



Scottish Borders Council Financial Plans

As approved by the Council on 12 February 2015



Scottish Borders Council

Financial Plans from 2015/16

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

Revenue Financial Plan 2015/16 - 2019/20

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

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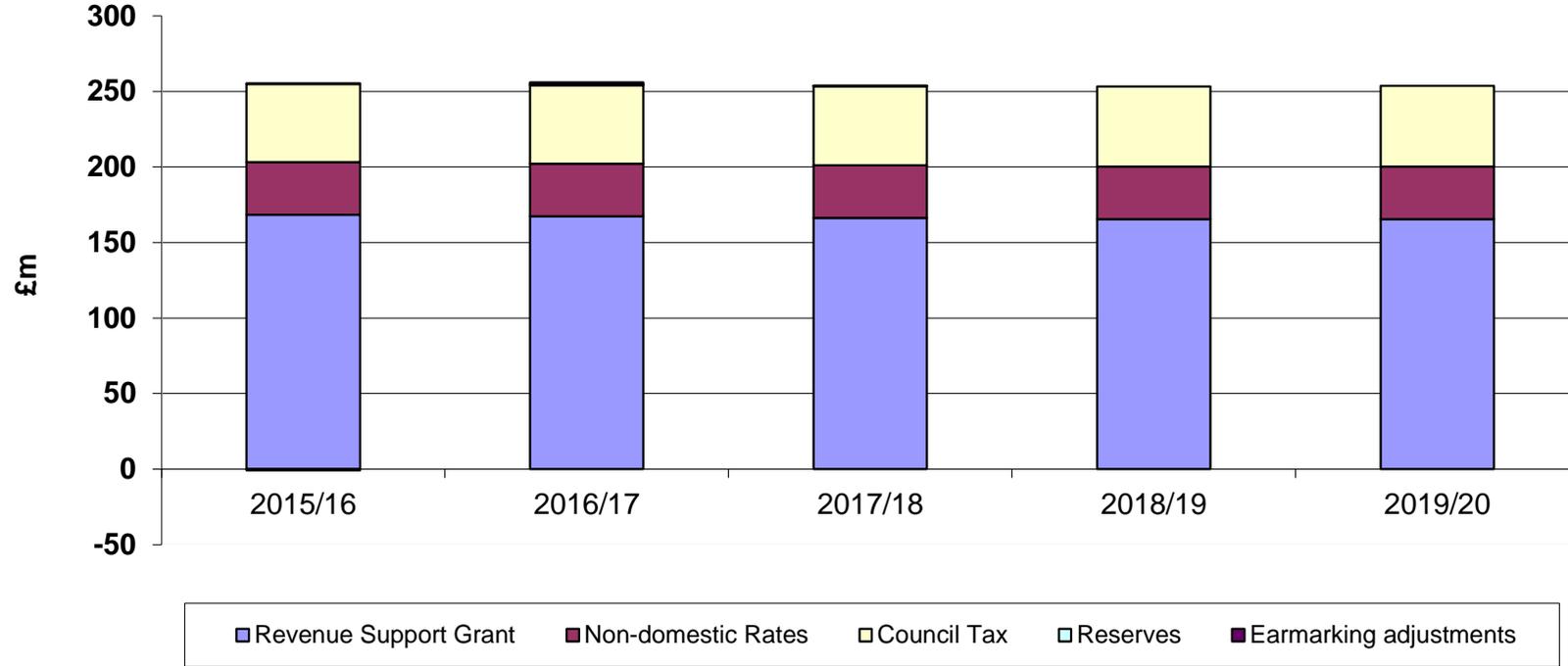
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The Financial Services Manager can also give information on other language translations as well as providing additional copies.

Scottish Borders Council
Revenue Financial Plan 2015/16 - 2019/20
Revenue Resources

	2015/16 £'000	2016/17 (Provisional) £'000	2017/18 (Provisional) £'000	2018/19 (Provisional) £'000	2019/20 (Provisional) £'000	Total £'000
Aggregate External Finance (1)						
General Revenue Support (2)	168,472	167,259	166,357	165,552	165,552	833,192
Non-domestic Rates (distribution from national pool)	34,849	34,849	34,849	34,849	34,849	174,245
	203,321	202,108	201,206	200,401	200,401	1,007,437
Reserves	508	962	153	0	0	1,623
Earmarking adjustments including pay award	(860)	874	9	0	0	23
Council Tax (Band D £1,084 - no increase)	51,602	51,992	52,392	52,876	53,375	262,237
Total	254,571	255,936	253,760	253,277	253,776	1,271,320
Notes: 1. Funding from Scottish Government excludes ring-fenced grants (the budgets which follow are net of such grants). 2. The Scottish Government has announced AEF for 2015/16.						

