
School Library Review	(30)	0	0	0	0	(30)
Cessation of Salary Conservation Scheme	(74)	0	0	0	0	(74)
Review Adult Learning Provision (Community Learning & Development)	(50)	0	0	0	0	(50)
Review Early Years Service	(100)	0	0	0	0	(100)
Review School Support Services	(95)	(75)	0	0	0	(170)
Harmonise Sickness Allowance to Schools (DSM Allocation)	(100)	0	0	0	0	(100)
Review Outdoor Education Service	(95)	(55)	0	0	0	(150)
Review of Music Service	0	(50)	0	0	0	(50)
Review Central Schools Budgets (Determined to Succeed)	(50)	0	0	0	0	(50)
Reduce Teaching Posts	0	(750)	(500)	0	0	(1,250)
Review of Cleaning Arrangements in Schools	(50)	0	0	0	0	(50)
Review Children & Young Peoples Service	0	(476)	0	0	0	(476)
Health & Social Care integrated structure savings	(50)	0	0	0	0	(50)
Review of current day services and staffing models	0	(290)	(400)	0	0	(690)
<b>Working with our Partners</b>	<b>(1,253)</b>	<b>(628)</b>	<b>(509)</b>	<b>0</b>	<b>0</b>	<b>(2,390)</b>
Review of commissioned services within Children & Young People	(100)	0	0	0	0	(100)
Implementation of SB Cares	(177)	(162)	(152)	0	0	(491)
Efficiency review of contracts and commissioning arrangements	(375)	0	0	0	0	(375)
Review Commissioned Services with ASN	(75)	0	0	0	0	(75)
Reduce management fee to sports Trusts	(54)	0	0	0	0	(54)
Efficiencies in Culture and Sport funding	(472)	(466)	(357)	0	0	(1,295)
<b>Looking after the Borders</b>	<b>0</b>	<b>(550)</b>	<b>(450)</b>	<b>0</b>	<b>0</b>	<b>(1,000)</b>
School Estates review	0	(550)	(450)	0	0	(1,000)
<b>Business Process Transformation</b>	<b>(397)</b>	<b>(500)</b>	<b>(400)</b>	<b>0</b>	<b>0</b>	<b>(1,297)</b>
Out of Area placement saving	0	(400)	(400)	0	0	(800)
Review of Care Packages	(110)	0	0	0	0	(110)
Improve services through technology - Adults	(50)	(100)	0	0	0	(150)
Review of Older People to meet demand	(237)	0	0	0	0	(237)

<b>People Detail Budget Build Up</b>	<b>2017/18 £'000</b>	<b>2018/19 (Provisional) £'000</b>	<b>2019/20 (Provisional) £'000</b>	<b>2020/21 (Provisional) £'000</b>	<b>2021/22 (Provisional) £'000</b>	<b>Total £'000</b>
<b>Maximising Resources</b>	<b>(139)</b>	<b>(9)</b>	<b>(9)</b>	<b>(9)</b>	<b>(9)</b>	<b>(175)</b>
Increased fees & charges	(5)	(5)	(5)	(5)	(5)	(25)
Review of fees and charges - adults	(130)	0	0	0	0	(130)
Bordercare Inflationary Charge	(4)	(4)	(4)	(4)	(4)	(20)
<b>Base Budget</b>	<b>178,542</b>	<b>178,060</b>	<b>178,081</b>	<b>180,677</b>	<b>182,759</b>	<b>898,118</b>

## People

The People Department provides services across the following key areas, in addition to the budget that will be delegated to the Scottish Borders Health and Social Care Partnership in 2017/18:

### Children & Young People

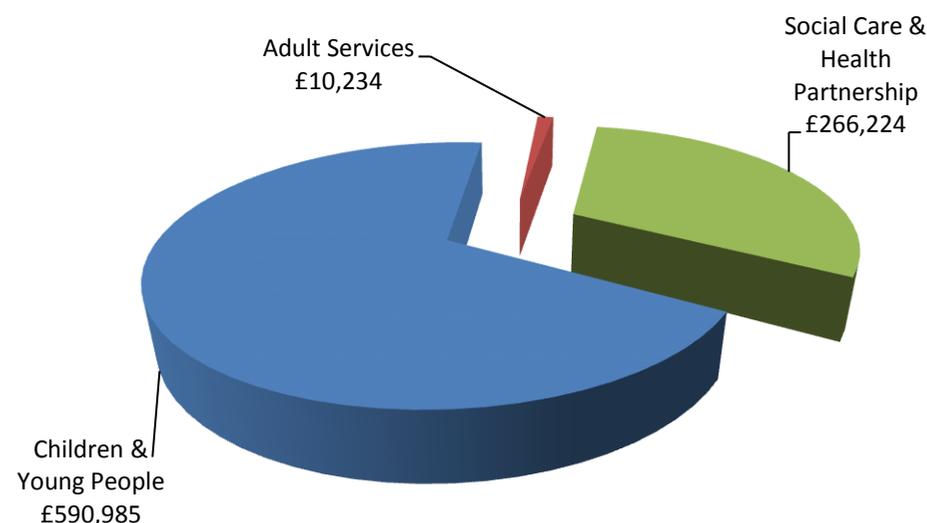
**Early Years:** The service provides 600 hours of early learning and childcare for three and four year olds and eligible two year olds across borders. The service is delivered through 46 school nurseries, providing 1,469 for three and four year olds. 8 nursery classes also offer wraparound care for 25 children. A further 752 places are commissioned through 28 private and voluntary nurseries. In addition, the service provides places for 71 eligible 2 year olds entitled to 600 hours across schools and commissioned places. The service also works in partnership with other agencies to support children and families.

**Primary Schools:** There are over 8,000 primary pupils, educated in 61 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.

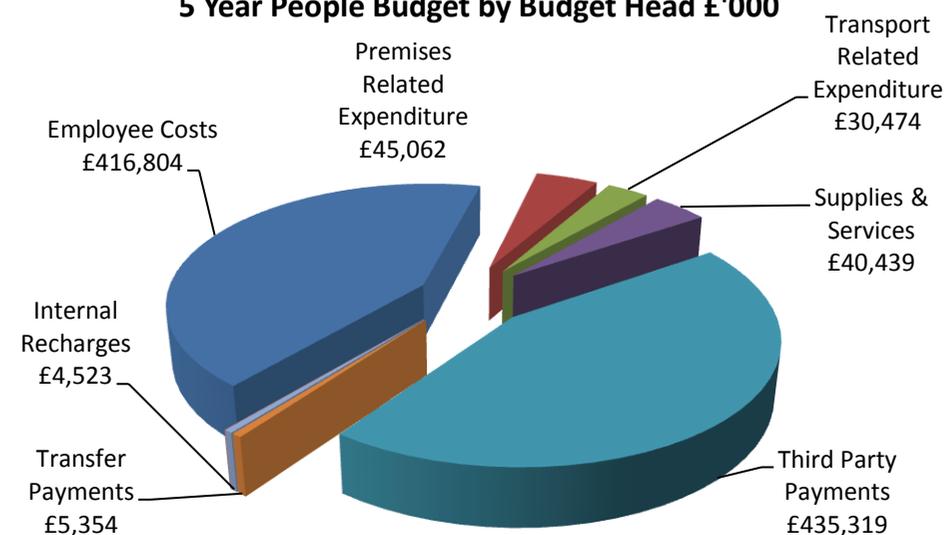
**Secondary Schools:** There are almost 6,400 secondary pupils, educated in 9 secondary schools. Secondary education is provided for pupils from the age of 11, with 81% of senior pupils opting to continue their education beyond 4th year. The Non-Devolved budget provides for medium and long-term teaching absence cover, evening lets janitorial support, emergency health and safety, schools alarm systems, schools photocopier rental and HQ support. The Unitary Charge for Berwickshire, Earlston and Eyemouth High Schools is also included here.

**Central Schools:** 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 National Grid for Learning, Facilities, Music, Clothing & Footwear Grants, Curriculum for Excellence (CfE) and Quality Improvement as well as the departments Continuing Professional Development (CPD) budget.

**5 Year People Budget by Service £'000**



**5 Year People Budget by Budget Head £'000**



**Transportation:** Every day the service transports approximately 4,400 pupils to and from school (approximately a third of all pupils) via 384 different routes.

**School Meals:** This budget covers the net cost of providing school meals which incorporates a subsidy on each traditional meal. P1-3 pupils currently in receipt of free school meals, with an uptake of approx. 80%.

**Community Learning & Development (CLD):** 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 and Family Learning. CLD also works closely with partners to develop community learning and community development activity, including engaging local people in the Community Planning processes.

**Additional Support Needs:** The Additional Needs Service delivers the Inclusion for All strategy with a presumption of mainstream education and a recognition that the needs of some children and young people are best met through specialist provision. In addition to providing additional needs assistants and learning support teachers in mainstream schools a specialist resource has recently opened at Earlston with a strong focus on developing excellence in Autistic Spectrum Disorder.

**Children & Families Social Work:** These services meet the needs of vulnerable children within a statutory framework. This work includes: 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 key duty is the assessment of risk and a range of services such as parenting support, foster care, residential care and early intervention are employed to protect children and prevent the need for children to be accommodated.

### **Adult Services**

**People with Mental Health Needs:** Scottish Borders Council's Mental Health Service provides treatment, continued recovery and psychological therapies through a variety of in patient and community services. These include home-based services such as home care, housing support and day services such as drop-in

**Generic Services & Staff Teams:** A range of services provided by Scottish Borders Council, including Assessment and Care Management, Management and Planning, and Locality Offices.

**Services in the Criminal Justice System:** A range of statutory services are provided to the Justice of the Peace, 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. In the financial year 2017/18 a new allocation methodology will be implemented.

