



Hawick's Wilton Lodge Play Park opened in March 2017

Scottish Borders Council

Financial Plans

As approved by the Council on 28 February 2019



Scottish Borders Council

Financial Plans from 2019/20

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

Scottish Borders Council

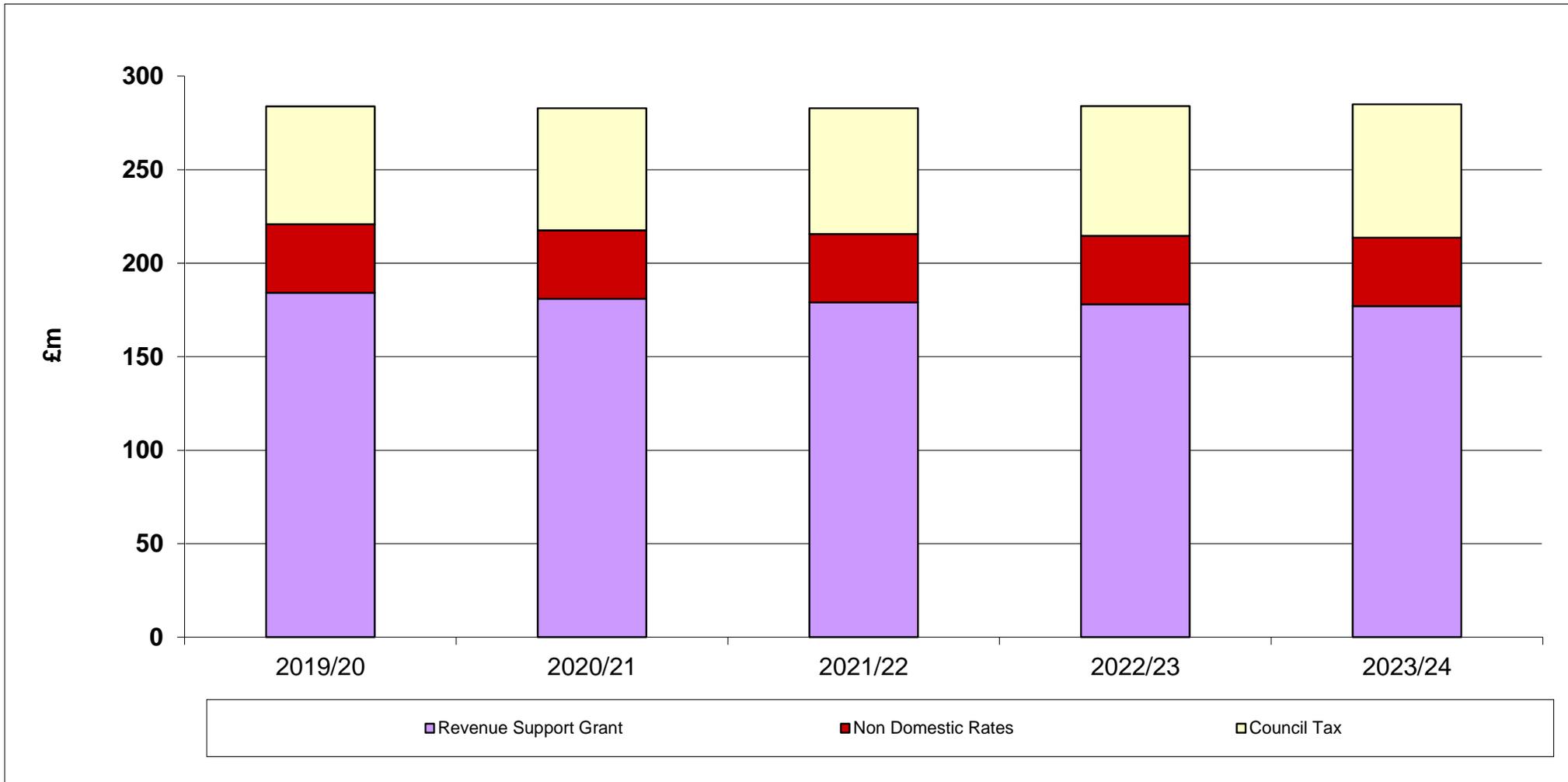
Revenue & Capital Financial Plan

Revenue 2019/20 - 2023/24, Capital 2019/20 - 2028/29

Scottish Borders Council
Financial Plan 2019/20 to 2023/24
Revenue Resources

	2019/20 £'000	2020/21 (Provisional) £'000	2021/22 (Provisional) £'000	2022/23 (Provisional) £'000	2023/24 (Provisional) £'000	Total £'000
Aggregate External Finance						
General Revenue Support	167,589	168,026	166,035	164,064	163,088	828,802
Assumed SG grant reductions 1% years 2 & 3, then 0.5%	0	(1,991)	(1,971)	(976)	(966)	(5,904)
Ring fenced grants	9,330	7,576	7,576	7,576	7,576	39,634
Health & Social Care Partnership	7,347	7,347	7,347	7,347	7,347	36,735
Non-domestic Rates	36,624	36,624	36,624	36,624	36,624	183,120
	220,890	217,582	215,611	214,635	213,669	1,082,387
Council Tax (Band D £1,196.02 - increase of 4% in 2019/20 and 3% thereafter)	62,948	65,227	67,327	69,427	71,300	336,229
Total	283,838	282,809	282,938	284,062	284,969	1,418,616

Scottish Borders Council
Financial Plan 2019/20 to 2023/24
Revenue Resources



Scottish Borders Council
Financial Plan 2019/20 to 2023/24
Service Level Summary

	2019/20 £'000	2020/21 (Provisional) £'000	2021/22 (Provisional) £'000	2022/23 (Provisional) £'000	2023/24 (Provisional) £'000	Total £'000	Capital Investment (10 years)
Corporate	(1,332)	(6,151)	(10,434)	(14,948)	(19,646)	(52,511)	0
Contracted Services (Sport, Heritage & Culture)	5,822	5,664	5,511	5,363	5,219	27,579	12,499
Asset & Infrastructure	29,380	30,088	30,681	31,236	31,588	152,973	208,790
Economic Development & Corporate Services	718	565	477	376	400	2,536	29,481
Health & Social Care	59,369	60,698	62,186	63,726	65,280	311,259	13,012
Children & Young People	123,000	124,268	126,161	128,963	131,439	633,830	98,417
Customer & Communities	19,623	19,660	19,978	20,391	20,722	100,374	0
Finance, IT & Procurement	34,392	35,332	35,519	35,879	36,627	177,749	19,136
Human Resources	5,906	5,593	5,656	5,720	5,785	28,659	0
Regulatory Services	6,960	7,092	7,203	7,357	7,555	36,167	4,800
Total	283,838	282,809	282,938	284,062	284,969	1,418,616	386,135

Scottish Borders Council
Financial Plan 2019/20 to 2023/24
Summary of Revenue Budget Movement

	2019/20 £'000	2020/21 (Provisional) £'000	2021/22 (Provisional) £'000	2022/23 (Provisional) £'000	2023/24 (Provisional) £'000	Total £'000
Base Budget (approved 20 February 2018)	272,665	283,838	282,809	282,938	284,062	1,406,312
Manpower adjustments	8,930	4,977	3,476	3,613	3,610	24,606
Non-pay and department specific inflation	1,044	1,001	1,035	1,053	1,149	5,282
Service Specific priorities & National policy changes	6,550	(191)	706	1,577	1,064	9,706
Previous year Financial Plan unrealised savings	3,122	0	0	0	0	3,122
Total Pressures	19,646	5,787	5,217	6,243	5,823	42,716
Savings Proposals						
Corporate	(1,100)	(4,819)	(4,283)	(4,514)	(4,698)	(19,414)
Contracted Services (Sport, Culture & Heritage)	(165)	(160)	(156)	(151)	(146)	(778)
Asset & Infrastructure	(1,898)	(512)	(300)	(264)	(49)	(3,023)
Economic Development & Corporate Services	(161)	(110)	(110)	(110)	(10)	(501)
Health & Social Care	(1,318)	198	0	0	0	(1,120)
Children & Young People	(1,794)	(1,148)	(152)	(33)	(6)	(3,133)
Customer & Communities	(629)	25	0	0	0	(604)
Finance, IT & Procurement	(535)	(143)	0	0	0	(678)
Human Resources	(374)	(5)	0	0	0	(379)
Regulatory Services	(499)	(142)	(87)	(47)	(7)	(782)
Total Savings	(8,473)	(6,816)	(5,088)	(5,119)	(4,916)	(30,412)
Base Budget	283,838	282,809	282,938	284,062	284,969	1,418,616

Scottish Borders Council
Financial Plan 2019/20 to 2023/24
Summary of Capital Budget Movement

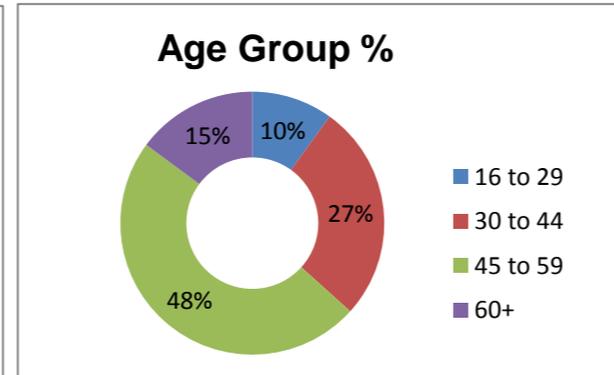
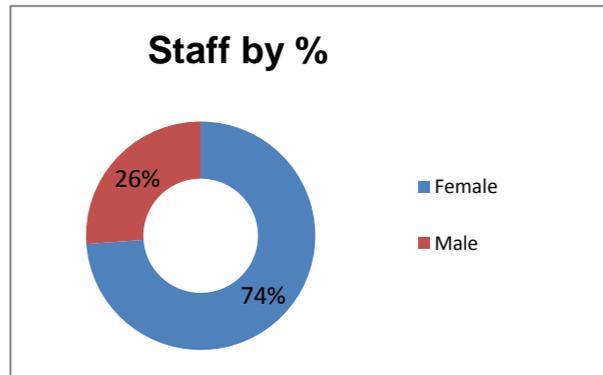
	3 year operational £000's	7 year strategic £000's	Total £000's	Est. External Funding £000's	Est. SBC Contribution £000's
Base Budget (approved 20 February 2018)	130,174	163,787	293,961	(73,116)	220,845
Capital Financed from Current Revenue (CFCR)	0	0	0	0	0
Specific Grants from Scottish Government	10,178	21,758	31,936	(31,936)	0
Other External Grants & Contributions	7,203	515	7,718	(7,718)	0
Developer Contributions	(1,151)	100	(1,051)	1,051	0
Capital Receipts	207	400	607	0	607
General Capital Grant	3,741	9,800	13,541	0	13,541
Plant & Vehicle Replacement - P&V Fund	0	0	0	0	0
Synthetic Pitch Replacement Fund	153	320	473	0	473
Borrowing	20,708	18,242	38,950	(473)	38,477
Total Funding Adjustments	41,039	51,135	92,174	(39,076)	53,098
Funding	171,213	214,922	386,135	(112,192)	273,943
Investment Proposals					
Contracted Services (Live Borders)	5,219	7,280	12,499	(6,175)	6,324
Asset & Infrastructure	93,235	115,555	208,790	(70,764)	138,026
Economic Development & Corporate Services	24,621	4,860	29,481	(5,517)	23,964
Health & Social Care	11,898	1,114	13,012	(5,936)	7,076
Children & Young People	27,817	70,600	98,417	(23,800)	74,617
Customer & Communities	0	0	0	0	0
Finance, IT & Procurement	7,073	12,063	19,136	0	19,136
Human Resources	0	0	0	0	0
Regulatory Services	1,350	3,450	4,800	0	4,800
Total Investment	171,213	214,922	386,135	(112,192)	273,943

Scottish Borders Council
Revenue Financial Plan 2019/20 - 2023/24
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 2019.

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

Summary of Key Workforce Data

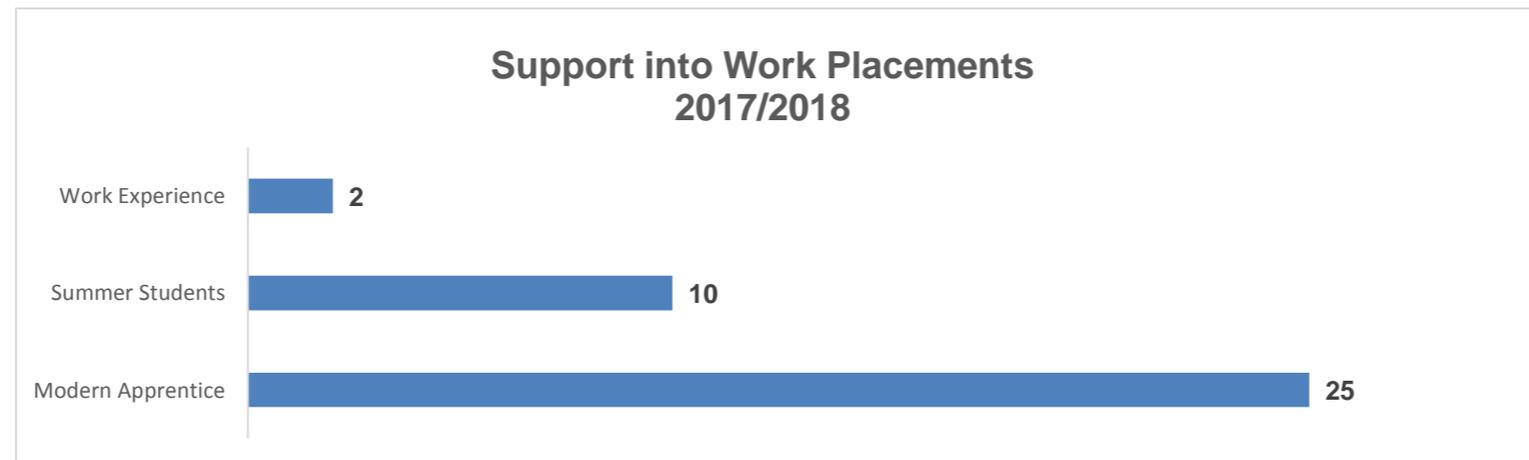


Sickness Absence Days

	SBC Average	Scotland Average
Chief Officers & Single Status Staff	11.08	11.41
Teachers	6.06	5.93

Disability %

Declared	Prefer not to Say	Nothing Stated	No Response	No
2.60	0.05	64.26	19.92	13.17



Summary of Key Workforce Data

Chief Officers & Single Status (hourly rate per grade)

Grade Group	Female (£)	Male (£)	Pay Gap
National Minimum	5.9819	5.9639	-0.30%
Business Gateway	16.7676	16.7676	0.00%
Grade 1	8.5144	8.5212	0.08%
Grade 2	8.5454	8.7437	2.27%
Grade 3	8.7952	9.4573	7.00%
Grade 4	9.6302	9.8713	2.44%
Grade 5	10.3827	10.9004	4.75%
Grade 6	11.8297	12.7845	7.47%
Grade 7	14.0157	14.2118	1.38%
Grade 8	15.6804	15.8812	1.26%
Grade 9	19.0433	18.9626	-0.43%
Grade 10	21.8606	22.0949	1.06%
Grade 11	24.8077	25.1532	1.37%
Grade 12	28.7309	28.6457	-0.30%
Chief Officer	41.7950	45.7800	8.70%
Overall	11.4527	13.1515	12.92%

Gender Pay Gap

Teachers (hourly rate per grade)

Grade Group	Female (£)	Male (£)	Pay Gap
Probationer	13.9003	13.9003	0.00%
Common Scale	21.4956	21.4080	-0.41%
Music Instructor	20.0436	20.6914	3.13%
Chartered Teacher	25.5415	25.4781	-0.25%
Principal Teacher	27.2571	27.3386	0.30%
Psychologist	28.6088	29.8039	4.01%
Quality Improvement	31.7313	32.2357	1.56%
Depute and Head Teachers	32.0288	34.0108	5.83%
Overall	23.0133	24.3475	5.48%

Revenue Financial Plan 2019/20 - 2023/24

Corporate

Corporate by Service	2019/20 £'000	2020/21 (Provisional) £'000	2021/22 (Provisional) £'000	2022/23 (Provisional) £'000	2023/24 (Provisional) £'000	Total £'000
More effective contract management across the Council	(482)	(882)	(1,282)	(1,682)	(1,682)	(6,010)
Fit for 2024	(850)	(5,269)	(9,152)	(13,266)	(17,964)	(46,501)
Total	(1,332)	(6,151)	(10,434)	(14,948)	(19,646)	(52,511)

Corporate by Budget Head	2019/20 £'000	2020/21 (Provisional) £'000	2021/22 (Provisional) £'000	2022/23 (Provisional) £'000	2023/24 (Provisional) £'000	Total £'000
Employee Costs	0	0	0	0	0	0
Premises Related Expenditure	0	0	0	0	0	0
Transport Related Expenditure	0	0	0	0	0	0
Supplies & Services	(1,332)	(6,151)	(10,434)	(14,948)	(19,646)	(52,511)
Third Party Payments	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0
Internal Recharges	0	0	0	0	0	0
Capital Financing Costs	0	0	0	0	0	0
	(1,332)	(6,151)	(10,434)	(14,948)	(19,646)	(52,511)
Income	0	0	0	0	0	0
Total	(1,332)	(6,151)	(10,434)	(14,948)	(19,646)	(52,511)

Corporate

Overarching proposals covering the whole Council

Capital Investment	3 year operational £'000s	7 year strategic £'000s	TOTAL	Est External Funding	Est. SBC Contribution	Detail
n/a	0	0	0	0	0	
Total Investment	0	0	0	0	0	

Revenue Opening Position	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s
Base Budget (approved 20 February 2018)	(232)	(1,332)	(6,151)	(10,434)	(14,948)
Permanent Virements	0	0	0	0	0
Revised Base Budget	(232)	(1,332)	(6,151)	(10,434)	(14,948)

Budget Pressures	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	Detail	FTE Impact est
n/a	0	0	0	0	0		
Total Pressures	0	0	0	0	0		

Savings Proposals	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	Detail	FTE Impact est
Delivery of Contract Management Savings	(250)	(400)	(400)	(400)	0	Supported by new Business World functionality	
Fit for 2024	(850)	(4,419)	(3,883)	(4,114)	(4,698)	To be allocated across all Services - rolling programme of reviews including a review of the Devolved School Management (DSM) scheme	(34)
Total Savings	(1,100)	(4,819)	(4,283)	(4,514)	(4,698)		(34)

Revenue Closing Position	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s
Base Budget 2019/20	(1,332)	(6,151)	(10,434)	(14,948)	(19,646)

SERVICE OVERVIEW:

CONTRACTED SERVICES (SPORT, HERITAGE & CULTURE)

REVENUE BUDGET NET £M £5.822

CAPITAL BUDGET 19/20 TO 21/22 £M £5.219

FTE N/A

SPORT, HERITAGE & CULTURE

Key Services

1. Delivery of Sport, Heritage and Cultural services across the Scottish Borders on behalf of SBC including Libraries, Public Halls, Community Centres, Community Arts, Leisure Facilities, Pitches, Active Schools, Sports Development, Museums and Heritage Hub

Revenue £m Net

£5.822

Capital 19/20 to 21/22 £m

£5.219

FTE

N/A

Statutory Functions

1. SBC has a statutory duty to:
 - > - secure the provision of adequate library facilities for all persons resident in their area
 - > - ensure adequate provision of facilities for recreation and sport

Latest Performance

Performance During 2017/18

- **1.134m** Sport Participant Visits (down from 1.164m in 16/17)
- **318k** Pool Admissions Cumulative (down from 366k in 16/17)
- **461k** Other Admissions Cumulative (up from 439k in 16/17)
- **690k** Culture Visits Cumulative incl. virtual & outreach (down from 729k in 16/17)
- **447k** Web Visits Cumulative (up from 348k in 16/17)
- **8.9k** Active Library Users incl. mobile library users (down from 9.6k in 16/17)
- For more information, see https://www.scotborders.gov.uk/downloads/download/672/live_borders_performance_reports

Key Priorities 19/20

1. Implement agreed energy efficiency programme
2. Implement new Live Borders Strategy
3. Conclude work on Community Centres
4. Work with SBC to ensure sustainability going forward