Scottish Borders Council Funding



Scottish Borders Council
Revenue Financial Plan 2015/16 - 2019/20
Departmental Summary

Department	2015/16 £'000	2016/17 (Provisional) £'000	2017/18 (Provisional) £'000	2018/19 (Provisional) £'000	2019/20 (Provisional) £'000	Total £'000
Chief Executive's	27,291	27,215	27,304	27,865	28,264	137,940
People	167,336	168,393	167,902	170,882	173,730	848,243
Place	36,145	37,234	36,712	37,559	38,075	185,725
Other	23,799	23,094	21,842	16,970	13,707	99,412
	254,571	255,936	253,760	253,277	253,776	1,271,320

Scottish Borders Council
Revenue Financial Plan 2015/16 - 2019/20
Summary

	2015/16 £'000	2016/17 (Provisional) £'000	2017/18 (Provisional) £'000	2018/19 (Provisional) £'000	2019/20 (Provisional) £'000	Total £'000
Base Budget (approved 6 February 2014)	252,209	254,571	255,936	253,760	253,277	1,269,753
Add/deduct						
Permanent virements	0	0	0	0	0	0
Manpower adjustments	2,664	5,475	2,375	3,330	2,735	16,579
Non-pay Inflation including Service Specific	759	919	841	928	830	4,278
Department Specific Pressures	5,207	1,031	1,441	(93)	919	8,506
Deduct						
Making best use of our People	(3,455)	(4,007)	(3,420)	(405)	(465)	(11,752)
Working with our Partners	(793)	(875)	(781)	(1,512)	(1,252)	(5,213)
Looking after the Borders	(488)	(289)	(179)	(840)	(800)	(2,596)
Business Process Transformation	(752)	(729)	(1,437)	(1,798)	(1,375)	(6,091)
Maximising Resources	(780)	(160)	(1,016)	(94)	(94)	(2,144)
Base Budget	254,571	255,936	253,760	253,277	253,776	1,271,320

**Scottish Borders Council
Revenue Financial Plan 2015/16 - 2019/20
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 2015.

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, uniform and laundry, printing, stationery and general office expenses, communications and computing, member's allowances, grants and subscriptions and PPP schemes.
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 and government departments.
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 such as architects services.
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
Revenue Financial Plan 2015/16 - 2019/20
Chief Executive's

Chief Executive's by Service	FTE	2015/16 £'000	2016/17 (Provisional) £'000	2017/18 (Provisional) £'000	2018/19 (Provisional) £'000	2019/20 (Provisional) £'000	Total £'000
Chief Executive	5	421	431	435	441	446	2,175
Executive Support	14	370	373	373	381	387	1,883
Strategy & Policy	116	7,866	7,928	8,012	8,146	8,247	40,199
Strategic Policy Unit	14	1,041	1,063	1,073	1,091	1,102	5,371
Economic Development	18	1,566	1,593	1,606	1,622	1,638	8,025
Housing Strategy & Services	61	3,334	3,335	3,376	3,442	3,487	16,974
Democratic Services	10	1,452	1,449	1,462	1,482	1,502	7,347
Audit & Risk	13	473	488	495	508	517	2,481
Finance	88	3,357	3,360	3,333	3,416	3,470	16,936
Human Resources	56	2,161	2,122	2,121	2,180	2,214	10,797
HR	30	1,398	1,412	1,407	1,444	1,463	7,124
HRSS	26	762	710	714	736	751	3,673
Business Transformation	251	13,817	13,703	13,731	14,002	14,201	69,455
Transformation	19	777	781	773	795	809	3,935
Information Technology	75	5,047	5,055	5,047	5,149	5,225	25,524
Community Services	131	4,622	4,534	4,617	4,733	4,824	23,329
Health & Safety	9	393	406	412	423	430	2,064
Emergency Planning	3	159	163	164	168	170	825
Communications	15	506	504	505	520	529	2,564
Sports Trusts	0	2,313	2,260	2,214	2,214	2,214	11,215
Recharge to Non-General Fund Accounts		(701)	(701)	(701)	(701)	(701)	(3,503)
	529	27,291	27,215	27,304	27,865	28,264	137,940

Scottish Borders Council
 Revenue Financial Plan 2015/16 - 2019/20
 Chief Executive's