### **Social Care & Health Partnership**

**Older People:** Following a reablement approach, a range of traditional and new innovative services such as nursing, residential and home care, intermediate care, extra care housing and day services such as social and day centres are provided to residents in the Scottish Borders who are over 65, together with a range of preventative and transitional services in order to enable people to remain in their own home for as long as possible. Care for people with Dementia is also supported by this budget.

**Adults with Learning Disabilities:** This is a joint Scottish Borders Council and NHS Borders service for adults who have a significant lifelong condition which can reduce their ability to understand new or complex information or to cope independently and provides a range of services made up of the following:-

- Community Learning Disability Teams (East and West), Health and Social Care
- Intensive Support Service
- Local Area Coordination
- Commissioned Services providing care at home, night support, day services etc.

**People with Physical Disabilities:** This service includes the delivery of residential and home care to clients with Physical Disabilities. Additionally, supported living and a brain injury service form part of the range of primary Social Care services provided by NHS Borders and Scottish Borders Council in partnership with the Voluntary Sector, to provide quality services that support clients' ongoing health and wellbeing. It also includes the Ability Centre and other day support services where people whose independence and mobility is limited because of a physical disability, frailty or ill-health can meet new people and learn new skills.

**People with Mental Health Needs:** NHS Borders and Scottish Borders Council's Joint Mental Health Service consists of a range of multi-disciplinary staff who provide treatment, continued recovery and psychological therapies through a variety of in patient and community services. These include home-based services such as home care, housing support and day services such as drop-in centres. Other forms of support provided include Independent Advocacy and Befriending.

**Generic Services and Staff Teams:** A range of services provided by Scottish Borders Council, or in partnership with NHS Borders as a joint service are included within Generic Services. These include a new approach to Assessment and Care Management, Management and Planning, Locality Offices, The Borders Ability Equipment Store, Extra Care Housing and Joint Health Improvement.

### **Safer Communities**

The Safer Communities Team works to deliver the safer communities strategy and community justice improvement outcomes. This involves close working with a range of partners across the Scottish Borders including Police Scotland, the Scottish Fire and Rescue Service, NHS Borders, the Scottish Borders Alcohol and Drug Partnership and staff from the Scottish Borders Pathway Project, tackling domestic abuse. The team provide a range of services covering Anti-Social Behaviour, Domestic Abuse and Reducing Inequalities in addition to working with Community Justice Partners to reduce reoffending. Through this close, positive partnership working, the team aims to keep people safe within the Scottish Borders.

### **Integrated Trusts**

Our Cultural and Sports services are now provided via Trusts within the Scottish Borders, the largest of these being Live Borders. The agreed provision includes the following public facing services which reach all communities across the Scottish Borders.

**Community Halls & Venues:** This service covers Public Halls which are available for hire and the service also works with Community Centres across the region.

**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. Activities and programmes include the Youth Music Initiative, performing arts, advice and support to the creative industries, rural touring and events promotion and marketing.

**Libraries & Information:** The service directly manages 7 libraries and 3 mobile libraries and supports the full range of library activities in the 5 integrated Library Contact Centres. A range of e-books, magazines and audio books are available for downloading. SBC Libraries provide free access to the Internet, on-line reference resources, training courses, and self-help collections to support healthy living. Libraries also provide a range of services, events and activities for all ages including the popular Bookbug sessions.

**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. The Museum & Gallery Service continues to support economic activity and showcases our region's unique cultural heritage & creativity through collecting and exhibiting.

**Heart of Hawick:** 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, 12 business workspaces for tenants or for use as meeting rooms, as well as a programme of live events.

**Sports Trusts:** The Council adopts a commissioning role, for the provision of sport and other physical activity services, through partnerships with various sports and recreation trusts within the region. This includes swimming pools, sports facilities and 2G and 3G pitches.

Revenue Financial Plan 2017/18 - 2021/22  
Place

Place by Service	FTE	2017/18 £'000	2018/19 (Provisional) £'000	2019/20 (Provisional) £'000	2020/21 (Provisional) £'000	2021/22 (Provisional) £'000	Total £'000
<b>Commercial Services</b>	<b>407</b>	<b>6,674</b>	<b>6,466</b>	<b>6,558</b>	<b>6,776</b>	<b>7,049</b>	<b>33,523</b>
Infrastructure Asset Management	32	1,410	1,070	1,119	1,173	1,226	5,997
Pay Parking	2	0	0	0	0	0	0
Fleet Management	37	(222)	(235)	(235)	(186)	(163)	(1,041)
Design Services	20	133	152	171	188	204	848
Projects	3	174	177	181	185	189	905
Trading Contribution	66	(549)	(549)	(549)	(549)	(549)	(2,743)
Property & Facilities Management	247	3,506	3,583	3,555	3,601	3,729	17,974
Property Maintenance Fund	0	2,222	2,268	2,315	2,364	2,414	11,583
<b>Neighbourhood Services</b>	<b>487</b>	<b>23,167</b>	<b>22,274</b>	<b>22,648</b>	<b>23,125</b>	<b>23,501</b>	<b>114,714</b>
Customer Services	104	1,324	1,247	1,297	1,397	1,446	6,710
Waste	125	9,232	9,286	9,438	9,607	9,760	47,324
Neighbourhood Operations	258	12,610	11,740	11,913	12,122	12,295	60,680
<b>Regulatory Services</b>	<b>276</b>	<b>9,786</b>	<b>9,600</b>	<b>9,649</b>	<b>10,146</b>	<b>10,299</b>	<b>49,480</b>
Assessor & Electoral Registration Officer	17	682	699	714	730	744	3,568
Legal Services	28	730	748	771	794	812	3,855
Planning	67	734	688	637	700	749	3,508
Regulatory Services	30	1,295	1,322	1,348	1,379	1,405	6,748
Passenger Transport	59	2,263	1,981	1,952	2,230	2,208	10,633
Housing Strategy & Services	59	3,274	3,334	3,384	3,448	3,498	16,938
Audit & Risk	8	375	383	390	399	407	1,953
Health & Safety	9	434	446	454	469	476	2,278
	<b>1,170</b>	<b>39,627</b>	<b>38,340</b>	<b>38,854</b>	<b>40,048</b>	<b>40,848</b>	<b>197,717</b>

Revenue Financial Plan 2017/18 - 2021/22  
Place

**Place by Budget Head**

Employee Costs
Premises Related Expenditure
Transport Related Expenditure
Supplies & Services
Third Party Payments
Transfer Payments
Internal Recharges
Capital Financing Costs
Income

2017/18 £'000	2018/19 (Provisional) £'000	2019/20 (Provisional) £'000	2020/21 (Provisional) £'000	2021/22 (Provisional) £'000	Total £'000
32,368	32,523	33,110	33,889	34,458	166,348
6,693	6,772	6,810	6,855	7,008	34,138
16,984	17,024	17,065	17,106	17,148	85,327
11,889	10,743	10,765	11,147	11,236	55,780
4,396	4,299	4,302	4,305	4,308	21,610
0	0	0	0	0	0
60	60	60	60	60	300
195	195	195	195	195	976
<b>72,585</b>	<b>71,615</b>	<b>72,308</b>	<b>73,557</b>	<b>74,414</b>	<b>364,480</b>
(32,959)	(33,275)	(33,453)	(33,509)	(33,565)	(166,762)
<b>39,627</b>	<b>38,340</b>	<b>38,854</b>	<b>40,048</b>	<b>40,848</b>	<b>197,717</b>

Revenue Financial Plan 2017/18 - 2021/22  
Place

<b>Place Summary Budget Build Up</b>	<b>2017/18 £'000</b>	<b>2018/19 (Provisional) £'000</b>	<b>2019/20 (Provisional) £'000</b>	<b>2020/21 (Provisional) £'000</b>	<b>2021/22 (Provisional) £'000</b>	<b>Total £'000</b>
<b>Base Budget (approved 11 February 2016)</b>	<b>38,698</b>	<b>39,627</b>	<b>38,340</b>	<b>38,854</b>	<b>40,048</b>	<b>195,567</b>
<b>Add/Deduct</b>						
Permanent virements	1,831	0	0	0	0	1,831
Manpower adjustments	352	675	578	746	560	2,911
Non-pay inflation including service specific	431	450	318	634	331	2,164
Department specific pressures	999	(599)	(10)	(10)	0	380
<b>Deduct</b>						
Making best use of our People	(425)	(120)	0	0	0	(545)
Working with our Partners	(701)	(409)	0	25	0	(1,085)
Looking after the Borders	(902)	(693)	(153)	(103)	0	(1,851)
Business process transformation	(245)	(181)	(7)	(7)	0	(440)
Maximising resources	(411)	(411)	(212)	(90)	(90)	(1,214)
<b>Base Budget</b>	<b>39,627</b>	<b>38,340</b>	<b>38,854</b>	<b>40,048</b>	<b>40,848</b>	<b>197,717</b>