Revenue Financial Plan 2019/20 - 2023/24

Contracted Services

Contracted Services by Service	2019/20 £'000	2020/21 (Provisional) £'000	2021/22 (Provisional) £'000	2022/23 (Provisional) £'000	2023/24 (Provisional) £'000	Total £'000
Cultural Services	3,706	3,661	3,617	3,574	3,533	18,090
Sports Services	2,116	2,004	1,894	1,789	1,687	9,489
Total	5,822	5,664	5,511	5,363	5,219	27,579

Contracted Services by Budget Head	2019/20 £'000	2020/21 (Provisional) £'000	2021/22 (Provisional) £'000	2022/23 (Provisional) £'000	2023/24 (Provisional) £'000	Total £'000
Employee Costs	0	0	0	0	0	0
Premises Related Expenditure	201	204	207	209	212	1,033
Transport Related Expenditure	48	48	48	48	48	238
Supplies & Services	(2)	(2)	(2)	(2)	(2)	(12)
Third Party Payments	5,580	5,420	5,264	5,113	4,967	26,346
Transfer Payments	0	0	0	0	0	0
Internal Recharges	0	0	0	0	0	0
Capital Financing Costs	0	0	0	0	0	0
	5,827	5,670	5,516	5,368	5,225	27,606
Income	(5)	(5)	(5)	(5)	(5)	(26)
Total	5,822	5,664	5,511	5,363	5,219	27,579

Contracted Services: Sport, Heritage and Culture

Live Borders: Sport Facilities, Active Schools, Cultural Services (Libraries, Museums, Halls & Community Centres, Arts Development); BREST; JLFT

Capital Investment	3 year operational £'000s	7 year strategic £'000s	TOTAL	Est External Funding	Est. SBC Contribution	Detail
Sports Infrastructure	1,899	6,348	8,247	(4,175)	4,072	Capital allocation to Sports Trusts to improve and refurbish SBC owned Sport and Leisure facilities and a Synthetic Pitch Replacement Fund to manage the replacement of synthetic pitches across the Borders
Culture & Heritage	3,320	932	4,252	(2,000)	2,252	Public Halls upgrades, new upgraded Jim Clark Museum in Duns and the upgrade and redevelopment of the Sir Walter Scott Courthouse in Selkirk
Total Investment	5,219	7,280	12,499	(6,175)	6,324	

Revenue Opening Position	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s
Base Budget (approved 20 February 2018)	5,981	5,822	5,664	5,511	5,363
Permanent Virements	4	0	0	0	0
Revised Base Budget	5,985	5,822	5,664	5,511	5,363

Budget Pressures	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2022/24 £'000s	Detail	FTE Impact est
Non-pay inflation	2	2	3	3	2	To allow for anticipated inflationary increases	
Total Pressures	2	2	3	3	2		0

Savings Proposals	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	Detail	FTE Impact est
Management Fee reduction to Live Borders based on 3% reduction and agreement with Live Borders that they will manage budget pressures within existing management fee	(165)	(160)	(156)	(151)	(146)	This 3 year agreement will enable joint work on delivering a number of key strategic projects including property rationalisation and allow delivery of services to achieve joint strategic outcomes	
Total Savings	(165)	(160)	(156)	(151)	(146)		0

Revenue Closing Position	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s
Base Budget 2019/20	5,822	5,664	5,511	5,363	5,219

SERVICE OVERVIEW:

ASSET & INFRASTRUCTURE

REVENUE BUDGET NET £M	£29.380
CAPITAL BUDGET 19/20 TO 21/22 £M	£93.235
FTE	881

	PROPERTY	FACILITIES
Key Services	<ol style="list-style-type: none"> Maintain, upgrade and improve the Council's and partners built assets (Live Borders\SB Cares). Corporate Landlord Strategy and Helpdesk facility for service requests. Energy management to ensure efficiency & minimise carbon tax. Property acquisitions, Leasing, Disposals. Generate Capital Receipts from the sale of surplus assets. Manage the Council's leased land and property holdings. Asset valuations on all Council land and property. Asbestos and Legionella, Fire safety management and compliance. Architectural design & project delivery service. Professional advice on property related matters for Council and Partners built assets (and private sector). Project management service for major building and infrastructure projects. Clerk of works and construction supervision monitoring for council built asset projects. Repair and maintenance of Homelessness Service temporary accommodation. 	<ol style="list-style-type: none"> Catering service to school meals. Deliver and promote uptake of school meals to meet expected targets. Influence the development of Better Eating, Better Learning (BEBL). Promote healthy eating through education. Nursery wraparound care feeding (currently piloted). Efficient cleaning service, meeting client's expectations, within budget. Provision of Safe Crossings for children.
Revenue £m Net	£3.633	£4.672
Capital 19/20 to 21/22 £m	£13.528	£0.150
FTE	40.27	319.85
Statutory Functions	<ol style="list-style-type: none"> Compliance with statutory duties to ensure safe working environments are maintained / improved. Statutory/H&S related works and planned maintenance activities (e.g. electric heater cleaning, gutter cleaning, external paintwork). The School Premises (General requirements and Standards)(Scotland) Regulations 1967 plus Amendments. Education (Disability Strategies and Pupils' Educational Records) (Scotland) Act 2002. Compliance with Health & Safety Legislation, Environmental Health Regulations, Care Inspectorate Guidelines, RICS/IFRS regulations; Gas, Legionella & Asbestos Regulations. Compliance with current construction legislation. Design and deliver all projects in line with Health & Safety legislation and Construction Design & Management 2015 Regulations. 	<ol style="list-style-type: none"> Meeting qualitative and legislative requirements. Gov't targets regarding uptake with particular reference to P1-3. Compliance with Food in Schools Act. School meal menus compliance with nutritional standards set by Scottish Government. Training all staff to Cleaning & Facilities staff to BICSc standards. Compliance with Food Safety Act 1990, Food Hygiene Act 2013, Food Information for Consumers Regulation (2014, Health & Safety at Work Act 1974. Compliance with National School Lunch Act, Health and Safety Act Compliance of confidential waste destruction.
Latest Performance	<ul style="list-style-type: none"> 8,206,927 kilowatt hours of electricity used at a costs of £0.962m in 4 Qtr.'s ended Q3 2018/19 (down from 8,458,917 in 4 Qtr.'s to Q3 2017/18 at a cost of £0.930m) (26 key sites). 12,272,059 kilowatt hours of gas used at a costs of £0.311m in 4 Qtr.'s ended Q3 2018/19 (up from 11,923,870 in 4 Qtr.'s to Q3 2017/18 at a cost of £0.278m) (26 key sites). 62% of council buildings were in a satisfactory condition (LGBF 17/18) (Scotland=86%). 84% of council buildings were suitable for their current use (LGBF 17/18) (Scotland=81%). £0.182m in Capital Receipts received from selling our fixed assets such as buildings in 2018/19 Q3 ytd (£0.380m in 2017/18 Q3 ytd). 89% of industrial and commercial properties owned by the council were occupied as of December 2018 (87.2% in December 2017). Of the Top 19 Major Capital Projects, as at December 2018: <ul style="list-style-type: none"> - 17 were on target. - 1 was slightly behind target. - 0 were not on target. 	<ul style="list-style-type: none"> 37% of staff have been trained to SVQ level 2 or above in Food production and Cooking. 58% uptake of Nursery Wrap Around Care meals. More than half of schools achieved Eat Safe award from environmental health; the highest they award. 88% said school lunches were of a good standard in P1-3 survey (2017) 76% thought school lunches were healthy in P4-7 survey (2017) 72% considered there was a good variety of health options in the Staff Restaurant survey (2017)
Key Priorities 19/20	<ol style="list-style-type: none"> Fully implement Corporate Landlord Energy Efficiency Programme Finalise Property Investment framework Contribute to ongoing investment in schools 	<ol style="list-style-type: none"> Council Secure Shredding - expand current confidential waste trial to encompass whole estate Design and implement new staff catering facilities Expansion of nursery meal provision in conjunction with Education Early Learning and Childcare Expansion delivery throughout Borders.

SERVICE OVERVIEW:

ASSET & INFRASTRUCTURE

WASTE MANAGEMENT

PARKS & ENVIRONMENT

Key Services

1. Collection of trade and domestic waste from households and businesses.
2. Operation of Easter Langlee Landfill, 4 closed Landfills, 7 Community Recycling Centres, 3 Waste Transfer Stations, 74 Bring Sites
3. Operation of a fleet of c.50 Refuse Collection & Haulage vehicles.
4. Special uplifts.
5. Customer care, education, awareness raising and partnership working, in support of re-use and waste minimisation.
6. Management of contracts for onward treatment & disposal of waste.

1. Allotments, play areas, public conveniences, burial grounds, sports pitches, parks and gardens.
2. Maintenance of public parks, sports pitches, open spaces, amenity areas, play areas and burial grounds.
3. Regular emptying of litter bins.
4. Floral displays, hanging baskets and planting, grass cutting.
5. Operating public conveniences in towns, parks and picnic sites.
6. Operation of day to day issues that affect parks and cleansing.
7. Neighbourhood Small Schemes and Quality of Life projects.
8. Out of hours emergency cover for roads, parks and cleansing.
9. Winter maintenance.
10. Street Cleaning.

Revenue £m Net
Capital 19/20 to 21/22 £m
FTE

£8.845
 £2.315
 120.91

£4.406
 £2.554
 139.07

Statutory Functions

1. Collection and disposal of household and commercial waste in the Borders, including Kerbside waste and recycling collections.
2. Community Recycling Centres, Waste transfer stations and landfill disposal.
3. Compliance with The Landfill (Scotland) Regulations 2003, The Pollution Prevention and Control (Scotland) Regulations 2012, Waste Management Licensing (Scotland) 2011
4. Compliance with Environment Protection Act 1990 Part II, Waste (Scotland) Regulations 2012, Refuse Disposal (Amenity) Act 1978, Local Government in Scotland Act 2003 & Environment Protection Act 1990.

1. The Church of Scotland property Endowment Act 1925 / Church of Scotland (Property and Endowments) Amendments Act 1933.
2. The Burial and Cremation (Scotland) Act 2016 – ensure adequate provision for the burial of the dead.
3. Environmental protection (Scotland) Act 1990 (part iv), Allotments (Scotland) Act 1892, Pests Act 1954, The Nature Conservation (Scotland) Act 2004, Wildlife and countryside Act 1981, Public Health Act 1936.
4. Ensure public areas are clean, safe and maintained.
5. Community Empowerment Act
6. Biodiversity Duty

Latest Performance

- On average, over the last 12 months (12mths ended – Sep18 (figs unverified by SEPA)):
 - **58.21%** of waste was **recycled** at SBC **Community Recycling Centres** (57.91% 12m to Sep17).
 - **38.36%** of **household waste** was **recycled** (39.74% 12m to Sep17).
 - **61.31%** of **household waste** was sent to **landfill** (59.92% 12m to Sep17).
 - **0.34%** of **household waste** required **'other' treatment** (0.34% 12m to Jun17).
- LGBF 2017/18 - **£59.60 per premise** was spent on **refuse collection**, Scotland = £66; **£87.5 per premise** was spent on **waste disposal**, Scotland = £98.4; **80.3% of residents** were **satisfied** with local refuse collection, Scotland = 78.7%.

- **98%** of local streets were considered **clean**, Scotland=92% (LGBF 2017/18).
- **75.0%** of residents are **satisfied** with local parks and open spaces, Scotland=85.7% (LGBF 2017/18).
- **£27,647** spent on parks and open spaces (net) per 1,000 people, Scotland=£19,814 (LGBF 2017/18).

Key Priorities 19/20

1. Complete kerbside collection review
2. Implement community recycling centre review
3. Continue to develop the trade waste service
4. Update community recycling centre trade access approach
5. Commence operations at new waste transfer station
6. Close landfill site and commence waste treatment contract

1. Respond to Community Empowerment Act Part 9, e.g.:
 - Allotments
 - Food growing strategy
2. Public Conveniences

SERVICE OVERVIEW:

ASSET & INFRASTRUCTURE

ROADS & INFRASTRUCTURE

Key Services

1. Manage the roads infrastructure and other engineering assets (e.g. flood prevention).
2. Winter maintenance.
3. Strategic routes improvement projects and delivery of roads capital investment plans.
4. Street lighting energy efficiency programme.
5. Routine, reactive and emergency maintenance to public roads, footways, bridges, road signs, car parks and road gullies, street lights and illuminated signs, festive and civic lighting schemes, CCTV and traffic management information.
6. Out of hours emergency cover for roads, parks and cleansing .
7. Fleet management and maintenance services including replacement and disposals.
8. Manage significant trading organisation (STO) performing internal and external works.
9. Engineering design, project delivery, professional and technical advice.
10. Road safety. Traffic management signage.

Revenue £m Net	£7.824
Capital 19/20 to 21/22 £m	£74.688
FTE	260.96

Statutory Functions

1. Compliance with Road Safety Act, Transport Act, Road Traffic Regulation Act 1984, Traffic Signs Regulations & General Directions 2002, New Roads & Street Works Act, Roads (Scotland) Act, Safety at Street Works and Road Works, Flood Risk Management Act.
2. Environmental protection (Scotland) Act 1990 (part iv), Pests Act 1954, The Nature Conservation (Scotland) Act 2004, Wildlife and countryside Act 1981,
3. Ensure drivers and vehicles comply with regulatory legislation in accordance with "O" Licence criteria.
4. Delivery of dangerous goods training.
5. HM Revenue obligations re Rebated Fuel, Commercial Drivers Benefit in Kind.
6. Reduce CO2 and tonnes of carbon.
7. Design and deliver all projects in line with Health & Safety legislation and Construction Design & Management 2015 Regulations.

Latest Performance

- **48.5%** of the 3000km of roads in the Scottish Borders should be considered for **maintenance** in 2017/18 (46.6% in 2016/17).
 - **12 people** were killed and **67 people** seriously injured on our roads between Q4 2017 and Q3 2018. Note this includes "Unvetted" data.
 - **£4,897 per km** was spent maintaining the condition of roads, Scotland=£10,547 (LGBF 2017/18).
 - Fleet
 - > **1,917,103 litres** of fuel used in 2017/18 (1.8% higher than 2016/17). Derv usage 1,323,178 litres (1.4% lower), Gas Oil 593,925 litres (9.7% higher).
 - > **95.45% Final MOT pass rate** for vehicles (National=90.38%). (Oct17-Oct18)
 - **SBC Contracts Information**
- | | 2017-18 | 2016-17 | 2015-16 |
|--------------------------|-------------------|-------------------|-------------------|
| Turnover Internal | 7,261,292 | 7,337,318 | 7,665,118 |
| Turnover External | 8,000,480 | 11,030,115 | 6,697,823 |
| Turnover Total | 15,261,773 | 18,367,433 | 14,362,941 |
| Net Surplus Internal | 211,982 | 275,664 | 341,377 |
| Net Surplus External | 54,127 | 149,651 | 144,760 |
| Net Surplus Total | # 266,109 | 425,315 | 486,137 |

Note: # Pensions technical adjustment (IAS 19) of £278k reduced 2017-18 to -£12k

Key Priorities 19/20

1. Winter Service Planning 19/20 onwards
2. Fleet transformation project
3. 'Confirm' Upgrade
4. Full integration of Roads as a single service.

Revenue Financial Plan 2019/20 - 2023/24

Asset & Infrastructure

Asset & Infrastructure by Service	2019/20 £'000	2020/21 (Provisional) £'000	2021/22 (Provisional) £'000	2022/23 (Provisional) £'000	2023/24 (Provisional) £'000	Total £'000
Property	4,017	4,062	3,931	3,839	3,964	19,812
- Property Management	3,366	3,373	3,216	3,098	3,197	16,250
- Estates Management	411	425	435	445	455	2,171
- Architects	107	119	127	135	143	631
- Major Projects	133	144	153	161	169	760
Facilities	4,672	4,913	5,087	5,266	5,448	25,385
- Catering Services	678	801	895	991	1,089	4,455
- Cleaning & Facilities Management	3,994	4,111	4,192	4,274	4,358	20,930
Parks & Environment	4,406	4,578	4,732	4,894	5,025	23,636
Roads & Infrastructure	7,924	8,200	8,406	8,517	8,233	41,280
- Network & Infrastructure Asset Management	8,631	8,843	9,009	9,078	8,751	44,313
- SBc Contracts	(696)	(694)	(692)	(690)	(687)	(3,460)
- Engineers	269	289	299	310	322	1,488
- Fleet Management	-279	-239	-211	-182	-152	(1,063)
- Pay Parking	0	0	0	0	0	(0)
Waste Management	8,845	8,820	9,010	9,204	9,403	45,282
Corporate Savings	(484)	(484)	(484)	(484)	(484)	(2,420)
Total	29,380	30,088	30,681	31,236	31,588	152,973

Asset & Infrastructure by Budget Head	2019/20 £'000	2020/21 (Provisional) £'000	2021/22 (Provisional) £'000	2022/23 (Provisional) £'000	2023/24 (Provisional) £'000	Total £'000
Employee Costs	25,900	26,571	27,066	27,571	28,087	135,194
Premises Related Expenditure	7,367	7,669	7,795	7,924	8,056	38,812
Transport Related Expenditure	8,139	8,185	8,232	8,279	8,326	41,160
Supplies & Services	13,682	13,268	13,138	12,952	12,548	65,587
Third Party Payments	15,848	15,900	16,005	16,113	16,223	80,088
Transfer Payments	0	0	0	0	0	0
Internal Recharges	128	128	128	128	128	641
Capital Financing Costs	8	8	8	8	8	39
	71,072	71,728	72,371	72,974	73,376	361,521
Income	(41,692)	(41,641)	(41,690)	(41,739)	(41,788)	(208,549)
Total	29,380	30,088	30,681	31,236	31,588	152,973

Asset & Infrastructure

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

Capital Investment	3 year operational £'000s	7 year strategic £'000s	TOTAL	Est External Funding	Est. SBC Contribution	Detail
Land & Property Infrastructure	16,232	22,304	38,536	(613)	37,923	Capital works on the Council estate including parks and play facilities, encompassing structural, energy efficiency, Health & Safety works, improvements and upgrades
Roads & Transport Infrastructure	24,342	59,711	84,053	(14)	84,039	Encompasses the Roads, Bridges and Lighting blocks and a number of other infrastructure projects
Cycling, Walking & Safer Streets	598	1,685	2,283	(2,283)	0	Specific SG funding to encourage walking and cycling, especially to schools and to connect communities
Peebles Bridge	0	420	420	0	420	Preparatory work to consider the future requirement for a new bridge in Peebles to support future development per the Local Development Plan
Flood & Coastal Protection works	1,889	3,850	5,739	(3,515)	2,224	Small scale capital flood works projects and flood studies for future major schemes. Flood studies and scheme preparation fully funded by Scottish Government
Hawick Flood Protection	41,859	10,576	52,435	(43,039)	9,396	Infrastructure project to protect residential and commercial properties from flood risk within the River Teviot's flood plain in Hawick. Scottish Government 80% and external partners funding of the project.
Waste Management	2,015	369	2,384	0	2,384	Easter Langlee cell provision and leachate management, Community Recycling Centre skip infrastructure and provision of waste containers. Final stages of construction of new waste transfer station at Easter Langlee
Waste Collection Vehicles (Non P&V)	300	900	1,200	(1,200)	0	Contribution to refuse lorry replacements not provided by Plant and Vehicle fund, funded by Waste revenue budget contribution for specific funding
Reston Station Contribution	0	1,740	1,740	(100)	1,640	Council contribution to provision of new platform and car parking at Reston, supported by potential funding from development contributions
Plant & Vehicle Fund	6,000	14,000	20,000	(20,000)	0	Rolling programme of fleet replacement to meet Council requirements, fully funded from the Plant and Vehicle fund and replenished by revenue budgets over vehicle lives
Total Investment	93,235	115,555	208,790	(70,764)	138,026	

Revenue Opening Position	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s
Base Budget (approved 20 February 2018)	29,473	29,380	30,088	30,681	31,236
Permanent Virements	2,039	0	0	0	0
Revised Base Budget	31,512	29,380	30,088	30,681	31,236