Chief Executive's by Budget Head

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

2015/16 £'000	2016/17 (Provisional) £'000	2017/18 (Provisional) £'000	2018/19 (Provisional) £'000	2019/20 (Provisional) £'000	Total £'000
17,982	18,147	18,216	18,691	18,998	92,033
2,231	2,276	2,320	2,366	2,416	11,609
337	337	337	337	338	1,686
5,130	4,914	4,951	4,989	5,028	25,013
4,718	4,649	4,587	4,589	4,591	23,133
0	0	0	0	0	0
(18)	(18)	(18)	(18)	(18)	(91)
186	186	186	186	186	186
30,565	30,490	30,579	31,140	31,538	154,312
(3,274)	(3,274)	(3,274)	(3,274)	(3,274)	(16,370)
27,291	27,215	27,304	27,865	28,264	137,940

Scottish Borders Council
Revenue Financial Plan 2015/16 - 2019/20
Chief Executive's

Chief Executive's Summary Budget Build Up	2015/16 £'000	2016/17 (Provisional) £'000	2017/18 (Provisional) £'000	2018/19 (Provisional) £'000	2019/20 (Provisional) £'000	Total £'000
Base Budget (approved 6 February 2014)	27,991	27,291	27,215	27,304	27,865	137,666
Add/deduct						
Permanent virements	296	0	0	0	0	296
Manpower adjustments	95	669	268	474	306	1,812
Non-pay Inflation including Service Specific	62	93	93	88	92	428
Department Specific Pressures	2	(4)	0	0	0	(2)
Deduct						
Making best use of our People	(472)	(523)	(199)	0	0	(1,194)
Working with our Partners	(263)	(278)	(54)	0	0	(595)
Looking after the Borders	0	0	0	0	0	0
Business Process Transformation	(420)	(31)	(19)	0	0	(470)
Maximising Resources	0	0	0	0	0	0
Base Budget	27,291	27,215	27,304	27,865	28,264	137,940

Scottish Borders Council
Revenue Financial Plan 2015/16 - 2019/20
Chief Executive's

Chief Executive's Detail Budget Build Up	2015/16 £'000	2016/17 (Provisional) £'000	2017/18 (Provisional) £'000	2018/19 (Provisional) £'000	2019/20 (Provisional) £'000	Total £'000
Base Budget (approved 6 February 2014)	27,991	27,291	27,215	27,304	27,865	137,666
Add/deduct						
Permanent Virements	296	0	0	0	0	296
Manpower adjustments	95	669	268	474	306	1,812
Pay Inflation and On-costs	77	516	257	298	304	1,452
Increments	18	153	11	176	2	360
Non-pay Inflation including Service Specific	62	93	93	88	92	428
Energy Costs	0	23	22	24	27	96
Property Related	23	21	22	22	22	110
Insurances	2	2	2	2	2	10
Licenses	36	37	37	38	39	187
Sports Trusts	0	7	7	0	0	14
Borders Care and Repair Contract	1	3	3	2	2	11
Department Specific Pressures	2	(4)	0	0	0	(2)
Children's legal representation	(2)	0	0	0	0	(2)
Single Fraud Investigation service	4	(4)	0	0	0	0
Deduct						
Making best use of our people	(472)	(523)	(199)	0	0	(1,194)
Savings in back office support services	(396)	(358)	(199)	0	0	(953)
Review of delivery of Council Welfare Benefits service	0	(72)	0	0	0	(72)
Employee Benefits Strategy	(60)	(70)	0	0	0	(130)
Legal & Democratic Services staffing review	(16)	(23)	0	0	0	(39)

Scottish Borders Council
Revenue Financial Plan 2015/16 - 2019/20
Chief Executive's

Chief Executive's Detail Budget Build Up	2015/16 £'000	2016/17 (Provisional) £'000	2017/18 (Provisional) £'000	2018/19 (Provisional) £'000	2019/20 (Provisional) £'000	Total £'000
Working with our partners	(263)	(278)	(54)	0	0	(595)
Cultural Services Review	(203)	(118)	0	0	0	(321)
Reduce the number of Halls and Community Centres	0	(100)	0	0	0	(100)
Reduce Management Fee to Sports Trusts	(60)	(60)	(54)	0	0	(174)
Looking after the Borders	0	0	0	0	0	0
Business Process Transformation	(420)	(31)	(19)	0	0	(470)
Review of Discretionary Spending - CE	(25)	0	0	0	0	(25)
Reduction in heating oil inflation	(100)	0	0	0	0	(100)
Reduction in external printing costs	(35)	(10)	0	0	0	(45)
Reduction in printing contract through contract renewal	(30)	0	0	0	0	(30)
Commercial opportunities and Procurement	(100)	0	0	0	0	(100)
Savings from Insurance retendering	(26)	(21)	(19)	0	0	(66)
Reduction in road fuel inflation	(104)	0	0	0	0	(104)
Maximising Resources	0	0	0	0	0	0
Base Budget	27,291	27,215	27,304	27,865	28,264	137,940

