



Scottish Borders Council Financial Plans

As approved by the Council on 26 February 2020



Scottish Borders Council

Financial Plans from 2020/21

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

Scottish Borders Council

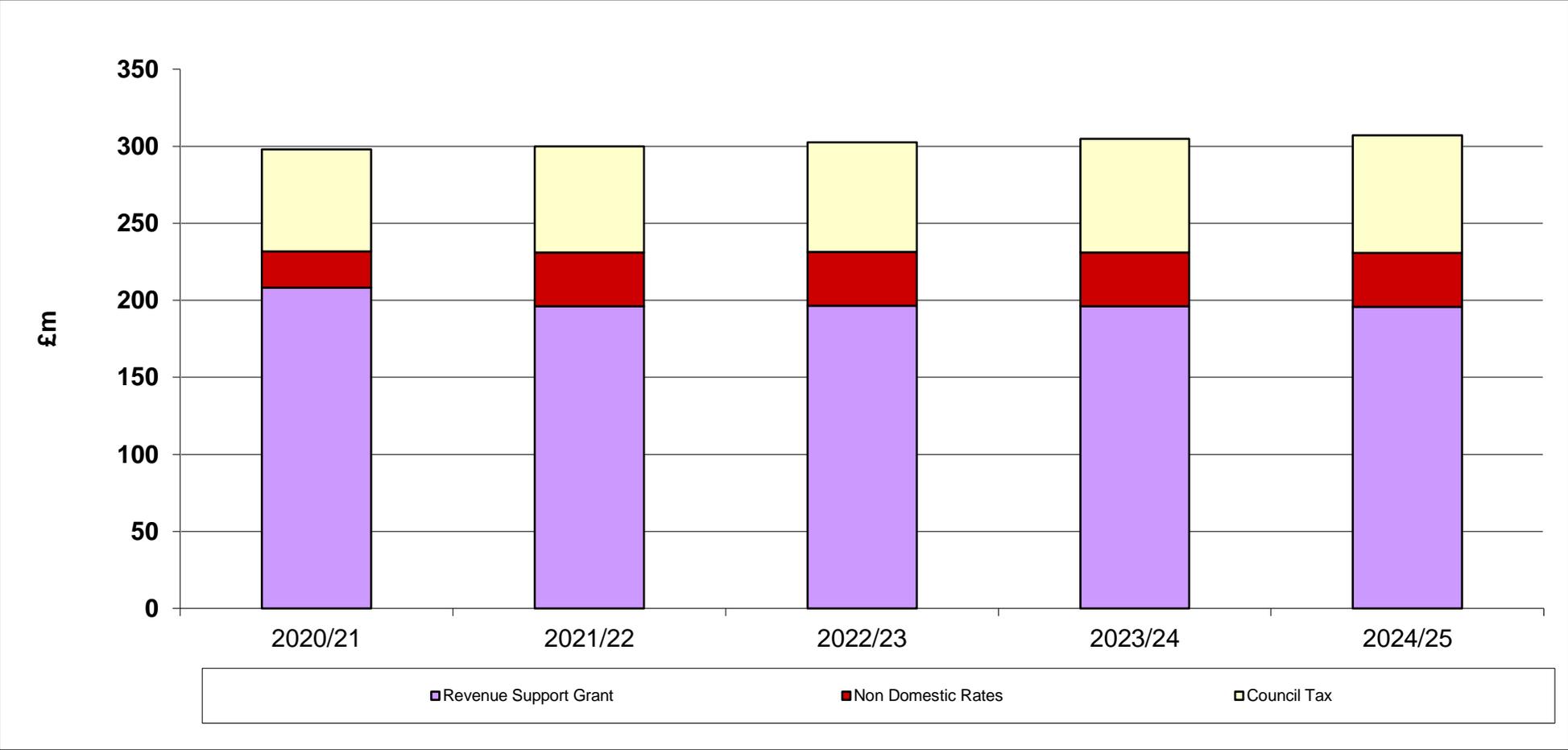
Revenue & Capital Financial Plan

Revenue 2020/21 - 2024/25, Capital 2020/21 - 2029/30

Scottish Borders Council
 Financial Plan 2020/21 to 2024/25
 Revenue Resources

	2020/21 £'000	2021/22 (Provisional) £'000	2022/23 (Provisional) £'000	2023/24 (Provisional) £'000	2024/25 (Provisional) £'000	Total £'000
Aggregate External Finance						
General Revenue Support	184,655	173,123	173,325	173,579	173,529	878,211
Assumed SG grant reductions 1% years 2-5	0	(2,233)	(2,235)	(2,237)	(2,237)	(8,942)
Ring fenced grants	13,888	15,192	15,192	15,192	15,192	74,656
Assumed additional funding for H&SC for demographics	2,100	2,602	2,489	2,187	1,637	11,015
Health & Social Care Partnership	7,540	7,540	7,540	7,540	7,540	37,700
Non-domestic Rates	23,388	34,931	34,931	34,931	34,931	163,112
	231,571	231,155	231,242	231,192	230,592	1,155,752
Council Tax (Band D £1,253.91 - increase of 4.84% in 2020/21 and then 3% each year thereafter)	66,256	68,642	71,172	73,792	76,506	356,368
Total	297,827	299,797	302,414	304,984	307,098	1,512,120

Scottish Borders Council
Financial Plan 2020/21 to 2024/25
Revenue Resources



Scottish Borders Council
 Financial Plan 2020/21 to 2024/25
 Service Level Summary

	2020/21 £'000	2021/22 (Provisional) £'000	2022/23 (Provisional) £'000	2023/24 (Provisional) £'000	2024/25 (Provisional) £'000	Total £'000	Capital Investment (10 years)
Corporate	0	0	0	(3,091)	(7,600)	(10,691)	0
Asset and Infrastructure	40,476	40,500	39,201	38,980	39,843	199,000	210,002
Economic Development and Corporate Services	9,835	9,772	9,533	9,367	9,228	47,735	41,454
Health and Social Care	62,720	63,294	64,870	67,426	69,941	328,251	26,113
Children and Young People	122,859	125,317	127,057	128,996	131,023	635,253	179,185
Customer and Communities	19,620	19,477	19,386	19,139	19,444	97,064	0
Finance and Regulatory Services	36,340	35,472	36,401	38,234	39,224	185,671	7,887
Human Resources and Communications	5,978	5,965	5,966	5,933	5,996	29,839	0
Total	297,827	299,797	302,414	304,984	307,098	1,512,121	464,641

Scottish Borders Council
Financial Plan 2020/21 to 2024/25
Summary of Revenue Budget Movement

	2020/21 £'000	2021/22 (Provisional) £'000	2022/23 (Provisional) £'000	2023/24 (Provisional) £'000	2024/25 (Provisional) £'000	Total £'000
Base Budget (approved 28 February 2019)	283,838	297,827	299,797	302,414	304,984	1,488,860
Permanent virements	164	0	0	0	0	164
Manpower adjustments	6,794	3,153	3,216	3,280	3,312	19,755
Non-pay and department specific inflation	1,433	1,371	1,401	1,436	1,449	7,090
Demographic pressures	1,029	1,029	1,029	1,029	1,029	5,145
Service Specific priorities & National policy changes	12,642	1,061	2,333	2,589	1,371	19,996
Total Pressures	22,062	6,614	7,979	8,334	7,161	52,150
Savings Proposals						
Corporate	0	0	0	(3,091)	(4,509)	(7,600)
Asset & Infrastructure	(845)	(914)	(1,744)	(877)	(274)	(4,654)
Economic Development & Corporate Services	(224)	(165)	(314)	(274)	(250)	(1,227)
Health & Social Care	(2,232)	(1,443)	(1,778)	(482)	0	(5,935)
Children & Young People	(2,558)	(832)	(289)	(131)	0	(3,810)
Customer & Communities	(602)	(502)	(387)	(455)	0	(1,946)
Finance and Regulatory Services	(1,466)	(717)	(790)	(359)	(14)	(3,346)
Human Resources	(146)	(71)	(60)	(95)	0	(372)
Total Savings	(8,073)	(4,644)	(5,362)	(5,764)	(5,047)	(28,890)
Base Budget	297,827	299,797	302,414	304,984	307,098	1,512,120

Scottish Borders Council
Financial Plan 2020/21 to 2024/25
Summary of Capital Budget Movement

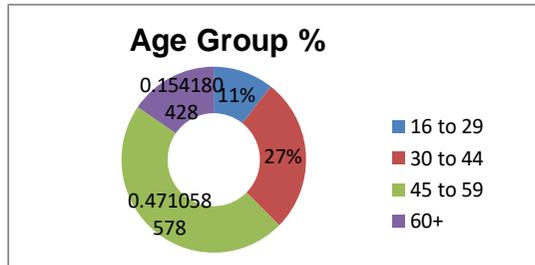
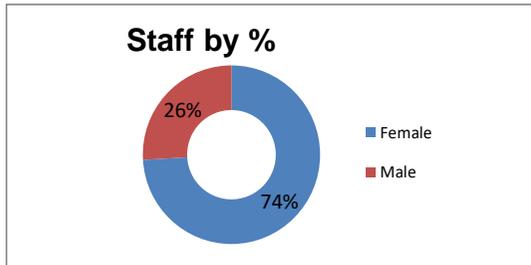
	3 year operational £000's	7 year strategic £000's	Total £000's	Est. External Funding £000's	Est. SBC Contribution £000's
Base Budget (approved 28 February 2019)	171,213	214,922	386,135	(112,192)	273,943
Capital Financed from Current Revenue (CFCR)	0	0	0	0	0
Specific Grants from Scottish Government	7,446	(27,719)	(20,273)	20,273	0
Other External Grants & Contributions	16,857	1,435	18,292	(18,292)	0
Development Contributions	(8)	0	(8)	8	0
Capital Receipts	(1,427)	(400)	(1,827)	0	(1,827)
General Capital Grant	(5,298)	0	(5,298)	0	(5,298)
Plant & Vehicle Replacement - P&V Fund	0	0	0	0	0
Synthetic Pitch Replacement Fund	358	115	473	(473)	0
Borrowing	69,332	17,815	87,147	0	87,147
Total Funding Adjustments	87,260	(8,754)	78,506	1,516	80,022
Funding	258,473	206,168	464,641	(110,676)	353,965
Investment Proposals					
Asset & Infrastructure	111,755	98,247	210,002	(67,794)	142,208
Economic Development & Corporate Services	28,665	12,789	41,454	(21,633)	19,821
Health & Social Care	25,287	826	26,113	(4,396)	21,717
Children & Young People	89,457	89,728	179,185	(16,853)	162,332
Customer & Communities	0	0	0	0	0
Finance and Regulatory Services	3,309	4,578	7,887	0	7,887
Human Resources	0	0	0	0	0
Total Investment	258,473	206,168	464,641	(110,676)	353,965

Scottish Borders Council
Revenue Financial Plan 2020/21 - 2024/25
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.

Scottish Borders Council
 Financial Plan 2020/21 to 2024/25
 Summary of Key Workforce Data

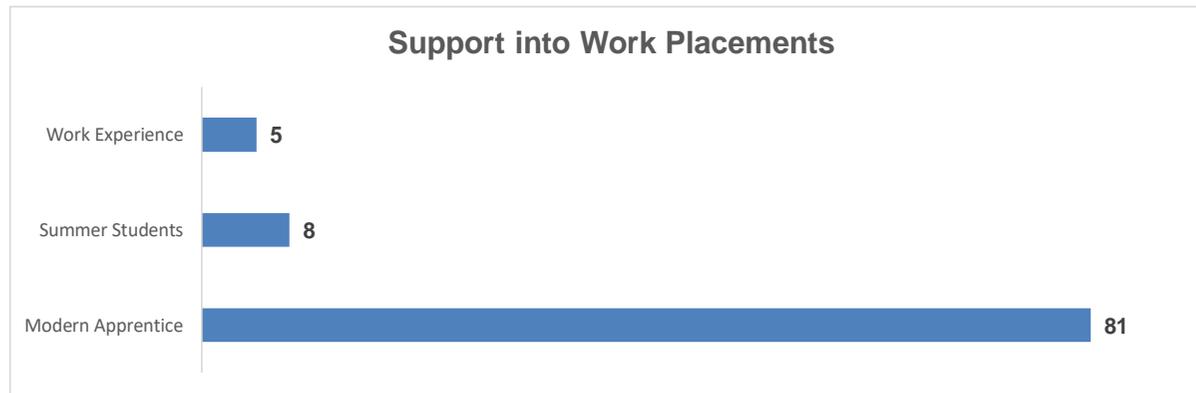


Sickness Absence Days

	SBC Average	Scotland Average
Chief Officers & Single Status Staff	11.27	11.50
Teachers	7.49	6.20

Disability %

Declared	Prefer not to Say	Nothing Stated	No
2.59	0.16	76.69	20.56



Summary of Key Workforce Data

Gender Pay Gap

Chief Officers & Single Status (hourly rate per grade)

Grade Group	Female (£)	Male (£)	Pay Gap
National Minimum	6.8603	6.3510	-7.42%
Business Gateway	17.8751	17.8751	0.00%
Grade 1	9.0744	9.0921	0.19%
Grade 2	9.0909	9.2555	1.81%
Grade 3	9.1011	9.9322	9.13%
Grade 4	9.8986	10.0834	1.87%
Grade 5	10.8579	11.4389	5.35%
Grade 6	12.4539	13.3870	7.49%
Grade 7	14.4199	14.7812	2.51%
Grade 8	16.5474	16.8793	2.01%
Grade 9	20.2548	20.2123	-0.21%
Grade 10	23.1623	23.3940	1.00%
Grade 11	26.6067	26.9281	1.21%
Grade 12	30.6274	30.3043	-1.05%
Chief Officer	44.9210	47.3235	5.35%
Overall	11.5316	13.2964	15.30%

Teachers (hourly rate per grade)

Grade Group	Female (£)	Male (£)	Pay Gap
Probationer	16.2292	16.2292	0.00%
Common Scale	23.8823	23.5047	-1.58%
Music Instructor	22.3267	22.2655	-0.27%
Chartered Teacher	28.1601	27.9219	-0.85%
Principal Teacher	29.9343	30.1872	0.84%
Psychologist	31.5297	32.5175	3.13%
Depute and Head Teachers	35.2478	37.2918	5.80%
Overall	24.957	25.4966	2.16%

Revenue Financial Plan 2020/21 - 2024/25

Corporate

Corporate by Service	2020/21 £'000	2021/22 (Provisional) £'000	2022/23 (Provisional) £'000	2023/24 (Provisional) £'000	2024/25 (Provisional) £'000	Total £'000
Fit for 2024	0	0	0	(3,091)	(7,600)	(10,691)
Total	0	0	0	(3,091)	(7,600)	(10,691)

Corporate by Budget Head	2020/21 £'000	2021/22 (Provisional) £'000	2022/23 (Provisional) £'000	2023/24 (Provisional) £'000	2024/25 (Provisional) £'000	Total £'000
Employee Costs	0	0	0	0	0	0
Premises Related Expenditure	0	0	0	0	0	0
Transport Related Expenditure	0	0	0	0	0	0
Supplies & Services	0	0	0	(3,091)	(7,600)	(10,691)
Support Services	0	0	0	0	0	0
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
	0	0	0	(3,091)	(7,600)	(10,691)
Income	0	0	0	0	0	0
Total	0	0	0	(3,091)	(7,600)	(10,691)

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	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	2024/25 £'000s
Base Budget (approved 28 February 2019)	(1,332)	0	0	0	(3,091)
Permanent Virements	1,332	0	0	0	0
Revised Base Budget	0	0	0	0	(3,091)

Budget Pressures	Base Budget £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	2024/25 £'000s	Detail
Total Pressures		0	0	0	0	0	

Savings Proposals	Base Budget £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	2024/25 £'000s	Detail
Fit for 2024	0	0	0	0	(3,091)	0	At this stage a further saving of £3m has been identified as a corporate target which will be allocated to services once proposals are developed.
Further transformation (year 5)	0	0	0	0	0	(4,509)	This saving reflects the fact that further transformation in service delivery models, management structures, business processes, the use of new technology will be required once Fit for 2024 is fully delivered in response to the on-going changing needs of the Borders population.
Total Savings		0	0	0	(3,091)	(4,509)	

Revenue Closing Position	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	2024/25 £'000s
Base Budget 2020/21	0	0	0	(3,091)	(7,600)

SERVICE OVERVIEW:		ASSETS AND INFRASTRUCTURE	
		REVENUE BUDGET NET £M	£40.476
		CAPITAL BUDGET 20/21 TO 22/23 £M	£111.755
		FTE	938.50
Key Services	PROPERTY	FACILITIES	WASTE MANAGEMENT
	<ol style="list-style-type: none"> Maintain, upgrade and improve the Council's and partners built assets (Live Borders/SB Cares). Corporate Landlord Strategy and Helpdesk facility for service requests. Energy management to ensure efficiency & minimise carbon tax. Property acquisitions, Leasing, Disposals. Generate Capital Receipts from the sale of surplus assets. Manage the Council's leased land and property holdings. Asset valuations on all Council land and property. Asbestos and Legionella, Fire safety management and compliance. Architectural design & project delivery service. Professional advice on property related matters for Council and Partners built assets (and private sector). Project management service for major building and infrastructure projects. Clerk of works and construction supervision monitoring for council built asset projects. Repair and maintenance of Homelessness Service temporary accommodation. 	<ol style="list-style-type: none"> Catering service to school meals. Deliver and promote uptake of school meals to meet expected targets. Influence the development of Better Eating, Better Learning (BEBL). Promote healthy eating through education. Nursery wraparound care feeding (currently piloted). Efficient cleaning service, meeting client's expectations, within budget. Provision of Safe Crossings for children. 	<ol style="list-style-type: none"> Collection of trade and domestic waste from households and businesses. Operation of 7 Community Recycling Centres, 4 Waste Transfer Stations, 74 bring sites and 5 closed landfill sites. Operation of a fleet of c.50 Refuse Collection & Haulage vehicles. Special uplifts. Customer care, education, awareness raising and partnership working, in support of re-use and waste minimisation. Management of contracts for onward treatment & disposal of waste.
Revenue £m Net	£11.963	£4.899	£8.948
Capital 20/21 to 22/23 £m	£19.564	£0.146	£2.528
FTE	44.57	321.97	109.91
Statutory Functions	PROPERTY	FACILITIES	WASTE MANAGEMENT
	<ol style="list-style-type: none"> Compliance with statutory duties to ensure safe working environments are maintained / improved. Statutory/H&S related works and planned maintenance activities (e.g. electric heater cleaning, gutter cleaning, external paintwork). The School Premises (General requirements and Standards)(Scotland) Regulations 1967 plus Amendments. Education (Disability Strategies and Pupils' Educational Records) (Scotland) Act 2002. Compliance with Health & Safety Legislation, Environmental Health Regulations, Care Inspectorate Guidelines, RICS/IFRS regulations; Gas, Legionella & Asbestos Regulations. Compliance with current construction legislation. Design and deliver all projects in line with Health & Safety legislation and Construction Design & Management 2015 Regulations. 	<ol style="list-style-type: none"> Meeting qualitative and legislative requirements. Gov't targets regarding uptake with particular reference to P1-3. Compliance with Food in Schools Act. School meal menus compliance with nutritional standards set by Scottish Government. Training all staff to Cleaning & Facilities staff to BICSc standards. Compliance with Food Safety Act 1990, Food Hygiene Act 2013, Food Information for Consumers Regulation (2014, Health & Safety at Work Act 1974. Compliance with National School Lunch Act, Health and Safety Act Compliance of confidential waste destruction. 	<ol style="list-style-type: none"> Collection and disposal of household and commercial waste in the Borders, including Kerbside waste and recycling collections. Community Recycling Centres, Waste Transfer Stations and treatment of waste and recycle. Compliance with The Landfill (Scotland) Regulations 2003, The Pollution Prevention and Control (Scotland) Regulations 2012, Waste Management Licensing (Scotland) 2011 Compliance with Environment Protection Act 1990 Part II, Waste (Scotland) Regulations 2012, Refuse Disposal (Amenity) Act 1978, Local Government in Scotland Act 2003 & Environment Protection Act 1990.
Latest Performance	PROPERTY	FACILITIES	WASTE MANAGEMENT
	<ul style="list-style-type: none"> 7,616,158 kilowatt hours of electricity used at a costs of £0.990m in 4 Qtr.'s ended Q3 2019/20 (down from 8,206,505 in 4 Qtr.'s to Q3 2018/19 at a cost of £0.958m) (26 key sites). 12,307,888 kilowatt hours of gas used at a costs of £0.346m in 4 Qtr.'s ended Q3 2019/20 (down from 12,379,849 in 4 Qtr.'s to Q3 2018/19 at a cost of £0.313m) (26 key sites). 61% of council buildings were in a satisfactory condition (LGBF 18/18) (Scotland=87%). 83% of council buildings were suitable for their current use (LGBF 18/19) (Scotland=82%). £1.444m in Capital Receipts received from selling our fixed assets such as buildings in 2018/19 (£0.380m in 2017/18). 91% of industrial and commercial properties owned by the council were occupied as of December 2019 (89% in December 2018). Of the Top 19 Major Capital Projects, as at Quarter 3 2019: <ul style="list-style-type: none"> - 16 were on target. - 2 were slightly behind target. - 0 were not on target. 	<ul style="list-style-type: none"> On average, over the last 12 months (12mths ended – September 19 (figs unverified by SEPA)): <ul style="list-style-type: none"> 64.82% of waste was recycled at SBC Community Recycling Centres (58.21% 12m to September 18). 43.87% of household waste was recycled (38.98% 12m to September 18). 42.56% of household waste was sent to landfill (60.65% 12m to September 18). 13.57% of household waste required 'other' treatment (0.37% 12m to September 18). LGBF 2018/19 - £60.9 per premise was spent on refuse collection, Scotland = £67.5; £98.1 per premise was spent on waste disposal, Scotland = £97.3; 77.9% of residents were satisfied with local refuse collection, Scotland = 76.3% (2016-19). 	
Key Priorities 20/21	PROPERTY	FACILITIES	WASTE MANAGEMENT
	<ol style="list-style-type: none"> Leverage benefits of Corporate Landlord Energy Efficiency Programme Deliver Capital programme Contribute to ongoing investment in schools Progress Property Rationalisation through Fit for 2024 programme. 	<ol style="list-style-type: none"> Council Secure Shredding - trialling hybrid system (dispensers in all builds / council employee uplift to HQ) Design and implement new catering service for schools Continue expansion of nursery meal provision in conjunction with Education Early Learning and Childcare Expansion delivery throughout Borders. 	<ol style="list-style-type: none"> Deliver agreed service reviews including optimisation of kerbside collection routes. Continue to increase productivity and efficiency of the Service in order to deliver best value. Consider the implications of new, and proposed, Scottish Government and UK Government policies on the Councils Waste Services including; Deposit Return Scheme, Extended Producer Responsibility and review of Household Recycling Charter.