Asset & Infrastructure

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

Budget Pressures	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	Detail	FTE Impact est
Manpower adjustments	811	720	495	505	516	To provide for latest SG pay negotiations at 3%, 3%, 2%, 2%, 2%	
Non-pay inflation	130	135	107	111	112	To allow for anticipated inflationary increases	
Property Maintenance Fund Inflation	50	51	52	53	54	To allow for anticipated inflationary increases of materials and works associated with maintaining the Council estate	
Catering (Food) Inflation	26	27	27	28	28	Estimated inflationary price increase of food costs	
Sanitary products in public bodies	37	0	0	0	0	As per SG Settlement	
Free Child Burials	7	0	0	0	0	As per SG Settlement	
Winter Maintenance (Salt) Inflation	156	17	17	18	18	Estimated inflationary price increase of salt costs, re-tender in 19/20	
Aggregates & Bitumen Inflation	0	12	12	12	13	Estimated inflationary price increase of bitumen and aggregates	
Roads Investment	(1,800)	0	0	0	0	One-off funding provided in 2018/19 therefore removed in 2019/20	
Roads Investment	600	0	0	(100)	(500)	£2.3m investment over 4 years to improve roads, pavements & infrastructure	
Vehicle Spare Parts Inflation	0	13	13	13	13	Estimated inflationary price increase of spare parts	
Landfill Tax Inflation	99	0	0	0	0	Estimated inflationary price increase of Landfill Tax which is set by the Scottish Government	
Waste Contract	0	102	105	108	110	Estimated inflationary price increase of contract based on Landfill Tax which is set by the Scottish Government	
Shared Access Paths	(350)	0	0	0	0	One-off funding provided in 2018/19 therefore removed in 2019/20	
Outdoor Community Spaces	0	143	65	71	37	Replacement Fund for Outdoor Community Spaces	
Total Pressures	(234)	1,220	893	819	401		0

Savings Proposals	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	Detail	FTE Impact est
Energy Efficiency Project	(103)	(103)	0	0	0	Spend to save investments in a range of energy efficiency measures designed to reduce our Carbon Footprint and make cashable savings	
New delivery model for Public Toilet provision	0	(50)	0	0	0	Phase 2 of the public convenience review, to market test potential outsourcing of toilet provision as previously agreed by Council.	
Review of Street Lighting Energy Efficiency Project (SLEEP) provision	(14)	0	0	0	0	Completion of SLEEP project	
Increase the Fleet Management service's budgeted surplus	(22)	0	0	0	0	Bringing Fleet budget in line with historic performance. No service impact expected	
Waste Services kerbside collection review	(200)	(110)	0	0	0	Savings arising from the proposal of a new optimised model of service delivery, including route optimisation, review of working patterns and depot rationalisation. Collections will remain fortnightly for general waste and recycling	(12)
More efficient property and asset portfolio & implementation of Corporate Landlord	(100)	(250)	(251)	(215)	0	Savings resulting from property rationalisation and implementing the Corporate Landlord model across the Council	

Asset & Infrastructure

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

Savings Proposals	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	Detail	FTE Impact est
Additional Fees & Charges Income across Assets & Infrastructure	(49)	(49)	(49)	(49)	(49)	Extra income from higher Fees & Charges which have been increased in line with inflation. Possible reductions in demand due to higher prices have been factored into the assumed additional income	
Catering - Health Improving Initiatives	(105)	0	0	0	0	Removal of loss-making vending machines across the Council. Removal of juice from school menu and acceleration of legislative change from 2020	
Catering - changes to meals in schools	(88)	0	0	0	0	Seasonal meal choices within schools and review of purchasing within nutritional standards	
Asset & Infrastructure staffing restructures	(115)	0	0	0	0	Review of establishment within Asset and Infrastructure	(4)
Capitalise roads expenditure	(250)	0	0	0	0	Fund £250k roads activity through capital rather than revenue	
Property Maintenance Fund	(150)	150	0	0	0	One-off reduction in property maintenance fund in 2019/20	
Rent & Service Charge Income from third parties for property costs	(100)	100	0	0	0	Re-charge of costs for use of SBC property in 2019/20	
Increase income at Aggregates Yard	(50)	0	0	0	0	Increase income at Aggregates Yard through more Commercial focus	
Review of non-Roads plant and vehicle	(50)	0	0	0	0	Linked to Fleet Management review	
Waste Services - Operational Efficiencies	(35)	(140)	0	0	0	Operational efficiencies covering food waste, haulage and landfill	
Waste Services - Food waste contract Inter Authority Agreement	(10)	0	0	0	0	Reduction in haulage costs	
Waste - education around recycling	(200)	0	0	0	0	Reduce landfill costs	
Parks - apply Management Fee to Capital programme	(80)	0	0	0	0	In line with the Corporate approach	
Neighbourhoods - Discretionary budgets & Contracted Services	(78)	0	0	0	0	Operational efficiencies	
Review of environmental provision	0	(50)	0	0	0	Review scope of environmental delivery model	
Corporate recruitment process	(66)	0	0	0	0	Staffing cost efficiencies supported by digital transformation	
Upgrade of CONFIRM	(33)	(10)	0	0	0	Operational efficiencies through implementation of new digital solution supporting Digital Customer Access (DCA)	
Total Savings	(1,898)	(512)	(300)	(264)	(49)		(16)

Revenue Closing Position	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s
Base Budget 2019/20	29,380	30,088	30,681	31,236	31,588

SERVICE OVERVIEW:		ECONOMIC DEVELOPMENT & CORPORATE SERVICES	
		REVENUE BUDGET NET £M	£0.718
		CAPITAL BUDGET 19/20 TO 21/22 £M	£24.621
		FTE	20
		ECONOMIC DEVELOPMENT & CORPORATE POLICY	EMERGENCY PLANNING
Key Services	<ol style="list-style-type: none"> 1. Support to businesses 2. Grants and loans schemes 3. Town centre regeneration 4. Sites and premises support 5. Sectoral support including tourism 6. European policy; European/external funding 7. Low carbon leadership and advocacy 8. Events support 9. Corporate policy and responding to national consultations 	<ol style="list-style-type: none"> 1. Develop and maintain emergency response plans for emergencies/incidents 2. Coordination and organisation response to emergencies 3. Facilitation and organisation of training for staff 4. Coordination and management of the events Safety Advisory Group(SAG) 5. Resilient Communities initiative. 6. Business Continuity lead for SBC 	
Revenue £m Net	£0.588	£0.130	
Capital 19/20 to 21/22 £m	£24.621	£0	
FTE	18.18	2	
Statutory Functions	<ol style="list-style-type: none"> 1. Promote local economic development, regeneration & sustainable development (Local Government in Scotland Act 2003, Climate Change Act 2009) 2. Deliver a Business Gateway service 	<ol style="list-style-type: none"> 1. Ensure SBC and partner compliance with Civil Contingencies Act 2004 	
Latest Performance	<ul style="list-style-type: none"> ▪ 227 new businesses created with Business Gateway help in 4 Qtrs to Q3 2018/19 (232 for 4 Qtrs to Q3 2017/18) ▪ 1,411 businesses supported by Business Gateway in 4 Qtrs to Q3 2018/19 (1,154 for 4 Qtrs to Q3 2017/18) ▪ £61k loans awarded during 4 Qtrs to Q3 2018/19 (£89k for 4 Qtrs to Q3 2017/18) ▪ £68k grants awarded during 4 Qtrs to Q3 2018/19 (£103k for 4 Qtrs to Q3 017/18) ▪ <u>How do we compare to others? (2017/18)</u> <ul style="list-style-type: none"> ➢ Business Gateway Start-ups per 10,000 population Scottish Borders = 19.5 Scotland = 16.8 (A'shire = 26.5, D&G = 25.3) ➢ Unemployed people assisted into work by council (2017/18) Scottish Borders = 4.2% Scotland = 14.4% (Ayrshire = 9.1%, D&G = 19.3%) 	<ul style="list-style-type: none"> ▪ 47 active community resilience plans in place, 6 in progress (at end Dec 2018) ▪ 5,233 people currently registered for SB Alert (at end Dec 2018) ▪ 100% SBC Business Continuity plans in place (at end Dec 2017) ▪ Safety Advisory Group (SAG) <ul style="list-style-type: none"> ➢ In 2018, 12 afternoon sessions held, with average of 3.5 attending each event (43 SAGS in total) 	
Key Priorities 19/20	<ol style="list-style-type: none"> 1. Preparation for South of Scotland Enterprise Agency (incl. SOSEP) 2. Development of Borderlands Inclusive Growth Deal 3. Full Business cases and implementation of Edinburgh and South East Scotland City Region Deal 4. Understanding the impact and opportunities that Brexit brings for local businesses 5. SBC Brexit co-ordination 	<ol style="list-style-type: none"> 1. Re-visit the resilient communities initiative 2. Review the Safety Advisory Group (SAG) process 3. Transition to a new system version for the Business Continuity system 	

Revenue Financial Plan 2019/20 - 2023/24
Economic Development & Corporate Services

Economic Development & Corporate Services by Service	2019/20 £'000	2020/21 (Provisional) £'000	2021/22 (Provisional) £'000	2022/23 (Provisional) £'000	2023/24 (Provisional) £'000	Total £'000
Corporate Policy	233	303	310	316	323	1,485
Economic Development	1,599	1,382	1,294	1,194	1,218	6,687
Emergency Planning	130	134	137	140	143	684
Commercial Property Income	(1,244)	(1,254)	(1,264)	(1,274)	(1,284)	(6,320)
Total	718	565	477	376	400	2,536

Economic Development & Corporate Services by Budget Head	2019/20 £'000	2020/21 (Provisional) £'000	2021/22 (Provisional) £'000	2022/23 (Provisional) £'000	2023/24 (Provisional) £'000	Total £'000
Employee Costs	1,135	1,140	1,071	1,002	1,034	5,382
Premises Related Expenditure	102	104	106	108	110	530
Transport Related Expenditure	(3)	(3)	(3)	(3)	(3)	(15)
Supplies & Services	346	346	346	346	346	1,730
Third Party Payments	352	202	191	167	167	1,079
Transfer Payments	0	0	0	0	0	0
Internal Recharges	0	0	0	0	0	0
Capital Financing Costs	54	54	54	54	54	270
	1,986	1,843	1,765	1,674	1,708	8,975
Income	(1,268)	(1,278)	(1,288)	(1,298)	(1,308)	(6,440)
Total	718	565	477	376	400	2,536

Economic Development & Corporate Services

Corporate Policy, Economic Development, Commercial Property Income, Emergency Planning

Capital Investment	3 year operational £'000s	7 year strategic £'000s	TOTAL	Est External Funding	Est. SBC Contribution	Detail
Great Tapestry of Scotland - Building	4,529	0	4,529	(1,500)	3,029	Building to house the Great Tapestry of Scotland
Town Centre Regeneration	913	700	1,613	0	1,613	To support the outcome of the Locality/Town review work, including development of new Conservation Areas Regeneration Schemes
Borders Innovation Park	16,525	3,900	20,425	(2,000)	18,425	To support the development of necessary infrastructure to maximise inward investment and the future growth of the Scottish Borders economy
Newtown St Boswells Regeneration	124	260	384	0	384	Development phase for the village centre regeneration
Eyemouth Regeneration	513	0	513	0	513	To support the regeneration of Eyemouth
Hawick Regeneration Block	2,017	0	2,017	(2,017)	0	To support the regeneration of Hawick
Total Investment	24,621	4,860	29,481	(5,517)	23,964	

Revenue Opening Position	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s
Base Budget (approved 20 February 2018)	64	718	565	477	376
Permanent Virements	429	0	0	0	0
Revised Base Budget	493	718	565	477	376

Budget Pressures	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	Detail	FTE Impact est
Manpower adjustments	50	45	31	31	32	To provide for latest SG pay negotiations at 3%, 3%, 2%, 2%, 2%	
Non-pay inflation	2	2	2	2	2	To allow for anticipated inflationary increases	
Corporate Policy Advisor post	0	60	0	0	0	New post in 2020/21	1
Great Tapestry of Scotland opening	185	(150)	(10)	(25)	0	Primarily, one-off opening costs for 2019/20	
Shared Service opportunities with Dumfries & Galloway Council - unrealised saving	150	0	0	0	0	2018/19 saving no longer deliverable - offset by savings below	
Total Pressures	387	(43)	23	8	34		1

Savings Proposals	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	Detail	FTE Impact est
Shared Services	0	(100)	(100)	(100)	0	To target opportunistic shared service possibilities with partners and other councils	
Commercial Rent income	0	(10)	(10)	(10)	(10)	Inflationary increases to the commercial property charges	
Economic Development	(125)	0	0	0	0	Remove the savings delivered during 2018/19 on a permanent basis	
Corporate recruitment process	(15)	0	0	0	0	Staffing cost efficiencies supported by digital transformation	
Emergency Planning - 0.5 FTE post	(21)	0	0	0	0	Remove 0.5 FTE from the SBC establishment (current vacancy)	(0.5)
Total Savings	(161)	(110)	(110)	(110)	(10)		(0.5)

Revenue Closing Position	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s
Base Budget 2019/20	718	565	477	376	400

SERVICE OVERVIEW:		HEALTH & SOCIAL CARE	
		REVENUE BUDGET NET £M	£59.369
		CAPITAL BUDGET 19/20 TO 21/22 £M	£11.898
		FTE	216
		OLDER PEOPLE	PUBLIC PROTECTION & COMMUNITY SAFETY
Key Services	<ol style="list-style-type: none"> 1. Responsibility for planning and delivery of Older People functions is delegated to the Scottish Borders Health and Social Care Partnership. 2. Social Work services for adults & older people 3. Carer support services 4. Community care assessment team 5. Adult placement services 6. Respite provision 7. Occupational therapy services 8. Commissioned services including delivery of day services 9. Hospital discharge 	<ol style="list-style-type: none"> 1. Chief Social Work Officer activity 2. Co-ordination of Adult & Child Protection & Emergency Duty Team 3. Safer Communities - Domestic Abuse Service and Anti-Social Behaviour Unit 4. Quality Improvement 	
Revenue £m Net	£15.771	£2.267	
Capital 19/20 to 21/22 £m	£11.898	£0	
FTE	14.86	29.8	
Statutory Functions	<ol style="list-style-type: none"> 1. Make necessary inquiries and investigations to establish whether or not an adult is at risk of harm (Adult Support and Protection (Scotland) Act 2007) 2. Duty to promote social welfare (Social Work (Scotland) Act 1968) 3. Facilitate the person's dignity and participation in the life of the community (Social Care (Self-directed Support (Scotland) Act 2013) 4. Supervise welfare guardians; investigate complaints about the exercise of welfare powers; investigate adults at risk; provide information and advice within welfare functions (Adults with Incapacity (Scotland) Act 2000) 	<ol style="list-style-type: none"> 1. Make necessary inquiries and investigations to establish whether or not an adult is at risk of harm (Adult Support and Protection (Scotland) Act 2007) 2. Duty to promote social welfare (Social Work (Scotland) Act 1968) 3. Facilitate the person's dignity and participation in the life of the community (Social Care (Self-directed Support (Scotland) Act 2013) 4. Supervise welfare guardians; investigate complaints about the exercise of welfare powers; investigate adults at risk; provide information and advice within welfare functions (Adults with Incapacity (Scotland) Act 2000) 	
Latest Performance	<ul style="list-style-type: none"> ▪ 82.3% of Adults are using the Self-Directed Support Approach as at end of December 2018. (Dec 17 = 74.1%) ▪ 77% of Adults (aged 65+yrs) received care at home compared to a care home / residential setting as at end of December 2018. (Dec 17 = 77%) ▪ 8,590 hours of homecare delivered per week (Mar 18) ▪ 95% of new service users received a service within 6 weeks of assessment (Q3 2018-19) (Q3 2017-18 = 97%) ▪ 86% of service users reported feeling safe (Oct 2018) ▪ 611 externally funded residential beds provided per week (Oct 2018) 	<ul style="list-style-type: none"> ▪ 1,080 reported incidents of domestic abuse during 2017/18 (968 2016/17) (767 Q3 18-19 ytd vs 830 Q3 17-18 ytd) ▪ 3,448 group 1-5 crimes and offences were recorded during 2017/18 (3,047 during 2016/17) (2,650 Q3 18-19 ytd vs 2,728 Q3 17-18 ytd) ▪ 322 concerns were raised for adults at risk (4 Qtrs to Q3 2018/19) 	
Key Priorities 19/20	<ol style="list-style-type: none"> 1. Older peoples' strategy incorporating: <ul style="list-style-type: none"> ▪ Development of Care village ▪ Development of extra care housing and residential care ▪ Development of workforce and community resource ▪ Development of Tele Health/Tele Care, Adaptations and Aids, including the use of emerging technology such as Strata, Attend Anywhere, Florence 2. Developing the usage of the social care estate including day services 3. Maximising productivity of service 4. Continued use of transitional care, discharge to assess & hospital to home 5. Review of social work charging policy 	<ol style="list-style-type: none"> 1. Agree and implement recommendations around Public Protection (Model/co-location, governance, change in practice, info sharing) 	

SERVICE OVERVIEW:

HEALTH & SOCIAL CARE

	CRIMINAL JUSTICE SERVICE	PUBLIC HEALTH
Key Services	<ol style="list-style-type: none"> 1. Statutory Criminal Justice Services including supervision of Community Payback Orders & Unpaid Work and post custodial liberation, including Parole, Non-Parole and Life Licence 2. Court and Parole Board reporting 3. Delivery of Multi Agency Public Protection Arrangements 4. Delivery of Drug Treatment and Testing Orders 5. Development and delivery of Woman Offender services. 6. Development of alternative to custody options 7. Delivery of services within gender based violence agenda 	<ol style="list-style-type: none"> 1. Joint Health Improvement Team specifically trained to undertake a range of projects aimed at suicide prevention across the Scottish Borders. 2. A number of early intervention and prevention measures to maintain and improve the physical and mental health and wellbeing of adults and children across the region.
Revenue £m Net	£1.178	£0.089
Capital 19/20 to 21/22 £m	£0	£0
FTE	26.1	1.02
Statutory Functions	<ol style="list-style-type: none"> 1. Make necessary inquiries and investigations to establish whether or not an adult is at risk of harm (Adult Support and Protection (Scotland) Act 2007) 2. Duty to promote social welfare (Social Work (Scotland) Act 1968) 3. Facilitate the person's dignity and participation in the life of the community (Social Care (Self-directed Support)(Scotland)Act 2013) 4. Supervise welfare guardians; investigate complaints about the exercise of welfare powers; investigate adults at risk; provide information and advice in with welfare functions (Adults with Incapacity (Scotland) Act 2000) 	None
Latest Performance	<ul style="list-style-type: none"> ▪ 50% of community payback orders (CPO) with supervision requirement were completed successfully (Q2 2018-19) ▪ 173 community payback orders (CPOs) were completed in 2017/18 with an average of 120 hours of community service to be completed. 366 CPOs were in force during 2017/18 	<ul style="list-style-type: none"> ▪ Crude Diabetes prevalence (includes Children): 5.9% (Borders Health Board area); 5.4% (Scottish Average) Source: 2016 Scottish Diabetes Survey/ ScotPHO ▪ 2014-16 Life Expectancy At Birth: (Source: National Records of Scotland) <ul style="list-style-type: none"> ➢ Scottish Borders: 78.6 (males) and 82.6 years (females) ➢ Scotland: 77.0 (males) and 81.1 (females) ▪ 66% of Scottish Borders' adults are overweight. (65% Scotland). Source: Scottish Health Survey 2018 (2014-17 rolling average). ▪ Rate of alcohol-related mortality (2012-16 aggregated age-sex standardised rates) Scottish Borders - 14.0 per 100,000 population Scotland – 22 per 100,000 population, standardised (Source: ScotPHO)
Key Priorities 19/20	<ol style="list-style-type: none"> 1. Follow up action Plan from 2018 Inspection (CPO) 2. Further development of the "Women's Hub" 3. Develop further video conferencing facilities/other IT solutions 	<ol style="list-style-type: none"> 1. Address challenges identified within Director of Public Health report. 2. Ongoing focus on diabetes prevention

SERVICE OVERVIEW:

HEALTH & SOCIAL CARE

MENTAL HEALTH

LEARNING DISABILITIES

Key Services

1. Responsibility for planning and delivery of Mental Health functions is delegated to the Scottish Borders Health and Social Care Partnership.
2. Mental Health Services integrated across Health and Social Care with an integrated management structure. SBC resources the following functions: Mental Health Social Work Services provided across the integrated Community Mental Health teams (x3), Community Rehab Team (x1) and in patient wards (x2)
3. Commissioned services from the third sector including Housing Support, rehabilitation and early intervention (Local Area Coordination (LACS) & recovery support and Day Service in Gala
4. Mental Health Officer Services compliant with MH Act legislation including Guardianships, and Mental Health Act assessments.