Revenue Financial Plan 2017/18 - 2021/22  
Place

<b>Place Detail Budget Build Up</b>	<b>2017/18 £'000</b>	<b>2018/19 (Provisional) £'000</b>	<b>2019/20 (Provisional) £'000</b>	<b>2020/21 (Provisional) £'000</b>	<b>2021/22 (Provisional) £'000</b>	<b>Total £'000</b>
<b>Base Budget (approved 11 February 2016)</b>	<b>38,698</b>	<b>39,627</b>	<b>38,340</b>	<b>38,854</b>	<b>40,048</b>	<b>195,567</b>
<b>Add/Deduct</b>						
<b>Permanent Virements</b>	<b>1,831</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,831</b>
<b>Manpower Adjustments</b>	<b>352</b>	<b>675</b>	<b>578</b>	<b>746</b>	<b>560</b>	<b>2,911</b>
Pay inflation and on-costs	308	436	502	503	521	2,270
Increments	44	239	76	243	39	641
<b>Non-pay Inflation including Service Specific</b>	<b>431</b>	<b>450</b>	<b>318</b>	<b>634</b>	<b>331</b>	<b>2,164</b>
Energy costs	20	67	70	73	73	303
Property related	47	29	29	30	30	165
Insurances	25	8	10	10	10	63
Licenses	8	7	7	7	7	36
Bus Contracts (renewal)	0	139	0	304	0	443
Road fuel	21	21	21	22	22	107
Aggregates and bitumen	0	4	5	5	5	19
Vehicles and spare parts	0	13	13	13	13	52
Winter maintenance (salt)	0	14	14	15	15	58
Catering (food)	150	28	28	29	29	264
Landfill Tax	110	70	70	73	73	396
Citizens Advice (CAB) inflation	2	2	2	2	2	10
Borders Care and Repair contract	2	2	2	2	2	10
Property Maintenance Fund	46	46	47	49	50	238

Revenue Financial Plan 2017/18 - 2021/22  
Place

<b>Place Detail Budget Build Up</b>	<b>2017/18 £'000</b>	<b>2018/19 (Provisional) £'000</b>	<b>2019/20 (Provisional) £'000</b>	<b>2020/21 (Provisional) £'000</b>	<b>2021/22 (Provisional) £'000</b>	<b>Total £'000</b>
<b>Department Specific Pressures</b>	<b>999</b>	<b>(599)</b>	<b>(10)</b>	<b>(10)</b>	<b>0</b>	<b>380</b>
New Kelso High School	69	206	0	0	0	275
Electricity	60	0	0	0	0	60
Rates	75	0	0	0	0	75
Gala Transport Interchange	(5)	(5)	(10)	(10)	0	(30)
Roads investment	512	(512)	0	0	0	0
Play area and skate parks	288	(288)	0	0	0	0
<b>Deduct</b>						
<b>Making best use of our People</b>	<b>(425)</b>	<b>(120)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(545)</b>
Post refilled after secondment	28	0	0	0	0	28
Increase Fleet Surplus	(19)	0	0	0	0	(19)
Estates Manpower Saving	(24)	0	0	0	0	(24)
Neighbourhood Services delivery model	(150)	(100)	0	0	0	(250)
Cleaning Services Rationalisation (inc Janitor, crossings)	(260)	(20)	0	0	0	(280)

Revenue Financial Plan 2017/18 - 2021/22  
Place

<b>Place Detail Budget Build Up</b>	<b>2017/18 £'000</b>	<b>2018/19 (Provisional) £'000</b>	<b>2019/20 (Provisional) £'000</b>	<b>2020/21 (Provisional) £'000</b>	<b>2021/22 (Provisional) £'000</b>	<b>Total £'000</b>
<b>Working with our Partners</b>	<b>(701)</b>	<b>(409)</b>	<b>0</b>	<b>25</b>	<b>0</b>	<b>(1,085)</b>
Changes in the way we deliver our services	(450)	0	0	0	0	(450)
Roads Review Savings	(41)	(259)	0	0	0	(300)
Savings in Customer Services	(60)	0	0	25	0	(35)
Integrated Customer Services model	(150)	(150)	0	0	0	(300)
<b>Looking after the Borders</b>	<b>(902)</b>	<b>(693)</b>	<b>(153)</b>	<b>(103)</b>	<b>0</b>	<b>(1,851)</b>
Property Rationalisation savings	(59)	0	0	0	0	(59)
Asset Disposal & Estate Rationalisation	(30)	(60)	(50)			(140)
Energy Efficiency Project	(172)	(133)	(103)	(103)	0	(511)
Waste Management Plan	(200)	0	0	0	0	(200)
Review of public toilet provision	(141)	(100)	0	0	0	(241)
Bus Subsidies	200	(400)	0	0	0	(200)
Capitalise Roads	(500)	0	0	0	0	(500)
<b>Business Process Transformation</b>	<b>(245)</b>	<b>(181)</b>	<b>(7)</b>	<b>(7)</b>	<b>0</b>	<b>(440)</b>
Review of Street Lighting provision (SLEEP Project)	(245)	(181)	(7)	(7)	0	(440)

Revenue Financial Plan 2017/18 - 2021/22  
Place

<b>Place Detail Budget Build Up</b>	<b>2017/18 £'000</b>	<b>2018/19 (Provisional) £'000</b>	<b>2019/20 (Provisional) £'000</b>	<b>2020/21 (Provisional) £'000</b>	<b>2021/22 (Provisional) £'000</b>	<b>Total £'000</b>
<b>Maximising Resources</b>	<b>(411)</b>	<b>(411)</b>	<b>(212)</b>	<b>(90)</b>	<b>(90)</b>	<b>(1,214)</b>
Increase minimum rental charge	(20)	0	0	0	0	(20)
Increase the surplus budget of the Fleet Management Service	(20)	(56)	(22)	0	0	(98)
Regulated Bus Fares	(40)	(40)	(40)	(40)	(40)	(200)
Planning Fee Income	(100)	(100)	(100)	0	0	(300)
Register New Properties	(22)	0	0	0	0	(22)
Place Fees and charges	(50)	(50)	(50)	(50)	(50)	(250)
Trade Waste fees and charges	(45)	(105)	0	0	0	(150)
Second Homes Council Tax	(114)	0	0	0	0	(114)
Staff Canteen Efficiency	0	(60)	0	0	0	(60)
<b>Base Budget</b>	<b>39,627</b>	<b>38,340</b>	<b>38,854</b>	<b>40,048</b>	<b>40,848</b>	<b>197,717</b>

## Place

The Place Department provides services across the following key areas:

### Commercial Services

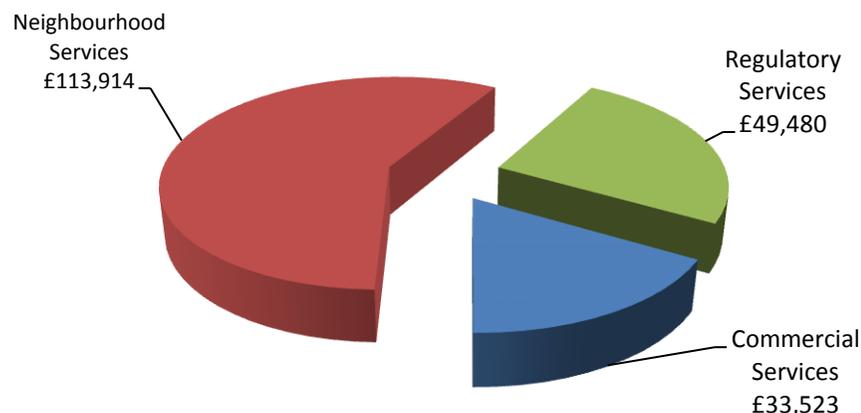
**Infrastructure Asset Management:** Asset: An asset management approach that defines the strategy, policies and operational standards in the management and maintenance of the Council's engineering assets including, roads, bridges, lighting, flood and coastal protection. Network: A network management approach that defines the strategy, policies and technical standards that ensures the safe and efficient use of the Council's road network, through specific teams in Road Safety & Traffic Management that recognise the needs of all road user groups. Direct staff costs and overheads for Asset and Network Management employees, based at HQ.

**Pay Parking:** Maintenance of 19 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

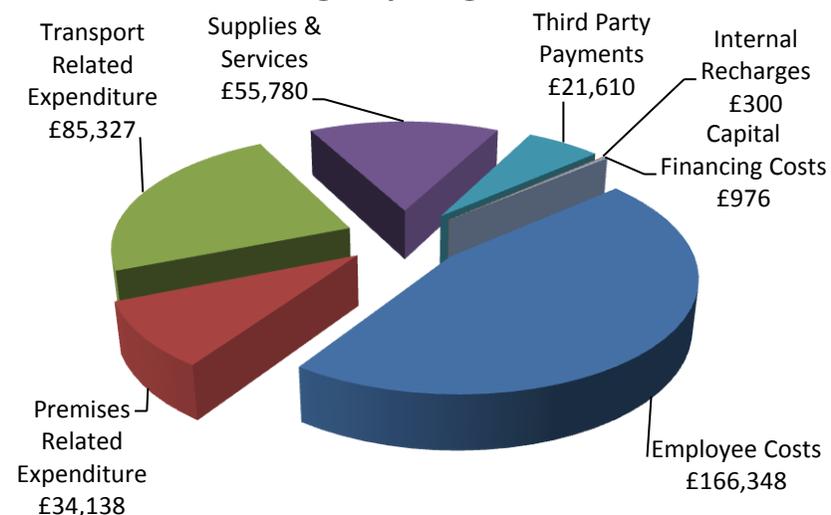
**Fleet Management:** Provision of management and maintenance services for the Council's fleet of vehicles and plant.

**Passenger Transport:** Arrangement of mainstream, special needs and social work transport for internal Council clients, notably the People department and also for 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. Provision of the Transport Interchange at Galashiels that opened in August 2015 to meet the needs of the travelling public, not only residents, but visitors and tourists, attracted to the Borders by the newly opened Rail link to Edinburgh.

5 Year Place Budget by Service £'000



5 Year Place Budget by Budget Head £'000



**Design Services** : Section provides a full engineering or architectural service through all stages of a project's life cycle, mainly for other Departments within the Council but also for some external parties. The Service also provides professional and technical advice on engineering and building projects.