Chief Executive's

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

Chief Executive

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

Executive Support

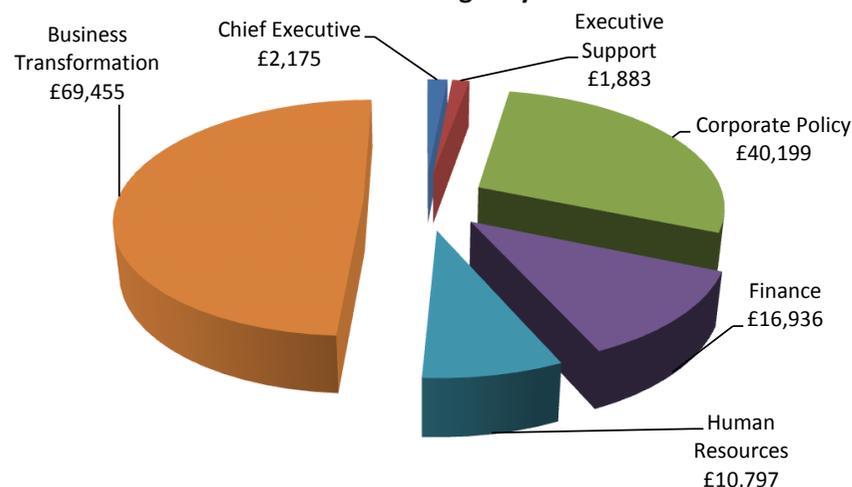
Providing business, administrative and secretarial support across the Department.

Strategy & Policy

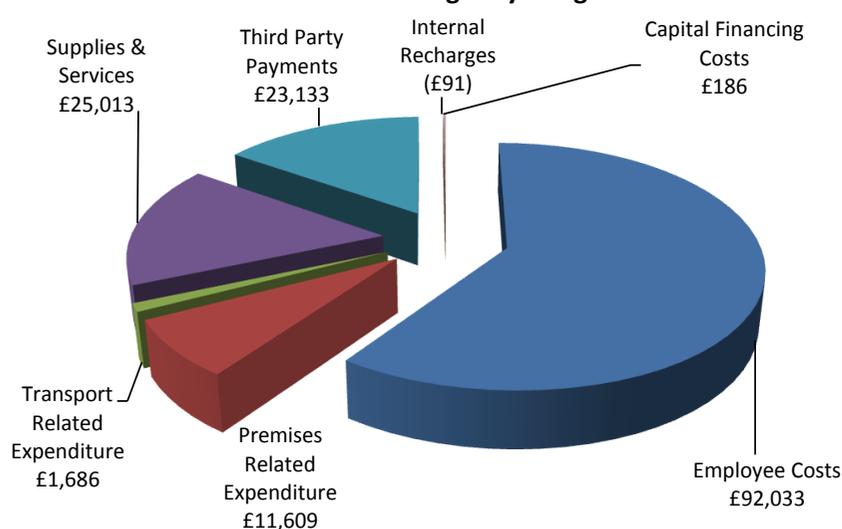
Strategic Policy Unit: The team manages the Council's overall strategic policy by ensuring the Council is strongly positioned as to national and European policies, and to drive forward the Single Outcome Agreement/Community Plan, the Corporate Plan, the Performance Management Framework and the provision of research and information. It is also responsible for strategic community engagement, equalities and diversity, supporting Community Councils, managing Council-wide community grant schemes, and providing external funding advice and project support to significant community projects. The team is also responsible for the provision of business management support to the Chief Executive's department.

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

5 Year Chief Executive's Budget by Service £'000



5 Year Chief Executive's Budget by Budget Head £'000



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

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

Audit & Risk: Provision of specialist compliance and assurance support services of internal audit, counter fraud and risk management, covering core business, transformation and partnership work to support Management fulfil their responsibilities by bringing about a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, internal control and governance.

Finance

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

Human Resources

HR: Providing a range of HR and Workforce Planning and Development services to all Council departments, including professional advice and support, organisational development & change management as well as provision of personal and professional training and qualifications. The HR service is dealing with a significantly growing workload particularly in the areas of transformation and change management, case management, performance management and employee relations matters. Significant resource is also being dedicated to re-structures, job design and the overall modernisation of the Council including work with services to develop and implement a Corporate Workforce Planning Strategy which supports the Transformation agenda.