1. Responsibility for planning and delivery of Learning Disability functions is delegated to the Scottish Borders Health and Social Care Partnership.
2. Learning Disability Services fully integrated across Health and Social Care with an integrated management structure
3. Commissioned services from the independent sector providing individual packages of care in the community and some high cost residential placements for adults with very high support needs with day services delivered by SB Cares
4. Grant funding for Social Enterprises creating training and employability support for adults with a learning disability.
5. Approximately 14 social workers provide social work support to 418 service users including a significant amount of Adult Protection work and legal duties under the MH Act and Adults with Incapacity Act
6. Local Area Coordination is provided to wherever possible enable people to learn independent living skills and connect with the community with sign posting to avoid reliance upon commissioned services.
7. Project Search developed together with NHS Borders and Borders College to deliver an annual employment training programme (50% of students gain permanent employment who attend the programme)

Revenue £m Net

£1.973

£14.989

Capital 19/20 to 21/22 £m

£0

£0

FTE

27.32

32.73

Statutory Functions

1. Promote well-being and social development; Appoint mental health officers & ensure work is designated; Inquire and obtain warrants; Assess needs for community care services; secure availability of independent advocacy services (Mental Health (Care and Treatment)(Scotland) Act 2003)

1. Make necessary inquiries and investigations to establish whether or not an adult is at risk of harm (Adult Support and Protection (Scotland) Act 2007)
2. Duty to promote social welfare (Social Work (Scotland) Act 1968)
3. Facilitate the person's dignity and participation in the life of the community (Social Care (Self-directed Support)(Scotland)Act 2013)
4. Supervise welfare guardians; investigate complaints about the exercise of welfare powers; investigate adults at risk; provide information and advice in with welfare functions (Adults with Incapacity (Scotland) Act 2000)

Latest Performance

- **41** welfare guardianships (Aug-18), increase from 37 in Dec 2017
- **140** private welfare guardianships recorded (Aug 18), increase from 138 in Dec 17
- **30** emergency detentions, **70** short term detentions and **26** compulsory treatments orders were made (2017/18)

- **34** adults with learning disabilities were in employment (Mar 18)
- **397** adults with learning disabilities were receiving a service from Local Area Co-ordinators (Mar 18)

Key Priorities 19/20

1. Delivery of additional Mental Health Act funding (Action 15) over the next 5 years
2. Integration and expansion of the Doing Well Service to Primary Care
3. Integrated model of Local Area Coordination (incorporating Mental Health Learning Disabilities and Older People)
4. Mental Health Transformation Programme. 3 main areas: Inpatient Care, Community Teams and Crisis and Liaison
5. Expansion of Distress Brief Integration Service to 16 year olds (National Pilot in Scottish Borders)
6. Co location of Borders Addiction services and Addaction
7. Development of Assertive Outreach Service for addictions
8. Address waiting times in Child and Adult Mental Health Services and look at closer working with Tier 2 services
9. Address commissioning gap in Dementia Services to reduce hospital admission and increase hospital discharge.

1. Develop a local Complex Care Unit to accommodate adults who have complex care needs
2. Develop increased range of accommodation and respite options by commissioning a Shared Lives Service locally
3. Increase day time opportunities for adults with a learning disability
4. Implement a cancer screening programme to increase uptake of screening for adults with a learning disability
5. Commission 2 specialist hospital beds for adults with a learning disability in collaboration with NHS Lothian
6. Continue to trial the Transitions pathway (young people transitioning from children's to adult services) developed locally with partners

SERVICE OVERVIEW:

HEALTH & SOCIAL CARE

PHYSICAL DISABILITIES

GENERIC SERVICES

Key Services

1. Responsibility for planning and delivery of Physical Disability functions is delegated to the Scottish Borders Health and Social Care Partnership. People designated as a person with a primary condition of Physical Disability receive services including:
 1. Re-ablement services
 2. Provision of equipment & telecare
 3. Homecare
 4. Housing support
 5. Info & signposting via Ability Borders

1. Responsibility for planning and delivery of all Generic Services is delegated to the Scottish Borders Health and Social Care Partnership
2. Generic Services cover a range of additional care & support services, service planning and management and locality staff teams
3. Some services provided jointly with NHS Borders. Joint Services include Joint Health Improvement and the Scottish Borders Community Equipment Store, Tweedbank
4. A number of grants are also made from the Generic Services budget each financial year to a range of individuals and in particular, voluntary sector organisations

Revenue £m Net

£2.434

£3.446

Capital 19/20 to 21/22 £m

£0

£0

FTE

0

83.77

Statutory Functions

1. Make necessary inquiries and investigations to establish whether or not an adult is at risk of harm (Adult Support and Protection (Scotland) Act 2007)
2. Duty to promote social welfare (Social Work (Scotland) Act 1968)
3. Facilitate the person's dignity and participation in the life of the community (Social Care (Self-directed Support)(Scotland) Act 2013)
4. Supervise welfare guardians; investigate complaints about the exercise of welfare powers; investigate adults at risk; provide information and advice in with welfare functions (Adults with Incapacity (Scotland) Act 2000)

Latest Performance

- **342** clients have been designated with a primary service user category of 'Person with a physical disability' and currently receiving a service or support from Scottish Borders Council (Nov 18)

- Around **45,000 items of equipment** on issue from Community Equipment Store across Scottish Borders

Key Priorities 19/20

1. Implement Physical Disability Strategy 2018
2. Empowerment of the PD community to engage in public services and communities. This will include: **a)** Advising and supporting services and communities to be more physically disability aware and better placed to respond positively to people who have a physical disability **b)** Engaging in relevant planning and development groups to advise planners and strategists on what would make a positive impact on people with physical disabilities. **c)** Identifying those issues that will not be changed without national involvement or structural change and investment

1. Next steps from Strata pilot and other technology tests of change
NOTE: Many of the priorities for Generic Services are captured under other Health and Social Care service areas

SERVICE OVERVIEW: HEALTH & SOCIAL CARE

SB CARES

Key Services

1. Home care (circa 750k visits annually) including Night Support and Extra Care Housing delivered through 3 Registered Homecare Services
2. 6 Care Homes, including a Transitional Care Unit and Discharge to Assess Unit (166 available beds)
3. Day services for Older Adults and Adults with Learning Disabilities, delivered on a locality basis around the Borders
4. Community Equipment Store (45,000 pieces of equipment supporting around 10,000 clients to live more independently)
5. Personal monitored alarms (1500 clients)

Revenue £m Net

£17.222

Capital 19/20 to

£0

FTE

N/A

Statutory Functions

1. Duty to meet Health & Social Care Standards
2. Respond to the Care Inspectorate's inspection requirements & recommendations
3. Scottish Social Services Council registration for all registered care services
4. Duty to meet Adult Support & Protection Act Regulations

Latest Performance

- **88%** of services receiving Care Inspectorate rating of "Good" or above
- Cumulative **£2.5m** has been delivered as contribution to SBC, £0.95m of this being recurring annual savings
- SB Cares total annual **turnover for 2017/18 was £18.5m** of which 97% is received from SBC or via the IJB
- Launched a new Commercial Strategy aimed at generating additional income through existing and new channels, initially focusing on Telecare services
- Stepped in as provider of last resort, on behalf of SBC (emergency support to vulnerable clients)

How do we compare to others? (2017/18)
 Overall Staff Turnover in last 20 months has averaged **15.5%**
20% in Homecare versus national average of **30%**
7% in Care Homes versus national average of **20-22%**

Key Priorities 19/20

1. Embed the new Homecare Management Structure incl. completion of the scheduler pilot and integration of Senior Support Workers
2. Deliver new approaches to care at home services
3. Deliver the Commercial Strategy
4. Improve outcomes for our clients by utilising technology incl. the use of Attend Anywhere and Tablet Technology
5. Deliver Administrative and Care Process Improvements
6. Deliver improved training and management support to both front line care staff and managers

Revenue Financial Plan 2019/20 - 2023/24

Health & Social Care

Health & Social Care by Service	2019/20 £'000	2020/21 (Provisional) £'000	2021/22 (Provisional) £'000	2022/23 (Provisional) £'000	2023/24 (Provisional) £'000	Total £'000
Child Protection	184	189	192	196	199	960
Adult Protection	361	366	369	372	376	1,844
Emergency Duty Team	300	307	312	318	323	1,560
Business Support - Staff Development	254	254	254	254	254	1,270
Quality Improvement	173	178	182	186	190	909
Services in Criminal Justice System	1,178	1,178	1,178	1,179	1,179	5,892
Safer Communities	995	1,010	1,018	1,027	1,035	5,085
Older People	29,247	30,098	31,316	32,567	33,840	157,068
Joint Learning Disability	16,904	17,026	17,109	17,201	17,285	85,525
Joint Mental Health	2,138	2,187	2,217	2,248	2,280	11,070
People with Physical Disabilities	3,297	3,412	3,440	3,472	3,502	17,123
Generic Services	4,249	4,400	4,506	4,614	4,723	22,492
Public Health	89	91	92	93	94	459
Total	59,369	60,698	62,186	63,726	65,280	311,259

Health & Social Care by Budget Head	2019/20 £'000	2020/21 (Provisional) £'000	2021/22 (Provisional) £'000	2022/23 (Provisional) £'000	2023/24 (Provisional) £'000	Total £'000
Employee Costs	8,847	9,117	9,303	9,492	9,686	46,445
Premises Related Expenditure	124	125	126	128	129	632
Transport Related Expenditure	254	255	256	257	259	1,282
Supplies & Services	267	267	268	268	268	1,338
Third Party Payments	59,894	60,700	62,000	63,348	64,706	310,648
Transfer Payments	4,297	4,547	4,547	4,547	4,547	22,485
Internal Recharges	259	259	259	259	259	1,293
	73,942	75,271	76,759	78,299	79,852	384,122
Income	(14,573)	(14,573)	(14,573)	(14,573)	(14,573)	(72,863)
Total	59,369	60,698	62,186	63,726	65,280	311,259

Health & Social Care

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

Capital Investment	3 yr operational £'000s	7 year strategic £'000s	TOTAL	Est. External Funding	Est. SBC Contribution	Detail
Adult Services Facilities Upgrade (Older People)	600	93	693	0	693	Planned Residential Care Home upgrades to enhance and improve facilities for residents.
Care Inspectorate Requirements (Older People)	162	421	583	0	583	Residential Care Home works in order to deliver specific recommendations within the Joint Older People's Services Inspection Report.
Residential Dementia (Older People)	4,800	0	4,800	0	4,800	Proposed specialist Dementia Residential Facility to deliver a specific Health and Social Care Partnership priority on Dementia.
Extra Care Housing	6,336	600	6,936	(5,936)	1,000	Proposed Extra Care Housing developments across the Scottish Borders; including Technology Enabled Care.
Total Investment	11,898	1,114	13,012	(5,936)	7,076	

Revenue Opening Position	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s
Base Budget (approved 20 February 2018)	56,692	59,369	60,698	62,186	63,726
Permanent Virements	1,087	0	0	0	0
Revised Base Budget	57,779	59,369	60,698	62,186	63,726

Budget Pressures	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	Detail	FTE Impact est
Manpower adjustments	975	853	634	744	682	To provide for latest SG pay negotiations at 3%, 3%, 2%, 2%, 2%	
Non-pay inflation	1	4	3	3	4	To allow for anticipated inflationary increases	
SB Cares Contract manpower inflation	29	29	29	0	0	SB Cares Contract inflation	
Older People demographic increases	348	348	348	348	348	Forecast additional cost of increasing numbers of Older People 65-74 and 74+	
Increased young adults with learning / physical disabilities	250	250	250	250	250	Forecast additional cost of increasing numbers of young adults in transition from Childrens' to Adult Services	
Assume demographic pressure funded by H&SC Fund	0	(598)	(598)	(598)	(598)	Funded through the H&SC Fund from 2020/21	
COSLA Residential Care Home Contract (Older People)	235	235	235	235	310	Increase COSLA Care Home Contract by 3% p.a.	
Dementia care services (Older People)	(534)	0	0	0	0	One-off funding provided in 2018/19 therefore removed in 2019/20	
Extra Care Housing (ECH) - Dementia Unit Running Costs	0	0	0	550	550	Costs for ECH Dementia Unit per June 2018 report to Executive	
Extra Care Housing Developments (Duns & Galashiels) - Running costs	0	0	580	0	0	Net running costs associated with new Extra Care Housing developments at Todlaw, Duns and Langhaugh, Galashiels	
Community Policing	(282)	0	0	0	0	One-off funding provided in 2018/19 therefore removed in 2019/20	
Community Action Team (CAT)	282	3	0	0	0	Reinstatement of CAT funding to support continuation of Sergeant and 6 Officer model on a permanent basis	7
Second Community Action Team (CAT)	265	0	0	0	0	Invest in a second CAT Team from May 2019	
Additional dementia care (Queens House)	457	7	7	8	8	Additional dementia beds in Queens House commissioned for 5 years	

Health & Social Care

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

Budget Pressures	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	Detail	FTE Impact est
Review management arrangements across all Adult social work services	60	0	0	0	0	Previous year unrealised financial plan savings	
Review Commissioned Services including SB Cares within Learning Disability Service	100	0	0	0	0	Previous year unrealised financial plan savings	
Carers Act extension	231	0	0	0	0	As per SG Settlement	
Health & Social Care	159	0	0	0	0	Increase Social Care Fund base budget to 2018/19 level	
Increase Criminal Justice budget	10	0	0	0	0	As per grant funding letter	
Health & Social Care	264	0	0	0	0	As per SG Settlement	
Strata Health System procurement	58	0	0	0	0	Procurement of full Strata Health System post 6 month 'proof-of-concept' pilot project. Will result in demonstrably more efficient and automated hospital discharge process and a live and dynamic residential and domiciliary care directory. 50% of full cost anticipating 50% NHS contribution	
Total Pressures	2,908	1,131	1,488	1,540	1,554		7

Savings Proposals	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	Detail	FTE Impact est
Review of Day Services (Older People and Learning Disability)	(400)	0	0	0	0	The Re-imagining Day Services Review project is ongoing, a key pillar of the Integration Joint Board (IJB) Integrated Transformation Programme. Following implementation of its recommendations, including new service provision, some existing day centre provision will be decommissioned. This will not have an impact in Health & Social Care staffing although there may be potential impact for SB Cares' staff. The Council's HR Policies and Procedures will be utilised to manage and mitigate any staffing changes/reductions	
Undertake a productivity review programme across Adult Social Work services, savings will require investment to commission the review	(44)	0	0	0	0	This is currently underway across some services in NHS Borders – clinical and non clinical, has identified considerable cashable savings through increased efficiency by productivity. Potential reduction of 2FTE following work study although exact potential is unknown until process review. The Council's HR Policies and Procedures will be utilised to manage and mitigate any staffing changes/reductions	(2)
Return adults with high supported living needs to the Scottish Borders, decommissioning high-tariff out of area placements (Learning Disability)	0	(52)	0	0	0	Longer-term, requires significant capital and revenue partnership investment, but for the specific clients identified, will provide better outcomes to meet specialist client needs at considerably reduced cost. Potential for unquantified increase in front line staff although options for commissioning the service are being considered	

Health & Social Care

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

Savings Proposals	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	Detail	FTE Impact est
Reduce Direct Payment Prepayment	(250)	250	0	0	0	Currently direct payments are paid in advance with the initial payment being for 4 weeks. It is proposed to reduce the initial payment to an advance of 2 weeks	
Reassessment of existing care packages	(100)	0	0	0	0	A reassessment of existing homecare packages for older people and clients with physical disabilities is ongoing and has delivered savings in 2018/19	
Corporate recruitment process	(44)	0	0	0	0	Staffing cost efficiencies supported by digital transformation	
Roll-out of Hospital to Home initiative in all localities	(480)	0	0	0	0	At the August IJB Board meeting agreement was given to roll-out the Hospital to Home initiative in all localities following a successful pilot in Teviot and Berwickshire. Funding of £985k was directed from the Integrated Care Fund to finance the project (NHS staff) with the projected saving being reduced homecare delivered through a programme of enablement and reduced occupied bed days in NHS Borders (both at the BGH and Community hospitals).	
Total Savings	(1,318)	198	0	0	0		(2)

Revenue Closing Position	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s
Base Budget 2019/20	59,369	60,698	62,186	63,726	65,280

SERVICE OVERVIEW:

CHILDREN & YOUNG PEOPLE

REVENUE BUDGET NET £M	£123.000
CAPITAL BUDGET 19/20 TO 21/22 £M	£27.817
FTE	1,341

EDUCATION

ADDITIONAL SUPPORT NEEDS

Key Services

1. Delivery of education across 60 primary and 9 secondary school (Nov 18) (funding 2700 pre-school, 8200 primary and 6400 secondary places)
2. Implementation of Curriculum for Excellence & raising attainment for all
3. Quality improvement across schools and inspection support
4. Educational Psychology Service
5. Teacher development and Continuing Professional Development (CPD)
6. Instrument Tuition
7. Outdoor Education

1. Assessment and provision of support for children and young people with additional needs in mainstream education
2. Enhanced specialist provision for children and young people with significant and complex needs

Revenue £m Net
Capital 19/20 to 21/22 £m
FTE

Revenue £m Net	£84.734	£10.687
Capital 19/20 to 21/22 £m	£25.017	£0
FTE	939	93.24

Statutory Functions

1. Delivery of education in pre school, primary and secondary schools (mainstream and specialist) to meet individual needs, tailored to age, ability and aptitude and considering socio economic barriers to learning
2. Plan for implementation of Named Person Service

1. Identify, make provision for and review additional support needs for children and young people

Latest Performance

- **45** primary school exclusions in 2017/18 academic year (49 in 2016/17 a.yr.) **192** secondary school exclusions in 2017/18 academic year (213 in 2016/17 a.yr.) Figs for 4Qtrs ended Dec-18 were **27 & 178** respectively.
- How do we compare to others? (2017/18)
 - % of pupils attending their school: **Scottish Borders = 94%** (Scotland = 93%)
 - Spend per pupil – primary schools : **Scottish Borders = £4,837** (Scotland = £4,984)
 - Spend per pupil – secondary schools : **Scottish Borders = £6,658** (Scotland = £6,879)
 - % of secondary school pupils achieving 5 plus awards at level 5: **Scottish Borders = 64%** (Scotland = 62%)
 - % of secondary school pupils achieving 5 plus awards at level 6: **Scottish Borders = 37%** (Scotland = 34%)
 - % of pupils from deprived areas achieving 5 awards at level 5: **Scottish Borders = 37%** (Scotland = 42%)
 - % of pupils from deprived areas achieving 5 awards at level 6: **Scottish Borders = 20%** (Scotland = 16%)
 - % of pupils with positive destination after leaving school: **Scottish Borders = 96%** (Scotland = 94%) (16/17)

Exam Results 2017/18

SCHOOL YEAR	S4 PUPIL ATTAINMENT ACHIEVED 5+ SCQF LEVEL 5 (NATIONAL 5) OR ABOVE	S5 PUPIL ATTAINMENT ACHIEVED 5+ SCQF LEVEL 6 (HIGHER) OR ABOVE	S6 PUPIL ATTAINMENT ACHIEVED 5+ SCQF LEVEL 6 (HIGHER) OR ABOVE
2017/18	41.48%	16.25%	35.01%
2016/17	39.98%	18.05%	33.53%

Pass Rates 2017/18

NATIONAL 5	HIGHER	ADVANCED HIGHER
SB = 76.6%	SB = 74.8%	SB = 80.6%
Scotland = 77.4%	Scotland = 76.8%	Scotland = 80.5%