SERVICE OVERVIEW:		ASSETS AND INFRASTRUCTURE		
		PARKS & ENVIRONMENT	PASSENGER TRANSPORT	ROADS & INFRASTRUCTURE
Key Services		<ol style="list-style-type: none"> Allotments, play areas, public conveniences, burial grounds, sports pitches, parks and gardens. Maintenance of public parks, sports pitches, open spaces, amenity areas, play areas and burial grounds. Regular emptying of litter bins. Floral displays, hanging baskets and planting, grass cutting. (floral displays & hanging baskets cease after summer 2019) Operating public conveniences in towns, parks and picnic sites. Operation of day to day issues that affect parks and cleansing. Neighbourhood Small Schemes projects. Out of hours emergency cover for roads, parks and cleansing. Winter maintenance. Street Cleaning. 	<ol style="list-style-type: none"> Mainstream, special needs and social work transport for internal SBC clients Transport provision via mixture of commercial bus services, contracted bus services, internal fleet, and private sector mini-buses and taxis Timetabling and service information 	<ol style="list-style-type: none"> Manage the roads infrastructure and other engineering assets (e.g. flood protection). Lead Flood Authority for all catchment and coastal areas. Winter maintenance. Strategic routes improvement projects and delivery of roads capital investment plans. Street lighting energy efficiency programme. 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. Out of hours emergency cover for roads, parks and cleansing. Fleet management and maintenance services including replacement and disposals. Manage significant trading organisation (STO) performing internal and external works. Engineering design, project delivery, professional and technical advice. Road Safety & Traffic Management (AIP programme, accident analysis, roadworks co-ordination, speed limits, road signs and road markings, school travel, education and event co-ordination)
Revenue £m Net	£4.228	£1.615	£8.822	
Capital 20/21 to 22/23 £m	£2.812	£0.000	£86.705	
FTE	132.92	57.62	271.51	
Statutory Functions		<ol style="list-style-type: none"> The Church of Scotland property Endowment Act 1925 / Church of Scotland (Property and Endowments) Amendments Act 1933. The Burial and Cremation (Scotland) Act 2016 – ensure adequate provision for the burial of the dead. Environmental protection (Scotland) Act 1990 (part iv), Allotments (Scotland) Act 1892, Pests Act 1954, The Nature Conservation (Scotland) Act 2004, Wildlife and countryside Act 1981, Public Health Act 1936. Ensure public areas are clean, safe and maintained. Community Empowerment Act Biodiversity Duty 	<ol style="list-style-type: none"> Provision of subsidised / coordinated local bus services (can include in-house fleet) Provision of all special needs / integrated children's services transport Grant funding support for Community Transport & Social Car Scheme Bus services information 	<ol style="list-style-type: none"> Compliance with Road Safety Act, Transport Act, Road Traffic Regulation Act 1984, Traffic Signs Regulations & General Directions 2016, New Roads & Street Works Act, Roads (Scotland) Act, Safety at Street Works and Road Works, Flood Risk Management Act. Environmental protection (Scotland) Act 1990 (part iv), Pests Act 1954, The Nature Conservation (Scotland) Act 2004, Wildlife and countryside Act 1981. Ensure drivers and vehicles comply with regulatory legislation in accordance with "O" Licence criteria. Delivery of dangerous goods training. HM Revenue obligations re Rebated Fuel, Commercial Drivers Benefit in Kind. Reduce CO2 and tonnes of carbon. Design and deliver all projects in line with Health & Safety legislation and Construction Design & Management 2015 Regulations.
Latest Performance	<ul style="list-style-type: none"> 97% of local streets were considered clean, Scotland=93% (LGBF 2018-19). 65.7% of residents are satisfied with local street cleanliness, Scotland=66.3% (LGBF 2016-19). 78.4% of residents are satisfied with local parks and open spaces, Scotland=84.8% (LGBF 2016-19). £31,300 spent on parks and open spaces (net) per 1,000 people, Scotland=£20,174 (LGBF 2018/19). 	<ul style="list-style-type: none"> Local Bus Services 1.8m Journeys per annum across both supported and commercial services Borders Railway patronage 2.01m Journeys per annum Home to School Transport - 1.3m individual home to school transport journeys (3.5k pupils) DPS & Framework 2 – 100% of SBC procured home to school, special needs, social work and Borders College was undertaken by DPS/framework operators. 	<ul style="list-style-type: none"> 45.3% of the 3000km of roads in the Scottish Borders should be considered for maintenance in 2018/19 (48.5% in 2017/18). 12 people were killed and 74 people seriously injured on our roads between Q3 2018 and Q2 2019. £4,609 per km was spent maintaining the condition of roads, Scotland=£9,417 (LGBF 2018/19). Fleet: <ul style="list-style-type: none"> 2018/19 - 1,253,076 Kg Carbon, 10.98% Reduction from 2017/18 (1,407,626 Kg Carbon) MOT final pass rate 96.4% (Initial 95.5%) (Apr-19 to Feb-20) Green/Green for Operator Compliance Risk Score (Mar-20) SBC Contracts - Net Surplus <ul style="list-style-type: none"> 2018/19 - £781.4k 2017/18 - £266.1k (reduced to -£12k due to IAS19 pensions technical adjustment) 2016/17 - £425.3k 	
Key Priorities 20/21	<ol style="list-style-type: none"> Respond to Community Empowerment Act Part 9, e.g.: <ul style="list-style-type: none"> Allotments Food growing strategy Public Conveniences 	<ol style="list-style-type: none"> Continue to work through recommendations from TAS review (2017) including: <ul style="list-style-type: none"> Community transport Transport planning and scheduling using new systems Working with communities to explore opportunities outside scheduled local bus services 	<ol style="list-style-type: none"> Winter Service Planning 20/21 onwards Implementation of outcome from Fleet Fit for 2024 review 'Confirm' Upgrade Progress Roads integration through Fit for 2024 programme. 	

Revenue Financial Plan 2020/21 - 2024/25

Asset & Infrastructure

Asset & Infrastructure by Service	2020/21 £'000	2021/22 (Provisional) £'000	2022/23 (Provisional) £'000	2023/24 (Provisional) £'000	2024/25 (Provisional) £'000	Total £'000
Property	11,963	12,064	12,386	12,746	12,967	62,126
- Property Management	12,530	12,616	12,923	13,266	13,471	64,806
- Estates Management	426	435	444	453	462	2,221
- Architects	118	126	134	143	152	673
- Major Projects	143	151	159	167	175	795
- Commercial Property	(1,254)	(1,264)	(1,274)	(1,284)	(1,294)	(6,370)
Facilities	4,899	4,937	4,934	4,936	5,124	24,831
- Catering Services	786	887	988	1,092	1,198	4,951
- Cleaning & Facilities Management	4,112	4,050	3,946	3,844	3,926	19,879
Parks & Environment	4,228	4,208	4,134	4,138	4,230	20,939
Roads & Infrastructure	8,822	8,562	7,305	6,696	6,829	38,215
- Network & Infrastructure Asset Management	9,012	8,697	7,386	6,721	6,811	38,627
- SBc Contracts	(699)	(699)	(699)	(699)	(699)	(3,494)
- Engineers	829	844	860	877	893	4,303
- Fleet Management	(316)	(277)	(239)	(199)	(172)	(1,203)
- Pay Parking	(4)	(4)	(4)	(4)	(4)	(19)
Waste Management	8,948	9,069	8,949	8,962	9,159	45,087
Passenger Transport	1,615	1,661	1,493	1,501	1,534	7,803
Total	40,476	40,500	39,201	38,980	39,843	198,999

Asset & Infrastructure by Budget Head	2020/21 £'000	2021/22 (Provisional) £'000	2022/23 (Provisional) £'000	2023/24 (Provisional) £'000	2024/25 (Provisional) £'000	Total £'000
Employee Costs	28,091	28,008	27,189	27,035	27,533	137,855
Premises Related Expenditure	15,974	16,363	16,938	17,433	17,841	84,549
Transport Related Expenditure	19,297	19,347	19,398	19,449	19,487	96,978
Supplies & Services	13,636	13,465	13,117	12,548	12,424	65,190
Third Party Payments	17,141	17,040	16,341	16,356	16,458	83,336
Transfer Payments	0	0	0	0	0	0
Internal Recharges	129	129	129	129	129	644
Capital Financing Costs	36	36	36	36	36	182
	94,304	94,388	93,148	92,986	93,907	468,734
Income	(53,829)	(53,888)	(53,947)	(54,006)	(54,065)	(269,734)
Total	40,476	40,500	39,201	38,980	39,843	199,000

Asset and Infrastructure

Property Management, Facilities, Roads & Infrastructure, Parks & Environment and Waste Management

Capital Investment	3 year operational £'000s	7 year strategic £'000s	TOTAL	Est External Funding	Est. SBC Contribution	Detail
Land & Property Infrastructure	22,522	19,697	42,219	(605)	41,614	Capital works on the Council estate including parks and play facilities, encompassing structural, energy efficiency, Health & Safety works, improvements and upgrades
Roads & Transport Infrastructure	28,484	55,156	83,640	(14)	83,626	Encompasses the Roads, Bridges and Lighting blocks and a number of other infrastructure projects
Cycling, Walking & Safer Streets	939	1,711	2,650	(2,332)	318	Specific SG funding to encourage walking and cycling, especially to schools and to connect communities
Peebles Bridge		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	1,912	3,570	5,482	(3,750)	1,732	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	49,370	380	49,750	(39,243)	10,507	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	2,528	373	2,901	(550)	2,351	Investment in Easter Langlee Community Recycling Centre, leachate Management and cell works at closed landfill sites
Waste Collection Vehicles (Non P&V)		1,200	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		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	111,755	98,247	210,002	(67,794)	142,208	

Revenue Opening Position	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	2024/25 £'000s
Base Budget (approved 28 February 2019)	31,319	40,476	40,500	39,201	38,980
Permanent Virements	6,458	0	0	0	0
Revised Base Budget	37,777	40,476	40,500	39,201	38,980

Asset and Infrastructure

Property Management, Facilities, Roads & Infrastructure, Parks & Environment and Waste Management

Budget Pressures	Base Budget £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	2024/25 £'000s	Detail
Pressures previously approved in February 2019		359	65	151	(373)	22	
Manpower adjustments	24,533	807	471	481	490	498	To provide for latest SG pay negotiations at 3%, 2%, 2%, 2%, 2%
Non-pay inflation	3,919	451	372	379	388	390	To allow for anticipated inflationary increases
Property Maintenance Fund Inflation	2,583	52	53	54	55	56	To allow for anticipated inflationary increases of materials and works associated with maintaining the Council estate
Roads Investment	7,936	1,079	(197)	(797)	(85)	0	Investment in road network over 3 year period
Catering (Food) Inflation	1,658	99	36	36	37	38	Estimated inflationary price increase of food costs
Sanitary products in public bodies	37	10	0	0	0	0	As per SG Settlement
Winter Maintenance (Salt) Inflation	854	17	17	18	18	18	Estimated inflationary price increase of salt costs
Aggregates & Bitumen Inflation	592	12	12	12	13	13	Estimated inflationary price increase of bitumen and aggregates
Vehicle Spare Parts Inflation	574	13	13	13	13	0	Estimated inflationary price increase of spare parts
Residual Waste Contract Inflation	4,711	94	96	98	100	102	Estimated inflationary price increase of contract
Burial Income	(797)	90	0	0	0	0	Address permanent burial income pressure to reflect reduced usage of the service
Residual Waste Contract	4,711	461	0	0	0	0	Bring base budget up to 2019/20 contract price
Total Pressures		3,544	938	445	656	1,137	

Savings Proposals	Base Budget £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	2024/25 £'000s	Detail
Savings previously approved in February 2019		(276)	(59)	(59)	(59)	(59)	
Energy Efficiency Project	2,217	0	(100)	(75)	(50)	(95)	£103k savings in 2020/21 already approved as part of the 2019/20 plan. Spend to save investments in a range of energy efficiency measures designed to reduce our Carbon Footprint and make cashable savings
More efficient property and asset portfolio & implementation of Corporate Landlord	17,810	147	(201)	(110)	(100)	(120)	Reprofiling of savings resulting from property rationalisation and implementing the Corporate Landlord model across the Council. There may be an FTE impact. Number to be confirmed and any reduction in posts will be managed through natural attrition, vacancy management and the management of temporary contracts. Any actual staff impact will be managed through the appropriate application of HR policies and procedures.
Property Management - Saving in Rates, from appeals	6,215	(236)	0	0	0	0	Permanent reduction in rates budgets from successful rates appeals in 2019/20
Property Management - Income	0	(15)	0	0	0	0	Revenue generation from Feed in Tariff (FIT) and Renewable Heat Incentive (RHI) schemes

Asset and Infrastructure

Property Management, Facilities, Roads & Infrastructure, Parks & Environment and Waste Management

Savings Proposals	Base Budget £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	2024/25 £'000s	Detail
Cleaning & Facilities - Restructure	230	(51)	0	0	0	0	Structural changes within cleaning services. There may be a FTE impact. Any reduction in posts will be managed through natural attrition, vacancy management and the management of temporary contracts. Any actual staff impact will be managed through the appropriate application of HR policies and procedures.
Catering Services - Removal of external catering facilities at High Schools	48	(24)	0	0	0	0	Removal of 2 catering vans in playgrounds, which are used as additional serveries, but are hired units, no impact on sales expected.
Roads - Events	0	(25)	0	0	0	0	Charging for commercial events, not community events/festivals
Waste Management - Operational Efficiencies	3,839	(50)	0	0	0	0	Operational efficiencies within waste services. There may be an FTE impact. Number to be confirmed and any reduction in posts will be managed through natural attrition, vacancy management and the management of temporary contracts. Any actual staff impact will be managed through the appropriate application of HR policies and procedures.
Waste Management - Holiday Lets	0	(40)	0	0	0	0	Charging 'Holiday Lets' and 'Self Catering Accommodation' for the collection and disposal in line with legislation. This is application of existing legislation in a consistent basis and was implemented mid way through 2019/20.
Property savings	1,121	(14)	(14)	(96)	(14)	0	Further efficiencies from Corporate Landlord through improved processes, purchasing and use of Technology Forge. FF24 principles will be applied and there will be a FTE impact. Number to be confirmed. Any reduction in posts will be managed through natural attrition, vacancy management and the management of temporary contracts. Any actual staff impact will be managed through the appropriate application of HR policies and procedures.
Facilities Management savings	4,616	(61)	(140)	(183)	(183)	0	Service reviews over the next 4 years within the Catering and Cleaning teams. The review of the service will focus on management structures, working practices and where appropriate automation in Cleaning. Catering provision will be reviewed to ensure we maximise opportunities from our contracts. FF24 principles will be applied and there will be a FTE impact. Number to be confirmed. Any reduction in posts will be managed through natural attrition, vacancy management and the management of temporary contracts. Any actual staff impact will be managed through the appropriate application of HR policies and procedures.

Asset and Infrastructure

Property Management, Facilities, Roads & Infrastructure, Parks & Environment and Waste Management

Savings Proposals	Base Budget £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	2024/25 £'000s	Detail
Parks & Environment	4,165	(50)	(150)	(211)	(100)	0	Service reviews over the next 4 years within the Parks & Environment team. The reviews will focus on staffing levels, working patterns and review options for more efficient service delivery and working more effectively with local communities to encourage biodiversity and minimise our carbon footprint. FF24 principles will be applied and there will be a FTE impact. Number to be confirmed. Any reduction in posts will be managed through natural attrition, vacancy management and the management of temporary contracts. Any actual staff impact will be managed through the appropriate application of HR policies and procedures.
Roads & Infrastructure	7,060	0	(200)	(500)	(167)	0	Service reviews over the next 4 years within the Roads and Infrastructure team. Opportunities for examining new ways of working will be explored along with the more efficient use of the Council's fleet and income generation opportunities. FF24 principles will be applied and there will be a FTE impact. Number to be confirmed. Any reduction in posts will be managed through natural attrition, vacancy management and the management of temporary contracts. Any actual staff impact will be managed through the appropriate application of HR policies and procedures.
Waste Management	8,682	(75)	(65)	(310)	(180)	0	Service reviews over the next 4 years within the Waste Management team. Review and implement new legislation including Deposit Return Scheme and Extended Producer Responsibility obligations. FF24 principles will be applied and there will be a FTE impact. Number to be confirmed. Any reduction in posts will be managed through natural attrition, vacancy management and the management of temporary contracts. Any actual staff impact will be managed through the appropriate application of HR policies and procedures.
Passenger Transport	1,827	(75)	15	(200)	(24)	0	Service reviews over the next 4 years including structural changes, process reviews and a change in approach to bus contract tender renewals. FF24 principles will be applied and there will be a FTE impact. Number to be confirmed. Any reduction in posts will be managed through natural attrition, vacancy management and the management of temporary contracts. Any actual staff impact will be managed through the appropriate application of HR policies and procedures.
Total Savings		(845)	(914)	(1,744)	(877)	(274)	
Revenue Closing Position		2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	2024/25 £'000s	
Base Budget 2020/21		40,476	40,500	39,201	38,980	39,843	