**Projects** : The Projects section within Place provides a project management service to oversee the delivery of major building and infrastructure projects from the Council's Capital Financial Plan. Current projects being undertaken by the Section are a new Kelso HS, refurbishment of Duns PS, new Langlee and Broomlands primary schools, new Waste Transfer Station, the Great Tapestry of Scotland museum and several Flood Protection Schemes (Galashiels, Selkirk and Hawick).

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

**Property & Facilities Management:** Direct costs for property maintenance, energy management, property acquisitions, leasing, disposals and valuations, estates strategy, events catering, school meals, school crossing patrols, building cleaning etc.

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

## **Neighbourhood 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.

**Waste:** Collection of 71,500 tonnes of trade and domestic waste annually from 58,048 households and 1,700 businesses across the region, including 2,000 special uplifts. The operation of Easter Langlee Landfill, 4 closed Landfills, 7 Community Recycling Centres, 3 Waste Transfer Stations, 74 Bring Sites and a fleet of 51 Refuse Collection & Haulage vehicles. Customer care, education, awareness raising and partnership working, in support of re-use and waste minimisation.

**Neighbourhood Operations:** 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, amenity areas and 194 children's play areas. **Burial Grounds:** General maintenance and grass cutting of 154 burial grounds across the region, where approximately 600 burials take place per year. **Street Cleaning:** Regular street sweeping of over 550 km of roads and paths and 148,000 sq metres of car parks in Border towns and villages. Regular emptying of litter bins. **Public Conveniences:** Operating 40 unmanned facilities in towns, parks and picnic sites. Operation of out of hours emergency cover dealing with day to day issues that affect roads, parks and cleansing throughout the Scottish Borders, including verge litter picking squads. Plus a dedicated budget for locally prioritised small schemes. **Winter Maintenance:** Management and provision of the winter service through gritting and snow/ice clearing on the Council's roads, including weather forecasting and bureau management.

**Roads:** Maintenance and repair of 3,000 kilometres (km) of public roads, 900 km of footways, 1,200 bridges, more than 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 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.

## **Regulatory Services**

**Assessor & Electoral Registration Officer:** is a statutory official whose duty is to compile and maintain the Valuation Roll (Non Domestic Properties), Council Tax Valuation List and Register of Electors. He is appointed by the Council and supported by a staff of 16.5 FTE

**Legal Services:** provides an extensive range of Legal Services, including - legal advice; licensing services; information management; and legal services for Common Good Funds across the Scottish Borders.

**Planning: Development Standards:** Includes Development Management, Building Standards and Roads Planning Services. The service processes approximately 1,400 Planning Applications, 1,400 Building Warrants per annum, as well as Road Construction Consents and Stopping Up Orders. The service handles 1,300 pre-application enquiries each year and represents the Council at planning appeals, hearings and public inquiries. Processes High Hedge Applications and manages statutory control of tree works

**Planning Policy and Access:** Prepares the Local Development Plan and supplementary planning policy/guidance. Provides support to City Region SESPlan (South East Scotland Strategic Development Planning Authority) planning processes. Manages information and carries out research, including Geographical Information Systems (GIS), to support departmental planning processes. Undertakes environmental appraisal, strategy and climate change work. In addition, has responsibility for Transport Strategy, the Ranger Service and the development and promotion of access routes.

**Planning Implementation:** Investigates 150 planning enforcement and 140 building standards enforcement cases per annum. Provides specialist advice on conservation, design, landscape, biodiversity, and archaeology, supporting the statutory planning system and the Scottish Rural Development Programme. Delivers a series of partnership projects, including regeneration, and contributes to corporate and departmental projects.

**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. Administers private water supplies grants, provides advice and intervention services to and for the benefit of consumers and businesses, deal with the removal of abandoned vehicles, investigates communicable disease and abates public health nuisances. Enforces contaminated land legislation, arranges for National Assistance burial and undertakes petroleum licensing.

**Housing Strategy & Services:** 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 and to ensure that all private landlords are registered, to promote and enable the provision of new affordable housing, address fuel poverty and to provide disabled adaptations to enable people to live independently in their own homes. The Council has a statutory duty to provide advice and assistance to people threatened with homelessness, to provide temporary accommodation to those who are not intentionally homeless and has a new duty to provide housing support to those that require it. The service takes the lead and works with partners to tackle and alleviate poverty in order to achieve social justice in the Borders. The service also provides a specialist Welfare Benefits service to citizens of the Scottish Borders and an Employment Support Service which provides employment support to Border residents currently furthest from the market with the aim of enabling those being supported to move to independently sustained paid employment.

**Audit & Risk:** Provision of specialist compliance and assurance support services of internal audit, counter fraud and risk management to the Council, SB Cares, and Health and Social Care Integration Joint Board to support Management fulfil their responsibilities and to ensure effective internal control and

**Health & Safety:** The Health and Safety section within SBC provides competent advice to SBC management to enable managers to comply with legislation via a team of trained and qualified advisers supported by Corporately approved policies, procedures and guidance.

Revenue Financial Plan 2017/18 - 2021/22

Other

<b>Other</b>	<b>2017/18 £'000</b>	<b>2018/19 (Provisional) £'000</b>	<b>2019/20 (Provisional) £'000</b>	<b>2020/21 (Provisional) £'000</b>	<b>2021/22 (Provisional) £'000</b>	<b>Total £'000</b>
Corporate Transformation	(1,052)	(2,600)	(5,757)	(6,500)	(7,718)	(23,627)
Early Retirement/Voluntary Severance	418	67	67	67	67	686
Loan Charges	20,185	20,185	20,185	20,185	20,185	100,924
Interest on Revenue Balances (IORB)	(20)	(20)	(20)	(20)	(20)	(100)
Provision for Bad Debts	125	125	125	125	125	625
<b>Housing Benefits</b>	<b>593</b>	<b>593</b>	<b>593</b>	<b>593</b>	<b>593</b>	<b>2,965</b>
Gross Expenditure	29,910	29,910	29,910	29,910	29,910	149,550
Income	(29,317)	(29,317)	(29,317)	(29,317)	(29,317)	(146,585)
Discretionary Housing Benefit	58	58	58	58	58	290
Council Tax Reduction Scheme	5,707	5,707	5,707	5,707	5,707	28,535
Non Domestic Rates Relief	150	150	150	150	150	750
Commercial Rents	(1,244)	(1,264)	(1,284)	(1,304)	(1,324)	(6,420)
Scottish Welfare Fund	492	492	492	492	492	2,460
	<b>25,412</b>	<b>23,493</b>	<b>20,316</b>	<b>19,553</b>	<b>18,315</b>	<b>107,087</b>

Revenue Financial Plan 2017/18 - 2021/22

Other

Other by Budget Head	2017/18 £'000	2018/19 (Provisional) £'000	2019/20 (Provisional) £'000	2020/21 (Provisional) £'000	2021/22 (Provisional) £'000	Total £'000
Employee Costs	(1,140)	(2,539)	(5,696)	(6,439)	(7,657)	(23,471)
Premises Related Expenditure	0	0	0	0	0	0
Transport Related Expenditure	0	0	0	0	0	0
Supplies & Services	5,840	5,840	5,840	5,840	5,840	29,200
Third Party Payments	706	206	206	206	219	1,543
Transfer Payments	30,809	30,809	30,809	30,809	30,796	154,030
Internal Recharges	0	0	0	0	0	0
Capital Financing Costs	20,185	20,185	20,185	20,185	20,185	100,924
	<b>56,399</b>	<b>54,500</b>	<b>51,343</b>	<b>50,600</b>	<b>49,382</b>	<b>262,226</b>
Income	(30,988)	(31,008)	(31,028)	(31,048)	(31,068)	(155,138)
	<b>25,412</b>	<b>23,493</b>	<b>20,316</b>	<b>19,553</b>	<b>18,315</b>	<b>107,087</b>

Revenue Financial Plan 2017/18 - 2021/22

Other

<b>Other Summary Budget Build Up</b>	<b>2017/18 £'000</b>	<b>2018/19 (Provisional) £'000</b>	<b>2019/20 (Provisional) £'000</b>	<b>2020/21 (Provisional) £'000</b>	<b>2021/22 (Provisional) £'000</b>	<b>Total £'000</b>
<b>Base Budget (approved 11 February 2016)</b>	<b>28,748</b>	<b>25,412</b>	<b>23,493</b>	<b>20,316</b>	<b>19,553</b>	<b>117,522</b>
<b>Add/Deduct</b>						
Permanent virements	(1,999)	0	0	0	0	(1,999)
Manpower adjustments	0	0	0	0	0	0
Non-pay inflation including service specific	(19)	(20)	(20)	(20)	(20)	(99)
Department specific pressures	1,192	2,154	(1,082)	332	(23)	2,573
<b>Deduct</b>						
Making best use of our People	(1,000)	(1,149)	0	0	0	(2,149)
Working with our Partners	(200)	0	0	0	0	(200)
Looking after the Borders	0	(750)	(750)	0	0	(1,500)
Business process transformation	(1,300)	(2,154)	(1,325)	(1,075)	(1,195)	(7,049)
Maximising resources	(10)	0	0	0	0	(10)
<b>Base Budget</b>	<b>25,412</b>	<b>23,493</b>	<b>20,316</b>	<b>19,553</b>	<b>18,315</b>	<b>107,087</b>