Attainment 2017/18

	Listening		Reading		Writing		Numeracy	
	2016/17	2017/18	2016/17	2017/18	2016/17	2017/18	2016/17	2017/18
Primary 1 - Early Level	85.1%	88.3%	81.1%	82.1%	76.0%	80.0%	81.1%	82.7%
Primary 4 - First Level	86.7%	88.0%	81.0%	80.6%	77.2%	76.4%	78.5%	81.1%
Primary 7 - Second Level	84.5%	87.2%	79.2%	81.3%	73.6%	76.5%	70.2%	75.2%
Secondary - S3 - Third Level	95.8%	96.1%	95.0%	95.5%	94.5%	94.3%	88.7%	94.7%
Secondary - S3 - Fourth Level	71.7%	70.6%	68.1%	64.5%	63.9%	59.7%	64.6%	64.9%

Key Priorities 19/20

1. Continue to address **National Improvement Framework (NIF)** priorities including:
 - use of data; school leadership; teachers' CPD; parental engagement; improve attainment, achievement and health and wellbeing; literacy & numeracy; and modernising senior phase curriculum (inc employability & learner pathways)
2. Preparations for Jedburgh Campus & ongoing School Estate Review
3. Development of IT to facilitate teaching and learning
4. Review of Devolved School Management (DSM) budgets

As outlined in SBC's Inclusion Strategy:

1. All Learning Establishments will be familiar with the Council's Inclusion Policy by December 2018
2. A 3 year programme will be established for Professional Learning Plan for training in inclusive practice by August 2018
3. The curriculum offer is expanded for all students by May 2019
4. Secondary curriculum rationales detail clearly how the school will meet the needs of all pupils by June 2019.
5. Professional learning on inclusive practice is undertaken by staff in all Learning Establishments by Aug 2020
6. Develop links between the Council's Equality and Diversity Policy to be used in conjunction with the Council's Inclusion policy by August 2018
7. All schools will have a behaviour (Relationship) policy in line with National expectations by June 2019

SERVICE OVERVIEW:		CHILDREN & YOUNG PEOPLE	
	CHILDREN & FAMILIES SOCIAL WORK	EARLY YEARS	
Key Services	<ol style="list-style-type: none"> 1. Support, care and protection to children, young people and families 2. Corporate parenting function supporting looked after children & young people (inc through & after Care) 3. Adoption and permanence 4. Targeted intervention for vulnerable families 5. Support for children and young people with disabilities 6. Youth offending service 	<ol style="list-style-type: none"> 1. Early Learning & Childcare provision across primary schools and commissioned places with private and voluntary providers 2. Quality improvement in ELCC 3. Supporting provision of wrap around care 4. Operation of Early Years Centres 5. Provision of training for providers 	
Revenue £m Net	£14.129	£12.401	
Capital 19/20 to 21/22 £m	£0	£2.800	
FTE	109.83	174.56	
Statutory Functions	<ol style="list-style-type: none"> 1. Safeguard and promote welfare of children and young people in need with duties and powers to support and intervene when there are concerns 2. Adoption and permanence 3. Provide through care and after care for looked after young people up to age 25 (when requested) 4. Provide support for kinship carers 	<ol style="list-style-type: none"> 1. Deliver 600hrs of Early Learning & Childcare for 3 & 4 year olds and vulnerable 2s 2. Implement 1140 hours of Early Learning & Childcare by 2020 	
Latest Performance	<ul style="list-style-type: none"> ▪ 199 looked after children and young people (end of Q3 2018/19) ▪ 53 children and young people were on the Child Protection Register (end of Q3 2018/19)) ▪ 65% of looked after young people (12+) were living within a community family based placement at end of Q3 2018/19. 83% across all age groups. ▪ How do we compare to others? (2017/18) <ul style="list-style-type: none"> ➢ Spend on residential accommodation for looked after children: Scottish Borders = £3,072 (Scotland = £3,485) ➢ Spend (£ per child per week) on providing fostering/family placements for looked after children Scottish Borders = £349 (Scotland = £328) ➢ Looked after children being cared for in family/foster placements rather than residential accommodation Scottish Borders = 87.32% (Scotland = 89.69%) ➢ % of Looked after children with more than one placement in the last year: Scottish Borders = 14.15% (Scotland = 20.55%) 	<ul style="list-style-type: none"> ▪ How do we compare to others? <ul style="list-style-type: none"> ➢ Spend per pupil – pre school Scottish Borders = £3,299 Scotland = £4,437 (17/18) ➢ % of children meeting developmental milestones? Scottish Borders = 72.98% 2017/18 (Scotland N/A) Scottish Borders = 68.08% Scotland 66.15% 2016/17) ▪ 1,830 children attended SBC School Nurseries in 2017/18 	
Key Priorities 19/20	<ol style="list-style-type: none"> 1. Ongoing work to increase foster carers, with a focus on use of Social Media 2. Review of residential service providers to ensure best possible outcomes for young people & value for money 3. Ongoing work to embed the principles of Self Directed Support (SDS), introduce mechanisms to gather the views of parents and children, and introduce systems to ensure the consistency of practice across the service. 4. Development of services for children in continuing care and through care in terms of housing, employability and support. 5. Development of effective service interface with revised Public Protection arrangements 	<p>Implement phase 4 of the expansion to 1140 hours. Increase uptake of eligible 2 year old places. Launch Pedagogical Wheel Improve pedagogical practice through bespoke training opportunities. Introduce new pathway with Borders College for entrance level workforce (pre MA)</p>	

SERVICE OVERVIEW:	CHILDREN & YOUNG PEOPLE
Key Services	<p style="text-align: center;">COMMUNITY LEARNING & DEVELOPMENT</p> <ol style="list-style-type: none"> 1. Non formal and accredited learning opportunities for young people, adults and communities 2. Targeted interventions for disadvantaged communities 3. Adult literacy, numeracy and ESOL programmes 4. Developing the Young Workforce and employability programmes 5. Family learning
Revenue £m Net	£1.048
Capital 19/20 to 21/22 £m	£0
FTE	23.66
Statutory Functions	<ol style="list-style-type: none"> 1. Co-ordinate provision of Community Learning and Development across the Scottish Borders
Latest Performance	<ul style="list-style-type: none"> ▪ During 2017/18, 164 individuals, from 89 organisations and services, contributed to the delivery of local community based learning opportunities as well as self-evaluation and improvement planning across nine Learning Community Partnerships ▪ Youth Learning (2017/18) <ul style="list-style-type: none"> ➢ 37 young people completed Activity Agreements and progressed to a sustained positive destination (up from 24 in 16/17) ➢ 367 young people completed learning programmes. Average of 24 hours delivered to each young person. 207 Young people received awards in for example, SQA employability. Youth Achievement awards. ➢ 292 Young people reported positive Health and Wellbeing outcomes (56% increase). 333 Young people reported positive changes in the Four Capacities. 43 Young people reported increased family outcomes for example improved family relationships. ➢ 23 Young people reported increased knowledge of Political Literacy, Children’s Rights and Influenced Service Design. 50 Young people reported increased knowledge of Employment and Income. ➢ 151 Young people reported positive progression into, for example, further learning, School inclusion, Employment and Volunteering. ➢ 141 Young people reported increased skills, such as Interpersonal skills, literacy/numeracy and task management. ▪ Adult Learning (2017/18) <ul style="list-style-type: none"> ➢ 342 increased health and wellbeing; 383 achieved outcomes for their family; ➢ 105 increased employability; 73 gained SQA accreditation; 87 increased literacy/numeracy skills; 78 increased English language skills; 59 adults increased their IT skills (= 2016/17) ➢ 26 adults nominated for Borders Adult Learners awards; 17 adults increased their financial capabilities; Volunteering (50% increase), taking part in community activity (12% increase)
Key Priorities 19/20	<ol style="list-style-type: none"> 1. Targeted early intervention work with our most disengaged young people and their families particular focus on improved shared planning and evaluation of impact with schools 2. Improved progression pathways and increased accreditation levels for our most vulnerable learners 3. Reducing inequalities for targeted families particularly in the Early Years and early intervention and prevention partnerships in Hawick and Gala 4. Increase Employability outcomes for those furthest from the labour market with targeting of the 50+ 5. Redesign of the Youth Voice service to include elements of advocacy and co-production <p>Partnership Support - Implement new three year plan priorities for the CLD Strategic Partnership</p> <ul style="list-style-type: none"> ▪ Improving outcomes for targeted individuals and groups in communities: a) Building capacity for employment; b) Increasing emotional wellbeing and resilience; c) Ensuring inclusion in learning and community opportunities ▪ Improving the way we work as a Partnership: a) Developing and promoting a clear and accessible partnership guide to the range of support available in the Scottish Borders to community groups and learners; b) Involving learners of all ages in the design and delivery of our learning offer; c) Developing the learning offer for the workforce across the CLD Partnership

Revenue Financial Plan 2019/20 - 2023/24

Children & Young People

Children & Young People by Service	2019/20 £'000	2020/21 (Provisional) £'000	2021/22 (Provisional) £'000	2022/23 (Provisional) £'000	2023/24 (Provisional) £'000	Total £'000
Early Years	12,401	12,573	12,691	12,811	12,933	63,409
Primary Schools	32,241	33,156	33,793	34,443	35,106	168,740
Secondary Schools	41,318	42,808	43,575	45,081	46,335	219,117
Additional Support Needs	10,687	10,990	11,198	11,411	11,627	55,914
Children & Families Social Work	14,129	14,342	14,506	14,673	14,844	72,494
Educational Psychology	675	691	702	713	725	3,507
Central Schools	5,091	3,213	3,177	3,287	3,299	18,067
School Meals	1,782	1,782	1,782	1,782	1,782	8,908
School Transport	3,627	3,627	3,627	3,627	3,627	18,135
Community Learning & Development	1,048	1,085	1,110	1,135	1,161	5,540
Total	123,000	124,268	126,161	128,963	131,439	633,830

Children & Young People by Budget Head	2019/20 £'000	2020/21 (Provisional) £'000	2021/22 (Provisional) £'000	2022/23 (Provisional) £'000	2023/24 (Provisional) £'000	Total £'000
Employee Costs	83,409	84,995	86,653	88,344	90,068	433,469
Premises Related Expenditure	7,724	7,946	8,123	8,304	8,490	40,587
Transport Related Expenditure	5,568	5,569	5,569	5,569	5,570	27,845
Supplies & Services	15,933	17,129	17,143	18,055	18,574	86,832
Third Party Payments	11,366	11,415	11,465	11,516	11,568	57,329
Transfer Payments	854	854	854	854	854	4,272
Internal Recharges	0	0	0	0	0	0
Capital Financing Costs	0	0	0	0	0	0
	124,853	127,908	129,807	132,642	135,124	650,334
Income	(1,853)	(3,640)	(3,646)	(3,679)	(3,685)	(16,503)
Total	123,000	124,268	126,161	128,963	131,439	633,830

Children & Young People

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

Capital Investment	3 year operational £'000s	7 year strategic £'000s	TOTAL	Est External Funding	Est. SBC Contribution	Detail
Eyemouth Primary School	15,600	400	16,000	0	16,000	Projected construction costs of new Primary School at Eyemouth
Earlston Primary School	450	8,550	9,000	0	9,000	Projected construction costs of new Primary School at Earlston
Gala Academy - Capital Contribution - assumes 100% revenue funded model	1,000	2,000	3,000	0	3,000	Projected costs of preliminary Capital works. Assumes SG fully fund construction costs
Early Years Expansion	2,800	0	2,800	(2,800)	0	SG-funded Capital requirement to fund next stage of ELC expansion to 1140 hours
Jedburgh Learning Campus incorporating 3G Pitch	667	0	667	0	667	A new 3-18 learning campus in Jedburgh replacing 2 Primary Schools and the High School. The capital budget provision is primarily for project management, incidentals and the new 3G synthetic pitch provision
New Hawick High School - SBC 50% contribution	0	40,000	40,000	(20,000)	20,000	SBC 50% contribution to a new Hawick High School with an estimated cost of £40m
School Estate Block	7,200	16,750	23,950	(1,000)	22,950	Programme of works across the school estate to ensure compliance with a range of legislation in relation to health and safety, care inspectorate, environmental health and Insurers and to enable improvement of safety in schools
School Estate Review	100	2,900	3,000	0	3,000	Ambitious large scale project to significantly improve the school estate to match current and future demand
Total Investment	27,817	70,600	98,417	(23,800)	74,617	

Children & Young People

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

Revenue Opening Position	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s
Base Budget (approved 20 February 2018)	114,568	123,000	124,268	126,161	128,963
Permanent Virements	(2,189)	0	0	0	0
Revised Base Budget	112,379	123,000	124,268	126,161	128,963

Budget Pressures	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	Detail	FTE Impact Est
Manpower adjustments	3,749	2,413	1,657	1,691	1,725	To provide for latest SG pay negotiations at 3%, 3%, 2%, 2%, 2%	
Increased pension costs	2,151	0	0	0	0	Assumed increase as per SG guidance from 17.2% to 22.4%	
Non-pay inflation	199	223	178	181	186	To allow for anticipated inflationary increases	
Unitary Charge Public-Private Partnership (PPP) Schools	222	228	234	240	247	This is the contractual inflationary increase required for the 3 High Schools built with PPP funding. RPI rate of 3.2%.	
Jedburgh funding charges	0	975	0	0	0	The new multi-generational Jedburgh campus is being funded by a combination of SBC capital funding / Scottish Government grant & revenue funding. This pressure relates to the revenue funding element only	
Jedburgh lifecycle maintenance	0	300	0	0	0	This is a provision for maintaining the new multi-generational Jedburgh campus in an as new condition through a planned cycle of regular repair and maintenance and equipment replacement	
Jedburgh increased Facilities Management (FM) charges	0	160	0	0	0	This pressure relates to increased revenue costs related to the new multi-generational Jedburgh campus (mainly Non Domestic Rates, Utilities and Cleaning)	
Pupil Equity Fund	(87)	(1,754)	0	0	0	Pupil Equity Fund in 2019/20 of £1.754m is based on free school meal entitlement. This is fully funded by Scottish Government and assumed to continue to 2020/21 where it is being removed from the budget. The Pupil Equity Fund is allocated directly to schools and targeted at closing the poverty related attainment gap. The funding is spent at the direction of Head teachers working in partnership with each other and the local authority	
Additional Support Needs Residential Placements and Respite Care	(500)	0	0	0	0	One-off funding provided in 2018/19 therefore removed in 2019/20	
Children & Young People Prevention, Intervention and Innovation	(500)	0	0	0	0	One-off funding provided in 2018/19 therefore removed in 2019/20	
Mental health support provision	150	0	0	0	0	1 FTE in each Secondary School per existing contract	9
Access to Youth opportunities	(200)	0	0	0	0	One-off funding provided in 2018/19 therefore removed in 2019/20	
Early Learning & Childcare expansion	6,398	0	0	0	0	Specific grant as per SG settlement	65
School Clothing Grant	75	0	0	0	0	As per SG settlement	
New Gala High School	0	0	0	420	210	Pro-rata based on Kelso campus costs assuming new school is fully SG funded	
Additional New Schools NDR, Utilities, Cleaning Pressure	360	0	0	180	90	Additional budget required to fund costs in new schools	
Foster, Kinship and Through Care Fees and Allowances Uplift	74	49	50	51	52	3% increase in 19/20, 2% thereafter	
Whole System Approach	25	0	0	0	0	Per SG settlement	
Digital Learning Transformation	299	(178)	(74)	72	(28)	Current estimated additional annual revenue cost of implementing Digital Learning Transformation Programme P6-S6	

Children & Young People

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

Total Pressures	12,415	2,416	2,045	2,835	2,482		74
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Savings Proposals	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	Detail	FTE Impact Est
Allocation of management and support costs to Early Years expansion	(320)	0	0	0	0	Equates to 5% allocation of support costs to expansion programme. FTE will increase annually in line with this expansion.	
Children & Families Social Work – reduce external placements	(400)	0	0	0	0	A further £400k reduction in the budget for External Placements	
School Estate Review	0	(289)	(146)	0	0	Rationalisation of School Estate. School Estate plan to be redeveloped and implemented with effect from 2020/21	
Additional Support Needs: Budget reduced in line with current business need	(309)	0	0	0	0	Permanent transfer of unrequired non-staffing budget with no impact on FTE.	
Initial redesign of Early Years central management & support	(72)	0	0	0	0	Targeted efficiencies from redesigning the support functions to the Early Years expansion programme	
Historic GIRFEC (Getting It Right For Every Child) resource now mainstreamed	(100)	0	0	0	0	Historic funding allocation for GIRFEC. Over a number of years the specific budget has been reduced as GIRFEC was mainstreamed. Now propose to fully mainstream within existing budgets and therefore residual budget can be removed	
Corporate recruitment process	(138)	0	0	0	0	Staffing cost efficiencies supported by digital transformation	
Increased fees & charges - School Meals 2019/20, 2020/21 and 2022/23 and general inflationary increase to Lets	(33)	(33)	(6)	(33)	(6)	Forecast fees & charges increase to be agreed. (10p increase in price of a school meal in each of 2019/20, 2020/21 and 2022/23) and inflationary increase on Lets.	
Review of Community Learning & Development (CLD) service (Adults & Youth)	0	0	0	0	0	There will be a change in service provision in some localities to reflect local needs. Staff to be deployed in response to service demands with minimal impact on staff numbers. The Council's HR Policies and Procedures will be utilised to manage and mitigate any staffing changes/reductions	0
Fit for 2024	(422)	(826)	0	0	0	Review of the Devolved School Management (DSM) scheme allocations	(9)
Total Savings	(1,794)	(1,148)	(152)	(33)	(6)		(9)

Revenue Closing Position	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s
Base Budget 2019/20	123,000	124,268	126,161	128,963	131,439

SERVICE OVERVIEW:

CUSTOMER & COMMUNITIES

REVENUE BUDGET NET £M	£19.623
CAPITAL BUDGET 19/20 TO 21/22 £M	£0
FTE	466

CUSTOMER ADVICE & SUPPORT

COMMUNITIES & PARTNERSHIPS

Key Services

1. Provide and manage the Council's Customer access arrangements
2. Registration Service for births, deaths, marriages and civil partnerships
3. Administration and collection of council tax and non-domestic rates
4. Financial assessment & admin of a range of benefits, welfare funds and grants
5. Financial inclusion/welfare benefits and general advice and support
6. Provision, development and maintenance of corporate systems and solutions (including complaints)

1. Facilitate and manage community planning process, including delivering the requirements of the Community Empowerment Act
2. Strategic community engagement
3. Maximise external funding, use of the Council's own grant schemes and the New Localities Bid Fund

Revenue £m Net
Capital 19/20 to 21/22 £m
FTE

£9.656	£1.021
£0	£0
139.96	4.6

Statutory Functions

1. Council Tax and Non-Domestic Rates
2. Blue Badges
3. Registering Births, Deaths; Registering & conducting marriages & civil partnerships
4. Scottish Welfare Fund & housing benefits
5. Homeless prevention and support

1. Delivering requirements of Community Empowerment (Scotland) Act 2015
2. Facilitating Community Planning process

Latest Performance

- **164k** customer interactions during 4 Qtrs to Q3 2018/19 (171k during 4 Qtrs to Q3 2017/18)
- **59k** face to face during 4 Qtrs to Q3 2018/19 (63k for 4 Qtrs to Q3 2017/18) **96k** phone 4 Qtrs to Q3 18/19 (120k for 4 Qtrs to Q3 2017/18)
- **691** complaints closed during 2017/18 (627 for 2016/17)
- During 2017/18, our performance was: (days/% closed within timescales)
 - - **Stage 1 - 4.0** days, **86.4%** ; **Stage 2 17.7** days, **67.4%** ; **Escalated 18.0** days, **53.8%**
- **1,752** people contacted Welfare Benefits Service during 2017/18 (2,949 for 2016/17)
 - **£8.5m additional benefits** during 2017/18 (£8.4m for 2016/17)
- How efficient is my council at collecting council tax (2017/18)
 - **Borders = 97%** Scotland = 96% (Aberdeenshire = 96%, D&G = 96%)

SBC's Quality of life, Small schemes, & Community Grants

- **FUNDING ACHIEVED DURING 2017/18**
 - - **£80.0k** Berwickshire
 - - **£69.8k** Cheviot
 - - **£92.9k** Eildon
 - - **£61.8k** Teviot & Liddesdale
 - - **£62.2k** Tweeddale
 - - **£366.7k** TOTAL* (£533.1k* 2016/17)
- *note there may be additional funding awarded to Borders wide projects
 Localities Bid Fund - **£204k** awarded across the Scottish Borders in phase 1 with £296k available for phase 2.