SERVICE OVERVIEW: ECONOMIC DEVELOPMENT AND CORPORATE SERVICES			
		REVENUE BUDGET NET £M	£9.835
		CAPITAL BUDGET 20/21 TO 22/23 £M	£28.665
		FTE	110.97
ECONOMIC DEVELOPMENT & CORPORATE POLICY		EMERGENCY PLANNING	
PLANNING, HOUSING & RELATED SERVICE			
Key Services	<ol style="list-style-type: none"> Support to businesses Grants and loans schemes Town centre regeneration Sites and premises support Sectoral support including tourism European policy; European/external funding Low carbon leadership and advocacy Events support Corporate policy and responding to national consultations Provide policy oversight and advice on key strategic matters for the Council. Support the Council's involvement in work in regional policy matters including the South of Scotland Alliance, Borderlands Inclusive Deal, Edinburgh and South East Scotland City Region Deal. Supporting the work of Council's Police, Fire and Rescue and Safer Communities Board and associated matters. 	<ol style="list-style-type: none"> Develop and maintain emergency response plans for emergencies/incidents Coordination and organisation of the emergency response to emergencies Facilitation and organisation of Emergency Planning and Business Continuity training for staff Carryout training, liaison, and act as the Council's single point of contact for the Prevent statutory duty Coordination and management of the events Safety Advisory Group (SAG) Resilient Communities initiative Business Continuity lead for SBC 	<ol style="list-style-type: none"> Processing Planning Applications, Building Warrants and pre- application enquiries Planning & building standards enforcement Road Construction Consents and Stopping Up Orders Processing High Hedge Applications & manage statutory control of tree works Planning appeals, hearings and public inquiries Planning, housing and transport strategy, policy & research Ranger Service & promotion of access Specialist conservation, landscape, environmental and design services Local Housing Strategy team, Bridge Homes, Private landlord registration, enforcement and advice Tackling poverty and social justice (inc fuel poverty)
Revenue £m Net	£1.618	£0.128	£1.639
Capital 20/21 to 22/23 £m	£24.373	£0.000	£1.350
FTE	19.57	2.5	68.90
Statutory Functions	<ol style="list-style-type: none"> Promote local economic development, regeneration & sustainable development (Local Government in Scotland Act 2003, Climate Change Act 2009) Deliver a Business Gateway service 	<ol style="list-style-type: none"> Ensure SBC and partner compliance with Civil Contingencies Act 2004 Act as the single point of contact for the Counter-terrorism 'Prevent' Statutory duty for Local Authorities 	<ol style="list-style-type: none"> Act as planning authority & as verifier of building works, inc complaints Duties as Roads authority, as they affect new development Act as statutory consultee for forest planting applications Strategic & local development plans (every 5 years) Prepare a regional and local transport strategy Assert public rights of way and to maintain the Southern Upland Way, and prepare a core path plan Assess impacts on scheduled ancient monuments; protect and enhance conservation areas Biodiversity- 3 yearly duty of corporate body to report Act as Housing Authority and prepare Local Housing Strategy 5 year Strategic Housing Investment Plan (Housing (Scotland) Act 2006) ; Ensure the registration of all Private landlords (+ enforcement and support); Tackle and reduce fuel poverty ; Provide temporary accommodation, housing support, advice, assistance and assessment
Latest Performance	<ul style="list-style-type: none"> 187 new businesses created with Business Gateway help in 4 Qtrs to Q3 2019/20 (227 for 4 Qtrs to Q3 2018/19) 1,400 businesses supported by Business Gateway in 4 Qtrs to Q3 2019/20 (1,411 for 4 Qtrs to Q3 2018/19) £42k grants awarded during 4 Qtrs to Q3 2019/20 (£68k for 4 Qtrs to Q3 2018/19) How do we compare to others? (2018/19) <ul style="list-style-type: none"> Business Gateway Start-ups per 10,000 population Scottish Borders = 18.9 Scotland = 16.7 Unemployed people assisted into work by council (2018/19) Scottish Borders = 0.9% Scotland = 12.6% 	<ul style="list-style-type: none"> 47 active community resilience plans in place (at end December 2019) 6,051 people currently registered for SB Alert (at end December 2019) 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) 	<ul style="list-style-type: none"> 1,291 planning applications received during 4 Qtrs to Q3 2019/20 (1,333 for 4 Qtrs to Q3 2018/19) Time to process <ul style="list-style-type: none"> 9.0 wks. for non-householders 2018/19 (Scot = 10.7) (7.7 wks. 2017/18) 7.0 wks. for householders 2018/19 (Scot = 7.2) (6.8 wks. 2017/18) How much does it cost for each planning application? <ul style="list-style-type: none"> (2018/19) Scottish Borders = £4,851 Scotland = £4,439 How long does it take my council to deliver a commercial planning application decision (on average)? <ul style="list-style-type: none"> Scottish Borders = 8.3 weeks Scotland = 9.1 weeks (2018/19) 191 affordable homes delivered in 18/19 (145 in 2017/18) Bridge Homes (Units and Operating Profit) <ul style="list-style-type: none"> 2014/15: 10 Units Loss £12,115 2015/16: 23 Units Loss £7,847 2016/17: 45 Units Profit £48,162 2017/18: 45 Units Profit £135,985 (Restated in 18/19 Unaudited accounts) 2018/19: 54 Units Profit £35,449
Key Priorities 20/21	<ol style="list-style-type: none"> Preparation for South of Scotland Enterprise Agency (incl. SOSEP) Development of business cases for Borderlands Inclusive Growth Deal Implementation of Edinburgh and South East Scotland City Region Deal Helping businesses and communities respond to the impact and opportunities that Brexit brings SBC Brexit co-ordination 	<ol style="list-style-type: none"> Re-visit the resilient communities initiative Review the Safety Advisory Group (SAG) process Transition to a new system version for the Business Continuity system 	<ol style="list-style-type: none"> Develop and expand our staff/member training programme. Complete re-engineered eDevelopment processes for Development Management/Building Standards and implement Enterprise case management system and mobile working for staff. Undertake case management and capacity review including priority action on legacy cases and cases subject to outstanding legal agreements Undertake People Planning II process for service to further review workforce, service and budget priorities for the coming period. Commence review of on-line service delivery

SERVICE OVERVIEW: ECONOMIC DEVELOPMENT & CORPORATE SERVICES			
	AUDIT AND RISK	POLICY, PLANNING, PERFORMANCE	SPORT, HERITAGE & CULTURE
Key Services	<ol style="list-style-type: none"> Provide a range of specialist compliance and assurance support services, covering core business, transformation and partnership work to support Management fulfil their responsibilities <ol style="list-style-type: none"> Internal Audit Counter Fraud Risk Management Provision of the above services to Scottish Borders Council, Pension Fund, Scottish Borders H&SC Integration Joint Board, and Live Borders (risk management only). Provision of shared services with Midlothian Council. 	<ol style="list-style-type: none"> Manage corporate & business planning processes Public performance reporting Research, information & analysis 	<ol style="list-style-type: none"> Delivery of Sport, Heritage and Cultural services across the Scottish Borders on behalf of SBC including Libraries, Public Halls, Community Centres, Community Arts, School based Community Facilities, Leisure Facilities, Pitches, Active Schools, Sports Development, Museums and Heritage Hub <u>202 FTE staff (Live Borders):</u> 103 FTE full-time. 99 FTE part-time.
Revenue £m Net	£0.331	£0.491	£5.628
Capital 20/21 to 22/23 £m	£0.000	£0.000	£2.942
FTE	8.00	12.00	N/A
Statutory Functions	<ol style="list-style-type: none"> Provide statutory annual assurance and audit opinions to Scottish Borders Council, Pension Fund, and H&SC Integration Joint Board 	<ol style="list-style-type: none"> Publicly reporting performance and demonstrate Best Value (Local Gvt Scotland Act 2003) 	<ol style="list-style-type: none"> SBC has a statutory duty to: <ul style="list-style-type: none"> secure the provision of adequate library facilities for all persons resident in their area ensure adequate provision of facilities for recreation and sport
Latest Performance	<ul style="list-style-type: none"> Completed planned audits to provide statutory annual assurance and audit opinions to the Council, Pension Fund, and Scottish Borders H&SC Integration Joint Board; made recommendations on areas of improvement (Internal Audit Annual Assurance Report 2019/20 for each legal entity to their respective Management and Board/Audit Committee). Provided Internal Audit shared services to Midlothian Council and MUB (Chief Internal Auditor and Interim Specialist Internal Auditor) to enable the provision of statutory audit opinions to those entities. Demonstrated improvements to build upon the existing fundamental controls to prevent and detect fraud, theft and corruption using self-assessment against the Counter Fraud Maturity Model to protect public funds including participation in the National Fraud Initiative (Counter Fraud Annual Report 2019/20 to Audit and Scrutiny Committee). Embedded the robust identification, evaluation and management of the key risks to the delivery of services within business practices and change processes for the Council, Pension Fund, H&SC Integration Joint Board, and Live Borders. Undertook Risk Management Healthcheck to inform further improvements (Risk Management Annual Report 2019/20 to Audit and Scrutiny Committee). 	<ul style="list-style-type: none"> N/A - Support across all services 	<p><u>Performance During 2018/19</u></p> <ul style="list-style-type: none"> 1.343m Sports Participation (up from 1.257m in 17/18) 354k Pool Admissions Cumulative (up from 303k in 17/18) 519k Other Admissions Cumulative (up from 477k in 17/18) 438k Culture Participation (down from 463k in 17/18) 14.6k Active Library Users incl. mobile library users (down from 16.1k in 17/18) <p>For more information, see https://www.scotborders.gov.uk/downloads/download/672/live_borders_performance_reports</p>
Key Priorities 20/21	<ol style="list-style-type: none"> Deliver Internal Audit Strategy and Annual Plans to provide statutory risk-based assurance and audit opinion on internal controls and governance to Scottish Borders Council, Pension Fund, H&SC Integration Joint Board. Progress to an established counter fraud model to enhance the Council's resilience to fraud including policies and procedures review and update, vulnerability assessments, and compliance testing. Continue to refine the approach to the management of risks (identification, evaluation, mitigation and review) within the business practices and change processes of the various legal entities. Focus on reporting to enable sufficient Management monitoring and oversight by Audit and Scrutiny Committee. Provide shared services to Midlothian Council and MUB to ensure cost effective and sustainable provision of specialist compliance and assurance support services. 	<ol style="list-style-type: none"> Review of complaints handling procedure Customer Strategy implementation Development of "Business Intelligence" tools for data analysis Embed Self-Assessment Approach across all services Development of community planning performance framework Develop further improvements to performance reporting 	<ol style="list-style-type: none"> Implement agreed energy efficiency programme Further develop Health provision Implement the Library service plan Work with SBC to ensure sustainability going forward

Revenue Financial Plan 2020/21 - 2024/25
Economic Development and Corporate Services

Economic Development & Corporate Services by Service	2020/21 £'000	2021/22 (Provisional) £'000	2022/23 (Provisional) £'000	2023/24 (Provisional) £'000	2024/25 (Provisional) £'000	Total £'000
Corporate Policy	294	299	304	309	314	1,520
Economic Development	1,324	1,340	1,325	1,342	1,359	6,691
Emergency Planning	128	130	133	136	139	666
Business Planning Performance & Policy Development	491	501	512	523	534	2,564
Planning Services	756	804	800	850	910	4,120
Audit & Risk	331	338	345	333	341	1,686
Housing Strategy & Services	883	888	893	898	904	4,465
Cultural Services	3,563	3,516	3,441	3,368	3,293	17,181
Sports Services	2,066	1,957	1,781	1,609	1,434	8,845
Total	9,835	9,773	9,533	9,367	9,228	47,738

Economic Development & Corporate Services by Budget Head	2020/21 £'000	2021/22 (Provisional) £'000	2022/23 (Provisional) £'000	2023/24 (Provisional) £'000	2024/25 (Provisional) £'000	Total £'000
Employee Costs	5,007	5,100	5,143	5,222	5,332	25,803
Premises Related Expenditure	216	216	217	217	217	1,083
Transport Related Expenditure	9	9	9	9	10	45
Supplies & Services	525	525	525	525	525	2,627
Third Party Payments	6,554	6,398	6,115	5,869	5,619	30,557
Transfer Payments	0	0	0	0	0	0
Internal Recharges	0	0	0	0	0	0
Capital Financing Costs	278	278	278	278	278	1,388
	12,588	12,526	12,287	12,121	11,981	61,503
Income	(2,754)	(2,754)	(2,754)	(2,754)	(2,754)	(13,766)
Total	9,835	9,772	9,533	9,367	9,228	47,738

Economic Development and Corporate Services

Planning, Audit & Risk, Corporate Policy, Economic Development, Commercial Property Income, Emergency Planning, Business Planning Performance & Policy Development

Capital Investment	3 year operational £'000s	7 year strategic £'000s	TOTAL	Est External Funding	Est. SBC Contribution	Est. SBC Contribution
Great Tapestry of Scotland - Building	2,898	0	2,898	0	2,898	Building to house the Great Tapestry of Scotland
Town Centre Regeneration	1,482	700	2,182	0	2,182	To support the outcome of the Locality/Town review work, including development of new Conservation Areas Regeneration Schemes
Borders Innovation Park	17,685	1,950	19,635	(14,900)	4,735	To support the development of necessary infrastructure to maximise inward investment and the future growth of the Scottish Borders economy
Hawick Regeneration	2,085	0	2,085	(2,085)	0	To support the regeneration of Hawick
Newtown St Boswells Regeneration	223	176	399	0	399	Development phase for the village centre regeneration
Sports Infrastructure	2,058	6,463	8,521	(4,648)	3,873	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	884	0	884	0	884	Public Halls upgrades, and planned demolition work in relation to the former Cross Keys public house
Private Sector Housing Grant	1,350	3,500	4,850	0	4,850	Grant funding to assist the provision of major adaptations to Private Sector housing following a needs and priority assessment by Social Work
Total Investment	28,665	12,789	41,454	(21,633)	19,821	

Revenue Opening Position	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	2024/25 £'000s
Base Budget (approved 28 February 2019)	8,718	9,835	9,772	9,533	9,367
Permanent Virements	1,255	0	0	0	0
Revised Base Budget	9,973	9,835	9,772	9,533	9,367

Budget Pressures	Base Budget £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	2024/25 £'000s	Detail
Pressures previously approved in February 2019		(93)	0	(32)	0	0	
Manpower adjustments	4,912	161	102	106	107	110	To provide for latest SG pay negotiations at 3%, 2%, 2%, 2%, 2%
Non-pay inflation	41	1	0	1	1	1	To allow for anticipated inflationary increases
50% (0.5FTE) Disability Sports Officer Post	0	17	0	0	0	0	50:50 funding arrangement with Live Borders who will employ officer
Total Pressures		86	102	75	108	111	

Economic Development and Corporate Services

Planning, Audit & Risk, Corporate Policy, Economic Development, Commercial Property Income, Emergency Planning, Business Planning Performance & Policy Development

Savings Proposals	Base Budget £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	2024/25 £'000s	Detail
Savings previously approved in February 2019		(60)	(156)	0	0	0	
Economic Development	55	(40)	0	0	0	0	Closure of the Scottish Borders Business Grant Scheme
Business Planning	501	(20)	0	0	0	0	Process improvement and greater use of technology
Additional Fees & Charges Income	(25)	(8)					Extra income from higher Fees & Charges which have been increased in line with inflation.
Planning Services - South East Scotland Planning Authority (SESPlan)	50	(50)	0	0	0	0	The purpose of this budget was to fund the staff resource and associated work programmes required to deliver SESPlan. The new Planning Act removes this statutory requirement and replaces it with a more informal provision for local authorities to either prepare, or work together, to prepare a Regional Spatial Strategy (RSS).
Planning Services - Additional Income Opportunities	(25)	(15)	0	0	0	0	Discretionary spend savings and new Fee for processing footway crossing applications for driveways and other accesses onto public roads that don't need planning consent. Increase in fees for the Pre-application Advice Service.
Audit & Risk - Shared Service Opportunity	43	(22)	0	0	0	0	Shared resource with other Local Authority
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	5,553	0	0	(251)	(246)	(250)	The previously agreed 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. A further agreement will be required for the following period from 2022/23.
Planning	2,693	(9)	(9)	(63)	(9)	0	Service reviews over the next 4 years including process, technology and structural changes as opportunities arise supported by People Plan. FF24 principles will be applied and there will be a FTE impact. Number to be confirmed. Any reduction in posts will be managed through natural attrition, vacancy management and the management of temporary contracts. Any actual staff impact will be managed through the appropriate application of HR policies and procedures.
Audit & Risk	373	0	0	0	(19)	0	Service review in 2023/24 including structural changes as opportunities arise supported by People Plan. FF24 principles will be applied and there will be a FTE impact. Number to be confirmed. Any reduction in posts will be managed through natural attrition, vacancy management and the management of temporary contracts. Any actual staff impact will be managed through the appropriate application of HR policies and procedures.
Total Savings		(224)	(165)	(314)	(274)	(250)	
Revenue Closing Position		2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	2024/25 £'000s	
Base Budget 2020/21		9,835	9,772	9,533	9,367	9,228	

SERVICE OVERVIEW:		HEALTH AND SOCIAL CARE		
		REVENUE BUDGET NET £M	£62.720	
		CAPITAL BUDGET 20/21 TO 22/23 £M	£25.287	
		FTE	736.65	
		OLDER PEOPLE	PUBLIC PROTECTION & COMMUNITY SAFETY	
Key Services		<ol style="list-style-type: none"> Responsibility for planning and delivery of Older People functions is delegated to the Scottish Borders Health and Social Care Partnership. Social Work services for adults & older people Carer support services Community care assessment team Respite provision Occupational therapy services Commissioned services including delivery of day services Hospital discharge Re-ablement service Provision of equipment & telecare Homecare Housing support Informal support, Info & signposting 	<ol style="list-style-type: none"> Chief Social Work Officer activity Co-ordination of Adult & Child Protection & Emergency Duty Team Safer Communities - Domestic Abuse Service and Anti-Social Behaviour Unit Quality Improvement 	
		<ol style="list-style-type: none"> Delivery of statutory Justice Social Work including supervision of Community Payback Orders & Unpaid Work and post custodial liberation, including Parole, Non-Parole and Life Licence Provision of Court and Parole Board Reports Provision of Multi Agency Public Protection Arrangements Delivery of Drug Treatment and Testing Orders Delivery of Woman Offender services. Development of alternative to custody options in line with Presumption Against Short Sentences Provision of services to address gender based violence: Caledonian Programme Provision of services to address sexual offending behaviour 		
Revenue £m Net	£16.565	£2.360	£1.235	
Capital 20/21 to 22/23 £m	£25.287	£0.000	£0.000	
FTE	19.73	22.99	26.80	
Statutory Functions		<ol style="list-style-type: none"> Make necessary inquiries and investigations to establish whether or not an adult is at risk of harm (Adult Support and Protection (Scotland) Act 2007) Duty to promote social welfare (Social Work (Scotland) Act 1968) Facilitate the person's dignity and participation in the life of the community (Social Care (Self-directed Support (Scotland) Act 2013) Supervise welfare guardians; investigate complaints about the exercise of welfare powers; investigate adults at risk; provide information and advice within welfare functions (Adults with Incapacity (Scotland) Act 2000) 	<ol style="list-style-type: none"> Make necessary inquiries and investigations to establish whether or not an adult is at risk of harm (Adult Support and Protection (Scotland) Act 2007) Make necessary inquiries to establish whether or not a child is at risk of harm (National Guidance for Child Protection in Scotland, Children (Scotland) Act 1995, Children and Young People (Scotland) Act 2014, Adult Support, Adult Support and Protection (Scotland) Act 2007). Duty to promote social welfare (Social Work (Scotland) Act 1968) Facilitate the person's dignity and participation in the life of the community (Social Care (Self-directed Support (Scotland) Act 2013) Supervise welfare guardians; investigate complaints about the exercise of welfare powers; investigate adults at risk; provide information and advice within welfare functions (Adults with Incapacity (Scotland) Act 2000) 	
			<p>The local authority has a duty under the Social Work (Scotland) Act 1968 to:</p> <ol style="list-style-type: none"> Act on behalf of Scottish Courts to: <ol style="list-style-type: none"> supervise offenders who have been made subject to a community disposal. provide criminal justice social work and other reports to courts to assist with sentencing decisions. Provide Voluntary Throughcare to prisoners not subject to statutory throughcare supervision on release, who request such a service while in custody or within 12 months of release. Provide Reports to Scottish Ministers to inform decisions relating to release on Statutory Throughcare Licences, Prisoners and Criminal Proceedings (Scotland) Act 1993 Supervise Offenders liberated and subject to Statutory Throughcare Requirements Provide the Procurator Fiscal with information and supervise, provide advice, guidance and assistance to those charged with, but not prosecuted for, any offence and are referred to the local authority by the Procurator Fiscal or the Lord Advocate 	
Latest Performance		<ul style="list-style-type: none"> 92.3% of Adults are using the Self-Directed Support Approach as at end of December 2019. (Dec 18 = 82.3%) 79% of Adults (aged 65+yrs) received care at home compared to a care home / residential setting as at end of December 2019. (December 18 = 77%) 1,240 homecare clients (Aug-19) 85% of service users reported feeling safe (Aug 2019) 608 externally funded residential beds provided per week (Sep 2019) 	<ul style="list-style-type: none"> 863 reported incidents of domestic abuse ytd for 3 Qtrs ended Q3 2019/20 (746 to Q3 2018/19) 2,750 group 1-5 crimes and offences ytd for 3 Qtrs ended Q3 2019/20 (2,617 to Q3 2018/19) 375 concerns were raised for adults at risk (4 Qtrs to Q3 2019/20) All PP measures are going to be refreshed in line with CSOG requirements. 	<ul style="list-style-type: none"> Data for 2019/20 <ul style="list-style-type: none"> No. of court Reports: 345 (CISWR + Supplementary Reports) (2018/19) No. of CPOs imposed: 207 UPW Hours Issued for above CPOs: 17,856 UPW Hours Completed in year: 11,036 (UPW) 673.75 (Other Activity) Statutory Throughcare Cases in Community: 23 (as at 31/3/20)
Key Priorities 20/21		<ol style="list-style-type: none"> 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 Developing the usage of the social care estate including day services Maximising productivity of service Continued use of transitional care, discharge to assess & hospital to home Review of social work charging policy 	<ol style="list-style-type: none"> Agree and implement recommendations around Public Protection (Model/co-location, governance, change in practice, info sharing). This includes CP, AP, Domestic Abuse, ASB, Community Justice and Criminal Justice etc. Standardise performance measures, quality assurance and quality improvement activity for all aspects of PP in line with CSOG requirements 	<ol style="list-style-type: none"> The Justice Service to sit within the three pillars of Public Protection, with Justice Governance sitting within the Public Protection framework. Community Payback Order : Unpaid Work procedures document to be rewritten. Develop and implement Safe Systems of Work for UPW Identify and implement an identification of need tool, to inform robust Case management plans and service user Outcomes. Develop video conferencing facilities and IT solutions to assist and streamline service delivery.