Revenue Financial Plan 2017/18 - 2021/22

Other

<b>Other Detail Budget Build Up</b>	<b>2017/18 £'000</b>	<b>2018/19 (Provisional) £'000</b>	<b>2019/20 (Provisional) £'000</b>	<b>2020/21 (Provisional) £'000</b>	<b>2021/22 (Provisional) £'000</b>	<b>Total £'000</b>
<b>Base Budget (approved 11 February 2016)</b>	<b>28,748</b>	<b>25,412</b>	<b>23,493</b>	<b>20,316</b>	<b>19,553</b>	<b>117,522</b>
<b>Add/Deduct</b>						
<b>Permanent Virements</b>	<b>(1,999)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(1,999)</b>
<b>Manpower Adjustments</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Non-pay Inflation including Service Specific</b>	<b>(19)</b>	<b>(20)</b>	<b>(20)</b>	<b>(20)</b>	<b>(20)</b>	<b>(99)</b>
Commercial Rent Income	(19)	(20)	(20)	(20)	(20)	(99)
<b>Department Specific Pressures</b>	<b>1,192</b>	<b>2,154</b>	<b>(1,082)</b>	<b>332</b>	<b>(23)</b>	<b>2,573</b>
ER/VS - Redundancy Costs	0	(351)	0	0	0	(351)
IT Transformation	692	3,005	(1,082)	332	(23)	2,924
Corporate Transformation	500	(500)	0	0	0	0
<b>Deduct</b>						
<b>Making best use of our People</b>	<b>(1,000)</b>	<b>(1,149)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(2,149)</b>
Organisational efficiencies	(500)	(601)	0	0	0	(1,101)
Changes to working practices	(500)	(548)	0	0	0	(1,048)
<b>Working with our Partners</b>	<b>(200)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(200)</b>
Review commissioning arrangements (Grants)	(200)	0	0	0	0	(200)
<b>Looking after the Borders</b>	<b>0</b>	<b>(750)</b>	<b>(750)</b>	<b>0</b>	<b>0</b>	<b>(1,500)</b>
More efficient property and asset portfolio	0	(750)	(750)	0	0	(1,500)

Revenue Financial Plan 2017/18 - 2021/22

Other

<b>Other Detail Budget Build Up</b>	<b>2017/18 £'000</b>	<b>2018/19 (Provisional) £'000</b>	<b>2019/20 (Provisional) £'000</b>	<b>2020/21 (Provisional) £'000</b>	<b>2021/22 (Provisional) £'000</b>	<b>Total £'000</b>
<b>Business Process Transformation</b>	<b>(1,300)</b>	<b>(2,154)</b>	<b>(1,325)</b>	<b>(1,075)</b>	<b>(1,195)</b>	<b>(7,049)</b>
ICT investment in new technologies	(1,000)	(1,025)	(825)	(500)	0	(3,350)
Reduction in Loans Charges	(300)	0	0	0	0	(300)
Corporate Transformation	0	(1,129)	(500)	(575)	(1,195)	(3,399)
<b>Maximising Resources</b>	<b>(10)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(10)</b>
Interest on Revenue Balances	(10)	0	0	0	0	(10)
<b>Base Budget</b>	<b>25,412</b>	<b>23,493</b>	<b>20,316</b>	<b>19,553</b>	<b>18,315</b>	<b>107,087</b>

## Other

### Corporate Transformation

Costs associated with the implementation of the programme of change identified within the Financial Plan and other ongoing change initiatives.

### Early Retirement/Voluntary Severance (ER/VS)

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

### 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.

### Provision for Bad Debts

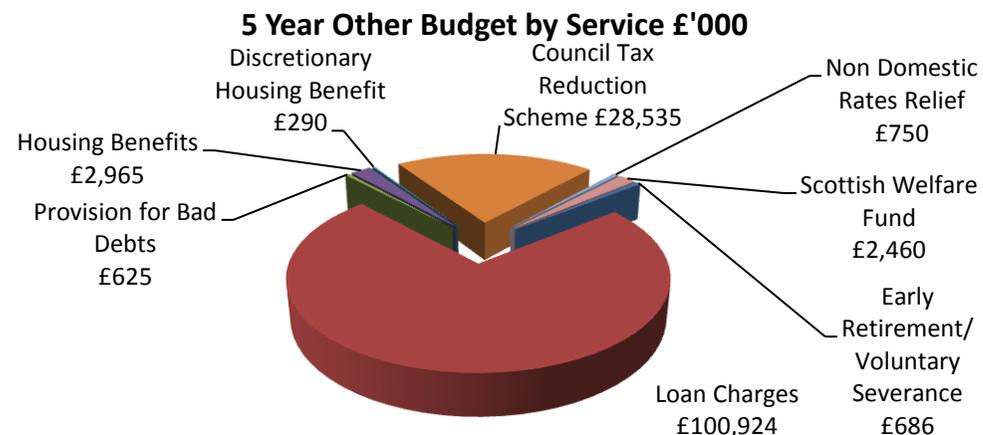
A contribution to the Bad Debt Provision which meets the cost of irrecoverable sundry debts.

### Housing Benefits

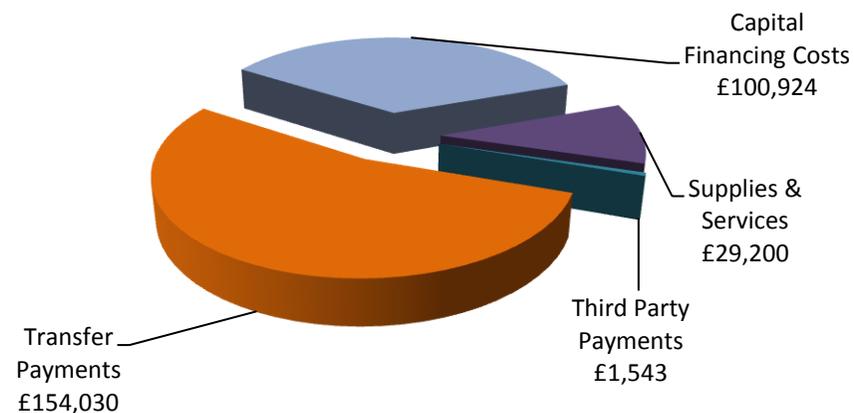
Housing Benefits paid out and associated Department of Work and Pensions (DWP) subsidy.

### Discretionary Housing Benefit

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



### **5 Year Other Budget by Budget Head £'000**



### **Council Tax Reduction Scheme**

The Council Tax Reduction Scheme (CTRS) replaces Council Tax Benefit (CTB) which was removed 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 provided budget to fund CTB payments less 10%. In order to protect those in receipt of CTB from the 10% cut in funding the Scottish Government and COSLA agreed to provide additional funding for future years.

### **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, having replaced 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 Plan 2017/18 - 2026/27

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 Plan 2017/18 - 2026/27

CAPITAL INVESTMENT PROPOSALS	OPERATIONAL PLAN			Total Operational Plan £'000	STRATEGIC PLAN							Grand Total £'000	Specific Project Funding £'000	Net Cost to SBC Capital £'000
	2017/18 £'000	2018/19 £'000	2019/20 £'000		2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000			
<b>PLACE DEPARTMENT</b>														
Road & Transport Infrastructure	9,644	9,639	8,392	27,675	8,069	8,081	17,291	14,892	6,836	7,611	7,657	98,112	(5,666)	92,446
Flood and Coastal Protection	1,956	2,459	12,498	16,913	16,253	8,653	550	550	550	550	550	44,569	(34,819)	9,750
Waste Management	5,674	580	425	6,679	90	50	50	51	53	53	54	7,080	(5,139)	1,941
Land and Property Infrastructure	3,928	2,981	3,092	10,001	2,867	2,868	2,909	2,910	2,912	2,913	2,913	30,293	(393)	29,900
<b>Total Place Department</b>	<b>21,202</b>	<b>15,659</b>	<b>24,407</b>	<b>61,268</b>	<b>27,279</b>	<b>19,652</b>	<b>20,800</b>	<b>18,403</b>	<b>10,351</b>	<b>11,127</b>	<b>11,174</b>	<b>180,054</b>	<b>(46,017)</b>	<b>134,037</b>
<b>PEOPLE DEPARTMENT</b>														
School Estate	12,439	6,159	6,671	25,269	7,070	12,100	12,680	6,510	7,890	3,090	3,090	77,699	(25,616)	52,083
Social Care Infrastructure	50	201	253	504	254	255	116	92	59	61	62	1,403	0	1,403
Sports Infrastructure	384	290	654	1,328	290	443	648	659	670	2,082	763	6,883	(3,323)	3,560
Culture and Heritage	1,312	536	760	2,608	1,798	99	0	0	0	0	0	4,505	(2,890)	1,615
<b>Total People Department</b>	<b>14,185</b>	<b>7,186</b>	<b>8,338</b>	<b>29,709</b>	<b>9,412</b>	<b>12,897</b>	<b>13,444</b>	<b>7,261</b>	<b>8,619</b>	<b>5,233</b>	<b>3,915</b>	<b>90,490</b>	<b>(31,829)</b>	<b>58,661</b>
<b>CHIEF EXECUTIVE DEPARTMENT</b>														
Pitches Programme	137	1,168	19	1,324	0	0	0	0	0	0	0	1,324	(300)	1,024
Economic Regeneration	3,100	3,402	633	7,135	120	184	184	220	156	100	100	8,199	(1,000)	7,199
Chief Executive Other	2,729	3,540	3,828	10,097	1,076	1,079	948	1,031	886	841	1,056	17,014	(3,200)	13,814
<b>Total Chief Executive Department</b>	<b>5,966</b>	<b>8,110</b>	<b>4,480</b>	<b>18,556</b>	<b>1,196</b>	<b>1,263</b>	<b>1,132</b>	<b>1,251</b>	<b>1,042</b>	<b>941</b>	<b>1,156</b>	<b>26,537</b>	<b>(4,500)</b>	<b>22,037</b>
Waste Collection vehicles - Non P&V Fund	0	1,100	300	1,400	0	0	0	300	300	0	0	2,000	(1,200)	800
Plant & Vehicle Replacement - P&V Fund	2,000	2,000	2,000	6,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	20,000	(20,000)	0
Emergency/Unplanned Schemes	300	300	300	900	300	300	300	300	300	300	300	3,000	0	3,000
Planned Programming Adjustments	(3,993)	2,100	1,893	0								0	0	0
<b>TOTAL CAPITAL INVESTMENT PLAN</b>	<b>39,660</b>	<b>36,455</b>	<b>41,718</b>	<b>117,833</b>	<b>40,187</b>	<b>36,112</b>	<b>37,676</b>	<b>29,515</b>	<b>22,612</b>	<b>19,601</b>	<b>18,545</b>	<b>322,081</b>	<b>(103,546)</b>	<b>218,535</b>