Key Priorities 19/20

1. Implementation of Digital Customer Access (DCA) project corporately including online customer access and self service options
2. Review departmental customer service training and procedures in line with corporate service modelling
3. Develop/roll out corporate customer service model and realign CASS taking into account DCA, Customer Strategy, property strategy and customer need/demand
4. Roll out corporate Customer Strategy and supporting technology
5. Revise and integrate Community Care Assessment and Care Resource Teams
6. Review and integrate Systems Support Functions and develop systems in line with DCA rollout and internal/external customer need.
7. Review/revise third party contractual and liaison arrangements to align to changing service and customer need/demand
8. With partners, develop "Rapid Rehousing" Transition Plan to prevent homelessness

1. Deliver next phase of pilot Localities Bid Fund and evaluate both phases of the pilot
2. Implement next requirements of Community Empowerment Act
3. Development of outcome measures for Community Plan and report on progress
4. Development of Peoples Panel & Citizen Space engagement tools
5. Conclude Grants and Funding review and implement recommendations during 2019/20
6. Further development of Area Partnerships and 5 Locality Plans
7. Develop funding partnerships with key investment partners i.e.. Sports Scotland

SE SERVICE OVERVIEW:

CUSTOMER & COMMUNITIES

	BUSINESS SUPPORT	BUSINESS CHANGE
Key Services	<ol style="list-style-type: none"> 1. Manage the statutory decision-making structure in the Council & elections 2. Support to Councillors 3. Support to the 3 Lieutenancies 4. Provide constitutional support to community councils 5. Professional business support services to all SBC business areas 	<ol style="list-style-type: none"> 1. Support and facilitate strategic corporate change in a structured and co-ordinated way 2. Provide business analysis, programme/project management to support the delivery of change
Revenue £m Net	£7.098	£0.966
Capital 19/20 to 21/22 £m	£0	£0
FTE	279.25	20
Statutory Functions	<ol style="list-style-type: none"> 1. Carrying out the statutory duties of 'Proper Officer' for the Council 2. Managing elections 	<ol style="list-style-type: none"> 1. Duty to ensure Best Value and focus on continuous improvement
Latest Performance	<ul style="list-style-type: none"> How do we compare to others? (2017/18) <ul style="list-style-type: none"> How much of my council's total running costs is spent on administrative support services? Borders = 7.3% Scotland = 4.5% <p>(Note: as well as admin support costs, this measure includes Finance, Legal, Human Resources, IT, Internal Audit, Procurement, and Asset Management costs - these functions within SBC have been centralised over the last few years. Ongoing consolidation of support services across SBC reflects higher central support costs compared to other local authorities, which still have support costs embedded in services.)</p>	<ul style="list-style-type: none"> N/A - Support across all services
Key Priorities 19/20	<ol style="list-style-type: none"> 1. Conclude Business Support Review 2. Review Community Council Scheme 3. Review Polling Districts and Polling Places 	<ol style="list-style-type: none"> 1. Delivering Digital Transformation Programme 2. Implementation of a Borders-wide Fleet of Pool Cars for staff & community use 3. Property rationalisation & development of Corporate Landlord model 4. Supporting Health & Social Care Transformation 5. Process Improvement work across a range of services 6. Implementation of Older People's Strategy 7. Supporting Children & Young People Transformation 8. Review of Public Protection 9. Managing a wide range of formal & informal programmes, projects & initiatives

SERVICE OVERVIEW:

CUSTOMER & COMMUNITIES

POLICY, PLANNING, PERFORMANCE

Key Services

1. Manage corporate & business planning processes
2. Public performance reporting
3. Research, information & analysis
4. Systems Administration

Revenue £m Net £0.882
Capital 19/20 to 21/22 £m £0
FTE 22.2

Statutory Functions

1. Publicly reporting performance and demonstrate Best Value (Local Gvt Scotland Act 2003)

Latest Performance

- N/A - Support across all services

Key Priorities 19/20

1. Review of complaints handling procedure
2. Customer Strategy implementation
3. Development of "Business Intelligence" tools for data analysis
4. Embed Self-Assessment Approach across all services
5. Development of community planning performance framework

Revenue Financial Plan 2019/20 - 2023/24

Customer & Communities

Customer & Communities by Service	2019/20 £'000	2020/21 (Provisional) £'000	2021/22 (Provisional) £'000	2022/23 (Provisional) £'000	2023/24 (Provisional) £'000	Total £'000
Business Support	5,652	5,852	5,989	6,127	6,269	29,889
Business Planning Performance & Policy Development	882	913	935	957	980	4,667
Community Planning & Engagement	358	364	368	372	377	1,839
Localities Fund	663	218	218	218	218	1,535
Customer Advice & Support Services	3,005	3,153	3,258	3,365	3,474	16,255
Democratic Services	1,446	1,484	1,510	1,627	1,655	7,722
Business Change & Programme Management	966	1,000	1,023	1,047	1,070	5,107
Discretionary Housing Payments	58	58	58	58	58	290
Housing Benefits	593	618	618	618	618	3,065
Non Domestic Rates Relief	150	150	150	150	150	750
Scottish Welfare Fund	493	493	494	494	495	2,469
Council Tax Reduction Scheme	5,357	5,357	5,357	5,357	5,357	26,785
Total	19,623	19,660	19,978	20,391	20,722	100,374

Customer & Communities by Budget Head	2019/20 £'000	2020/21 (Provisional) £'000	2021/22 (Provisional) £'000	2022/23 (Provisional) £'000	2023/24 (Provisional) £'000	Total £'000
Employee Costs	12,721	13,168	13,475	13,788	14,108	67,260
Premises Related Expenditure	679	688	696	705	713	3,481
Transport Related Expenditure	114	114	114	114	114	571
Supplies & Services	1,460	1,015	1,015	1,105	1,105	5,699
Third Party Payments	912	914	916	918	920	4,581
Transfer Payments	36,275	36,275	36,275	36,275	36,275	181,373
	52,161	52,173	52,491	52,905	53,235	262,964
Income	(32,538)	(32,513)	(32,513)	(32,513)	(32,513)	(162,590)
Total	19,623	19,660	19,978	20,391	20,722	100,374

Customer & Communities

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

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

Revenue Opening Position	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s
Base Budget (approved 20 February 2018)	19,827	19,623	19,660	19,978	20,391
Permanent Virements	(2,216)	0	0	0	0
Revised Base Budget	17,611	19,623	19,660	19,978	20,391

Budget Pressures	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	Detail	FTE Impact est
Manpower adjustments	499	447	307	313	319	To provide for latest SG pay negotiations at 3%, 3%, 2%, 2%, 2%	
Non-pay inflation	9	8	9	9	9	To allow for anticipated inflationary increases	
Localities Bid Fund (LBF)	(32)	0	0	0	0	To use Localities Bid Fund (LBF) to fund Community Action team leaving £218k permanent LBF funding plus carry forward from previous years	
Contract Inflation	0	2	2	2	2	To allow for small inflationary increases to external contracts	
Local Government election	0	0	0	90	0	Adjustment of budget required to run local government elections every 5 years	
Rapid Rehousing funded by Scottish Government	35	0	0	0	0	Provided as part of SG Settlement	
Corporate - Digital Transformation - unrealised saving	1,765	0	0	0	0	Corporate delays in the delivery of Digital Transformation savings requires this proposal to be built back into the base budget. Service proposals on Digital Transformation are included under specific Service Directorates.	
Men's Shed Co-ordinator	(30)	0	0		0	One-off funding provided in 2018/19 therefore removed in 2019/20	
Locality Public Nuisance Funding	(50)	0	0		0	One-off funding provided in 2018/19 therefore removed in 2019/20	
Fit for 2024 - Communities Fund	445	(445)	0	0	0	Locality Fund to drive community solutions	
Total Pressures	2,641	12	318	414	330		0

Customer & Communities

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

Savings Proposals	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	Detail	FTE Impact est
Review of Exemptions & Discounts	(50)	0	0	0	0	Review of existing Council Tax exemptions and discounts to ensure entitlement	
Integrated Customer Services Model	(11)	0	0	0	0	This reflects the second year of savings which were implemented in September 2018	
Housing Benefits overpayment	0	25	0	0	0	This was a temporary increase to income which will reduce by 2020/21	
Centralise stationery and take 10% saving	(15)	0	0	0	0	Around £150k is spent corporately on stationery each year. In line with Digital Transformation advances, this budget can be reduced	
Fees & Charges	(25)	0	0	0	0	Extra income from higher Fees & Charges which have been increased in line with inflation	
Reduce Council Tax Reduction Scheme (CTRS)	(200)	0	0	0	0	This proposed reduction is in line with current forecasts in 2018/19	
Digital Customer Access (DCA) savings	(160)	0	0	0	0	Savings as a result of transformational change in the organisation enabled through digital investment. This will, in line with the property rationalisation programme, mean that we offer customer facing arrangements from consolidated sites. 7 FTE is a very approx number and actual FTE reduction will depend on grade mix. The full detail and grade mix will be unknown until proposals and recommendations for the operating model are agreed. The service will try to manage the reduction in FTE through natural attrition and the use of temporary contracts where possible. Any actual staff impact will be managed through the appropriate HR policies and procedures	(7)
Corporate recruitment process	(130)	0	0	0	0	Staffing cost efficiencies supported by digital transformation	
Reduce subscriptions budget across the Council by a further 10%	(38)	0	0	0	0	Current forecast spend in 2018/19 on subscriptions, allows opportunities for delivering an efficiency saving in 2019/20	
Total Savings	(629)	25	0	0	0		(7)

Revenue Closing Position	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s
Base Budget 2019/20	19,623	19,660	19,978	20,391	20,722

SERVICE OVERVIEW:		FINANCE, IT & PROCUREMENT	
		REVENUE BUDGET NET £M	£34.392
		CAPITAL BUDGET 19/20 TO 21/22 £M	£7.073
		FTE	70
		FINANCE & PENSIONS & INVESTMENT	IT
Key Services	<ol style="list-style-type: none"> 1. SBC's budget preparation and management of the Councils financial resources. 2. Ensure reporting of finances complies with legislative requirements 3. Deliver the Council's Financial Strategy 4. Quantify the potential financial benefits and "Return on Investment" of projects 5. Assist services to manage their budgets effectively and efficiently 6. Provision of financial advice and support 7. Manage the Councils Pension fund, now valued at over £650m, the Councils investments and Common Good funds. 8. Manage the Councils Treasury function to ensure the Council has sufficient cash flow to meet ongoing requirements and ensure the capital programme is funded 9. Manage the loans fund and the Councils borrowing 	<ol style="list-style-type: none"> 1. Manage and develop the Council's financial systems 2. Manage the provision of Information Communication Technology (ICT) for Scottish Borders Council 3. Support the Council's ability to deliver services with resilient, innovative and secure IT solutions aligned to the corporate plan 4. Understand the Council's customers' needs in order to deliver the outcomes that matter to them 	
Revenue £m Net	£23.41	£10.316	
Capital 19/20 to 21/22 £m	£0	£7.073	
FTE	42.56	7	
Statutory Functions	<ol style="list-style-type: none"> 1. Comply with Accounting Codes, Capital Financing rules, Investment rules, statutory basis for borrowing and lending (Local Government (Scotland) Act 1973, 1975, 1994, 2003) 2. Set a balanced budget and council tax (Local Government Finance Act 1992) 3. Administer the Local Government Pension Scheme for SBC (Local Government Pensions Scheme (Scotland) Regulations 2015). 4. Set up compliant governance arrangements for the administration of the Local Government Pension Scheme at SBC (Local Government Pension Scheme (Governance) (Scotland) 2015). 5. Investment according to the regulations for the SBC Local Government Pension Scheme (Local Government Pension Scheme (Management and Investment Funds) Regulations 2010). 	<ol style="list-style-type: none"> 1. The Council's IT service provides solutions and systems that support the Council in delivering its statutory functions. ICT solutions are required to be compliant with the relevant legislation which governs the operations of the wider Council. 2. This includes meeting required standards for data protection and information security, Payment Card Industry accreditation and Public Sector Network accreditation 3. Alignment of the Council's ICT Strategy with the drivers set out for Local Government by the Westminster and Holyrood parliaments and the Scottish Government. 	
Latest Performance	<p><u>2017/18 Information (CIPFA)</u></p> <ul style="list-style-type: none"> Corporate Finance Provision - Number of Qualifications on the Closure of the 2016/17 Accounts Scottish Borders = None (2015/16 - None) Corporate Finance Provision - Actual v Projected Outturn Scottish Borders = 99.2% (2016/17 - 99.52%) Loans Fund Interest Rate: Scottish Borders = 3.97% (2016/17 - 4.32%) Pension Fund Investment - Absolute Investment Return - 5 Year %: Scottish Borders = 9.50% (3 yr. - 8.60%, 1yr - 5.60%) Pension Fund Investment - Benchmark Investment Return - 5 Year %: Scottish Borders = 8.50% (3yr - 7.20%, 1yr - 3.40%) Cost of Collecting Sundry Debtors: Scottish Borders = £0.33 (2016/17 - £0.35) Income Received as a percentage of the Opening Sundry Debtors Balance: Scottish Borders = 74.94% (2016/17 - 77.22%) Proportion of Outstanding Debt that is more than 90 Days Old: Scottish Borders = 33.11% (2016/17 - 25.39%) 	<p><u>For the Period October 2017 to September 2018</u></p> <ul style="list-style-type: none"> Availability of Key System Application depending on their priority (Time available to be used compared to periods of unavailability) : <ul style="list-style-type: none"> > Priority 1 (e.g. Mosaic, Lagan, Seemis, Proactice, Northgate) - Target 99.9% , 99.97% > Priority 2 (e.g. CAMS, Pentana, ArcGIS and JADU) - Target 99.9%, 99.98% > Priority 3 (e.g. cognos, Systems Link, AutoCAD, Building Design Suite Standard (BDSS))- Target 99.9%, 99.99% Initial Response Time of Service Desk by Severity Level of enquiry/request during <ul style="list-style-type: none"> > 93.47% of Severity Level 1 requests responded to in 30 mins > 95.47% of Severity Level 2 requests responded to in 30 mins > 81.73% of Severity Level 3 requests responded to in 1 hr > 84.65% of Severity Level 4 requests responded to in 2 hrs First Time Fix rates: - Overall Performance: 88.86% 	
Key Priorities 19/20	<ol style="list-style-type: none"> 1. Development of ERP reporting capability to ensure full drill down and budget projection functionality is available to all budget holders 2. Development of longer term financial planning including scenario planning for revenue and capital 3. Implement the new Environment, Social and Governance policy for pensions including evaluation criteria for managers 	<ol style="list-style-type: none"> 1. Roll out of Office 365 2. Curricular refresh 3. Roll out of remote access (Business World) 	

SERVICE OVERVIEW:

FINANCE, IT & PROCUREMENT

PROCUREMENT

Key Services

1. Manage the procurement and commissioning process.
2. Deliver the procurement strategy, including community benefits and sustainability
3. Ensuring best value is achieved from the £140m of spend that can be influenced (revenue and capital)

Revenue £m Net £0.669

Capital 19/20 to 21/22 £m £0

FTE 20.2

Statutory Functions

1. Ensure compliance with the regulations applicable to for public procurement (EU Procurement Directives)
2. Apply the Scottish legislative framework for public procurement (Procurement Reform (Scotland) Act 2014 (commencement order due late 2015))
3. Assist the council to ensure it delivers best value in all its non-staffing spending decisions

Latest Performance

- 2017/18 Information (CIPFA)
 - > **Payment of Invoices** - Unit Cost per Creditor Invoice Paid
Scottish Borders = £1.69 (2016/17 - £1.49)
 - > Number of **Invoices Paid within 30 Calendar Days** of Receipt as a percentage of all Invoices Paid (2017/18)
Scottish Borders = 79.13% (2016/17 - 92.10%)
- **44.3%** (£69.7m) of the overall Council spend with third parties being with local businesses (2017/18).

Key Priorities 19/20

1. Continue development of procurement strategy
2. Continue development of community benefits
3. Development of contract management capability across the Council

Revenue Financial Plan 2019/20 - 2023/24

Finance, IT & Procurement

Finance, IT & Procurement by Service	2019/20 £'000	2020/21 (Provisional) £'000	2021/22 (Provisional) £'000	2022/23 (Provisional) £'000	2023/24 (Provisional) £'000	Total £'000
Chief Executive	328	337	344	350	357	1,716
Finance	3,994	4,073	4,157	4,242	4,330	20,795
Information Technology	10,316	10,396	10,381	10,389	10,397	51,881
Capital Financed from Current Revenue	0	0	0	0	0	0
Interest on Revenue Balances	(20)	(20)	(20)	(20)	(20)	(100)
Loan Charges	20,350	21,122	21,233	21,493	22,138	106,335
Provision for Bad Debts	125	125	125	125	125	625
Recharge to Non-General Fund	(701)	(701)	(701)	(701)	(701)	(3,503)
Total	34,392	35,332	35,519	35,879	36,627	177,749

Finance, IT & Procurement by Budget Head	2019/20 £'000	2020/21 (Provisional) £'000	2021/22 (Provisional) £'000	2022/23 (Provisional) £'000	2023/24 (Provisional) £'000	Total £'000
Employee Costs	3,543	3,656	3,737	3,818	3,902	18,655
Premises Related Expenditure	532	596	605	613	622	2,968
Transport Related Expenditure	413	421	428	437	445	2,143
Supplies & Services	2,512	2,425	2,427	2,429	2,430	12,223
Third Party Payments	7,854	7,923	7,900	7,900	7,900	39,479
Transfer Payments	0	0	0	0	0	0
Internal Recharges	60	60	60	60	60	300
Capital Financing Costs	30,271	31,043	31,154	31,414	32,059	155,939
	45,184	46,124	46,311	46,670	47,418	231,707
Income	(10,792)	(10,792)	(10,792)	(10,792)	(10,792)	(53,958)
Total	34,392	35,332	35,519	35,879	36,627	177,749

Finance, IT & Procurement

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

Capital Investment	3 year operational £'000s	7 year strategic £'000s	TOTAL	Est External Funding	Est. SBC Contribution	Detail
ICT - Out with existing contract Scope	240	560	800	0	800	IT works outwith the scope of the CGI contract
ICT Transformation	1,614	3,289	4,903	0	4,903	IT replacements, upgrades and transformation across the Council
Digital Learning Transformation	4,319	6,114	10,433	0	10,433	Capital investment to deliver Digital Learning transformation
Emergency & Unplanned	900	2,100	3,000	0	3,000	Budget to deliver emergency works in year
Total Investment	7,073	12,063	19,136	0	19,136	

Revenue Opening Position	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s
Base Budget (approved 20 February 2018)	35,644	34,392	35,332	35,519	35,879
Permanent Virements	(403)	0	0	0	0
Revised Base Budget	35,241	34,392	35,332	35,519	35,879

Budget Pressures	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	Detail	FTE Impact est
Manpower adjustments	256	105	72	73	75	To provide for latest SG pay negotiations at 3%, 3%, 2%, 2%, 2%	
Non-pay inflation	1	26	27	27	28	To allow for anticipated inflationary increases	
Water Rates Valuation	109	56	0	0	0	To allow for anticipated increases from water revaluation	
IT Contract Inflation	(97)	(97)	0	0	0	Inflation and changes to funding assumptions	
IT costs per previously agreed contract	(963)	166	(23)	0	0	ICT contract including initial transformation spend	
Digital Customer Access (DCA)	0	55	0	0	0	Costs associated with delivering the DCA project	
Loans Charges to provide for capital	365	772	111	260	645	Revenue cost of capital borrowing for new projects	
NHS Borders IT disaster recovery - unrealised saving	15	0	0	0	0	Further investigation confirmed NHS have made alternative arrangements therefore this saving requires to be built back into base	
Total Pressures	(314)	1,083	187	360	748		0