SERVICE OVERVIEW:		HEALTH AND SOCIAL CARE		
		PUBLIC HEALTH	MENTAL HEALTH	LEARNING DISABILITIES
Key Services		<ol style="list-style-type: none"> Mental Health Improvement and Suicide Prevention Action Plan. Wellbeing Service - 1:1 support with emotional wellbeing and lifestyle Training and capacity building A number of early intervention and prevention measures to maintain and improve the physical and mental health and wellbeing of adults and children across the region (child healthy weight, Breastfeeding Support Service; maternal and infant nutrition; Healthy Living Network; Diversity Week; CCARD) 	<ol style="list-style-type: none"> Responsibility for planning and delivery of Mental Health functions is delegated to the Scottish Borders Health and Social Care Partnership. 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) Commissioned services from the third sector including Housing Support, rehabilitation and early intervention (Local Area Coordination (LACS) & recovery support and Day Service in Gala Mental Health Officer Services compliant with MH Act legislation including Guardianships, and Mental Health Act assessments. 	<ol style="list-style-type: none"> Responsibility for planning and delivery of Learning Disability functions is delegated to the Scottish Borders Health and Social Care Partnership. Learning Disability Services fully integrated across Health and Social Care with an integrated management structure Commissioned services from the independent sector providing individual packages of care in the community and some high cost residential placements for adults with very high support needs with day services delivered by SB Cares Grant funding for Social Enterprises creating training and employability support for adults with a learning disability. Approximately 14 social workers provide social work support to 418 service users including a significant amount of Adult Protection work and legal duties under the MH Act and Adults with Incapacity Act 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. Project Search developed together with NHS Borders and Borders College to deliver an annual employment training programme (50% of students gain permanent employment who attend the programme)
Revenue £m Net	£0.092	£2.164	£16.398	
Capital 20/21 to 22/23 £m	£0.000	£0.000	£0.000	
FTE	1.22	29.26	26.87	
Statutory Functions	None	<ol style="list-style-type: none"> Promote well-being and social development; Appoint mental health officers & ensure work is designated. Inquire and obtain warrants; Assess needs for community care services; secure availability of independent advocacy services (Mental Health (Care and Treatment)(Scotland) Act 2003) Make necessary inquiries and investigations to establish whether or not an adult is at risk of harm (Adult Support and Protection (Scotland) Act 2007) Facilitate the person's dignity and participation in the life of the community (Social Care (Self-directed Support)(Scotland) Act 2013) 	<ol style="list-style-type: none"> Make necessary inquiries and investigations to establish whether or not an adult is at risk of harm (Adult Support and Protection (Scotland) Act 2007) Duty to promote social welfare (Social Work (Scotland) Act 1968) Facilitate the person's dignity and participation in the life of the community (Social Care (Self-directed Support)(Scotland) Act 2013) Supervise welfare guardians; investigate complaints about the exercise of welfare powers; investigate adults at risk; provide information and advice in with welfare functions (Adults with incapacity (Scotland) Act 2000) 	
Latest Performance	<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 2016-18 Life Expectancy At Birth: (Source: National Records of Scotland) <ul style="list-style-type: none"> Scottish Borders: 78.8 (males) and 81.5 years (females) Scotland: 77.0 (males) and 81.0 (females) 66% of Scottish Borders' adults are overweight. (65% Scotland). Source: Scottish Health Survey 2018 (2014-17 rolling average). Rate of alcohol-related mortality (2013-17 aggregated age-sex standardised rates) Scottish Borders - 12.0 per 100,000 population Scotland – 22 per 100,000 population, standardised (Source: ScotPHO) Training participants - 409 6 Ways to be Well reach - 225 staff; 2888 community members Diversity Week - 800 participants, 55 partners involved Community Food Worker Groups - 641 participants 	<ul style="list-style-type: none"> 33 welfare guardianships (Aug-19), increase from 41 in Aug 2018 161 private welfare guardianships recorded (Aug 19), increase from 140 in Aug 18 25 emergency detentions, 82 short term detentions and 32 compulsory treatment orders were made (2018/19) 	<ul style="list-style-type: none"> 22 adults with learning disabilities were in employment (Mar 19) 323 adults with learning disabilities were receiving a service from Local Area Co-ordinators (Sep19) 	
Key Priorities 20/21	<ol style="list-style-type: none"> Implement Public Health Action Plan (inc mental health and wellbeing for children and adults; Ongoing focus on diabetes prevention 	<ol style="list-style-type: none"> Delivery of additional Mental Health Act funding (Action 15) over the next 5 years Integration and expansion of the Doing Well Service to Primary Care Integrated model of Local Area Coordination (incorporating Mental Health Learning Disabilities and Older People) Mental Health Transformation Programme. 3 main areas: Inpatient Care, Community Teams and Crisis and Liaison Expansion of Distress Brief Integration Service to 16 year olds (National Pilot in Scottish Borders) Co location of Borders Addiction services and Addiction Development of Assertive Outreach Service for addictions Address waiting times in Child and Adult Mental Health Services and look at closer working with Tier 2 services Address commissioning gap in Dementia Services to reduce hospital admission and increase hospital discharge. 	<ol style="list-style-type: none"> Develop a local Complex Care Unit to accommodate adults who have complex care needs Develop increased range of accommodation and respite options by commissioning a Shared Lives Service locally Increase day time opportunities for adults with a learning disability Implement a cancer screening programme to increase uptake of screening for adults with a learning disability Commission 2 specialist hospital beds for adults with a learning disability in collaboration with NHS Lothian Continue to trial the Transitions pathway (young people transitioning from children's to adult services) developed locally with partners 	

SERVICE OVERVIEW:		HEALTH AND SOCIAL CARE																																																								
		ADULTS WITH PHYSICAL/SENSORY DISABILITIES	GENERIC SERVICES	SB CARES																																																						
Key Services	<p>Responsibility for planning and delivery of Disability functions is delegated to the Scottish Borders Health and Social Care Partnership.</p> <ol style="list-style-type: none"> Social Work services for adults & older people Carer support services Community care assessment team Respite provision Occupational therapy services Commissioned services including delivery of day services Hospital discharge Re-ablement service Provision of equipment & telecare Homecare Housing support Informal support ,Info & signposting 	<ol style="list-style-type: none"> Responsibility for planning and delivery of all Generic Services is delegated to the Scottish Borders Health and Social Care Partnership Generic Services cover a range of additional care & support services, service planning and management and locality staff teams Some services provided jointly with NHS Borders. Joint Services include Joint Health Improvement and the Scottish Borders Community Equipment Store, Tweedbank A number of grants are also made from the Generic Services budget each financial year to a range of individuals and in particular, voluntary sector organisations 	<ol style="list-style-type: none"> Delivering over 15,000 visits per week to enable more than 900 people to remain in their own homes. Delivering 12,226 pieces of additional ability equipment to support 2,399 new clients to live more independently, with a total of 9,516 clients using equipment on loan from the Community Equipment Service at the end of the financial year. Supporting 1,876 clients to maintain independence with 24 hour monitored personal alarms. Providing 24 hour support through 127 long stay / respite beds in a care home environment for those people with higher level needs. Providing 24 hour support through 39 Transitional and Discharge to Assess beds to deliver improved patient care journeys. Supporting 181 clients through our older people and learning disability day services enabling people to remain at home and providing respite to families and carers. 																																																							
Revenue £m Net	£2.458	£5.278	£16.170																																																							
Capital 20/21 to 22/23 £m	£0.000	£0.000	£0																																																							
FTE	0.00	81.41	528.37																																																							
Statutory Functions	<ol style="list-style-type: none"> Make necessary inquiries and investigations to establish whether or not an adult is at risk of harm (Adult Support and Protection (Scotland) Act 2007) Duty to promote social welfare (Social Work (Scotland) Act 1968) Facilitate the person's dignity and participation in the life of the community (Social Care (Self-directed Support)(Scotland) Act 2013) Supervise welfare guardians; investigate complaints about the exercise of welfare powers; investigate adults at risk; provide information and advice in with welfare functions (Adults with Incapacity (Scotland) Act 2000) 		<ol style="list-style-type: none"> Duty to meet Health & Social Care Standards Respond to the Care Inspectorate's inspection requirements & recommendations Scottish Social Services Council registration for all registered care services Duty to meet Adult Support & Protection Act Regulations 																																																							
Latest Performance	<ul style="list-style-type: none"> 346 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 (Sep 19) 	<ul style="list-style-type: none"> Around 45,000 items of equipment on issue from Community Equipment Store across Scottish Borders 	<ul style="list-style-type: none"> £3.656m returned to council see table below <table border="1"> <thead> <tr> <th></th> <th>2015/16</th> <th>2016/17</th> <th>2017/18</th> <th>2018/19</th> </tr> <tr> <th></th> <th>(£000)</th> <th>(£000)</th> <th>(£000)</th> <th>(£000)</th> </tr> </thead> <tbody> <tr> <td>Recurring Savings returned to SBC:</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>2015/16</td> <td>480</td> <td>480</td> <td>480</td> <td>480</td> </tr> <tr> <td>2017/18</td> <td>-</td> <td>-</td> <td>465</td> <td>465</td> </tr> <tr> <td>2018/19</td> <td>-</td> <td>-</td> <td>-</td> <td>206</td> </tr> <tr> <td>Total Recurring Savings</td> <td>480</td> <td>480</td> <td>945</td> <td>1351</td> </tr> <tr> <td>One-Off Savings returned to SBC - 2016/17</td> <td>-</td> <td>600</td> <td>-</td> <td>-</td> </tr> <tr> <td>Annual Savings</td> <td>480</td> <td>1,080</td> <td>945</td> <td>1351</td> </tr> <tr> <td>% of Contractual Management Fee</td> <td>3%</td> <td>7%</td> <td>6%</td> <td>7%</td> </tr> <tr> <td>Cumulative Savings</td> <td>480</td> <td>1,560</td> <td>2,505</td> <td>3,856</td> </tr> </tbody> </table>		2015/16	2016/17	2017/18	2018/19		(£000)	(£000)	(£000)	(£000)	Recurring Savings returned to SBC:					2015/16	480	480	480	480	2017/18	-	-	465	465	2018/19	-	-	-	206	Total Recurring Savings	480	480	945	1351	One-Off Savings returned to SBC - 2016/17	-	600	-	-	Annual Savings	480	1,080	945	1351	% of Contractual Management Fee	3%	7%	6%	7%	Cumulative Savings	480	1,560	2,505	3,856
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Key Priorities 20/21	<ol style="list-style-type: none"> Implement Physical Disability Strategy 2018 Empowerment of the PD community to engage in public services and communities. This will include: a) Advising and supporting services and communities to be more physically disability aware and better placed to respond positively to people who have a physical disability b) Engaging in relevant planning and development groups to advise planners and strategists on what would make a positive impact on people with physical disabilities. c) Identifying those issues that will not be changed without national involvement or structural change and investment 	<ol style="list-style-type: none"> 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 	<ol style="list-style-type: none"> Embed the new Homecare Management Structure incl. completion of the scheduler pilot and integration of Senior Support Workers Deliver new approaches to care at home services Deliver the Commercial Strategy Improve outcomes for our clients by utilising technology incl. the use of Attend Anywhere and Tablet Technology Deliver Administrative and Care Process Improvements Deliver improved training and management support to both front line care staff and managers 																																																							

Revenue Financial Plan 2020/21 - 2024/25
Health and Social Care

Health & Social Care by Service	2020/21 £'000	2021/22 (Provisional) £'000	2022/23 (Provisional) £'000	2023/24 (Provisional) £'000	2024/25 (Provisional) £'000	Total £'000
Child Protection	191	194	197	200	203	985
Adult Protection	317	320	323	326	329	1,616
Emergency Duty Team	312	318	324	330	336	1,618
Business Support - Staff Development	196	196	196	196	196	982
Quality Improvement	191	195	199	203	207	995
Services in Criminal Justice System	1,235	1,235	1,235	1,235	1,235	6,174
Safer Communities	1,154	1,183	1,179	1,185	1,191	5,892
Older People	16,565	17,091	18,827	20,570	22,117	95,170
Joint Learning Disability	16,399	16,220	16,043	16,571	17,099	82,332
Joint Mental Health	2,164	2,194	2,217	2,242	2,266	11,083
People with Physical Disabilities	2,458	2,539	2,539	2,539	2,539	12,613
SB Cares	16,170	16,312	16,360	16,514	16,819	82,173
Generic Services	5,278	5,204	5,137	5,221	5,309	26,149
Public Health	92	93	94	95	96	468
Total	62,720	63,294	64,870	67,426	69,941	328,251

Health & Social Care by Budget Head	2020/21 £'000	2021/22 (Provisional) £'000	2022/23 (Provisional) £'000	2023/24 (Provisional) £'000	2024/25 (Provisional) £'000	Total £'000
Employee Costs	9,200	9,528	9,847	10,323	10,810	49,708
Premises Related Expenditure	101	101	102	103	104	511
Transport Related Expenditure	143	144	144	145	146	722
Supplies & Services	16,255	16,010	15,765	15,621	15,621	79,272
Third Party Payments	44,565	44,680	45,667	47,364	48,862	231,136
Transfer Payments	5,206	5,580	6,094	6,619	7,148	30,647
Internal Recharges	180	180	180	180	180	902
Capital Financing Costs	0	0	0	0	0	0
	75,650	76,223	77,800	80,355	82,871	392,899
Income	(12,930)	(12,930)	(12,930)	(12,930)	(12,930)	(64,648)
Total	62,720	63,294	64,870	67,426	69,941	328,251

Health and Social Care

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

Capital Investment	3 year operational £'000s	7 year strategic £'000s	TOTAL	Est External Funding	Est. SBC Contribution	Detail
Care Inspectorate Requirements (Older People)	166	426	592	0	592	Residential Care Home works in order to deliver specific recommendations identified within the Care Inspectorate inspections.
Residential Care Accommodation Replacement	18,500	0	18,500	0	18,500	Two new proposed Residential Care Homes.
Technology Enabled Care	560	400	960	0	960	Investment in Technology Enabled Care to support individuals to remain independent and healthy.
Residential Care Accommodation Upgrades	1,515	0	1,515	0	1,515	Residential Care Accommodation upgrades
Extra Care Housing	4,546	0	4,546	(4,396)	150	Investment in partnership with Registered Social Landlords (RSL) to create Extra Care Housing.
Total Investment	25,287	826	26,113	(4,396)	21,717	

Revenue Opening Position	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	2024/25 £'000s
Base Budget (approved 28 February 2019)	59,369	62,720	63,294	64,870	67,426
Permanent Virements	57	0	0	0	0
Revised Base Budget	59,426	62,720	63,294	64,870	67,426

Budget Pressures	Base Budget £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	2024/25 £'000s	Detail
Pressures previously approved in February 2019		3	0	0	0	0	
Manpower adjustments	9,810	776	459	468	476	486	To provide for latest SG pay negotiations at 3%, 2%, 2%, 2%, 2%.
Non-pay inflation	82	2	3	2	3	2	To allow for anticipated inflationary increases.
Borders Care & Repair Contract	317	6	0	1	1	2	To allow for small inflationary increases to external contracts.
Older People demographic increases	14,326	529	529	529	529	529	Forecast additional cost of increasing numbers of Older People 65-74 and 74+.
Increased young adults with learning / physical disabilities / mental health	20,200	500	500	500	500	500	Forecast additional cost of increasing numbers of young adults in transition from Children's to Adult Services.
COSLA Residential Care Home Contract (Older People)	9,653	340	350	362	375	388	Increase COSLA Care Home Contract by 3.5% p.a.
Extra Care Housing (ECH) - Dementia Unit Running Costs	1,281	0	0	550	550	0	Costs for ECH Dementia Unit per June 2018 report to Executive.
Extra Care Housing Developments (Todlaw, Duns) - Running costs	1,281	222	158	0	0	0	Net running costs associated with new ECH developments at Todlaw, Duns, in line with capital plan and current care provision assumptions (planned opening Sep 2020).
Extra Care Housing Developments (Langhaugh, Galashiels) - Running costs	1,281	82	412	0	0	0	Net running costs associated with new ECH developments at Langhaugh, Galashiels, in line with capital plan and current care provision assumptions (planned opening Feb 2021).

Health and Social Care

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

Budget Pressures	Base Budget £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	2024/25 £'000s	Detail
Extra Care Housing Developments (Kelso) - Running costs	1,281	0	76	302	0	0	Net running costs associated with new ECH developments at Kelso, in line with capital plan and current care provision assumptions (planned opening Feb 2022).
Extra Care Housing Developments (Eyemouth) - Running costs	1,281	80	320	0	0	0	Net running costs associated with new ECH developments at Eyemouth, in line with capital plan and current care provision assumptions (planned opening Feb 2021).
Additional dementia care (Queens House)	13,344	7	7	8	8	8	Additional dementia beds in Queens House commissioned for 5 years.
Appropriate Adult	0	21	0	0	0	0	As per SG Settlement
Free Personal Care	0	577	0	0	0	0	As per SG Settlement
Criminal Justice	1,177	57	0	0	0	0	As per SG Settlement
Carers Act extension	553	12	0	0	0	0	As per SG Settlement
Safer Communities	99	99	23	(10)	0	0	Mainstreaming of Domestic Abuse Service from July 2020 on cessation of external funding. There will be a FTE impact. Number to be confirmed. Any reduction in posts will be managed through natural attrition, vacancy management and the management of temporary contracts. Any actual staff impact will be managed through the appropriate application of HR policies and procedures.
Prepayment Cards - Self Directed Support	5,260	74	(55)	(15)	(4)	0	Implementation of alternative payment process for Direct Payments for Self Directed Support clients.
Shared Lives (LD)	13,484	0	124	57	0	0	Investment required for Shared Lives programme
Single Handed Care Proposal	5,887	150	(100)	0	0	0	Investment required for Single Handed Care savings Proposal.
Scottish Living Wage	0	600	600	600	600	600	Current rate increased by £0.30 in Scottish Living Wage paid by care providers to staff from 2020/21. £0.30 increase assumed annually thereafter.
Investment in H&SC base budget to address historic pressures		1,061	(1,061)	0	0	0	
Increasing demand pressures		328	(328)	0	0	0	
Total Pressures		5,526	2,017	3,354	3,038	2,515	

Savings Proposals	Base Budget £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	2024/25 £'000s	Detail
Savings previously approved in February 2019		198	0	0	0	0	
Review of Financial Assessment Policy	361	(194)	0	0	0	0	Increase Taper Rate from 65% to 100%, applied to Financial Assessments. This will require formal approval as part of the Council's Charging Policy.
Bordercare Alarms	310	(75)	0	0	0	0	Additional income projected, with full year effect of increased demand in previous years.
Bordercare Alarms (Inflationary increase)	310	(10)	0	0	0	0	Increase weekly charge of Bordercare Alarms from £4.50 to £4.65.
Better use of Fleet Vehicles	296	(30)	(45)	(45)	(45)	0	Wider roll out of fleet vehicles by SB Cares' staff.

Health and Social Care

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

Savings Proposals	Base Budget £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	2024/25 £'000s	Detail
Review of Care Packages (Older People and Learning Disability)	6,833	(300)	(60)	(30)	0	0	Robust reviewing of Care Packages. There will be an FTE impact. Number to be confirmed. Any reduction in posts will be managed through natural attrition, vacancy management and the management of temporary contracts. Any actual staff impact will be managed through the appropriate application of HR policies and procedures.
Single Handed Care Proposal (Older People)	5,887	(250)	(50)	0	0	0	More efficient staffing model, supplemented by use of equipment. There will be an FTE impact. Number to be confirmed. Any reduction in posts will be managed through natural attrition, vacancy management and the management of temporary contracts. Any actual staff impact will be managed through the appropriate application of HR policies and procedures.
Care Home Sleepover	1,971	(203)	0	0	0	0	Review the skill mix of staffing within Care Homes.
Review of Day Care Services (Learning Disability)	1,710	(70)	(150)	0	0	0	Review and re-provide for client needs, as appropriate. There will be an FTE impact. Number to be confirmed. Any reduction in posts will be managed through natural attrition, vacancy management and the management of temporary contracts. Any actual staff impact will be managed through the appropriate application of HR policies and procedures.
Reablement of Homecare	5,886	(150)	(572)	(591)	(337)	0	Review of Homecare provision and expansion of reablement model. There will be an FTE impact. Number to be confirmed. Any reduction in posts will be managed through natural attrition, vacancy management and the management of temporary contracts. Any actual staff impact will be managed through the appropriate application of HR policies and procedures.
Review of structures within Adult Social Care	678	(150)	0	0	0	0	Consideration of management structures following the re-integration of SB Cares. There will be a FTE impact. Number to be confirmed. Any reduction in posts will be managed through natural attrition, vacancy management and the management of temporary contracts. Any actual staff impact will be managed through the appropriate application of HR policies and procedures.
Trusted Assessment (Older People and Learning Disability)	6,128	(50)	(50)	0	0	0	Introduction and roll out of Trusted Assessment Model. There will be a FTE impact. Number to be confirmed. Any reduction in posts will be managed through natural attrition, vacancy management and the management of temporary contracts. Any actual staff impact will be managed through the appropriate application of HR policies and procedures.