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	2017/18	2018/19	2019/20		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27			
	£'000	£'000	£'000		£'000	£'000	£'000	£'000	£'000	£'000	£'000			
<b>PLACE DEPARTMENT</b>														
<b>Road &amp; Transport Infrastructure</b>														
Galashiels Developments - GIRR 5	340	5		345								345		345
Galashiels Developments -GIRR 1-3 claims	150	100	200	450								450		450
Roads & Bridges- Including Ramp and Winter Damage/Slopes	5,948	5,360	6,610	17,918	7,410	7,410	6,910	6,410	6,342	7,114	7,160	66,674		66,674
Lighting Asset Management Plan	200	250	300	750	200	200	200	200	200	200	200	2,150		2,150
Street Lighting Energy Efficiency Project	2,100			2,100								2,100		2,100
Accident Investigation Prevention Schemes Block	50	50	50	150	50	50	50	50	50	50	50	500		500
Cycling, Walking & Safer Streets	156	198	207	561	199	211	221	232	244	247	247	2,162	(2,162)	0
A72 Dirtpot Corner - Road Safety Works	200	1,916		2,116								2,116		2,116
Selkirk Town Centre (Streetscape works)	400			400								400	(100)	300
Innerleithen - Walkerburn - shared access route	61	265		326								326	(150)	176
Union Chain Bridge	25	450		475								475		475
Reston Station Contribution		1,045	1,025	2,070								2,070	(1,240)	830
Engineering Minor Works	14			14								14	(14)	0
Peebles Bridge					210	210	9,910	8,000				18,330	(2,000)	16,330
	<b>9,644</b>	<b>9,639</b>	<b>8,392</b>	<b>27,675</b>	<b>8,069</b>	<b>8,081</b>	<b>17,291</b>	<b>14,892</b>	<b>6,836</b>	<b>7,611</b>	<b>7,657</b>	<b>98,112</b>	<b>(5,666)</b>	<b>92,446</b>
<b>Flood and Coastal Protection</b>														
Selkirk Flood Protection	485			485								485	(388)	97
Hawick Flood Protection	945	1,945	11,948	14,838	15,703	8,103						38,644	(30,914)	7,730
Flood Scheme Preparation	367	350	350	1,067	350	350	350	350	350	350	350	3,517	(3,517)	0
General Flood Protection Block	159	164	200	523	200	200	200	200	200	200	200	1,923		1,923
	<b>1,956</b>	<b>2,459</b>	<b>12,498</b>	<b>16,913</b>	<b>16,253</b>	<b>8,653</b>	<b>550</b>	<b>550</b>	<b>550</b>	<b>550</b>	<b>550</b>	<b>44,569</b>	<b>(34,819)</b>	<b>9,750</b>

<p><b>Roads &amp; Transport Infrastructure</b></p> <p>Galashiels Developments Roads &amp; Bridges block</p> <p>Lighting Asset Management Plan Street Lighting Energy Efficiency Project Accident Investigation Prevention Schemes Block Cycling, Walking &amp; Safer Streets A72 Dirtpot Corner - Road Safety Works Selkirk Town Centre (Streetscape works)</p> <p>Innerleithen - Walkerburn - shared access route Union Chain Bridge</p> <p>Reston Station Contribution</p> <p>Engineering Minor Works Peebles Bridge</p>	<p>This programme of work continues to deliver Galashiels Inner Relief Road (GIRR) Phases. (including Ramp and Winter Damage/Slopes) - this relates to capital maintenance and refurbishment works relating to the road and bridge infrastructure in the Scottish Borders.</p> <p>General Lighting Block - allocation for the routine column, cabling and lamp upgrade programme. A project which will improve 16,000 Scottish Borders lights &amp; associated street furniture by replacing them with an energy efficient LED light source. Minor schemes to address problems at identified accident cluster sites.</p> <p>Continuation of Specific Scottish Government Funding to encourage more walking and cycling, especially to schools and to connect communities. Road improvement scheme to provide a fit for purpose carriageway configuration and improve safety at Dirtpot Corner. Project to enhance the area around the Market Place through more effective traffic management, partly supported by funding from the Selkirk Conservation Area Regeneration Scheme (CARS)</p> <p>Extension of the Peebles - Innerleithen shared access route by a further 1.5 miles alongside the River Tweed.</p> <p>Funding of £0.55m has been assumed to match with the current Northumberland County Council (the lead authority) estimate. External funding bid for the refurbishment of the oldest surviving iron chain suspension bridge in use in Europe for its 200th anniversary in 2020 To support the provision of a new station at Reston supported by potential funding from the Scottish Stations Fund. A total contribution towards the project of £2.84m</p> <p>Installation of pedestrian links in Hawick There is a future requirement to provide a new bridge in Peebles to support future development proposed in the Local Development Plan. This project is currently estimated at a cost of £18.3m, of which there is an estimate that £2m from developer contributions will be available. The project is still subject to significant public consultation, the development of full design and cost estimates and, final approval of development proposals.</p>
<p><b>Flood and Coastal Protection</b></p> <p>Selkirk Flood Protection</p> <p>Hawick Flood Protection</p> <p>Flood Scheme Preparation General Flood Protection Block</p>	<p>80% Scottish Government (confirmed) grant funded major infrastructure project to provide flood protection to property and businesses in Selkirk from risk of flooding.</p> <p>Proposed 80% (partially confirmed) Scottish Government grant funded infrastructure project to protect residential and commercial properties from flood risk within the River Teviot's flood plain in Hawick.</p> <p>To undertake necessary preparation works for flood schemes To deliver natural flood management works, small scale flood and coast protection works.</p>

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	2017/18	2018/19	2019/20		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27			
	£'000	£'000	£'000		£'000	£'000	£'000	£'000	£'000	£'000	£'000			
<b>Waste Management</b>														
Easter Langlee Cell Provision	216	354		570								570	(570)	0
Waste Containers	46	48	48	142	48	50	50	51	53	53	54	501		501
Easter Langlee Leachate Management Facility	20	23	377	420	42							462		462
CRC - Improved Skip Infrastructure		146		146								146		146
CRC - Bulky Waste Adjustments	257			257								257		257
New Easter Langlee Waste Transfer Station	5,135	9		5,144								5,144	(4,569)	575
	<b>5,674</b>	<b>580</b>	<b>425</b>	<b>6,679</b>	<b>90</b>	<b>50</b>	<b>50</b>	<b>51</b>	<b>53</b>	<b>53</b>	<b>54</b>	<b>7,080</b>	<b>(5,139)</b>	<b>1,941</b>
<b>Land and Property Infrastructure</b>														
Play Facilities	52	53	50	155	55	56	57	58	60	61	61	563		563
Drainage - Parks & Open Spaces Block	50	50	50	150	50	50	50	50	50	50	50	500		500
Wilton Lodge Park	101			101								101	(93)	8
Parks & Open Spaces - upgrades	129	230	30	389								389		389
Public Conveniences	200			200								200		200
Commercial Property Upgrades	30	50	50	130	50	50	50	50	50	50	50	480		480
Combined Depot Enhancements	124			124								124		124
Asset Rationalisation	795	200	200	1,195								1,195		1,195
Health and Safety Works	635	635	835	2,105	835	835	835	835	835	835	835	7,950		7,950
Building Upgrades	630	630	730	1,990	730	730	770	770	770	770	770	7,300		7,300
Contaminated Land Block	62	38	52	152	52	52	52	52	52	52	52	516		516
Cleaning Equipment Replacement Block	50	50	50	150	50	50	50	50	50	50	50	500		500
Energy Efficiency Works	1,070	1,045	1,045	3,160	1,045	1,045	1,045	1,045	1,045	1,045	1,045	10,475	(300)	10,175
	<b>3,928</b>	<b>2,981</b>	<b>3,092</b>	<b>10,001</b>	<b>2,867</b>	<b>2,868</b>	<b>2,909</b>	<b>2,910</b>	<b>2,912</b>	<b>2,913</b>	<b>2,913</b>	<b>30,293</b>	<b>(393)</b>	<b>29,900</b>
<b>Total Place Department</b>	<b>21,202</b>	<b>15,659</b>	<b>24,407</b>	<b>61,268</b>	<b>27,279</b>	<b>19,652</b>	<b>20,800</b>	<b>18,403</b>	<b>10,351</b>	<b>11,127</b>	<b>11,174</b>	<b>180,054</b>	<b>(46,017)</b>	<b>134,037</b>