Savings Proposals	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	Detail	FTE Impact est
Procurement savings across all departments	(143)	(143)	0	0	0	Ongoing efficiencies through Procurement activity	
Self insurance approach	(150)	0	0	0	0	Alternative approach to move to self insurance model. May involve higher policy excess. Saving subject to retender	
Corporate recruitment process	(42)	0	0	0	0	Staffing cost efficiencies supported by digital transformation	
Loans charges	(200)	0	0	0	0	Subject to external review of current loan arrangements	
Total Savings	(535)	(143)	0	0	0		0

Revenue Closing Position	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s
Base Budget 2019/20	34,392	35,332	35,519	35,879	36,627

SERVICE OVERVIEW:		HUMAN RESOURCES	
		REVENUE BUDGET NET £M	£5.906
		CAPITAL BUDGET 19/20 TO 21/22 £M	£0
		FTE	82
		HR ADVISORY & EMPLOYEE RELATIONS SERVICE	ORGANISATIONAL DEVELOPMENT SERVICE
Key Services	<ol style="list-style-type: none"> HR Case Management & Advisory Service Employee Engagement HR Policies/Procedures ensuring Council compliance HR Equality & Diversity 	<ol style="list-style-type: none"> Change Management to support transformation Organisational Design & Development Workforce Planning Learning and development 	
Revenue £m Net	£2.018	£0.322	
Capital 19/20 to 21/22 £m	£0	£0	
FTE	14.72	15.29	
Statutory Functions	<ol style="list-style-type: none"> Provide an advisory and corporate business support service on a range of employee related issues to SB Cares and Borders Community Justice Authority Ensure all HR policies take into account the Equalities Act to ensure they do not discriminate (Equality Act 2010) Produce an equality mainstreaming report for Scottish Government every 4 years (Equality Act 2010) 	<ol style="list-style-type: none"> Evaluate the impact of changes to the 3rd Edition COSLA Job Evaluation Scheme (Single Status) 	
Latest Performance	<ul style="list-style-type: none"> The percentage of the highest paid 5% of employees who are women - Scottish Borders = 42.6% Scotland = 54.6% (2017/18) The gender pay gap - Scottish Borders = 2.8% Scotland = 3.9% (2017/18) Sickness Absence Days per Teacher - Scottish Borders = 6.06 Scotland = 5.93 (2017/18) Sickness Absence Days per Employee (staff) - Scottish Borders = 11.08 Scotland = 11.41 (2017/18) Work Opportunities: 38 work opportunities are being supported by SBC through our Work Opportunities Policy as of March 2018 (down from 50 in Mar 2017) Apprenticeships: 53.33% male, 46.67% female across various departments such as Human Resources, Engineering, Finance (Mar 2018) 	<p><u>For period April 2017 to March 2018:</u></p> <ul style="list-style-type: none"> No. People Plans completed - 39 No. service operating model reviews completed - 9 No. internally run course spaces taken up - 3,006 (incl.1369 SB Cares staff) Active e-Learners - 4,264 (incl. 623 SBCares staff) 	
Key Priorities 19/20	<ol style="list-style-type: none"> Roll out of mediation Embed the centralisation of investigations Promote good employee relations through working with the unions 	<ol style="list-style-type: none"> Rollout of refreshed appraisal process Explore demand led working / working patterns Further develop HR training function Expanded pool car fleet Embed digital workforce WorkFlex Borders development & implementation 	

SERVICE OVERVIEW:

HUMAN RESOURCES

HR SHARED SERVICES

COMMUNICATIONS & MARKETING

Key Services

1. Payroll administration & management for SBC, Community Justice Authority & SB Cares
2. Pensions Administration
3. HR Administration & management information
4. Employee benefits
 - Administration of salary sacrifice schemes for cars, cycles, technology, smartphones and childcare vouchers

1. Graphic Design
2. Print Room
3. PR
4. Marketing

Revenue £m Net

£2.647

£0.538

Capital 19/20 to 21/22 £m

£0

£0

FTE

26.5

15

Statutory Functions

1. Ensure compliance with the Local government Pension Scheme as an employer & as administrating authority (Local Government Pension Scheme 2014)
2. Ensure compliance with tax legislation & HMRC requirements (HMRC legislation)
3. Ensure compliance with the Scottish Teachers Pension Scheme as an employer (Scottish Teachers Pension Scheme 2015)

1. Code of practice: "Councils should not publish any material which, in whole, or in part, appears to affect public support for a political party" (Local Government Act (1986))

Latest Performance

- 2017/18 Information (CIPFA)
 - Pension Administration Cost per Member
Scottish Borders = £22.41 (2016/17 - £23.44)
 - Number of Salaries & Wages Payments made Correctly & Timeously as a % of Total No. of Salaries & Wages Payments made
Scottish Borders = 99.27% (2016/17 - 99.43%)
- **797** vacancies advertised between April 2017 and March 2018

- **925 press enquiries** in 2017/18 (2016/17 - 844)
- **376 press releases** issued in 2017/18
- **1,856 news articles** on SBC in local newspapers: 2017/18 (2,130 for 2016/17)
- Tone by paragraph count (2017/18):
 - - **40% positive** (44% in 16/17)
 - - **38% neutral** (36% in 16/17)
 - - **22% negative** (20% in 16/17)
- **420k Facebook engagements** in 4 Qtrs to Q3 2018/19 (217k in 4 Qtrs to Q3 2017/18)
- **112k Twitter engagements** in 4 Qtrs to Q3 2018/19 (75k in 4 Qtrs to Q3 2017/18)
- **Average of 5000 clicks per month** on the new staff e-magazine (Sept 18-Nov 18)

Key Priorities 19/20

1. Implement Business World
2. Streamline recruitment and payroll processes
3. Promoting SBC as an employer of choice
4. Build on Employee Benefits programme

1. Deliver managed print project
2. Deliver Print to post project
3. Deliver Bulk print
4. Enhance the employee extranet pages
5. Embed the #YourPart branding across services

SERVICE OVERVIEW:

HUMAN RESOURCES

EMPLOYMENT SUPPORT SERVICE

Key Services

1. Delivery of Work Opportunities Scheme
2. Delivery of Skills Development Scotland Employability Fund Contract
3. Delivery of Project Search with partners from NHS Borders and Borders College.
4. Delivery of the LAC Project in partnership with NHS Borders.
5. Delivery of an all age Supported Employment Service for disadvantaged people in the borders.

Revenue £m Net

£0.382

Capital 19/20 to 21/22 £m

£0

FTE

11

Statutory Functions

None

Latest Performance

- **31** Modern Apprenticeships delivered YTD
- **62%** of Project Search students from last year are now in employment and the current block of internships has been 100% filled
- 73 referrals to date
- **71%** of referrals have progressed into paid jobs or have progressed into further education or training
- 10 LAC young people engaged with the service. 30% now in paid work and 40% have progressed into further Education or training.

Key Priorities 19/20

1. Review how employability is delivered across SBC
2. Increase year on year student and apprenticeship numbers employed by SBC
3. Maximise SBC's recovery of Apprenticeship Levy funds
4. Continue to support City Deal and SOSEP development

Revenue Financial Plan 2019/20 - 2023/24
Human Resources

Human Resources by Service	2019/20 £'000	2020/21 (Provisional) £'000	2021/22 (Provisional) £'000	2022/23 (Provisional) £'000	2023/24 (Provisional) £'000	Total £'000
Human Resources	4,007	4,064	4,108	4,152	4,196	20,527
Early Retirement/Voluntary Severance	67	67	67	67	67	335
Corporate Transformation	913	514	515	516	517	2,974
Employment Support Service	382	393	401	410	418	2,004
Communications & Marketing	538	554	565	576	588	2,819
Total	5,906	5,593	5,656	5,720	5,785	28,659

Human Resources by Budget Head	2019/20 £'000	2020/21 (Provisional) £'000	2021/22 (Provisional) £'000	2022/23 (Provisional) £'000	2023/24 (Provisional) £'000	Total £'000
Employee Costs	4,787	4,873	4,936	5,000	5,066	24,663
Premises Related Expenditure	12	12	12	12	12	60
Transport Related Expenditure	90	90	90	90	90	448
Supplies & Services	467	(183)	(183)	(183)	(183)	(263)
Third Party Payments	601	851	851	851	851	4,006
Transfer Payments	0	0	0	0	0	0
Internal Recharges	0	0	0	0	0	0
Capital Financing Costs	0	0	0	0	0	0
	5,957	5,644	5,707	5,771	5,836	28,914
Income	(51)	(51)	(51)	(51)	(51)	(255)
Total	5,906	5,593	5,656	5,720	5,785	28,659

Human Resources

Human Resources, HR Shared Services, Early Retirement/Voluntary Severance, Communications & Marketing, Corporate Transformation

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

Revenue Opening Position	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s
Base Budget (approved 20 February 2018)	2,998	5,906	5,593	5,656	5,720
Permanent Virements	1,801	0	0	0	0
Revised Base Budget	4,799	5,906	5,593	5,656	5,720

Budget Pressures	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	Detail	FTE Impact est
Manpower adjustments	103	92	63	64	65	To provide for latest SG pay negotiations at 3%, 3%, 2%, 2%, 2%	
Non-pay inflation	0	0	0	0	0		
Early Retirement/Voluntary Severance (ERVS) reduction	0	0	0	0	0	Reduction of the central ERVS funding	
Transformational Change support	(250)	250	0	0	0	To support the Fit for 2024 transformational change programme across the organisation, permanent £500k budget from 2020/21	4
Organisational Efficiencies - unrealised saving	594	0	0	0	0	Previous year unrealised financial plan savings	
Changes to working practices - unrealised saving	384	0	0	0	0	Previous year unrealised financial plan savings	
Fit for 2024 - Enabling Resource	650	(650)	0	0	0	Enabling resource to support this significant change agenda	
Total Pressures	1,481	(308)	63	64	65		4

Savings Proposals	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	Detail	FTE Impact est
Additional Voluntary Contributions (AVC) to the Pension Fund	(5)	(5)	0	0	0	Introduction of an enhanced AVC provision that will provide NI and tax savings for participants and the Council	
Remove grade 5 post through ERP development	(24)	0	0	0	0	The roll out of the ERP system will result in a requirement for less administration. The Council's HR Policies and Procedures will be utilised to manage and mitigate any staffing changes/reductions	(1)
Extension of pool cars	(250)	0	0	0	0	Increase in number of pool vehicles	
Corporate recruitment process	(35)	0	0	0	0	Staffing cost efficiencies supported by digital transformation	
Centralise training budget and take efficiency	(50)	0	0	0	0	Management buy-in required across the Council	
Centralise conferences budget and take efficiency	(10)	0	0	0	0	Targeted efficiency	
Total Savings	(374)	(5)	0	0	0		(1)

Revenue Closing Position	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s
Base Budget 2019/20	5,906	5,593	5,656	5,720	5,785

SERVICE OVERVIEW:		REGULATORY SERVICES	
		REVENUE BUDGET NET £M	£6.960
		CAPITAL BUDGET 19/20 TO 21/22 £M	£1.350
		FTE	218.46
		ASSESSOR & ELECTORAL REGISTRATION OFFICER	AUDIT AND RISK
Key Services	<ol style="list-style-type: none"> Statutory requirement to compile, maintain and publish: <ul style="list-style-type: none"> Valuation Roll Council Tax Valuation List Register of Electors 	<ol style="list-style-type: none"> Specialist compliance & assurance services <ol style="list-style-type: none"> Internal audit Counter Fraud Risk Management Provision of the above services to SB Cares, Integration Joint Board (with NHS Borders) and SBC Pension Fund, in addition to SBC Pilot (Dec-17-Nov-18) of shared service Chief Internal Auditor role for Midlothian Council 	
Revenue £m Net	£0.646	£0.337	
Capital 19/20 to 21/22 £m	£0	£0	
FTE	14.99	8	
Statutory Functions	<ol style="list-style-type: none"> Valuation Roll: <ul style="list-style-type: none"> Revaluation of all subjects – last Revaluation was 1 April 2017 Maintenance of valuation roll – additions, deletions, splits and mergers Dispose of appeals – 2060 appeals received following Revaluation 2017 Council Tax Valuation List: <ul style="list-style-type: none"> Maintenance of Valuation List – additions, deletions, splits and mergers Review of existing bands which have been extended and then sold Dispose of Proposals/Appeals Register of Electors: <ul style="list-style-type: none"> Must take all steps that are necessary for the purpose of complying with his duty to maintain the register Conduct Annual Household Canvass 	<ol style="list-style-type: none"> Operate a professional and objective internal audit service Tackle fraud to protect public funds Manage risks facing organisations 	
Latest Performance	<ul style="list-style-type: none"> Council Tax List (2017/18 figs) <ul style="list-style-type: none"> 88% of new entries added to the Council Tax Valuation List within 91 days (Target was 91%) (National average: 92%; Rank: 12th out of 14 assessors) Valuation Roll (2017/18 figs) <ul style="list-style-type: none"> 45% of amendments to the Valuation Roll within 91 days (Target was 60%) (National average: 69%; Rank: 14th out of 14 assessors) Register of Electors (2017/18 figs) <ul style="list-style-type: none"> 77% of Household Enquiry Forms successfully returned during the Annual Canvass of electors (Target was 80%) (Benchmark: 84% - Comparator Authority) 35% of Household Enquiry Forms returned by automated response platform (Target was 30%) (Benchmark: 26% - Comparator Authority) 	<ul style="list-style-type: none"> Internal Audit assurance to SBC, Scottish Borders Pension Fund, SB Cares, and Scottish Borders Health and Social Care Integration Joint Board; <ul style="list-style-type: none"> 2017/18 Actual Audit days 104% of plan @ 739 days vs 712 plan. 2017/18 Internal Audit self-assessment noted improved conformance with Public Sector Internal Audit Standards (impact of actions implemented since previous year's self-assessment and External Quality Assessment Peer Review by Renfrewshire Council in Oct 15.) Counter Fraud Annual Report 2017/18 notes improvements in SBCs arrangements to prevent, detect and investigate fraud based on self-assessment against the Counter Fraud Maturity <ul style="list-style-type: none"> Model and saving of £37.5k (immediate £23.4k/Annual £14.1k) arising from counter fraud activity facilitated by the Corporate Fraud & Compliance Officer. Risk Management Report 2017/18 demonstrates how SBC continues to refine approach to Risk Management/embed key aspects into management practices with support from Corporate Risk Officer who also provided value-added risk management support to Scottish Borders Pension Fund, SB Cares, and Scottish Borders Health and Social Care Integration. 	
Key Priorities 19/20	<ol style="list-style-type: none"> Prepare for introduction of Non Domestic Rates Bill on 1st April 2020, including completion of service review (reducing revaluations from 5 to 3 yearly) Increase KPI performance Complete review of Valuation System in advance of the above Prepare for the Reform of the Annual Household Canvass which will be in place for July 2020 Prepare for Scottish Government Electoral Reform – implementation late 2019 Retention of chartered surveyors is vital to enable the Assessor to carry out his statutory functions 	<ol style="list-style-type: none"> Wider exploration of joint working with Midlothian Council associated with shared Internal Audit Services in both the short and longer term. Implement agreed improvement work relating to fraud maturity model. Continually review risk management framework to maintain embedded and integrated approach. 	

SERVICE OVERVIEW:

REGULATORY SERVICES

LEGAL

PASSENGER TRANSPORT

Key Services

1. Legal advice and support across SBC
2. Licensing services
3. Information management
4. Legal services for Common Good funds

1. Mainstream, special needs and social work transport for internal SBC clients
2. Transport provision via mixture of commercial bus services, contracted bus services, internal fleet, and private sector mini-buses and taxis
3. Timetabling and service information

Revenue £m Net

£0.698

£1.939

Capital 19/20 to 21/22 £m

£0

£0

FTE

25.91

60.33

Statutory Functions

1. Information & records management
2. Alcohol, gambling, and civic Gvt licensing
3. Undertake legal transactions on behalf of SBC

1. Provision of subsidised / coordinated local bus services (can include in-house fleet)
2. Provision of all special needs / integrated children's services transport
3. Grant funding support for Community Transport & Social Car Scheme
4. Bus services information

Latest Performance

- **1,398** FOIs received in 4 Qtrs to Q3 2018/19 (1,308 for 4 Qtrs to Q3 2017/18)
- **88.3%** completed on time during 4 Qtrs to Q3 2018/19 (93.0% for 4 Qtrs to Q3 2017/18)

- Bus Users - **0.9m passenger journeys** undertaken in 2015-16 (household survey)
- Home to School Transport - **1.2m individual home to school** transport journeys (3.2k pupils)
- Over **4 million passenger journeys** were made on the Borders railway from opening September 2015 to September 2018.
- Framework 1 - **100%** of SBC procured home to school special needs, social work and college transport was undertaken by framework operators.

Key Priorities 19/20

1. Reinforcing departmental responsibilities around GDPR
2. Legal Services - Increasing agility to optimise responses and advice.
3. Review document management options to seek to improve operational efficiency
4. Reviewing and refining processes to ensure information requests are dealt with more expeditiously.
5. Reconsidering current structure of information Management Team to ensure above goal is met.
6. Implementing any changes identified by outcomes of internal audit review for Licensing
7. Identify options to seek to improve staff retention

1. Continue to work through recommendations from TAS review (2017) including:
 - Community transport
 - Transport planning and scheduling using new systems
 - Working with communities to explore opportunities outside scheduled local bus services

SERVICE OVERVIEW:

REGULATORY SERVICES

PLANNING, HOUSING & RELATED SERVICE

PROTECTIVE SERVICES

Key Services

1. Processing Planning Applications, Building Warrants and pre- application enquiries
2. Planning & building standards enforcement
3. Road Construction Consents and Stopping Up Orders
4. Processing High Hedge Applications & manage statutory control of tree works
5. Planning appeals, hearings and public inquiries
6. Planning, housing and transport strategy, policy & research
7. Ranger Service & promotion of access
8. Specialist conservation, landscape, environmental and design services
9. Local Housing Strategy team, Bridge Homes, Private landlord registration, enforcement and advice
10. Tackling poverty and social justice (inc fuel poverty)

1. Regulatory and advice service for food, health and safety, metrology, fair training, animal health, air, noise, land & water pollutions, pest & dog control % private water supplies
2. Administration of private water supply grants
3. Consumer and business advice
4. Abandoned vehicles
5. Investigation of communicable disease
6. Enforcement of contaminated land legislation
7. Arrangement of national assistance burial
8. Petroleum licensing
9. Advice & support to ensure compliance with H&S legislation

Revenue £m Net

£1.841

£1.499

Capital 19/20 to 21/22 £m

£1.350

£0

FTE

69.4

39.83

Statutory Functions

1. Act as planning authority & as verifier of building works, inc complaints
2. Duties as Roads authority, as they affect new development
3. Act as statutory consultee for forest planting applications
4. Strategic & local development plans (every 5 years)
5. Prepare a regional and local transport strategy
6. Assert public rights of way and to maintain the Southern Upland Way, and prepare a core path plan
7. Assess impacts on scheduled ancient monuments; protect and enhance conservation areas
8. Biodiversity- 3 yearly duty of corporate body to report
9. Act as Housing Authority and prepare Local Housing Strategy
10. 5 year Strategic Housing Investment Plan (Housing (Scotland) Act 2006) ; Ensure the registration of all Private landlords (+ enforcement and support); Tackle and reduce fuel poverty ; Provide temporary accommodation, housing support, advice, assistance and assessment

1. Undertake programmed statutory intervention to ensure compliance across a wide range of legislative duties
2. Investigate incidents, accidents, allegations and complaints of contraventions
3. Ensure the health safety and welfare of employees and others affected by work activities.