Health and Social Care

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

Savings Proposals	Base Budget £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	2024/25 £'000s	Detail
Discharge Hub	1,156	(16)	0	0	0	0	Review of the Discharge Hub. There will be an FTE impact. Number to be confirmed. Any reduction in posts will be managed through natural attrition, vacancy management and the management of temporary contracts. Any actual staff impact will be managed through the appropriate application of HR policies and procedures.
Complex Care (Learning Disability)	13,484	0	(100)	(100)	0	0	Service redesign; repatriation of clients.
Direct Payment Recoupment	5,260	(250)	250	0	0	0	Reduce the contingency of funding held by clients from 8 weeks to 4 weeks.
What Matters Hubs	0	(50)	0	0	0	0	Extended use of What Matters Hubs, should generate savings across services through enhanced use of community activities and the Third Sector. FF24 principles will be applied and there will be a FTE impact. Number to be confirmed. Any reduction in posts will be managed through natural attrition, vacancy management and the management of temporary contracts. Any actual staff impact will be managed through the appropriate application of HR policies and procedures.
Locality Working (Older People and Learning Disability)	2,722	0	0	(150)	0	0	Roll out of the Locality Model of working. FF24 principles will be applied and there will be a FTE impact. Number to be confirmed. Any reduction in posts will be managed through natural attrition, vacancy management and the management of temporary contracts. Any actual staff impact will be managed through the appropriate application of HR policies and procedures.
Shared Lives	13,484	(202)	(566)	(662)	0	0	Commissioning of Shared Lives Service.
Performance reporting	4,600	(230)	0	0	0	0	Managing performance in contracts.
Private Provider efficiencies (Older People and Learning Disability)	1,771	(200)	0	0	0	0	Work with Private Providers to consider efficiencies.
Residential Care Retendering	5,428	0	(100)	(200)	(100)	0	Review of delivery arrangements for Residential Care to ensure the service delivery model provides best value. FF24 principles will be applied and there will be a FTE impact. Number to be confirmed. Any reduction in posts will be managed through natural attrition, vacancy management and the management of temporary contracts. Any actual staff impact will be managed through the appropriate application of HR policies and procedures.
Total Savings		(2,232)	(1,443)	(1,778)	(482)	0	

Revenue Closing Position	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	2024/25 £'000s
Base Budget 2020/21	62,720	63,294	64,870	67,426	69,941

SERVICE OVERVIEW:		CHILDREN AND YOUNG PEOPLE																																																																																																																																									
		REVENUE BUDGET NET EM	£122.859																																																																																																																																								
		CAPITAL BUDGET 20/21 TO 22/23 EM	£89.457																																																																																																																																								
		FTE	1,729.42																																																																																																																																								
EDUCATION		ADDITIONAL SUPPORT NEEDS		CHILDREN & FAMILIES SOCIAL WORK																																																																																																																																							
Key Services	<ol style="list-style-type: none"> 1. Delivery of early learning and childcare 2. Providing education from 2-18 years 3. Delivery of national policy and legal responsibilities 4. Quality improvement of settings and schools 5. Educational Psychology Service 6. Continuous Professional Learning of staff 7. Instrumental tuition 8. Outdoor education 	<ol style="list-style-type: none"> 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 		<ol style="list-style-type: none"> 1. Duty/Intake Team – initial response to referrals to the Service proportionate to the level of concern. Includes investigating concerns that children may be at significant risk of harm. Short term pieces of work with children and their families for up to 3 months duration. 2. Long Term Teams – 4 teams based in Galashiels, Hawick, Peebles and Duns. Provide lead professionals (social workers) who offer comprehensive service for looked after children, children on the child protection register and those at high risk of becoming so. Also include social workers who work exclusively with children affected by disabilities and their families. 3. Resources Team – recruitment and support of foster carers and prospective adopters and assessment of kinship carers. Includes Wheatlands residential provision and satellite unit for young people in transition to independent living. 4. Throughcare and Aftercare Team – assessment, planning and support services to young people who were previously looked after and are now in continuing care and independent living. Includes Albert Place supported accommodation (in partnership with SBHA). 5. Youth Justice Team – specialist assessment and support to young people who have offended and their families. 6. Commissioned/purchased services – includes residential respite and day respite for children affected by disabilities provided by Aberlour Child Care Trust and the Sustain Service for children and young people at risk of becoming looked after (also provided by Aberlour) – funding not confirmed for 2020-21 for the latter service. Purchasing of foster placements from independent providers and high cost placements for children and young people who require intensive support in a residential setting (often including education). 																																																																																																																																							
	Revenue Em Net	£79,406	£11,382		£14,417																																																																																																																																						
Capital 20/21 to 22/23 Em	£83,604	£0,000		£0,000																																																																																																																																							
FTE	1,032.18	282.66		119.97																																																																																																																																							
Statutory Functions	<ol style="list-style-type: none"> 1. Delivery of education from early years through to senior phase (mainstream and specialist) to meet individual needs and abilities 2. Reduce inequalities of outcome 3. Annual planning and reporting 4. Fulfill duties under: <ul style="list-style-type: none"> • Additional support for Learning Act (2014) <ul style="list-style-type: none"> • Curriculum for Excellence – development of personality, talents and abilities of each child to their fullest potential • Getting it Right for Every Child (GIRFEC) • Developing Young Workforce (DYW) • Secure Improvement and raise attainment (Standard's in Scotland's Schools Act (2000)) • Parental Involvement (Scottish Schools Parental Involvement Act) • Post 16 Education (Scotland) Act 2013 	<ol style="list-style-type: none"> 1. Identify, make provision for and review additional support needs for children and young people 		<ol style="list-style-type: none"> 1. The Children and Families Social Work Service is designed to ensure that the specific statutory duties placed on the Council that relate to the safety and wellbeing of children and young people are undertaken. The relevant legislation is mainly included in the Children (Scotland) Act 1995, the Adoption and Children (Scotland) Act 2007, the Children's Hearings (Scotland) Act 2011 and the Children and Young People (Scotland) Act 2014. The service does not have the capacity to contribute to "non-statutory" early intervention work with children and their families. 																																																																																																																																							
	<ul style="list-style-type: none"> • 47 primary school exclusion incidents in 4 Qtrs to Q3 2019/20 financial year (29 in 4 Qtrs to Q3 2018/19) • 235 secondary school exclusion incidents in 4 Qtrs to Q3 2019/20 financial year (188 in 4 Qtrs to Q3 2018/19) <p>How do we compare to others? (2018/19)</p> <ul style="list-style-type: none"> > % of pupils attending their school: Scottish Borders = 94% (Scotland = 93%) 2016/17 figs > Spend per pupil – primary schools: Scottish Borders = £5,095 (Scotland = £5,250) > Spend per pupil – secondary schools: Scottish Borders = £7,043 (Scotland = £7,185) > % of secondary school pupils achieving 5 plus awards at level 5: Scottish Borders = 62% (Scotland = 63%) > % of secondary school pupils achieving 5 plus awards at level 6: Scottish Borders = 34% (Scotland = 35%) > % of pupils from deprived areas achieving 5 awards at level 5: Scottish Borders = 32% (Scotland = 44%) > % of pupils from deprived areas achieving 5 awards at level 6: Scottish Borders = 11% (Scotland = 18%) > % of pupils with positive destination after leaving school: Scottish Borders = 95.7% (Scotland = 94.4%) (17/18) 	<p>Exam Results 2018/19</p> <table border="1"> <thead> <tr> <th rowspan="2">CUMULATIVE ATTENDANCE</th> <th colspan="2">END OF SEMESTER 1</th> <th colspan="2">END OF SEMESTER 2</th> <th colspan="2">END OF SCHOOL YEAR</th> </tr> <tr> <th>ACHIEVED 5+ SCOP LEVELS (SCOTTISH GRADES)</th> <th>NATIONAL 5</th> <th>HIGHER</th> </tr> </thead> <tbody> <tr> <td>2018</td> <td>42.4%</td> <td>39.6%</td> <td>39.9%</td> <td>36.9%</td> <td>58 – 77.4%</td> <td>58 – 76.4%</td> </tr> <tr> <td>2019</td> <td>41.4%</td> <td>34.2%</td> <td>36.9%</td> <td>30.9%</td> <td>Scotland = 78.2%</td> <td>Scotland = 74.8%</td> </tr> </tbody> </table> <p>Pass Rates 2018/19</p> <table border="1"> <thead> <tr> <th>Stage</th> <th>Listening</th> <th>Reading</th> <th>Writing</th> <th>Numeracy</th> </tr> </thead> <tbody> <tr> <td>2017/18</td> <td>88.3%</td> <td>88.4%</td> <td>82.1%</td> <td>84.0%</td> </tr> <tr> <td>2018/19</td> <td>88.0%</td> <td>86.0%</td> <td>80.6%</td> <td>80.0%</td> </tr> <tr> <td>2017/18</td> <td>82.7%</td> <td>87.4%</td> <td>81.3%</td> <td>81.8%</td> </tr> <tr> <td>2018/19</td> <td>87.2%</td> <td>87.4%</td> <td>81.3%</td> <td>81.8%</td> </tr> <tr> <td>2017/18</td> <td>76.1%</td> <td>76.4%</td> <td>76.1%</td> <td>77.1%</td> </tr> <tr> <td>2018/19</td> <td>76.5%</td> <td>76.4%</td> <td>76.1%</td> <td>77.1%</td> </tr> <tr> <td>2017/18</td> <td>96.1%</td> <td>96.2%</td> <td>95.5%</td> <td>95.2%</td> </tr> <tr> <td>2018/19</td> <td>94.3%</td> <td>94.8%</td> <td>94.3%</td> <td>94.8%</td> </tr> <tr> <td>2017/18</td> <td>70.6%</td> <td>67.5%</td> <td>64.3%</td> <td>64.6%</td> </tr> <tr> <td>2018/19</td> <td>59.7%</td> <td>64.1%</td> <td>64.1%</td> <td>64.9%</td> </tr> </tbody> </table> <p>Attainment 2018/19</p> <table border="1"> <thead> <tr> <th>Stage</th> <th>Listening</th> <th>Reading</th> <th>Writing</th> <th>Numeracy</th> </tr> </thead> <tbody> <tr> <td>2017/18</td> <td>88.3%</td> <td>88.4%</td> <td>82.1%</td> <td>84.0%</td> </tr> <tr> <td>2018/19</td> <td>88.0%</td> <td>86.0%</td> <td>80.6%</td> <td>80.0%</td> </tr> <tr> <td>2017/18</td> <td>82.7%</td> <td>87.4%</td> <td>81.3%</td> <td>81.8%</td> </tr> <tr> <td>2018/19</td> <td>87.2%</td> <td>87.4%</td> <td>81.3%</td> <td>81.8%</td> </tr> <tr> <td>2017/18</td> <td>76.1%</td> <td>76.4%</td> <td>76.1%</td> <td>77.1%</td> </tr> <tr> <td>2018/19</td> <td>76.5%</td> <td>76.4%</td> <td>76.1%</td> <td>77.1%</td> </tr> <tr> <td>2017/18</td> <td>96.1%</td> <td>96.2%</td> <td>95.5%</td> <td>95.2%</td> </tr> <tr> <td>2018/19</td> <td>94.3%</td> <td>94.8%</td> <td>94.3%</td> <td>94.8%</td> </tr> <tr> <td>2017/18</td> <td>70.6%</td> <td>67.5%</td> <td>64.3%</td> <td>64.6%</td> </tr> <tr> <td>2018/19</td> <td>59.7%</td> <td>64.1%</td> <td>64.1%</td> <td>64.9%</td> </tr> </tbody> </table>	CUMULATIVE ATTENDANCE	END OF SEMESTER 1		END OF SEMESTER 2		END OF SCHOOL YEAR		ACHIEVED 5+ SCOP LEVELS (SCOTTISH GRADES)	NATIONAL 5	HIGHER	2018	42.4%	39.6%	39.9%	36.9%	58 – 77.4%	58 – 76.4%	2019	41.4%	34.2%	36.9%	30.9%	Scotland = 78.2%	Scotland = 74.8%	Stage	Listening	Reading	Writing	Numeracy	2017/18	88.3%	88.4%	82.1%	84.0%	2018/19	88.0%	86.0%	80.6%	80.0%	2017/18	82.7%	87.4%	81.3%	81.8%	2018/19	87.2%	87.4%	81.3%	81.8%	2017/18	76.1%	76.4%	76.1%	77.1%	2018/19	76.5%	76.4%	76.1%	77.1%	2017/18	96.1%	96.2%	95.5%	95.2%	2018/19	94.3%	94.8%	94.3%	94.8%	2017/18	70.6%	67.5%	64.3%	64.6%	2018/19	59.7%	64.1%	64.1%	64.9%	Stage	Listening	Reading	Writing	Numeracy	2017/18	88.3%	88.4%	82.1%	84.0%	2018/19	88.0%	86.0%	80.6%	80.0%	2017/18	82.7%	87.4%	81.3%	81.8%	2018/19	87.2%	87.4%	81.3%	81.8%	2017/18	76.1%	76.4%	76.1%	77.1%	2018/19	76.5%	76.4%	76.1%	77.1%	2017/18	96.1%	96.2%	95.5%	95.2%	2018/19	94.3%	94.8%	94.3%	94.8%	2017/18	70.6%	67.5%	64.3%	64.6%	2018/19	59.7%	64.1%	64.1%	64.9%			
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Key Priorities 20/21	<p>STRATEGIC PRIORITY 1</p> <ul style="list-style-type: none"> • Develop high quality learning and teaching that leads to improved levels of attainment and achievement in all of our schools and settings <p>STRATEGIC PRIORITY 2</p> <ul style="list-style-type: none"> • Developing Inclusive Practice <ul style="list-style-type: none"> • Promote and develop inclusive practices across all our schools and settings • Achieve equity ensuring every child and young person has the same opportunity to succeed • Deliver improved health and Wellbeing outcomes for children and young people <p>STRATEGIC PRIORITY 3</p> <ul style="list-style-type: none"> • Partnership and Family Learning <ul style="list-style-type: none"> • Improve access to family learning opportunities and support parents to assist their child's learning • Deliver improved levels of parents' and other partners involvement in school improvement processes • To further develop parental representation and involvement in the life of the school <p>STRATEGIC PRIORITY 4</p> <ul style="list-style-type: none"> • Develop high quality leadership at all levels <ul style="list-style-type: none"> • Continue to provide high quality professional learning for current and aspiring leaders • Provide high quality professional learning for teachers, practitioners and support staff • Continue to develop 'grow your own' teachers for Scottish Borders 	<ul style="list-style-type: none"> • All learning establishments will be familiar with SBC's Inclusion Framework and Policy and embed this across all schools and settings • All learning establishments will be familiar with Guidance on Restraint and Physical Intervention in Scottish Borders Schools • Professional learning in Inclusive Practices will be undertaken by all staff in all learning establishments as part of the 3 year offer (2019-21) • Completion of the redesign of our current Inclusion & Wellbeing Provision (The Arches) and move to a localities based model for both Primary and Secondary provisions • A whole authority nurturing approach and framework for all staff will be fully embedded in all learning establishments (SBC Nurturing Approaches) • A revised Attendance Policy will be fully embedded in all learning establishments • A mentoring programme for all looked after and care experienced children and young people will be embedded in all schools. • A progressive Health & Wellbeing curriculum framework in line with national benchmarks. (Drugs, alcohol and tobacco) will be embedded in all schools. • Create a strategic partner agency group to develop plans to support the national focus on physical activity, child healthy weight and diabetes prevention. • Continue to work with partner agencies and SEIC to focus on the continued development of early intervention and prevention across schools and consider Mental Health Strategy 2017-2027 developments. • Develop and implement a new Scheme for Develoved School Management • Continue the rollout of Inspire Learning, Scottish Borders Council's flagship digital learning transformation programme. 	<ol style="list-style-type: none"> 1. Adapt Child Protection arrangements in line with the development of the Public Protection Unit 2. Review and revise operational processes with a particular focus on the interface between the Intake and Long Term Teams 3. Introduce a comprehensive strengths-based approach in how we work with families with a particular focus on the introduction of Family Group Decision Making 4. Review and revise our approach to planning for children who require adoption or permanent placements outwith their birth families 5. Explore options for the future delivery of our services to children affected by disabilities and their families. 6. Develop proposals for the further development of our Whole Systems Approach for young people who offend. 7. Support staff to further improve the quality of recording – in particular chronologies, assessments and child plans. 8. Initiatives to improve our recruitment and retention of social workers and first line managers 																																																																																																																																								

SERVICE OVERVIEW: CHILDREN AND YOUNG PEOPLE

EARLY YEARS

1. Deliver high quality Early Learning and Childcare (ELC) entitlement for all 3 and 4 year olds and eligible 2 year olds through schools and funded providers (contracted private, voluntary and childminders). Enabling Funding Follow the Child approach.
2. Improve outcomes for our youngest children and families.
3. Raise attainment and close the poverty related attainment gap.
4. Guarantor of Quality for ELC delivery, ensuring all providers meet the National Standard criteria and Scottish Borders delivery plan.
5. Improve the quality of ELC provision across Scottish Borders.
6. Delivery training and CLPL opportunities for practitioners and managers to develop and improve pedagogical knowledge and practice.
7. Deliver other early years services: Supported Childminding Scheme; Support for non-funded Early years providers e.g. playgroups and childminders; Play Borders grant.
8. Delivery of family learning and support: Early Years Centres; POPP and IV; PEEP; Welfare Benefits Officer
9. Workforce development including support for MAs, practitioner and manager qualifications.
10. Deliver additional childcare required in the 9 school hubs which is affordable for families.
11. Delivery Out of School Care in Selkirk.

Key Services

COMMUNITY LEARNING & DEVELOPMENT

1. Non formal and accredited learning opportunities for vulnerable young people, adults and communities
2. Targeted interventions for disadvantaged communities
3. Adult literacy, numeracy and ESOL programmes
4. Contributing to Developing the Young Workforce and employability programmes
5. Family Learning focused on Early Years and schools

**Revenue Em Net
Capital 20/21 to 22/23 Em
FTE**

Revenue Em Net	£16.692	£0.961
Capital 20/21 to 22/23 Em	£5.853	£0.000
FTE	271.10	23.51

Statutory Functions

1. Deliver high quality Early Learning and Childcare (ELC) entitlement for all 3 and 4 year olds and eligible 2 year olds.
2. Guarantor of Quality for ELC delivery, ensuring all providers meet National Standard criteria and Scottish Borders delivery plan.
3. Providing support for improvement and monitoring compliance against the National Standard.
4. Phasing from 600 to 1140 hours for all children by 2020 (following Scottish Borders delivery plan).