<p><b>Waste Management</b>  Easter Langlee Cell Provision  Waste Containers  Easter Langlee Leachate Management</p> <p>Community Recycling Centres - Improved Skip Infrastructure  Community Recycling Centres -Bulky Waste  Easter Langlee Waste Transfer Station</p>	<p>Management and capping of landfill cells at Easter Langlee Landfill Site, Galashiels.  To supply to new properties or to replace damaged waste containers.  To implement the solution(s) recommended by the option appraisal currently being undertaken to address the management of the cost and environmental impact of the discharge of leachate water from the Easter Langlee Landfill Site. Work that is underway in the Waste Management Team will inform and may change the scope and phasing of this work once the options have been evaluated.  Upgrade of Galashiels Community Recycling Centre skip infrastructure.  Upgrade of infrastructure at CRC sites to allow bulking of waste for onward transport  Construction of waste transfer station at Easter Langlee.</p>
<p><b>Land and Property Infrastructure</b>  Play Facilities  Drainage - Parks &amp; Open Spaces Block  Wilton Lodge Park</p> <p>Parks &amp; Open Spaces - Upgrades  Public Conveniences  Commercial Property Upgrades  Combined Depot Enhancements  Asset Rationalisation  Health &amp; Safety Works  Building Upgrades  Contaminated Land Block</p> <p>Cleaning Equipment Replacement Block  Energy Efficiency Works</p>	<p>To refurbish Council play areas through replacement or addition of equipment in play areas.  To provide a programme of works to deliver landscape drainage improvements throughout the Borders.  Final phase of the capital element of the project to restore the historical features within Wilton Lodge Park, Hawick including the provision of a modern café and bridge, destination playpark, fountain area refurbishment and additional links to the town. 72% funded by Heritage Lottery Funding.  New - Additional funding to improve play equipment, drainage and infrastructure within parks and open spaces  New - To install coin operation units to agreed Public Conveniences  New - Block to allow for the upgrade of commercial properties owned by the Council.  To provide for a programme of Health and Safety, Environmental and Security upgrades at various depot locations.  To undertake works and demolition of properties as identified within the asset rationalisation review.  This is a programme of work focused around various capital block allocations to undertake the necessary capital works required to manage the property owned and maintained by the Council. Focus covers health and safety projects, upgrade and replacement works as well as building efficiency improvements to reduce ongoing running costs.  To enable appropriate measures to be taken to remove unacceptable risks and support the Council in the delivery of its statutory duty in relation to land which is not suitable for its current use because of unacceptable levels of risk to human health and/or the wider environment.  Allocation for a programme of capital expenditure on larger scale cleaning equipment.  Programme of works to improve the energy efficiency of the estate across the Council.</p>

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	2017/18 £'000	2018/19 £'000	2019/20 £'000		2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000			
<b>PEOPLE DEPARTMENT</b>														
<b>School Estate</b>														
Duns Primary School	60			60								60		60
Kelso High School	200			200								200		200
School Estate Review	120	2,200	2,120	4,440	5,000	9,800	10,230	4,120	5,500	700	700	40,490	(21,899)	18,591
Langlee Primary School	2,929	2		2,931								2,931		2,931
Broomlands Primary School	5,227	377		5,604								5,604	(365)	5,239
School Estate Block	2,422	3,580	4,551	10,553	2,070	2,300	2,450	2,390	2,390	2,390	2,390	26,933	(1,877)	25,056
Complex Needs - Central Education Base	6			6								6		6
Early Learning & Childcare Block	1,475			1,475								1,475	(1,475)	0
	<b>12,439</b>	<b>6,159</b>	<b>6,671</b>	<b>25,269</b>	<b>7,070</b>	<b>12,100</b>	<b>12,680</b>	<b>6,510</b>	<b>7,890</b>	<b>3,090</b>	<b>3,090</b>	<b>77,699</b>	<b>(25,616)</b>	<b>52,083</b>
<b>Social Care Infrastructure</b>														
Adult Services Facilities upgrades		150	200	350	200	200	59	34				843		843
Care Inspectorate Requirements & Upgrades	50	51	53	154	54	55	57	58	59	61	62	560		560
	<b>50</b>	<b>201</b>	<b>253</b>	<b>504</b>	<b>254</b>	<b>255</b>	<b>116</b>	<b>92</b>	<b>59</b>	<b>61</b>	<b>62</b>	<b>1,403</b>		<b>1,403</b>
<b>Sports Infrastructure</b>														
Synthetic Pitch replacements	94		364	458		153	358	369	380	1,792	473	3,983	(3,323)	660
Sports Trust Plant & Services - Integrated Sport & Culture Trust Property and Other Sports Trusts	290	290	290	870	290	290	290	290	290	290	290	2,900		2,900
	<b>384</b>	<b>290</b>	<b>654</b>	<b>1,328</b>	<b>290</b>	<b>443</b>	<b>648</b>	<b>659</b>	<b>670</b>	<b>2,082</b>	<b>763</b>	<b>6,883</b>	<b>(3,323)</b>	<b>3,560</b>
<b>Culture and Heritage</b>														
Public Hall Upgrades	90	90		180	208	99						487		487
Jim Clark Museum	902	386		1,288								1,288	(699)	589
Sir Walter Scott Court House - Phase 2	40	60	760	860	1,590							2,450	(2,000)	450
Sir Walter Scott Court House - Phase 1	280			280								280	(191)	89
	<b>1,312</b>	<b>536</b>	<b>760</b>	<b>2,608</b>	<b>1,798</b>	<b>99</b>						<b>4,505</b>	<b>(2,890)</b>	<b>1,615</b>
<b>Total People Department</b>	<b>14,185</b>	<b>7,186</b>	<b>8,338</b>	<b>29,709</b>	<b>9,412</b>	<b>12,897</b>	<b>13,444</b>	<b>7,261</b>	<b>8,619</b>	<b>5,233</b>	<b>3,915</b>	<b>90,490</b>	<b>(31,829)</b>	<b>58,661</b>

<p><b>School Estate</b></p> <p>Duns Primary School &amp; Locality Support Centre</p> <p>Kelso High School</p> <p>School Estate Review</p> <p>Langlee Primary School</p> <p>Broomlands Primary School</p> <p>School Estate Block</p> <p>Complex Needs - Central Education Base Early Learning &amp; Childcare Block</p>	<p>Refurbishment of the former high school to provide a relocated primary school to meet future roll projections and provide a Locality Support Centre in Berwickshire for children and young people with Additional and Complex Needs complimenting the new Central Complex Needs Education Base. Project supported by Scottish Futures Trust (SFT) funding.</p> <p>Provision of a new Kelso High School to provide a fit for purpose school, secured 100% SFT funding for school building. The project assumes the provision of a synthetic pitch which is anticipated to attract SportScotland match funding. (Only the residual Council contribution is shown).</p> <p>Ambitious large scale project to significantly improve the school estate to match current and future demand. This programme assumes the continuation of Scottish Government funding to support school infrastructure.</p> <p>Provision of new primary school at Langlee, Galashiels including Early Learning and Complex Needs, all within the grounds of the existing school including the demolition of the former school.</p> <p>Provision of new primary school at Broomlands, Kelso, including Early Years, all within the grounds of the existing school including the demolition of the former school.</p> <p>Programme of works across the school estate to ensure compliance with a range of legislation in relation to Health &amp; Safety, Care Inspectorate, Environmental Health and Insurers and enable improvement of safety in schools.</p> <p>Finalisation of new building for Complex Needs in Earlston</p> <p>Upgrade of early learning and childcare facilities, funded from ring fenced Government Grant</p>
<p><b>Social Care Infrastructure</b></p> <p>Adult Services Facilities Upgrades</p> <p>Care Inspectorate Requirements</p>	<p>To improve the adult services estate following a review of the estate.</p> <p>Block to implement requirements identified by Care Inspectorate</p>
<p><b>Sports Infrastructure</b></p> <p>Synthetic Pitch Replacements</p> <p>Sports Trust Plant &amp; Services - Integrated Sport &amp; Culture Trust and Other Sports Trusts</p>	<p>Fund is used to manage the replacement of synthetic pitch surfaces and is "replenished" by departmental revenue budgets over the life of the surface.</p> <p>Capital funding to support the leisure trusts in improving and refurbishing the sports and leisure facilities they run which are owned by the Council.</p>
<p><b>Culture and Heritage</b></p> <p>Public Halls upgrades</p> <p>Jim Clark Museum</p> <p>Sir Walter Scott Court House - Phase 1</p> <p>Sir Walter Scott Court House - Phase 2</p>	<p>Upgrade works to Council owned public halls</p> <p>Transformation of 44 Newton Street into new Jim Clark Museum. Assumed £0.699m external funding from Heritage Lottery, Museums Galleries Scotland.</p> <p>Development of the Category A listed property in Selkirk, Phase 1 being the upgrading of the external fabric of the building and is supported by an allocation of grant funding from the Selkirk Conservation Area Regeneration Scheme (CARS). Phase 2 is a major redevelopment of the Courthouse and adjacent building to provide a modern and attractive visitors centre which has disability access and modernised and upgraded exhibition areas and displays. This project is subject to the securing of significant external funding.</p>