Latest Performance

- **1,333 planning applications** received during 4 Qtrs to Q3 2018/19 (1,368 for 4 Qtrs. to Q3 2017/18)
- Time to process
 - **7.2 wks.** for non-householders Q4 17/18 (7.9 wks. Q4 2016/17)
 - **6.8 wks.** for householders Q4 17/18 (6.6 wks. Q4 2016/17)
- How much does it cost for each planning application?
 - (2017/18) **Scottish Borders = £5,010** Scotland = £5,087 (Aberdeenshire = £4,977 D&G = £2,944)
- How long does it take my council to deliver a commercial planning application decision (on average)?
 - **Scottish Borders = 6.7 weeks** Scotland = 9.3 weeks (Aberdeenshire = 9.7 D&G = 16.6)
- **145 affordable homes** delivered in 17/18 (above target of 128)
- Bridge Homes
 - 2014/15: 10 Units Loss £12,115
 - 2015/16: 23 Units Loss £7,847
 - 2016/17: 45 Units Profit £48,162 (RESTATED)
 - 2017/18: **45 Units Profit £58,939** (UNAUDITED)

- **93.5% customers very satisfied** with Pest Control Service response time. (2016/17)
- **2 working days** to respond to complaints in relation to animal suffering
- **3 day response** to service requests regarding food & food premises
- Targets met In Trading Standards for tobacco enforcement and reduced underage sales (set by Scottish Gvt)
 - **10 %** of registered premises are subject to a test purchase annually for tobacco;
 - We achieved **20.1%** for test Purchases for tobacco in 2017/18; 20% of premises are subject to advice visits – 63.1% was achieved for 2017/18;
- **100%** Hand Arm Vibration Syndrome Annual Screening Questionnaires issued in 2018.

Key Priorities 19/20

1. Develop and expand our staff/member training programme.
2. Complete re-engineered eDevelopment processes for Development Management/Building Standards and implement Enterprise case management system and mobile working for staff.
3. Undertake case management and capacity review including priority action on legacy cases and cases subject to outstanding legal agreements
4. Undertake People Planning II process for service to further review workforce, service and budget priorities for the coming period.
5. Commence review of on-line service delivery

1. Closer working with services around Health & Safety and further Lexi development
2. Improve service response times
3. Implement Uniform system for Trading Standards
4. Pursue development of mobile working
5. Looking at potential for trainee / apprentice opportunities to overcome recruitment difficulties

Revenue Financial Plan 2019/20 - 2023/24

Regulatory Services

Regulatory Services by Service	2019/20 £'000	2020/21 (Provisional) £'000	2021/22 (Provisional) £'000	2022/23 (Provisional) £'000	2023/24 (Provisional) £'000	Total £'000
Planning Services	763	865	879	935	991	4,433
Assessor & Electoral Registration Services	646	666	680	694	708	3,393
Passenger Transport	1,939	1,780	1,781	1,782	1,823	9,105
Audit & Risk	337	349	358	366	375	1,786
Legal Services	698	734	758	784	809	3,783
Protective Services	1,499	1,554	1,593	1,631	1,671	7,949
Housing Strategy & Services	1,078	1,143	1,154	1,166	1,177	5,718
Total	6,960	7,092	7,203	7,357	7,555	36,167

Regulatory Services by Budget Head	2019/20 £'000	2020/21 (Provisional) £'000	2021/22 (Provisional) £'000	2022/23 (Provisional) £'000	2023/24 (Provisional) £'000	Total £'000
Employee Costs	7,893	8,166	8,354	8,546	8,741	41,700
Premises Related Expenditure	216	221	225	228	232	1,122
Transport Related Expenditure	9,387	9,391	9,395	9,399	9,402	46,974
Supplies & Services	90	(75)	(74)	(74)	(74)	(207)
Third Party Payments	1,425	1,527	1,527	1,527	1,527	7,533
Transfer Payments	0	0	2	4	6	12
Internal Recharges	0	0	0	0	0	0
Capital Financing Costs	195	195	195	195	195	976
	19,207	19,426	19,623	19,824	20,030	98,110
Income	(12,247)	(12,334)	(12,421)	(12,468)	(12,475)	(61,943)
Total	6,960	7,092	7,203	7,357	7,555	36,167

Regulatory Services

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

Capital Investment	3 yr £'000s	7 year £'000s	TOTAL	Est External Funding	Est. SBC Contribution	Detail
Private Sector Housing Grant	1,350	3,450	4,800	0	4,800	Grant funding to assist the provision of major adaptations to Private Sector housing following a needs and priority assessment by Social Work
Total Investment	1,350	3,450	4,800	0	4,800	

Revenue Opening Position	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s
Base Budget (approved 20 February 2018)	7,650	6,960	7,092	7,203	7,357
Permanent Virements	(552)	0	0	0	0
Revised Base Budget	7,098	6,960	7,092	7,203	7,357

Budget Pressures	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	Detail	FTE Impact est
Manpower adjustments	307	273	188	192	196	To provide for latest SG pay negotiations at 3%, 3%, 2%, 2%, 2%	
Non-pay inflation	8	9	8	7	7	To allow for anticipated inflationary increases	
Contract Inflation	2	2	2	2	2	To allow for small inflationary increases to external contracts	
Galashiels Transport Interchange (TI)	(10)	(10)	0	0	0	Reduced revenue pressure from Gala TI due to higher income	
Assessors - reduction in canvasser numbers - unrealised savings	14	0	0	0	0	Previous year unrealised financial plan savings	
Assessors - bulk printing savings - unrealised savings	10	0	0	0	0	Previous year unrealised financial plan savings	
Provision of an Animal Feed Service for other Local Authorities - unrealised savings	30	0	0	0	0	Previous year unrealised financial plan savings	
Total Pressures	361	274	198	201	205		0

Regulatory Services

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

Savings Proposals	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	Detail	FTE Impact est
Planning Fee Income	(30)	(30)	(40)	0	0	Additional Planning Fee Income based on a forecast increase in applications	
South East Scotland Planning Authority (SESPlan) Payment Holiday	(15)	50	0	0	0	Further one year saving from reduced SESPlan contribution. No service impact expected	
Regulated Bus Fares	(40)	(40)	(40)	(40)	0	Extra income from higher fares in line with inflation. Higher cost of bus travel in The Borders	
Additional Fees & Charges Income across Regulatory Services	(24)	(7)	(7)	(7)	(7)	Extra income from higher Fees & Charges which have been increased in line with inflation. Including additional income from Pre-Planning advice, where the income from this new service has been better than originally predicted	
Legal Services - Staffing	(20)	0	0	0	0	Removal of vacant post	(1)
Balance sheet review	(50)	50	0	0	0	One off saving as a result of a balance sheet review	
Planning - Discretionary Budgets	(20)	0	0	0	0	Reduction in discretionary budgets across the service.	
Passenger Transport: Transport Interchange	(65)	0	0	0	0	Review of associated maintenance costs and current staffing levels	(0.5)
Reduce bus subsidies	(85)	(165)	0	0	0	Review of existing subsidised services and/or provision of alternative models	
Corporate recruitment process	(90)	0	0	0	0	Staffing cost efficiencies supported by digital transformation	
Protective Services - Discretionary Budgets	(20)	0	0	0	0	Reduction in hired and contracted budget lines	
Protective Services - Staffing	(40)	0	0	0	0	Removal of two part time vacant posts	(1)
Total Savings	(499)	(142)	(87)	(47)	(7)		(2.5)

Revenue Closing Position	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s
Base Budget 2019/20	6,960	7,092	7,203	7,357	7,555

Scottish Borders Council
Draft Capital Investment Plan 2019/20 to 2028/29
Capital Funding Proposals

	2019/20	2020/21	2021/22	Total	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	Total	
CAPITAL FUNDING	£'000	£'000	£'000	Operational	£'000	£'000	£'000	£'000	£'000	£'000	£'000	Strategic	Total £000
				Plan								Plan	
Specific Grants from Scottish Government													
Hawick Flood Protection	(2,718)	(13,789)	(14,830)	(31,337)	(7,745)	(172)	(132)	0	0	0	0	(8,049)	(39,386)
Flood Studies	(365)	(350)	(350)	(1,065)	(350)	(350)	(350)	(350)	(350)	(350)	(350)	(2,450)	(3,515)
Cycling Walking & Safer Streets	(188)	(199)	(211)	(598)	(221)	(232)	(244)	(247)	(247)	(247)	(247)	(1,685)	(2,283)
Early Years Expansion	(2,800)	0	0	(2,800)	0	0	0	0	0	0	0	0	(2,800)
Hawick Regeneration	(2,017)	0	0	(2,017)	0	0	0	0	0	0	0	0	(2,017)
Hawick High School SFT	0	0	0	0	(3,000)	(17,000)	0	0	0	0	0	(20,000)	(20,000)
Other External Grants & Contributions													
Hawick Flood Protection	(118)	(1,767)	(1,253)	(3,138)	(515)	0	0	0	0	0	0	(515)	(3,653)
Sir Walter Scott Courthouse - Phase 2	0	(460)	(1,540)	(2,000)	0	0	0	0	0	0	0	0	(2,000)
Great Tapestry of Scotland - Building	(1,500)	0	0	(1,500)	0	0	0	0	0	0	0	0	(1,500)
Borders Innovation Park	(1,000)	(1,000)	0	(2,000)	0	0	0	0	0	0	0	0	(2,000)
Outdoor Community Spaces	0	0	(133)	(133)	0	0	0	0	0	0	0	0	(133)
2nd Homes Council Tax - Extra Care Housing	(2,890)	(3,046)	0	(5,936)	0	0	0	0	0	0	0	0	(5,936)
Jedburgh Building	0	(405)	0	(405)	0	0	0	0	0	0	0	0	(405)
Development Contributions													
Reston Station Contribution	0	0	0	0	0	0	(100)	0	0	0	0	(100)	(100)
School Estate Block	(100)	(100)	(100)	(300)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(700)	(1,000)
Engineering Minor Works	(14)	0	0	(14)	0	0	0	0	0	0	0	0	(14)
Outdoor Community Spaces	(53)	(15)	(7)	(75)	0	0	0	0	0	0	0	0	(75)
Capital Receipts	(1,827)	(2,440)	(300)	(4,567)	(400)	0	0	0	0	0	0	(400)	(4,967)
General Capital Grant	(16,765)	(15,400)	(15,400)	(47,565)	(15,400)	(107,800)	(155,365)						
Plant & Vehicle Replacement - P&V Fund	(2,000)	(2,000)	(2,000)	(6,000)	(2,000)	(14,000)	(20,000)						
Synthetic Pitch Replacement Fund	(364)	0	(153)	(517)	(358)	(369)	(380)	(1,132)	(473)	(473)	(473)	(3,658)	(4,175)

Scottish Borders Council
 Draft Capital Investment Plan 2019/20 to 2028/29
 Capital Funding Proposals

	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total Operational Plan	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	Total Strategic Plan	Total £000
CAPITAL FUNDING													
Borrowing													
- General	(17,505)	(20,928)	(20,513)	(58,946)	(20,423)	(29,549)	(2,333)	(1,024)	(508)	(204)	(624)	(54,665)	(113,611)
Waste Collection Vehicles - Non P&V Fund	(300)	0	0	(300)		(300)	(300)	0	0	0	(300)	(900)	(1,200)
Total	(52,524)	(61,899)	(56,790)	(171,213)	(50,512)	(65,472)	(21,339)	(20,253)	(19,078)	(18,774)	(19,494)	(214,922)	(386,135)

Scottish Borders Council
Draft Capital Investment Plan 2019/20 to 2028/29
Capital Investment Proposals

CAPITAL INVESTMENT PROPOSALS	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total Operational Plan	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'001	Total Strategic Plan	Total £'000	Specific Project Funding	Net cost to SBC Capital
Plant & Vehicle Fund															
Plant & Vehicle Replacement - P&V Fund	2,000	2,000	2,000	6,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	14,000	20,000	(20,000)	0
Waste Collection Vehicles - Non P&V Fund															
Waste Collection Vehicles - Non P&V Fund	300	0	0	300	0	300	300	0	0	0	300	900	1,200	(1,200)	0
Flood & Coastal Protection															
Flood Studies	365	350	350	1,065	350	350	350	350	350	350	350	2,450	3,515	(3,515)	0
General Flood Protection Block	424	200	200	824	200	200	200	200	200	200	200	1,400	2,224	0	2,224
Hawick Flood Protection	3,485	18,803	19,571	41,859	10,196	215	165	0	0	0	0	10,576	52,435	(43,039)	9,396
Land and Property Infrastructure															
Asset Rationalisation & Demolition	2,320	750	750	3,820	0	0	0	0	0	0	0	0	3,820	0	3,820
Cemetery Land Acquisition	160	0	0	160	0	0	0	0	0	0	0	0	160	0	160
Jedburgh High Street Building	522	879	11	1,412	0	0	0	0	0	0	0	0	1,412	(405)	1,007
Building Upgrades	730	730	730	2,190	770	770	770	770	770	770	770	5,390	7,580	0	7,580
Cleaning Equipment Replacement Block	50	50	50	150	50	50	50	50	50	50	50	350	500	0	500
Commercial Property Upgrades	50	50	50	150	50	50	50	50	50	50	50	350	500	0	500
Contaminated Land Block	52	52	52	156	52	52	52	52	52	52	52	364	520	0	520
Energy Efficiency Works	1,045	1,045	1,045	3,135	1,045	1,045	1,045	1,045	1,045	1,045	1,045	7,315	10,450	0	10,450
Health and Safety Works	835	835	835	2,505	835	835	835	835	835	835	835	5,845	8,350	0	8,350
Outdoor Community Spaces	867	1,047	640	2,554	828	508	510	511	111	111	111	2,690	5,244	(208)	5,036
Road & Transport Infrastructure															
A72 Dirtpot Corner - Road Safety Works	120	0	0	120	0	0	0	0	0	0	0	0	120	0	120
Accident Investigation Prevention Schemes Block	50	50	50	150	50	50	50	50	50	50	50	350	500	0	500
Cycling Walking & Safer Streets	188	199	211	598	221	232	244	247	247	247	247	1,685	2,283	(2,283)	0
Engineering Minor Works	14	0	0	14	0	0	0	0	0	0	0	0	14	(14)	0
Galashiels Developments	200	0	0	200	0	0	0	0	0	0	0	0	200	0	200
Lighting Asset Management Plan	300	200	200	700	200	200	200	200	200	200	200	1,400	2,100	0	2,100
Peebles Bridge	0	0	0	0	0	0	0	0	0	0	420	420	420	0	420
Reston Station Contribution	0	0	0	0	0	0	1,740	0	0	0	0	1,740	1,740	(100)	1,640
Roads & Bridges -inc. RAMP, Winter Damage & Slopes	6,670	7,660	7,660	21,990	11,615	10,160	6,592	7,364	7,410	7,410	7,410	57,961	79,951	0	79,951
Street Lighting Energy Efficiency Project	435	70	0	505	0	0	0	0	0	0	0	0	505	0	505
Union Chain Bridge	403	260	0	663	0	0	0	0	0	0	0	0	663	0	663

Scottish Borders Council
Draft Capital Investment Plan 2019/20 to 2028/29
Capital Investment Proposals

CAPITAL INVESTMENT PROPOSALS	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total Operational Plan	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'001	Total Strategic Plan	Total £'000	Specific Project Funding	Net cost to SBC Capital
Waste Management															
CRC - Bulky Waste Adjustments	255	0	0	255	0	0	0	0	0	0	0	0	255	0	255
CRC - Improved Skip Infrastructure	146	0	0	146	0	0	0	0	0	0	0	0	146	0	146
Easter Langlee Cell Provision	550	110	0	660	0	0	0	0	0	0	0	0	660	0	660
Easter Langlee Leachate Management Facility	377	42	0	419	0	0	0	0	0	0	0	0	419	0	419
New Easter Langlee Waste Transfer Station	389	0	0	389	0	0	0	0	0	0	0	0	389	0	389
Waste Containers	48	48	50	146	50	51	53	53	54	54	54	369	515	0	515
Corporate															
ICT - Outwith CGI Scope	80	80	80	240	80	80	80	80	80	80	80	560	800	0	800
ICT Transformation	449	566	599	1,614	468	526	381	336	526	526	526	3,289	4,903	0	4,903
Digital Learning Transformation	3,047	917	355	4,319	1,210	914	1,172	627	933	629	629	6,114	10,433	0	10,433
School Estate															
Eyemouth Primary School	800	7,400	7,400	15,600	400	0	0	0	0	0	0	400	16,000	0	16,000
Earlston Primary School	0	0	450	450	4,162	4,163	225	0	0	0	0	8,550	9,000	0	9,000
Gala Academy - Capital contribution (assumes revenue funded model)	100	500	400	1,000	2,000	0	0	0	0	0	0	2,000	3,000	0	3,000
Early Years Expansion	2,800	0	0	2,800	0	0	0	0	0	0	0	0	2,800	(2,800)	0
Jedburgh Learning Campus incorporating 3G Pitch	667	0	0	667	0	0	0	0	0	0	0	0	667	0	667
New Hawick High School - SBC 50% contribution	0	0	0	0	6,000	34,000	0	0	0	0	0	40,000	40,000	(20,000)	20,000
School Estate Block	2,400	2,400	2,400	7,200	2,400	2,400	2,390	2,390	2,390	2,390	2,390	16,750	23,950	(1,000)	22,950
School Estate Review	0	0	100	100	500	2,400	0	0	0	0	0	2,900	3,000	0	3,000
Sports Infrastructure															
Culture & Sports Trusts - Plant & Services	290	290	290	870	290	290	290	290	290	290	290	2,030	2,900	0	2,900
Synthetic Pitch Replacement Fund	376	0	153	529	358	369	380	1,792	473	473	473	4,318	4,847	(4,175)	672
Melrose 3G Pitch	500	0	0	500	0	0	0	0	0	0	0	0	500	0	500
Culture & Heritage															
Jim Clark Museum	5	0	0	5	0	0	0	0	0	0	0	0	5	0	5
Public Halls Upgrades	0	208	99	307	0	0	0	0	0	0	0	0	307	0	307
Sir Walter Scott Courthouse - Phase 2	0	460	2,488	2,948	932	0	0	0	0	0	0	932	3,880	(2,000)	1,880
Trimontium, Melrose	0	60	0	60	0	0	0	0	0	0	0	0	60	0	60

Scottish Borders Council
Draft Capital Investment Plan 2019/20 to 2028/29
Capital Investment Proposals

CAPITAL INVESTMENT PROPOSALS	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total Operational Plan	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'001	Total Strategic Plan	Total £'000	Specific Project Funding	Net cost to SBC Capital
Economic Regeneration															
Great Tapestry of Scotland - Building	4,479	50	0	4,529	0	0	0	0	0	0	0	0	4,529	(1,500)	3,029
Borders Town Centre Regeneration Block	100	100	100	300	100	100	100	100	100	100	100	700	1,000	0	1,000
Borders Innovation Park	5,425	6,991	4,109	16,525	1,950	1,950	0	0	0	0	0	3,900	20,425	(2,000)	18,425
Newtown St Boswells Regeneration	20	20	84	124	84	120	56	0	0	0	0	260	384	0	384
Eyemouth Regeneration	513	0	0	513	0	0	0	0	0	0	0	0	513	0	513
Hawick Regeneration	2,017	0	0	2,017	0	0	0	0	0	0	0	0	2,017	(2,017)	0
Galashiels Town Centre Regeneration	613	0	0	613	0	0	0	0	0	0	0	0	613	0	613
Housing Strategy & Services															
Private Sector Housing Grant - Adaptations	450	450	450	1,350	450	500	500	500	500	500	500	3,450	4,800	0	4,800
Social Care Infrastructure															
Adult Services Facilities Upgrades	200	200	200	600	59	34	0	0	0	0	0	93	693	0	693
Care Inspectorate Requirements & Upgrades	53	54	55	162	57	58	59	61	62	62	62	421	583	0	583
Residential Dementia Care	500	3,800	500	4,800	0	0	0	0	0	0	0	0	4,800	0	4,800
Extra Care Housing:	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Todlaw, Duns	1,090	0	0	1,090	0	0	0	0	0	0	0	0	1,090	(1,090)	0
Langhaugh, Galashiels	1,800	0	0	1,800	0	0	0	0	0	0	0	0	1,800	(1,800)	0
Stirches, Kelso, Eyemouth, Peebles, Waverley	0	1,523	1,523	3,046	0	0	0	0	0	0	0	0	3,046	(3,046)	0
Technology Enabled Care	100	100	200	400	200	200	200	0	0	0	0	600	1,000	0	1,000
Other															
Emergency & Unplanned	300	300	300	900	300	300	300	300	300	300	300	2,100	3,000	0	3,000
Total	52,524	61,899	56,790	171,213	50,512	65,472	21,339	20,253	19,078	18,774	19,494	214,922	386,135	(112,192)	273,943