1. Co-ordinate provision of Community Learning and Development across the Scottish Borders

Latest Performance

- How do we compare to others?
 - Spend per pupil – pre school **Scottish Borders = £4,165** Scotland = £5,070 (18/19)
 - % of children meeting developmental milestones? **Scottish Borders = 73%** 2017/18 (Scotland 73.6%) **Scottish Borders = 68.1%** Scotland 72.8% 2016/17)
- Care Inspectorate QI Data June 19:

	Total number of settings	% with QI grades of 4 or +	% with QI grades of 3 or -
All settings	72	92%	8%
LA settings	48	94%	6%
Funded provider settings	24	88%	13%

- Youth Learning Priorities (2018/19)
 - 265 vulnerable young people participated in 317 bespoke youth learning programmes.
 - 30 vulnerable young people participated in Activity Agreements resulting in 23 positive progressions
 - We have had improved the range of progression pathways for our learners and increased accreditation levels. Progression numbers have improved in the following areas (17/18 figs - 19/18 figs); further learning: 89 to 140, volunteering 31 to 37, community roles 41 to 42, employment 6 to 11, school inclusion 36 to 46 with community activist falling from 15 to 3
 - The number of courses where learners achieved accreditation increased from 207 to 270. We saw increases in the following areas (17/18 - 18/19 figs); Youth Achievement awards and Dynamic Youth awards 106 - 137, SOA Employability Awards 16 - 47 and Saltire awards from 14 - 32.
 - Two key employability measures for those furthest from the labour market have improved. Increased employability skills rose from 52 to 110 and improved task management skills rose from 39 to 77.
- Adult learning: 452 adults took part in 579 community based learning programmes in 2018/19 (2% increase). Of these learning programmes:
 - 62% led to increased health and wellbeing (2% increase on 2017/18), 52% led to improved outcomes for families
 - 16% increased their employability, 3% increased financial capability (same as 2017/18), 13% increased their literacy skills (22% increase), 8% increased their English language skills
 - 4% increased their numeracy skills (1% increase), 8% increased digital skills
 - 40% resulted in progression to further learning (6% increase), 13% gained SOA accreditation (1% increase)
 - 4 % resulted in progression to employment (1% increase), 6% resulted in progression to volunteering (1% increase)
 - 20 adults were nominated for Scottish Borders Adult Learners Awards in April 2019
- 94 individuals contributed to the delivery of local community based learning opportunities as well as self-evaluation and improvement planning across eight Learning Community Partnerships

Key Priorities 20/21

1. Develop high quality learning teaching and assessment
2. Develop inclusive practice
3. Improve partnerships and family learning
4. Develop high quality leadership at all levels

- CLD Evaluation and Key Priorities:**
- 18/19 Evaluation: Engagement with target groups has improved. There have been increases in the proportion of adult and family learning programmes delivered to people with few/no qualifications, and particularly people living in deciles 1-3 and those considered to be "at risk". Average hours per learning programme have increased for our young people, resulting in improved achievement of accreditation amongst targeted young people.
 - The range and take up of accreditation has improved. Achievement of H15 awards has increased. Achievement of SOA units in Volunteering skills, Communication, ESOL and Peep have all increased.
 - Evaluative practice across the service has further developed and improved. All staff members contributed to the service annual self-evaluation. Staff report a greater understanding of the principles and practice of self-evaluation and are demonstrating improved understanding of triangulation when reporting achievement of outcomes through the CLD MIS. Six CLDS workers/team leaders and five partners were actively involved in the HME led peer review pilot in Hawick. 17 adult learners took part in an annual learner voice session, giving valuable feedback to the team.
- 2019/20 service improvement Priorities:**
1. Continue to improve achievement of outcomes, including accreditation, across the CLD service
 2. Learners and community members influence strategic planning
 3. Improve, with partners, our processes to support referral, achievement and progression in learning
 4. Increased skills and capacity for peer and stakeholder evaluation (CLD service and partners)

Revenue Financial Plan 2020/21 - 2024/25
Children and Young People

Children & Young People by Service	2020/21 £'000	2021/22 (Provisional) £'000	2022/23 (Provisional) £'000	2023/24 (Provisional) £'000	2024/25 (Provisional) £'000	Total £'000
Early Years	16,692	18,157	18,321	18,489	18,657	90,316
Primary Schools	29,096	29,649	30,214	30,790	31,366	151,116
Secondary Schools	39,852	40,168	41,006	41,888	42,785	205,699
Additional Support Needs	11,382	11,578	11,777	11,981	12,184	58,902
Children & Families Social Work	14,417	14,572	14,730	14,891	15,001	73,610
Educational Psychology	719	731	743	754	766	3,714
Central Schools	4,516	4,323	4,237	4,152	4,192	21,421
School Meals	1,781	1,781	1,781	1,781	1,781	8,906
School Transport	3,442	3,442	3,309	3,309	3,309	16,811
Community Learning & Development	962	917	938	960	982	4,759
Total	122,859	125,317	127,057	128,996	131,023	635,253

Children & Young People by Budget Head	2020/21 £'000	2021/22 (Provisional) £'000	2022/23 (Provisional) £'000	2023/24 (Provisional) £'000	2024/25 (Provisional) £'000	Total £'000
Employee Costs	89,589	92,550	94,241	95,966	97,691	470,038
Premises Related Expenditure	327	331	335	340	343	1,676
Transport Related Expenditure	4,999	4,999	4,866	4,867	4,867	24,597
Supplies & Services	16,441	15,890	16,047	16,211	16,509	81,100
Third Party Payments	12,283	12,333	12,384	12,436	12,436	61,873
Transfer Payments	937	937	937	937	937	4,687
Internal Recharges	0	0	0	0	0	0
Capital Financing Costs	0	0	0	0	0	0
	124,577	127,041	128,812	130,757	132,784	643,971
Income	(1,718)	(1,724)	(1,755)	(1,761)	(1,761)	(8,719)
Total	122,859	125,317	127,057	128,996	131,023	635,253

Children and 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	15,400	0	15,400	0	15,400	Projected construction costs of new Primary School at Eyemouth
Earlston Primary School	4,987	4,388	9,375	0	9,375	Projected construction costs of new Primary School at Earlston
Gala Academy	27,400	23,400	50,800	0	50,800	Projected construction costs of new High School in Galashiels
Early Years Expansion	5,853	0	5,853	(5,853)	0	SG-funded Capital requirement to fund next stage of ELC expansion to 1140 hours
Jedburgh Learning Campus incorporating 3G Pitch	499	0	499	0	499	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	0	48,400	48,400	0	48,400	Projected construction costs of new High School in Hawick
Peebles High School	29,000	1,000	30,000	(10,000)	20,000	£10m insurance contribution to a new Peebles High School with an estimated cost of £30m
School Estate Block	6,318	12,540	18,858	(1,000)	17,858	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
Total Investment	89,457	89,728	179,185	(16,853)	162,332	

Revenue Opening Position	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	2024/25 £'000s
Base Budget (approved 28 February 2019)	123,000	122,859	125,317	127,057	128,996
Permanent Virements	(8,366)	0	0	0	0
Revised Base Budget	114,634	122,859	125,317	127,057	128,996

Children and Young People

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

Budget Pressures	Base Budget	2020/21	2021/22	2022/23	2023/24	2024/25	Detail
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
Pressures previously approved in February 2019		(430)	50	51	52	0	
Manpower adjustments	73,696	4,320	1,657	1,691	1,725	1,725	To provide for latest SG pay negotiations at 3%, 2%, 2%, 2%, 2%
Non-pay inflation	6,173	4	4	5	4	4	To allow for anticipated inflationary increases
Pupil Equity Fund	0	1,762	0	0	0	0	Continuation of Pupil Equity Fund
Additional Support for Learning	0	315	0	0	0	0	As per SG settlement
Unitary Charge Public-Private Partnership (PPP) Schools	9,120	255	263	270	277	285	Contractual inflationary increase required for the 3 High Schools built with PPP funding. RPI rate of 3.2%.
Kelso High School DBFM Unitary Charge	0	12	12	12	12	13	SBC Contribution Indexed Annually
Early Learning & Childcare expansion	6,689	4,493	1,304	0	0	0	Specific grant as per SG settlement
Access to Counsellors through Schools	263	77	0	0	0	0	Additional Incremental funding from Scottish Government 20/21
Whole System Approach	25	(25)	0	0	0	0	Per SG Settlement - 18/19 and 19/20 only - removed in 20/21.
Total Pressures		10,783	3,290	2,029	2,070	2,027	

Children and Young People

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

Savings Proposals	Base Budget	2020/21	2021/22	2022/23	2023/24	2024/25	Detail
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
Savings previously approved in February 2019		(857)	(6)	(31)	(6)	0	
Inspire Learning	(93)	(78)	(81)	0	0	0	Efficiencies within CYP arising from Inspire Learning
School Estate Review	0	(53)	0	0	0	0	FYE of saving from closure of St Margaret's PS, Hawick in 18/19.
Remove 0.5 FTE Teacher Vacancy	5,913	(26)	0	0	0	0	0.5FTE Additional Support Needs post has been vacant for some time and is not required in current form. No staffing impact given vacancy.
C&FSW External Placements	5,671	326	0	0	0	0	Reinstate budget as a result of undeliverable 19/20 saving target .
Reduction in grants to providers of Out of School care, professional learning, etc.	311	(60)	0	0	0	0	Reduction / Cessation in support to Childcare and Workforce Development services within EY partnership.
Reduce each Early Years Centre by £3k	34	(12)	0	0	0	0	4 EY centres - total budget £125k - each centre receives £8k for materials - propose to reduce to £5k for each.
Removing 2 core grants to provider associations	124	(39)	0	0	0	0	SCMA, EY Scotland - assumes that SBC will then take responsibility for roles currently undertaken by Development Officers grants currently fund.
Renegotiate contract and reduction in resources budget	22	(2)	0	0	0	0	Resolve contract currently biennial - move to annual and reduce resources budget by 5%
More efficient planning of Transport for Additional Support Needs	1,390	(50)	0	0	0	0	Further combination of routes to enable greater efficiency. There may be a FTE impact. Number to be confirmed. Any reduction in posts will be managed through natural attrition, vacancy management and the management of temporary contracts. Any actual staff impact will be managed through the appropriate application of HR policies and procedures.
Learning Communities	20	(20)	0	0	0	0	Remove remaining £20k LC budget - previously, £20k reduction given up. Schools now organised on a cluster basis.
Removal of central catering budget	12	(12)	0	0	0	0	No longer provide catering at events, workshops, training and professional development sessions. Under Scottish Negotiating Committee for Teachers i.e. Teacher Terms and Conditions, subsistence expenses reasonably incurred by teachers would still need to be reimbursed.
Remove general Central Schools budget	2,996	(67)	0	0	0	0	Budget uncommitted.

Children and Young People

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

Savings Proposals	Base Budget £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	2024/25 £'000s	Detail
Primary and Secondary Schools Implementation of Revised DSM Scheme in August 2020	55,308	(1,029)	(529)	0	0	0	New allocation methodology within revised DSM Scheme. This new scheme will likely result in reduced allocation relating to promoted posts. FF24 principles will be applied and there will be a FTE impact. Number to be confirmed. Any reduction in posts will be managed through natural attrition, vacancy management and the management of temporary contracts. Any actual staff impact will be managed through the appropriate application of HR policies and procedures.
Central Schools	2,996	(156)	(150)	(125)	(125)	0	Review of Central Schools, Management Structures and School Estate Rationalisation. FF24 principles will be applied and there will be a FTE impact. Number to be confirmed. Any reduction in posts will be managed through natural attrition, vacancy management and the management of temporary contracts. Any actual staff impact will be managed through the appropriate application of HR policies and procedures.
School Transport	3,754	(312)	0	(133)	0	0	Revised delivery arrangements following Transport pilot project. FF24 principles will be applied and there will be a FTE impact. Number to be confirmed. Any reduction in posts will be managed through natural attrition, vacancy management and the management of temporary contracts. Any actual staff impact will be managed through the appropriate application of HR policies and procedures.
Educational Psychology	524	0	(27)	0	0	0	Targeted efficiencies to be delivered from reviews of Educational Psychology. FF24 principles will be applied and there will be a FTE impact. Number to be confirmed. Any reduction in posts will be managed through natural attrition, vacancy management and the management of temporary contracts. Any actual staff impact will be managed through the appropriate application of HR policies and procedures.
Community Learning & Development	977	(111)	(39)	0	0	0	Targeted efficiencies to be delivered from the 'Communities Development Review' workstream within Fit for 2024. FF24 principles will be applied and there will be a FTE impact. Number to be confirmed. Any reduction in posts will be managed through natural attrition, vacancy management and the management of temporary contracts. Any actual staff impact will be managed through the appropriate application of HR policies and procedures.
Total Savings		(2,558)	(832)	(289)	(131)	0	

Revenue Closing Position	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	2024/25 £'000s
Base Budget 2020/21	122,859	125,317	127,057	128,996	131,023

SERVICE OVERVIEW:		CUSTOMER AND COMMUNITIES	
		REVENUE BUDGET NET £M	£19.620
		CAPITAL BUDGET 20/21 TO 22/23 £M	£0
		FTE	473.75
	CUSTOMER ADVICE & SUPPORT	COMMUNITIES & PARTNERSHIPS	BUSINESS SUPPORT
Key Services	<ol style="list-style-type: none"> 1. Provide and manage the Council's Customer access arrangements 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) 	<ol style="list-style-type: none"> 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 Community Fund 	<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
Revenue £m Net	£9.953	£0.647	£7.032
Capital 20/21 to 22/23 £m	£0	£0	£0
FTE	138.2	3.6	284.63
Statutory Functions	<ol style="list-style-type: none"> 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 	<ol style="list-style-type: none"> 1. Delivering requirements of Community Empowerment (Scotland) Act 2015 2. Facilitating Community Planning process 	<ol style="list-style-type: none"> 1. Carrying out the statutory duties of 'Proper Officer' for the Council 2. Managing elections
Latest Performance	<ul style="list-style-type: none"> 155k customer interactions during 4 Qtrs to Q3 2019/20 (164k during 4 Qtrs to Q3 2018/19) 56k face to face during 4 Qtrs to Q3 2019/20 (59k for 4 Qtrs to Q3 2018/19) 89k phone 4 Qtrs to Q3 19/20 (96k for 4 Qtrs to Q3 2018/19) 645 complaints closed during 2018/19 (691 for 2017/18) During 2018/19, our performance was: (days/% closed within timescales) <ul style="list-style-type: none"> Stage 1 - 4.55 days, 81.0%; Stage 2 18.22 days, 73.9%; Escalated 14.93 days, 78.6% 1,329 people contacted Welfare Benefits Service during 2018/19 <ul style="list-style-type: none"> £4.5m additional benefits during 2018/19 How efficient is my council at collecting council tax (2018/19) <ul style="list-style-type: none"> Borders = 97% Scotland = 96% 	<p>SBC's Quality of life, Small schemes, & Community Grants</p> <ul style="list-style-type: none"> FUNDING ACHIEVED DURING 2018/19 <ul style="list-style-type: none"> - £116.5k Berwickshire (£80.0k 2017/18) - £83k Cheviot (£69.8k 2017/18) - £93.5k Eildon (£92.9k 2017/18) - £65.3k Teviot & Liddesdale (£61.8k 2017/18) - £88.5k Tweeddale (£62.2k 2017/18) - £447k TOTAL* (£366.7k* 2017/18) <p>*note there may be additional funding awarded to Borders wide projects</p> <ul style="list-style-type: none"> Localities Bid Fund – £500k has been awarded for phase 1 & 2, with £250k available for 2019/20 	<ul style="list-style-type: none"> N/A
Key Priorities 20/21	<ol style="list-style-type: none"> 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 	<ol style="list-style-type: none"> 1. Assist with implementation of next requirements of Community Empowerment Act (Food Growing Strategy) 2. Finalise outcome measures for Community Plan and report on progress 3. Finalise 5 Locality Plans, Action Plans and Community Plan Action Plan 4. Further usage of Citizen Space engagement tool, potential development of Consul 5. Conclude review of Area Partnerships and Community Fund, make recommendations to Council and implement those recommendations 6. Undertake full evaluation of Localities Bid Fund, report findings to Council and make proposals for future participatory budgeting 	<ol style="list-style-type: none"> 1. Consolidate Business Support Review 2. Review Community Council Scheme 3. Review Polling Districts and Polling Places

SERVICE OVERVIEW:		CUSTOMER AND COMMUNITIES
	BUSINESS CHANGE	ASSESSOR & ELECTORAL REGISTRATION OFFICER
Key Services	<ol style="list-style-type: none"> 1. Support and facilitate strategic corporate change in a structured and co-ordinated way 2. Provide business analysis, programme/project management to support the delivery of change 	<ol style="list-style-type: none"> 1. Maintenance and publication of the Valuation Roll including the defence of statutory appeals 2. Maintenance and publication of the Council Tax Valuation List including the defence of statutory proposals/appeals 3. The Council appointed the Assessor as Electoral Registration Officer who is personally responsible for the daily maintenance and annual publication of the Register of Electors 4. Supporting the Returning Officer during election events
Revenue £m Net	£1.183	£0.805
Capital 20/21 to 22/23 £m	£0	£0
FTE	29.40	17.92
Statutory Functions	<ol style="list-style-type: none"> 1. Duty to ensure Best Value and focus on continuous improvement 	<ol style="list-style-type: none"> 1. Valuation Roll: <ul style="list-style-type: none"> • Statutory document which lists all non-domestic lands and heritages. Includes an entry for each non-domestic subject and contains details of ownership, occupation, Rateable Value (estimate of the annual rental value of the property reflecting statutory basis upon which this must be assessed, used by the Council to determine the level of Non-Domestic Rates to be paid) • Maintaining the Valuation Roll - new entries, amending existing entries and deleting on daily basis. • General Revaluation of all subjects. (Next General Revaluation is due to come into effect on 1 April 2022 based on levels of value at 1 April 2020) 2. Council Tax Valuation List: <ul style="list-style-type: none"> • Statutory document listing all domestic subjects (dwellings). Each subject ascribed to one of eight Valuation Bands according to its estimated capital value as at 1 April 1991. • Maintaining the List - new entries, amending existing entries and deleting on daily basis. • Valuation Band is used by the Council to determine the level of Council Tax. 3. Register of Electors: <ul style="list-style-type: none"> • Published annually (1st December) and contains names of individuals eligible to vote at UK Parliamentary, Scottish Parliamentary and Local Government elections or referendums. • Must take all steps that are necessary for the purpose of complying with his duty to maintain the register • Annual canvass of electors. Out with the annual canvass period the Register is updated daily and with statutory monthly publication excluding Oct to Dec.
Latest Performance	<ul style="list-style-type: none"> • N/A - Support across all services 	<ul style="list-style-type: none"> • Council Tax List (2018/19 figs) <ul style="list-style-type: none"> • 91% of new entries added to the Council Tax Valuation List within 91 days (Target was 91%) (National average: 93%; Rank: 12th out of 14 assessors) • Valuation Roll (2018/19 figs) <ul style="list-style-type: none"> • 56% of amendments to the Valuation Roll within 91 days (Target was 60%) (National average: 68%; Rank: 12th out of 14 assessors) • Register of Electors (2019 Canvass) <ul style="list-style-type: none"> • 91% of Household Enquiry Forms successfully returned during the Annual Canvass of electors (Target was 90%) • 51% of Household Enquiry Forms returned by automated response platform (Target was 45%)
Key Priorities 20/21	<ol style="list-style-type: none"> 1. Supporting the delivery of the Council's Transformation Programme, Fit for 2024 including: 2. Digital Transformation Programme 3. Social Work Review 4. Review of Fleet Management 5. Property Rationalisation and associated Community Engagement 6. Health & Social Care Transformation 7. Service Reviews and Process Improvement 8. Opportunities for Income Generation 9. Older People's Strategy 10. Children and Young People Transformation 11. Managing a wide range of formal and informal programmes, projects and initiatives 	<ol style="list-style-type: none"> 1. Implement the requirements of the Non-Domestic Rates (Scotland) Bill 2019 which comes into force on 1 April 2020 2. Further develop IT systems to improve address data matching 3. Maximise Individual Electoral Registration with an enhanced Engagement Strategy 4. Further develop efficient processes to coincide with Non Domestic Rates reform 5. Increase KPI performance across all statutory functions 6. Dispose of all Non Domestic Revaluation Appeals by statutory deadline of 31 December 2020 7. Prepare for and implement the Reform of the Annual Household Canvass which will be in place for July 2020. 8. Implement the requirements of the Scottish Elections (Franchise and Representation) Bill

Revenue Financial Plan 2020/21 - 2024/25
Customer and Communities

Customer & Communities by Service	2020/21 £'000	2021/22 (Provisional) £'000	2022/23 (Provisional) £'000	2023/24 (Provisional) £'000	2024/25 (Provisional) £'000	Total £'000
Assessor & Electoral Registration Services	805	783	784	785	799	3,956
Business Support	5,306	5,014	4,790	4,489	4,613	24,213
Community Planning & Engagement	329	294	266	249	253	1,392
Localities Fund	318	318	318	318	318	1,590
Customer Advice & Support Services	3,226	3,322	3,258	3,357	3,457	16,619
Democratic Services	1,726	1,757	1,879	1,821	1,854	9,039
Business Change & Programme Management	1,183	1,211	1,239	1,268	1,298	6,200
Discretionary Housing Payments	0	0	0	0	0	0
Housing Benefits	623	623	623	623	623	3,115
Non Domestic Rates Relief	150	201	275	275	275	1,176
Scottish Welfare Fund	546	546	546	546	546	2,730
Council Tax Reduction Scheme	5,407	5,407	5,407	5,407	5,407	27,035
Total	19,620	19,477	19,386	19,139	19,444	97,064

Customer & Communities by Budget Head	2020/21 £'000	2021/22 (Provisional) £'000	2022/23 (Provisional) £'000	2023/24 (Provisional) £'000	2024/25 (Provisional) £'000	Total £'000
Employee Costs	12,987	12,787	12,684	12,517	12,813	63,789
Premises Related Expenditure	471	479	487	495	502	2,432
Transport Related Expenditure	94	94	94	94	94	471
Supplies & Services	1,444	1,440	1,530	1,440	1,440	7,295
Third Party Payments	899	952	866	868	870	4,453
Transfer Payments	35,868	35,868	35,868	35,868	35,868	179,341
Internal Recharges	0	0	0	0	0	0
Capital Financing Costs	0	0	0	0	0	0
	51,763	51,620	51,529	51,282	51,587	257,781
Income	(32,143)	(32,143)	(32,143)	(32,143)	(32,143)	(160,717)
Total	19,620	19,477	19,386	19,139	19,444	97,064

Customer and Communities

Business Support, 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 and Assessors.