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	2017/18	2018/19	2019/20		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27			
	£'000	£'000	£'000		£'000	£'000	£'000	£'000	£'000	£'000	£'000			
<b>CHIEF EXECUTIVE DEPARTMENT</b>														
<b>Pitches Programme</b>														
Hawick 3G Synthetic Pitch	38			38								38		38
Jedburgh 3G Synthetic Pitch	99	1,168	19	1,286								1,286	(300)	986
	<b>137</b>	<b>1,168</b>	<b>19</b>	<b>1,324</b>								<b>1,324</b>	<b>(300)</b>	<b>1,024</b>
<b>Economic Regeneration</b>														
Central Borders Business Park - Phase 1	3,000	3,000		6,000								6,000	(1,000)	5,000
Eyemouth Regeneration		286	513	799								799		799
Newtown St Boswells Village Centre		16	20	36	20	84	84	120	56			400		400
Borders Town Centre Regeneration Fund Block	100	100	100	300	100	100	100	100	100	100	100	1,000		1,000
	<b>3,100</b>	<b>3,402</b>	<b>633</b>	<b>7,135</b>	<b>120</b>	<b>184</b>	<b>184</b>	<b>220</b>	<b>156</b>	<b>100</b>	<b>100</b>	<b>8,199</b>	<b>(1,000)</b>	<b>7,199</b>
<b>Chief Executive Other</b>														
ICT Transformation	1,108	473	449	2,030	566	599	468	526	381	336	526	5,432		5,432
Projects out with CGI Contract scope	80	80	80	240	80	80	80	80	80	80	80	800		800
IT Projects - pre CGI Contract	172			172								172		172
Great Tapestry of Scotland - Building	994	2,612	2,924	6,530	30							6,560	(3,200)	3,360
Private Sector Housing Grant - Adaptations	375	375	375	1,125	400	400	400	425	425	425	450	4,050		4,050
	<b>2,729</b>	<b>3,540</b>	<b>3,828</b>	<b>10,097</b>	<b>1,076</b>	<b>1,079</b>	<b>948</b>	<b>1,031</b>	<b>886</b>	<b>841</b>	<b>1,056</b>	<b>17,014</b>	<b>(3,200)</b>	<b>13,814</b>
<b>Total Chief Executive Department</b>	<b>5,966</b>	<b>8,110</b>	<b>4,480</b>	<b>18,556</b>	<b>1,196</b>	<b>1,263</b>	<b>1,132</b>	<b>1,251</b>	<b>1,042</b>	<b>941</b>	<b>1,156</b>	<b>26,537</b>	<b>(4,500)</b>	<b>22,037</b>
<b>Other</b>														
Waste Collection vehicles - Non P&V Fund		1,100	300	1,400				300	300			2,000	(1,200)	800
Plant & Vehicle Replacement - P&V Fund	2,000	2,000	2,000	6,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	20,000	(20,000)	0
Emergency/Unplanned Schemes	300	300	300	900	300	300	300	300	300	300	300	3,000		3,000
<b>Total Other</b>	<b>2,300</b>	<b>3,400</b>	<b>2,600</b>	<b>8,300</b>	<b>2,300</b>	<b>2,300</b>	<b>2,300</b>	<b>2,600</b>	<b>2,600</b>	<b>2,300</b>	<b>2,300</b>	<b>25,000</b>	<b>(21,200)</b>	<b>3,800</b>

<b>Sports Infrastructure</b> Hawick 3G Synthetic Pitch Jedburgh 3G Synthetic Pitch	Development of 3G pitch Hawick and changing facilities. Initial development part funded by Sports Scotland. Development of 3G pitch Jedburgh. Initial development part funded by Sports Scotland.
<b>Economic Regeneration</b> Central Borders Business Park - Phase 1  Eyemouth Regeneration Newtown St Boswells Village Centre  Borders Town Centre Regeneration Fund Block	To support the development of a Business Park to maximise the inward investment using the opening of the Borders Railway as a catalyst to provide modern, sustainable business space to support the future growth of the Scottish Borders economy. The preparation of a feasibility study has commenced following match funding support by Scottish Enterprise as part of the South of Scotland Strategic Alliance. The proposed budget is included at £6m, with an assumption of £1m from Scottish Enterprise. This will form the first phase of the potential development of the railhead at Tweedbank and linked to City Deal and Railway blue print. Regeneration of Eyemouth To provide an initial development phase for the village centre regeneration, with the potential to lead to a wider programme of regeneration activity in the village centre. An indicative budget of £0.1m per annum in the Strategic Plan period has been identified to support the outcome of the Locality/Town review work that is being initiated.
<b>Chief Executive Other</b> ICT Programme Projects out with CGI Contract scope IT Projects - pre CGI Contract Great Tapestry of Scotland - Building Private Sector Housing Grant - Adaptations	Programme of works and projects across the Council for all IT replacement requirements and upgrades. IT works and projects for areas not included within the scope of CGI Contract Finalisation of IT projects which commenced prior to CGI Contract To provide the permanent home for the Great Tapestry of Scotland at Galashiels. This includes the assumption of £3.2m external funding. To provide grant funding to assist the provision of major adaptation to private sector housing following a needs and priority assessment by Social
<b>Other</b> Waste Collection vehicles - Non P&V Fund  Plant & Vehicle Replacement - P&V Fund	Budget provided through specific funding supported by the Waste revenue budget to provide for the replacement of several refuse lorries not provided for via the Plant and Vehicle Fund. Fund is used to manage the replacement of plant and vehicles and is "replenished" by departmental revenue budgets over the life of the vehicle.

**Scottish Borders Council**  
**Capital Plan 2017/18 - 2026/27**

CAPITAL FUNDING	OPERATIONAL PLAN			Total Operational Plan £000	STRATEGIC PLAN						Grand Total £000	
	2017/18 £000	2018/19 £000	2019/20 £000		2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000		2026/27 £000
<b>CFCR</b>												
Easter Langlee Cell Provision	(216)	(354)		(570)								(570)
Synthetic Pitch Replacement	(94)			(94)								(94)
Wilton Lodge Park	(20)	0		(20)								(20)
	<b>(330)</b>	<b>(354)</b>	<b>0</b>	<b>(684)</b>	<b>0</b>	<b>(684)</b>						
<b>Specific Grants from Scottish Government</b>												
Cycling, Walking & Safer Streets	(156)	(198)	(207)	(561)	(199)	(211)	(221)	(232)	(244)	(247)	(247)	(2,162)
Selkirk Flood Protection	(388)			(388)								(388)
Hawick Flood Protection	(756)	(1,556)	(9,558)	(11,870)	(12,562)	(6,482)						(30,914)
Flood Scheme Preparation	(367)	(350)	(350)	(1,067)	(350)	(350)	(350)	(350)	(350)	(350)	(350)	(3,517)
Early Learning & Childcare	(1,475)			(1,475)								(1,475)
School Estate Review	0	0		0	(2,666)	(6,000)	(6,820)	(2,746)	(3,667)			(21,899)
	<b>(3,142)</b>	<b>(2,104)</b>	<b>(10,115)</b>	<b>(15,361)</b>	<b>(15,777)</b>	<b>(13,043)</b>	<b>(7,391)</b>	<b>(3,328)</b>	<b>(4,261)</b>	<b>(597)</b>	<b>(597)</b>	<b>(60,355)</b>
<b>Other External Grants &amp; Contributions</b>				0								
Selkirk Town Centre (Streetscape works)	(100)			(100)								(100)
Innerleithen - Walkerburn - Shared access route	(20)	(130)		(150)								(150)
Jim Clark Museum	(503)	(196)		(699)								(699)
Jedburgh 3G Synthetic Pitch		(300)		(300)								(300)
Wilton Lodge Park	(73)			(73)								(73)
Great Tapestry of Scotland - Building		(1,600)	(1,600)	(3,200)								(3,200)
Sir Walter Scott Court House - Phase 1	(191)			(191)								(191)
Sir Walter Scott Court House - Phase 2	0		(460)	(460)	(1,540)							(2,000)
Central Borders Business Park - Blueprint Funding	0	(1,000)		(1,000)								(1,000)
	<b>(887)</b>	<b>(3,226)</b>	<b>(2,060)</b>	<b>(6,173)</b>	<b>(1,540)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(7,713)</b>
<b>Developer Contributions</b>				0								
Peebles Bridge				0			(1,000)	(1,000)				(2,000)
Reston Station		(595)	(645)	(1,240)								(1,240)
Engineering Minor Works	(14)			(14)								(14)
Broomlands Primary School	(365)	0		(365)								(365)
General inc. school estate	(977)	(100)	(100)	(1,177)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(1,877)
	<b>(1,356)</b>	<b>(695)</b>	<b>(745)</b>	<b>(2,796)</b>	<b>(100)</b>	<b>(100)</b>	<b>(1,100)</b>	<b>(1,100)</b>	<b>(100)</b>	<b>(100)</b>	<b>(100)</b>	<b>(5,496)</b>
<b>Capital receipts</b>	<b>(1,903)</b>	<b>(2,300)</b>	<b>(1,760)</b>	<b>(5,963)</b>	<b>(300)</b>							<b>(6,263)</b>
<b>General Capital Grant</b>	<b>(15,362)</b>	<b>(15,393)</b>	<b>(15,392)</b>	<b>(46,147)</b>	<b>(14,000)</b>	<b>(144,147)</b>						
<b>Plant &amp; Vehicle Fund</b>	<b>(2,000)</b>	<b>(2,000)</b>	<b>(2,000)</b>	<b>(6,000)</b>	<b>(2,000)</b>	<b>(20,000)</b>						
<b>Synthetic Pitch Replacement Fund</b>			<b>(364)</b>	<b>(364)</b>		<b>(153)</b>	<b>(358)</b>	<b>(369)</b>	<b>(380)</b>	<b>(1,132)</b>	<b>(473)</b>	<b>(3,229)</b>
<b>Borrowing</b>	<b>(14,680)</b>	<b>(10,383)</b>	<b>(9,282)</b>	<b>(34,345)</b>	<b>(6,470)</b>	<b>(6,816)</b>	<b>(12,827)</b>	<b>(8,718)</b>	<b>(1,871)</b>	<b>(1,772)</b>	<b>(1,375)</b>	<b>(74,194)</b>
<b>TOTAL CAPITAL FUNDING</b>	<b>(39,660)</b>	<b>(36,455)</b>	<b>(41,718)</b>	<b>(117,833)</b>	<b>(40,187)</b>	<b>(36,112)</b>	<b>(37,676)</b>	<b>(29,515)</b>	<b>(22,612)</b>	<b>(19,601)</b>	<b>(18,545)</b>	<b>(322,081)</b>