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	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	2024/25 £'000s
Base Budget (approved 28 February 2019)	20,269	19,620	19,477	19,386	19,139
Permanent Virements	(499)	0	0	0	0
Revised Base Budget	19,770	19,620	19,477	19,386	19,139

Budget Pressures	Base Budget £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	2024/25 £'000s	Detail
Pressures previously approved in February 2019		(445)	0	90	(90)	0	
Manpower adjustments	12,930	392	278	284	288	296	To provide for latest SG pay negotiations at 3%, 2%, 2%, 2%, 2%.
Non-pay inflation	571	6	8	8	8	7	To allow for anticipated inflationary increases.
Contract Inflation	217	2	2	2	2	2	To allow for small inflationary increases to external contracts.
Rapid Rehousing funded by Scottish Government	0	162	0	(162)	0	0	Provided as part of SG Settlement.
Customer Advice & Support Services	150	0	51	74	0	0	Pressure on National Non Domestic Rates.
Assessors - Barclay Implementation	0	150	20	0	0	0	As per SG Settlement.
Temporary Accommodation	(29,317)	185	0	0	0	0	Housing Benefit management fee funding per SG Settlement.
Total Pressures		452	359	296	208	305	

Savings Proposals	Base Budget £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	2024/25 £'000s	Detail
Savings previously approved in February 2019		25	0	0	0	0	
Fees & Charges	(174)	(17)	0	0	0	0	Additional income from higher Fees & Charges, which have been increased in line with inflation.
Digital Customer Access (DCA) savings	1,506	(100)	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. Likely leading to 4 FTE. The service will try to manage the reduction in FTE through natural attrition and the use of temporary contract where possible. Any actual staff impact will be managed through the appropriate HR policies and procedures.
Business Support and Business Change	6,520	(105)	0	0	0	0	Process improvement and greater use of technology.
Housing Benefits overpayment	0	(185)	0	0	0	0	Income from Housing Benefit Overpayment recovery and auto offset.
Assessors & Electoral Registration Services	227	(2)	(17)	0	0	0	Structural review as a result of legislative change - Canvass Reform for Electoral Registration. FF24 principles may be applied and there will be a FTE impact. Number to be confirmed. Any reduction in posts will be managed through natural attrition, vacancy management and the management of temporary contracts. Any actual staff impact will be managed through the appropriate application of HR policies and procedures.
Assessors & Electoral Registration Services	274	0	(38)	(12)	(12)	0	Fit for 2024 review of the service - Valuation Roll (non-domestic rates), Council Tax Valuations & Electoral Registration. FF24 principles may be applied and there will be a FTE impact. Number to be confirmed. Any reduction in posts will be managed through natural attrition, vacancy management and the management of temporary contracts. Any actual staff impact will be managed through the appropriate application of HR policies and procedures.
Progress the rollout of digital services across the Council	4,064	(136)	(88)	(23)	(94)	0	Continued delivery of efficiencies through development of on-line services. FF24 principles may be applied and there will be a FTE impact. Number to be confirmed. Any reduction in posts will be managed through natural attrition, vacancy management and the management of temporary contracts. Any actual staff impact will be managed through the appropriate application of HR policies and procedures.

Savings Proposals	Base Budget £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	2024/25 £'000s	Detail
A re-designed operating model across Business Support and Customer Advice & Support Services	5,355	(50)	(320)	(320)	(328)	0	Carry out a Fit for 2024 review of these services to look at opportunities to combine/consolidate resources. This will involve a standardised, streamlined process across the organisation, as well as a dependency on the property rationalisation programme. FF24 principles may be applied and there will be a FTE impact. Number to be confirmed. Any reduction in posts will be managed through natural attrition, vacancy management and the management of temporary contracts. Any actual staff impact will be managed through the appropriate application of HR policies and procedures.
A review of community capacity/development resources across the Council	902	(32)	(39)	(32)	(21)	0	Carry out a Fit for 2024 review of the resources across the organisation that have a role in community development or community capacity building and review arrangement with external bodies. FF24 principles may be applied and there will be a FTE impact. Number to be confirmed. Any reduction in posts will be managed through natural attrition, vacancy management and the management of temporary contracts. Any actual staff impact will be managed through the appropriate application of HR policies and procedures.
Total Savings		(602)	(502)	(387)	(455)	0	

Revenue Closing Position	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	2024/25 £'000s
Base Budget 2020/21	19,620	19,477	19,386	19,139	19,444

SERVICE OVERVIEW:		FINANCE AND REGULATORY SERVICES			
		REVENUE BUDGET NET £M	£36.340		
		CAPITAL BUDGET 20/21 TO 22/23 £M	£3.309		
		FTE	136.64		
Key Services		FINANCE AND PENSIONS AND INVESTMENT	IT	COMMERCIAL AND COMMISSIONED AND PAYMENT SERVICES	
		<ol style="list-style-type: none"> SBC's budget preparation and management of the Councils financial resources Ensure reporting of finances complies with legislative requirements Deliver the Council's Financial Strategy Quantify the potential financial benefits and "Return on Investment" of projects Assist services to manage their budgets effectively and efficiently Provision of financial advice and support Manage the Councils Pension fund, now valued at over £750m, the Councils investments and Common Good funds Manage the Councils Treasury function to ensure the Council has sufficient cash flow to meet ongoing requirements and ensure the capital programme is funded Manage the loans fund and the Councils borrowing 	<ol style="list-style-type: none"> Manage and develop the Council's financial systems Manage the provision of Information Communication Technology (ICT) for Scottish Borders Council Support the Council's ability to deliver services with resilient, innovative and secure IT solutions aligned to the corporate plan Understand the Council's customers' needs in order to deliver the outcomes that matter to them 	<ol style="list-style-type: none"> Manage the procurement, commissioning and payments services. Deliver the procurement strategy, including community benefits and sustainability Ensuring best value is achieved from the £170m of spend that can be influenced (revenue and capital) 	
		Revenue £m Net	£22.262	£11.611	£0.136
		Capital 20/21 to 22/23 £m	£0.720	£2.589	£0.000
		FTE	42.26	7.00	20.25
Statutory Functions		<ol style="list-style-type: none"> Comply with Accounting Codes, Capital Financing rules, Investment rules, statutory basis for borrowing and lending (Local Government (Scotland) Act 1973, 1975, 1994, 2003) Set a balanced budget and council tax (Local Government Finance Act 1992) Administer the Local Government Pension Scheme for SBC (Local Government Pensions Scheme (Scotland) Regulations 2015) Set up compliant governance arrangements for the administration of the Local Government Pension Scheme at SBC (Local Government Pension Scheme (Governance) (Scotland) 2015) Investment according to the regulations for the SBC Local Government Pension Scheme (Local Government Pension Scheme (Management and Investment Funds) Regulations 2010) 	<ol style="list-style-type: none"> 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. This includes meeting required standards for data protection and information security, Payment Card Industry accreditation and Public Sector Network accreditation Alignment of the Council's ICT Strategy with the drivers set out for Local Government by the Westminster and Holyrood parliaments and the Scottish Government. 	<ol style="list-style-type: none"> Ensure compliance with the regulations applicable to for public procurement (EU Procurement Directives) Apply the Scottish legislative framework for public procurement (Procurement Reform (Scotland) Act 2014) Assist the council to ensure it delivers best value in all its non-staffing spending decisions 	
Latest Performance		<p>2018/19 Information (CIPFA)</p> <ul style="list-style-type: none"> Corporate Finance Provision - Number of Qualifications on the Closure of the 2017/18 Accounts Scottish Borders = None (2016/17 - None) Corporate Finance Provision - Actual v Projected Outturn Scottish Borders = 96.62% (2017/18 - 99.2%) Loans Fund Interest Rate: Scottish Borders = 4.07% (2017/18 - 3.97%) Pension Fund Investment - Absolute Investment Return - 5 Year %: Scottish Borders = 9.10% (3 yr. - 11.3%, 1yr - 7.60%) Pension Fund Investment - Benchmark Investment Return - 5 Year %: Scottish Borders = 8.20% (3yr - 10.00%, 1yr - 7.70%) Cost of Collecting Sundry Debtors: Scottish Borders = 0.28% (2017/18 - 0.33%) Income Received as a percentage of the Opening Sundry Debtors Balance: Scottish Borders = 83.06% (2017/18 - 74.94%) Proportion of Outstanding Debt that is more than 90 Days Old: Scottish Borders = 14.82% (2017/18 - 33.11%) 	<p>For the Period April 2019 to March 2020</p> <ul style="list-style-type: none"> Availability of Key System Application depending on their priority (Time available to be used compared to periods of unavailability): <ul style="list-style-type: none"> Priority 1 (e.g. Mosaic, Lagan, Seemis, Proactice, Northgate) - Target 99.9% , 99.99% Priority 2 (e.g. CAMS, Pentana, ArcGIS and JADU) - Target 99.9% , 99.99% Priority 3 (e.g. cognos, Systems Link, AutoCAD, Building Design Suite Standard (BDSS)) - Target 99.9% , 100.00% Initial Response Time of Service Desk by Severity Level of enquiry/request during <ul style="list-style-type: none"> 92.00% of Severity Level 1 requests responded to in 30 mins 97.00% of Severity Level 2 requests responded to in 30 mins 86.00% of Severity Level 3 requests responded to in 1 hr 85.00% of Severity Level 4 requests responded to in 2 hrs First Time Fix rates: - Overall Performance: 90.27% 	<ul style="list-style-type: none"> Procurement & Commercial Improvement Programme (PCIP) - National Assessment Regime. <ul style="list-style-type: none"> Achieved 78%, placing the Council in the top quartile across Scottish local authorities Number of invoices paid within 30 days of receipt (18/19) – 84% (17/18 78%) 	
Key Priorities 20/21		<ol style="list-style-type: none"> Embed new functionality for budget monitoring Ensure managers are fully trained and supported in the use of budget forecasting Development of longer term financial planning including scenario planning to deliver a new 10 year financial plan for the Council Pensions TBC 	<ol style="list-style-type: none"> Completion of Office 365 Rollout Corporate Hardware Windows 10 Refresh Curricular Hardware Windows 10 Refresh Roll out of Business World Remote Access LAN & Wi-Fi Hardware Refresh Migration of Key services such as DNS and Remote Access to 3rd party Data Centre 	<ol style="list-style-type: none"> Ongoing delivery of Commercial & Commissioned Service Strategy Delivery of responsible, sustainable procurement demonstrating added value through community benefits Delivery of a new contract management framework and skills enhancement across the organisation 	

SERVICE OVERVIEW:		FINANCE AND REGULATORY SERVICES	
Key Services	PROTECTIVE SERVICES 1. Regulatory and Advice services for food safety, health & safety at work, public health, private water supplies, air, noise and land pollution, metrology, fair trading, consumer safety, animal health, animal feed, animal licensing, dog control, pest control, 2. Administration of Private Water Supply grants, corporate health & safety 3. Consumer and Business advice 4. Investigation of Offences in relation to Consumer Protection legislation 5. Abandoned vehicles 6. Investigation of communicable disease 7. Arrangement of national assistance burial 8. Petroleum licensing 9. Enforcement of contaminated land legislation 10. Advice & Support to ensure compliance with Health & Safety legislation	LEGAL 1. Provision of legal advice and support across SBC 2. Licensing Services 3. Information Management 4. Legal Services for Common Good Funds	
	Revenue £m Net Capital 20/21 to 22/23 £m FTE	£1.588 £0.000 39.60	£0.743 £0.000 27.53
Statutory Functions	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.	1. Alcohol, Civic Government, and Gambling Licensing – including determinations, investigations and enforcement 2. Determination of HMO applications. 3. Data Protection, Freedom of Information, records Management 4. Undertaking legal transactions and court actions on behalf of the Council	
Latest Performance	<ul style="list-style-type: none"> Scottish Borders Council Trading Standards was the Dogs Trust Partnership Award Winner for Promoting Responsible Dog Ownership 2018/19 100% of premises selling jewellery visited in 2019 to ensure compliance with the Hallmarking Act 1973 100% of licensed fireworks premises visited in 2019 to ensure pyrotechnic articles were safe, stored correctly and retailers had age restricted policies in place to safeguard consumers 2 working days (target) to respond to complaints in relation to animal suffering 3 day response (target) to service requests regarding food & food premises 8 Mentally Healthy First Aiders trained up as first points of contact for staff throughout the Council to promote mental health awareness and to provide a support network for staff to manage their wellbeing SHE Assure (LEX) the health and safety management interactive online system has been rolled across all departments in the Council 100% Hand Arm Vibration Syndrome Annual Screening Questionnaires issued in 2019 	<ul style="list-style-type: none"> Legal services met 100% of its PI in the last 12 months Legal Customer satisfaction survey identified that 96 % of respondents rated the service they had received in the last 12 months as good or above. Licensing has processed 3295 applications in the last 12 months, over 95% of which met the statutory timescales 1,310 FOIs received in 4 Qtrs to Q3 2019/20 (1,398 for 4 Qtrs to Q3 2018/19) 87.0% completed on time during 4 Qtrs to Q3 2019/20 (88.3% for 4 Qtrs to Q3 2018/19) 	
Key Priorities 20/21	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	1. Reinforcing departmental responsibilities around GDPR and in particular bedding in PIA 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. Reviewing the Council's Civic Government Licensing Resolution 6. Implementing any changes identified by outcomes of internal audit review for Licensing 7. Identify options to seek to improve staff retention	

Revenue Financial Plan 2020/21 - 2024/25

Finance and Regulatory Services

Finance and Regulatory Services	2020/21 £'000	2021/22 (Provisional) £'000	2022/23 (Provisional) £'000	2023/24 (Provisional) £'000	2024/25 (Provisional) £'000	Total £'000
Chief Executive	188	195	202	209	216	1,008
Finance	3,558	2,467	2,021	1,980	2,067	12,093
Information Technology	11,611	11,559	11,623	11,291	11,483	57,567
Legal Services	743	725	702	710	728	3,609
Protective Services	1,588	1,596	1,537	1,480	1,509	7,710
Interest on Revenue Balances	0	0	0	0	0	0
Loan Charges	19,111	19,389	20,775	23,022	23,680	105,976
Provision for Bad Debts	125	125	125	125	125	625
Recharge to Non-General Fund	(583)	(583)	(583)	(583)	(583)	(2,917)
Total	36,340	35,472	36,401	38,234	39,224	185,671

Finance and Regulatory Services by Budget Head	2020/21 £'000	2021/22 (Provisional) £'000	2022/23 (Provisional) £'000	2023/24 (Provisional) £'000	2024/25 (Provisional) £'000	Total £'000
Employee Costs	6,260	6,217	6,097	6,016	6,157	30,747
Premises Related Expenditure	620	480	489	500	510	2,598
Transport Related Expenditure	400	409	418	428	438	2,093
Supplies & Services	4,411	4,012	3,614	3,616	3,618	19,271
Third Party Payments	7,828	7,201	7,133	7,020	7,184	36,366
Transfer Payments	0	0	0	0	0	0
Internal Recharges	70	70	70	70	70	348
Capital Financing Costs	18,820	19,165	20,675	22,695	23,372	104,728
	38,408	37,554	38,497	40,344	41,348	196,151
Income	(2,068)	(2,082)	(2,096)	(2,110)	(2,124)	(10,481)
Total	36,340	35,472	36,401	38,234	39,224	185,671

Finance and Regulatory Services

Chief Executive, Finance, Information Technology, Loan Charges, Legal & Protective Services

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	1,246	1,119	2,365	0	2,365	IT replacements, upgrades and transformation across the Council
Inspire Learning	993	1,149	2,142	0	2,142	Remaining Capital Requirement of Inspire Learning Programme
IT Projects - pre CGI Contract	110	0	110	0	110	IT equipment relating to technology related change in the services
Emergency & Unplanned	720	1,750	2,470	0	2,470	Budget to deliver emergency works in year
Total Investment	3,309	4,578	7,887	0	7,887	

Revenue Opening Position	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	2024/25 £'000s
Base Budget (approved 28 February 2019)	36,589	36,340	35,472	36,401	38,234
Permanent Virements	(581)	0	0	0	0
Revised Base Budget	36,008	36,340	35,472	36,401	38,234

Budget Pressures	Base Budget £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	2024/25 £'000s	Detail
Pressures previously approved in February 2019		55	0	0	0	0	
Manpower adjustments	5,776	228	128	125	132	134	To provide for latest SG pay negotiations at 3%, 2%, 2%, 2%, 2%
Non-pay inflation	1,163	26	28	27	28	29	To allow for anticipated inflationary increases
IT costs per previously agreed contract	7,115	17	16	(40)	15	204	IT Financial Model at December 2019
Loans Charges to provide for capital	19,261	347	293	1,383	2,160	769	Revenue cost of capital borrowing for new projects
Inspire Learning Service Costs	353	17	7	72	(28)	(40)	Reprofiling of service costs.
Inspire Learning Loans Charges	307	103	10	28	112	(111)	Reprofiling of Loans Charges.
Inspire Learning Operating Leases	613	301	67	124	(227)	19	Loans Charges, Leasing, Service Costs net of Efficiencies (Refresh).
Personal License Holder	0	4	0	0	0	0	As per SG Settlement
Increase in insurance premiums following Peebles HS fire		150	(150)	0	0	0	
Contract management CGI developments – required to deliver significant financial plan savings in 2020/21		50	(50)	0	0	0	
Covid-19 support	0	500	(500)	0	0	0	Emergency reserve to support Covid-19
Total Pressures		1,798	(151)	1,719	2,192	1,004	

Finance and Regulatory Services

Chief Executive, Finance, Information Technology, Loan Charges, Legal & Protective Services

Savings Proposals	Base Budget £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	2024/25 £'000s	Detail
Savings previously approved in February 2019		(543)	(400)	(400)	0	0	
Protective Services - Shared Service Opportunity	1,658	(28)	0	0	0	0	Shared resource with other Local Authority
Additional Fees & Charges Income across Regulatory Services	(153)	(14)	(14)	(14)	(14)	(14)	Extra income from higher Fees & Charges which have been increased in line with inflation.
Finance savings	2,564	(125)	(125)	(125)	(125)	0	Service reviews over the next 4 years within the Finance team including structural changes as opportunities arise supported by People Plan. FF24 principles will be applied and there will be a FTE impact. Number to be confirmed. Any reduction in posts will be managed through natural attrition, vacancy management and the management of temporary contracts. Any actual staff impact will be managed through the appropriate application of HR policies and procedures.
IT savings	7,115	(150)	(100)	(100)	(100)	0	Reviews will be carried out including elements of the CGI contract to ensure contract remains fit for purpose and operates as efficiently as possible.
Loans Charges	19,261	(600)	(25)	(25)	(25)	0	Full delivery of project already underway as part of the 2019/20 Fit for 2024 programme to review the loans fund to ensure that the statutory repayment of debt is linked more closely to the life of assets which have previously been financed through borrowing
Legal Services	1,035	(6)	(34)	(40)	(9)	0	Review of processes within the service to improve efficiency. FF24 principles will be applied and there may be a FTE impact. Number to be confirmed. Any reduction in posts will be managed through natural attrition, vacancy management and the management of temporary contracts. Any actual staff impact will be managed through the appropriate application of HR policies and procedures.
Protective Services	1,658	0	(19)	(86)	(86)	0	Transform the service using technology which will assist in streamlining processes and in turn improve efficiency. Changes to charging regime for Private Water Supplies. FF24 principles will be applied and there may be a FTE impact. Number to be confirmed. Any reduction in posts will be managed through natural attrition, vacancy management and the management of temporary contracts. Any actual staff impact will be managed through the appropriate application of HR policies and procedures.
Total Savings		(1,466)	(717)	(790)	(359)	(14)	

Revenue Closing Position	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	2024/25 £'000s
Base Budget 2020/21	36,340	35,472	36,401	38,234	39,224

SERVICE OVERVIEW: HUMAN RESOURCES AND COMMUNICATIONS			
		REVENUE BUDGET NET £M	£5.978
		CAPITAL BUDGET 20/21 TO 22/23 £M	£0
		FTE	79.20
	HR ADVISORY & EMPLOYEE RELATIONS SERVICE	ORGANISATIONAL DEVELOPMENT SERVICE	HR SHARED SERVICES
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 	<ol style="list-style-type: none"> Payroll Administration and Management for SBC and SBC Pension Fund Pensions Administration and Management for all scheduled/admitted bodies to the SBC Pension Fund HR Administration and Management for SBC Employee Benefits <ul style="list-style-type: none"> Administration of salary sacrifice schemes for Cars, Cycles, AVC's and Childcare Vouchers
Revenue £m Net	£2.034	£0.394	£2.630
Capital 20/21 to 22/23 £m	£0	£0	£0
FTE	15.8	12.71	24.94
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 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"> None 	<ol style="list-style-type: none"> Ensure compliance with the Local Government Pension Scheme as an employer and administering authority (The Local Government Pension Scheme (Scotland) Regulations 2018) Ensure compliance with Tax Legislation and HMRC requirements (HMRC legislation) Ensure compliance with Scottish Teachers Pension Scheme as an employer (Scottish Teachers Pension Scheme 2015)
Latest Performance	<ul style="list-style-type: none"> The percentage of the highest paid 5% of employees who are women - Scottish Borders = 43.8% Scotland = 55.8% (2018/19) The gender pay gap - Scottish Borders = 3.1% Scotland = 4.0% (2018/19) Sickness Absence Days per Teacher - Scottish Borders = 7.50 Scotland = 6.21 (2018/19) Sickness Absence Days per Employee (staff) - Scottish Borders = 11.27 Scotland = 11.49 (2018/19) 	<p><u>For period April 2018 to March 2019:</u></p> <ul style="list-style-type: none"> All People Plans completed and are reviewed and updated on an ongoing basis. No of internally run course spaces taken up 2,408 placements Active eLearning users - 4,809 	<ul style="list-style-type: none"> 2018/19 Information (CIPFA) <ul style="list-style-type: none"> Pension Administration Cost per Member Scottish Borders = £23.25 (2017/18 - £22.47) Pension Administration Ratio of Staff to Member Scottish Borders = 1 : 2,549 (2017/18 1 : 2,481) Number of Salaries & Wages Payments made Correctly & Timeously as a % of Total No. of Salaries & Wages Payments made Scottish Borders = 99.15% (2017/18 - 99.27%) Number of Salaries & Wages Payments made Correctly & Timeously as a % of the Total Value of Payments made Scottish Borders = 99.78% (2017/18 - 99.52%) 836 vacancies advertised between April 2019 and March 2020 (2018/19 - 796)
Key Priorities 20/21	<ol style="list-style-type: none"> Roll out of mediation Embed the centralisation of investigations Promote good employee relations through working with the unions Support the implementation of the Fit for 2024 programme. 	<ol style="list-style-type: none"> Fit for 2024 programme Review of Learning & Development function and delivery, making use of technology Streamline of HR process by induction of new technologies Rollout of new digital appraisal and competency process Development of an agile/flexible digital workforce and explore demand led work operations 	<ol style="list-style-type: none"> Progress implementation of additional functionality within Business World Streamline recruitment and payroll processes making use of available technology Implement Members Self Service for LGPS Pension Scheme members Promote SBC as an employer as an employer of choice Review and promote Employee Benefit programme

SERVICE OVERVIEW:		HUMAN RESOURCES AND COMMUNICATIONS	
		COMMUNICATIONS & MARKETING	EMPLOYMENT SUPPORT SERVICES
Key Services	<ol style="list-style-type: none"> Corporate Communications – external/internal communications including media relations, communications plans, event planning, SBConnect Digital Media - website/intranet, social media, video/animation, plasma screen, photography, SBScene (staff e-magazine) Graphic design - production of externally facing materials e.g. booklets, leaflets, posters, flyers and other collateral as required; manage Council's brand Print Service – undertake printing/finishing for SBC as well as private jobs for staff, clients, partners Marketing and advertising - including management of full communications planning including advertising for all SBC 	<ol style="list-style-type: none"> Delivery of the Work Opportunities Scheme Delivery of Skills Development Scotland's Employability Fund contract. Delivery of Project Search in collaboration with Borders College and NHS Borders. Delivery of SBC's Family Firm model for care experienced young people. Delivery of an all age, all stage supported employment service for disadvantaged and vulnerable people in the borders. Delivery of the Centre of Excellence for Textiles training centre in Hawick. Delivery of the Flexible Workforce Development Fund on behalf of the council. 	
Revenue £m Net	£0.542	£0.378	
Capital 20/21 to 22/23 £m	£0	£0	
FTE	14.75	11	
Statutory Functions	<ol style="list-style-type: none"> 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)) 	None	
Latest Performance	<ul style="list-style-type: none"> 516,740 Facebook engagements in 19/20 from estimated total reach of all posts of 7,342,661 58,255 engagements on Twitter in 19/20, from total reach of all tweets of 2,357,368 23,430 Facebook Followers 13,100 Twitter Followers 59,345 average unique visitors to council website per month 286 Press releases/statements issued in 19/20 Average 4,650 page views (average) per edition of SBScene (staff e-magazine) 	<ul style="list-style-type: none"> 39 Modern Apprentices delivered within Scottish Borders Council over the period. 160 referrals across the service 28 care experienced young people engaged with the service. 67 paid jobs currently supported by the service. 16 paid jobs currently supported within the council. 14 trainees attended the Centre of Excellence for Textiles. SBC used its full allocation of Flexible Workforce Development Fund monies Project Search and the Borders Family Firm have both been utilised fully. 	
Key Priorities 20/21	<ol style="list-style-type: none"> Implementation of Communications strategy through new guidance/protocols for staff Complete Brand refresh and launch new toolkit Further encourage use of staff webpages and staff e-magazine SBScene to enhance internal communications and engagement Maximise income opportunities through promotion of services to partners/private clients Prioritise support for transformation through internal/external communications support and further roll-out of #yourpart campaign. 	<ol style="list-style-type: none"> Lead on the implementation of the Scottish Governments No-One Left Behind strategy and funding model. Increase year on year Apprenticeship numbers in the council. Increase the number of disadvantage people offered posts within the Local Authority. Maximise SBC's recovery of Apprenticeship Levy Funds wherever possible. Support the development of City Regional Deal, SOSEP and the Borderlands initiatives where appropriate. Support the councils ESF programme. Support SBC's "fit for 2024" strategy. Leading role in delivering the Parental Employability Support Fund within SBC. 	

Revenue Financial Plan 2020/21 - 2024/25
Human Resources and Communications

Human Resources by Service	2020/21 £'000	2021/22 (Provisional) £'000	2022/23 (Provisional) £'000	2023/24 (Provisional) £'000	2024/25 (Provisional) £'000	Total £'000
Human Resources	4,266	4,287	4,309	4,269	4,313	21,444
Early Retirement/Voluntary Severance	67	67	67	67	67	335
Corporate Transformation	724	731	739	747	755	3,697
Employment Support Service	378	373	340	335	335	1,763
Communications & Marketing	542	506	510	514	525	2,599
Total	5,978	5,965	5,966	5,933	5,996	29,839

Human Resources by Budget Head	2020/21 £'000	2021/22 (Provisional) £'000	2022/23 (Provisional) £'000	2023/24 (Provisional) £'000	2024/25 (Provisional) £'000	Total £'000
Employee Costs	5,098	5,085	5,086	5,053	5,116	25,439
Premises Related Expenditure	5	5	5	5	5	25
Transport Related Expenditure	70	70	70	70	70	349
Supplies & Services	145	145	145	145	145	726
Third Party Payments	749	749	749	749	749	3,745
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
	6,067	6,054	6,055	6,022	6,085	30,284
Income	(89)	(89)	(89)	(89)	(89)	(445)
Total	5,978	5,965	5,966	5,933	5,996	29,839

Human Resources and Communications

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	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	2024/25 £'000s
Base Budget (approved 28 February 2019)	5,906	5,978	5,965	5,966	5,933
Permanent Virements	510	0	0	0	0
Revised Base Budget	6,416	5,978	5,965	5,966	5,933

Budget Pressures	Base Budget £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	2024/25 £'000s	Detail
Pressures previously approved in February 2019		(400)	0	0	0	0	
Manpower adjustments	2,643	108	58	61	62	63	To provide for latest SG pay negotiations at 3%, 2%, 2%, 2%, 2%
Total Pressures		(292)	58	61	62	63	

Human Resources and Communications

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

Savings Proposals	Base Budget £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	2024/25 £'000s	Detail
Savings previously approved in February 2019		(5)	0	0	0	0	
HR	527	(129)	(20)	(20)	(83)	0	Service reviews over the next 4 years within the Human Resources team including structural changes as a result of process reviews. FF24 principles will be applied and there may be a FTE impact. Number to be confirmed. Any reduction in posts will be managed through natural attrition, vacancy management and the management of temporary contracts. Any actual staff impact will be managed through the appropriate application of HR policies and procedures.
Communications & Marketing	484	(7)	(46)	(7)	(7)	0	Structural and process re-engineering review and income generation opportunities. FF24 principles will be applied and there may be a FTE impact. Number to be confirmed. Any reduction in posts will be managed through natural attrition, vacancy management and the management of temporary contracts. Any actual staff impact will be managed through the appropriate application of HR policies and procedures.
Employment Support Service	344	(5)	(5)	(33)	(5)	0	Structural and process re-engineering review. FF24 principles will be applied and there may be a FTE impact. Number to be confirmed. Any reduction in posts will be managed through natural attrition, vacancy management and the management of temporary contracts. Any actual staff impact will be managed through the appropriate application of HR policies and procedures.
Total Savings		(146)	(71)	(60)	(95)	0	

Revenue Closing Position	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	2024/25 £'000s
Base Budget 2020/21	5,978	5,965	5,966	5,933	5,996

Scottish Borders Council
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	2020/21	2021/22	2022/23	Total	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total	
CAPITAL FUNDING	£'000	£'000	£'000	Operational	£'000	£'000	£'000	£'000	£'000	£'000	£'000	Strategic	Total
				Plan								Plan	£000
Specific Grants from Scottish Government													
Hawick Flood Protection	(12,829)	(14,830)	(7,745)	(35,404)	(172)	(132)	0	0	0	0	0	(304)	(35,708)
Flood Studies	(600)	(350)	(350)	(1,300)	(350)	(350)	(350)	(350)	(350)	(350)	(350)	(2,450)	(3,750)
Cycling Walking & Safer Streets	(189)	(211)	(221)	(621)	(232)	(244)	(247)	(247)	(247)	(247)	(247)	(1,711)	(2,332)
Early Years Expansion	(5,853)	0	0	(5,853)	0	0	0	0	0	0	0	0	(5,853)
Hawick Regeneration	(1,596)	(489)	0	(2,085)	0	0	0	0	0	0	0	0	(2,085)
Hawick High School SFT	0	0	0	0	0	0	0	0	0	0	0	0	0
Other External Grants & Contributions													
Hawick Flood Protection	(1,767)	(1,253)	(515)	(3,535)	0	0	0	0	0	0	0	0	(3,535)
Sir Walter Scott Courthouse - Phase 2	0	0	0	0	0	0	0	0	0	0	0	0	0
Great Tapestry of Scotland - Building	0	0	0	0	0	0	0	0	0	0	0	0	0
Borders Innovation Park	(5,341)	(5,659)	(1,950)	(12,950)	(1,950)	0	0	0	0	0	0	(1,950)	(14,900)
Outdoor Community Spaces	0	(133)	0	(133)	0	0	0	0	0	0	0	0	(133)
2nd Homes Council Tax - Extra Care Housing	(2,873)	(1,523)	0	(4,396)	0	0	0	0	0	0	0	0	(4,396)
Jedburgh Building	(405)	0	0	(405)	0	0	0	0	0	0	0	0	(405)
Landfill Provision	(550)	0	0	(550)	0	0	0	0	0	0	0	0	(550)
Peebles High School Insurance Receipt	(2,000)	(8,000)	0	(10,000)	0	0	0	0	0	0	0	0	(10,000)
Development Contributions													
Reston Station Contribution	0	0	0	0	0	(100)	0	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	(60)	(7)	0	(67)	0	0	0	0	0	0	0	0	(67)
Capital Receipts	(2,440)	(300)	(400)	(3,140)	0	(3,140)							
General Capital Grant	(11,467)	(15,400)	(15,400)	(42,267)	(15,400)	(107,800)	(150,067)						
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)	(153)	(358)	(875)	(369)	(380)	(1,132)	(473)	(473)	(473)	(473)	(3,773)	(4,648)

Scottish Borders Council
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	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total Operational Plan	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	Total Strategic Plan	Total £000
CAPITAL FUNDING													
Borrowing													
- General	(36,136)	(35,563)	(56,879)	(128,578)	(32,291)	(2,515)	(21,337)	(21,004)	1,257	1,962	1,748	(72,180)	(200,758)
Waste Collection Vehicles - Non P&V Fund	0	0	0	0	(300)	(300)	0	0	0	(300)	(300)	(1,200)	(1,200)
Total	(86,584)	(85,971)	(85,918)	(258,473)	(53,164)	(21,521)	(40,566)	(39,574)	(17,313)	(16,908)	(17,122)	(206,168)	(464,641)

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CAPITAL INVESTMENT PROPOSALS		2020/21 £'000	2021/22 £'000	2022/23 £'000	Total Operational Plan	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	Total Strategic Plan	Total £'000	Specific Project Funding	Net cost to SBC Capital
Plant & Vehicle Fund																
	Plant & Vehicle Replacement - P&V Fund	2,000	2,000	2,000	6,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	14,000	20,000	(20,000)	0
Waste Collection Vehicles - Non P&V Fund																
	Waste Collection Vehicles - Non P&V Fund	0	0	0	0	300	300	0	0	0	300	300	1,200	1,200	(1,200)	0
Flood & Coastal Protection																
Block	Flood Studies	600	350	350	1,300	350	350	350	350	350	350	350	2,450	3,750	(3,750)	0
Block	General Flood Protection Block	292	160	160	612	160	160	160	160	160	160	160	1,120	1,732	0	1,732
	Hawick Flood Protection	18,603	20,571	10,196	49,370	215	165	0	0	0	0	0	380	49,750	(39,243)	10,507
Land and Property Infrastructure																
Block	Asset Rationalisation & Demolition	1,865	2,750	1,382	5,997	0	0	0	0	0	0	0	0	5,997	0	5,997
	Coldstream Cemetery Development	628	0	0	628	0	0	0	0	0	0	0	0	628	0	628
Block	Cemetery Land Acquisition & Development	0	859	420	1,279	0	150	0	334	649	0	0	1,133	2,412	0	2,412
	Jedburgh High Street Building	984	511	400	1,895	0	0	0	0	0	0	0	0	1,895	(405)	1,490
Block	Building Upgrades	847	584	624	2,055	624	624	624	624	624	624	624	4,368	6,423	0	6,423
Block	Cleaning Equipment Replacement Block	46	50	50	146	50	50	50	50	50	50	50	350	496	0	496
Block	Commercial Property Upgrades	66	40	40	146	40	40	40	40	40	40	40	280	426	0	426
Block	Contaminated Land Block	18	93	93	204	42	42	42	42	42	42	42	294	498	0	498
	Public Conveniences	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Block	Energy Efficiency Works	3,418	1,045	1,045	5,508	1,045	1,045	1,045	1,045	1,045	1,045	1,045	7,315	12,823	0	12,823
Block	Health and Safety Works	682	585	585	1,852	585	585	585	585	585	585	585	4,095	5,947	0	5,947
Block	Outdoor Community Spaces	1,344	640	828	2,812	508	510	511	111	111	111	0	1,862	4,674	(200)	4,474
Road & Transport Infrastructure																
	A72 Dirtpot Corner - Road Safety Works	20	0	0	20	0	0	0	0	0	0	0	0	20	0	20
Block	Accident Investigation Prevention Schemes Block	40	40	40	120	40	40	40	40	40	40	40	280	400	0	400
Block	Cycling Walking & Safer Streets	507	211	221	939	232	244	247	247	247	247	247	1,711	2,650	(2,332)	318
	Engineering Minor Works	14	0	0	14	0	0	0	0	0	0	0	0	14	(14)	0
	Galashiels Developments	45	0	0	45	0	0	0	0	0	0	0	0	45	0	45
Block	Lighting Asset Management Plan	160	160	160	480	160	160	160	160	160	160	160	1,120	1,600	0	1,600
	Peebles Bridge	0	0	0	0	0	0	0	0	0	0	420	420	420	0	420
	Reston Station Contribution	0	0	0	0	0	1,740	0	0	0	0	0	1,740	1,740	(100)	1,640
Block	Roads & Bridges -inc. RAMP, Winter Damage & Slopes	7,660	7,660	11,615	26,935	10,160	6,592	7,364	7,410	7,410	7,410	7,410	53,756	80,691	0	80,691
	Street Lighting Energy Efficiency Project	170	0	0	170	0	0	0	0	0	0	0	0	170	0	170
	Union Chain Bridge	700	0	0	700	0	0	0	0	0	0	0	0	700	0	700

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	CAPITAL INVESTMENT PROPOSALS	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total Operational Plan	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	Total Strategic Plan	Total £'000	Specific Project Funding	Net cost to SBC Capital
	Waste Management															
	Easter Langlee Cell Provision	158	0	0	158	0	0	0	0	0	0	0	0	158	(158)	0
	Easter Langlee Leachate Management Facility	392	0	0	392	0	0	0	0	0	0	0	0	392	(392)	0
	Easter Langlee Community Recycling Centre	0	0	1,800	1,800	0	0	0	0	0	0	0	0	1,800	0	1,800
	Closed Landfill Site - Health & Safety Works	30	0	0	30	0	0	0	0	0	0	0	0	30	0	30
	Waste Containers	48	50	50	148	51	53	53	54	54	54	54	373	521	0	521
	Corporate															
Block	ICT - Outwith CGI Scope	80	80	80	240	80	80	80	80	80	80	80	560	800	0	800
	ICT Transformation	857	222	167	1,246	139	113	167	434	136	80	50	1,119	2,365	0	2,365
	IT Projects - pre CGI Contract	110	0	0	110	0	0	0	0	0	0	0	0	110	0	110
	Inspire Learning	834	48	111	993	683	128	65	143	65	65	0	1,149	2,142	0	2,142
	Learning Estate															
	Eyemouth Primary School	7,600	7,400	400	15,400	0	0	0	0	0	0	0	0	15,400	0	15,400
	Earlston Primary School	375	450	4,162	4,987	4,163	225	0	0	0	0	0	4,388	9,375	0	9,375
	Gala Academy	1,500	2,500	23,400	27,400	23,400	0	0	0	0	0	0	23,400	50,800	0	50,800
	Early Years Expansion	5,853	0	0	5,853	0	0	0	0	0	0	0	0	5,853	(5,853)	0
	Jedburgh Learning Campus	499	0	0	499	0	0	0	0	0	0	0	0	499	0	499
	New Hawick High School	0	0	0	0	1,500	2,500	22,200	22,200	0	0	0	48,400	48,400	0	48,400
	Peebles High School	2,000	15,000	12,000	29,000	1,000	0	0	0	0	0	0	1,000	30,000	(10,000)	20,000
Block	Learning Estate Block	2,718	1,800	1,800	6,318	1,800	1,790	1,790	1,790	1,790	1,790	1,790	12,540	18,858	(1,000)	17,858
	Sports Infrastructure															
Block	Culture & Sports Trusts - Plant & Services	409	290	290	989	290	290	290	290	290	290	290	2,030	3,019	0	3,019
	Synthetic Pitch Replacement Fund	376	153	358	887	369	380	1,792	473	473	473	473	4,433	5,320	(4,648)	672
	Melrose 3G Pitch	27	0	0	27	0	0	0	0	0	0	0	0	27	0	27
	Floodlighting	155	0	0	155	0	0	0	0	0	0	0	0	155	0	155
	Culture & Heritage															
Block	Public Halls Upgrades	225	99	0	324	0	0	0	0	0	0	0	0	324	0	324
	Sir Walter Scott Courthouse - Phase 2	0	0	500	500	0	0	0	0	0	0	0	0	500	0	500
	Trimontium, Melrose	60	0	0	60	0	0	0	0	0	0	0	0	60	0	60

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	CAPITAL INVESTMENT PROPOSALS	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total Operational Plan	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	Total Strategic Plan	Total £'000	Specific Project Funding	Net cost to SBC Capital
	Economic Regeneration															
Block	Great Tapestry of Scotland - Building	2,898	0	0	2,898	0	0	0	0	0	0	0	0	2,898	0	2,898
	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	10,076	5,659	1,950	17,685	1,950	0	0	0	0	0	0	1,950	19,635	(14,900)	4,735
	Newtown St Boswells Regeneration	55	84	84	223	120	56	0	0	0	0	0	176	399	0	399
	Eyemouth Regeneration	548	0	0	548	0	0	0	0	0	0	0	0	548	0	548
	Hawick Regeneration	1,596	489	0	2,085	0	0	0	0	0	0	0	0	2,085	(2,085)	0
	Galashiels Town Centre Regeneration	634	0	0	634	0	0	0	0	0	0	0	0	634	0	634
	Housing Strategy & Services															
	Private Sector Housing Grant - Adaptations	450	450	450	1,350	500	500	500	500	500	500	500	3,500	4,850	0	4,850
	Social Care Infrastructure															
Block	Care Inspectorate Requirements & Upgrades	54	55	57	166	58	59	61	62	62	62	62	426	592	0	592
	Residential Care Home - Hawick	500	7,000	1,000	8,500	0	0	0	0	0	0	0	0	8,500	0	8,500
	Residential Care Home - Central Borders	500	3,000	6,500	10,000	0	0	0	0	0	0	0	0	10,000	0	10,000
	Extra Care Housing:															
	Langhaugh, Galashiels	1,500	0	0	1,500	0	0	0	0	0	0	0	0	1,500	(1,500)	0
	Stirches, Kelso, Eyemouth, Peebles, Waverley	1,523	1,523	0	3,046	0	0	0	0	0	0	0	0	3,046	(2,896)	150
	Technology Enabled Care	160	200	200	560	200	200	0	0	0	0	0	400	960	0	960
	Residential Care Accommodation - Upgrades	755	760	0	1,515	0	0	0	0	0	0	0	0	1,515	0	1,515
	Other															
	Emergency & Unplanned	220	250	250	720	250	250	250	250	250	250	250	1,750	2,470	0	2,470
	Total	86,584	85,971	85,918	258,473	53,164	21,521	40,566	39,574	17,313	16,908	17,122	206,168	464,641	(110,676)	353,965