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

Business Transformation

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

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

Cultural Services: Covers the following individual public facing services which reach all communities across the Scottish Borders.

Community Halls & Venues: This service covers 16 Public Halls which are available for hire. The service also works with 12 Community Centres.

Community Arts: The Arts Development service supports, promotes and develops arts and cultural activity across the Scottish Borders working in partnership with schools, community groups and the public and private sector. Activities and programmes include the Youth Music Initiative, Voice of My Own project, performing arts, advice and support to the creative industries, rural touring and events promotion and marketing.

Libraries & Information: The service directly manages 7 libraries and 3 mobile libraries and supports the full range of library activities in the 5 integrated Library Contact Centres. In 2013-14 there were c385,000 visits to libraries and over 378,000 items of stock borrowed. A range of e-books, magazines and audio books are available for downloading. SBC Libraries provide free access to the Internet, on-line reference resources, training courses, and self-help collections to support healthy living. Libraries also provide a range of services, events and activities for all ages including the popular Bookbug sessions.

Museums & Galleries: The Museums & Galleries Service manages 11 Accredited museums and Harestanes Countryside Visitor Centre, their collections, a programme of over 50 temporary exhibitions and associated educational learning opportunities and events. Visitor figures show over 155,000 visits during 2013-14. SBC Museum & Gallery Service continues to support economic activity and showcases our region's unique cultural heritage & creativity through collecting and exhibiting.

Heart of Hawick: The Heart of Hawick campus incorporates Tower Mill, Heritage Hub, Borders Textile Towerhouse and the Civic Space. The service offers genealogy, archives and family history services, a textiles story and history, a cafe, 12 business workspaces for tenants or for use as meeting rooms, as well as c. 300 mainstream film screenings and c. 100 live events per annum. In 2013-14 there were approximately 135,000 visitors to the campus.

The Services are supported by an Admin team who are also responsible for bookings for Berwickshire, Earlston and Eyemouth High Schools and Halls & Venues.

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

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

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

Sports Trusts: The Council adopts a commissioning role for the provision of sport and other physical activity services through partnerships with various sports and recreation trusts within the region. This ensures available council resources are used in the most efficient and effective manner to provide the best outcomes for communities.

Recharge to Non General Fund Accounts

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

Scottish Borders Council
Revenue Financial Plan 2015/16 - 2019/20
People

People by Service	FTE	2015/16 £'000	2016/17 (Provisional) £'000	2017/18 (Provisional) £'000	2018/19 (Provisional) £'000	2019/20 (Provisional) £'000	Total £'000
Children & Young People (CYP)	1,849	114,973	115,605	114,629	116,156	117,795	579,158
Early Years	114	6,904	6,988	7,053	7,139	7,208	35,292
Primary Schools	628	31,687	32,579	32,993	33,523	34,114	163,720
Secondary Schools	587	39,856	40,311	40,434	41,155	42,027	202,845
Central Schools	44	3,849	3,208	2,186	2,224	2,253	13,720
Transportation	0	3,352	3,352	3,352	3,352	3,352	16,762
School Meals	0	2,161	2,156	2,156	2,156	2,156	10,784
Community Learning & Development	25	1,068	1,047	1,062	1,087	1,103	5,367
Integrated Children's Services (ICS)	451	26,095	25,963	25,393	25,521	25,582	128,554
Chief Social Work Officer	25	0	0	0	0	0	0
Services in the Criminal Justice System							0
Gross Expenditure		1,228	1,228	1,228	1,228	1,228	6,141
Income		(1,228)	(1,228)	(1,228)	(1,228)	(1,228)	(6,141)
Adult Services	818	48,287	48,880	49,922	51,295	52,450	250,834
Older People	551	24,191	24,810	25,696	26,746	27,653	129,096
Adults with Learning Disabilities (AWLD)	110	14,510	15,024	15,259	15,529	15,768	76,090
People with Physical Disabilities (PWPD)	6	2,898	2,966	3,031	3,098	3,163	15,156
People with Mental Health Needs	29	2,241	2,282	2,297	2,323	2,340	11,483
Generic Services & Staff Teams	123	4,448	3,799	3,638	3,599	3,525	19,009
Business Support	111	4,076	3,907	3,352	3,431	3,486	18,251
SW Performance & Improvement	100	2,672	2,533	2,071	2,137	2,184	11,597
E&LL Strategic Support	11	1,404	1,374	1,280	1,294	1,301	6,386
	2,804	167,336	168,393	167,902	170,882	173,730	848,243

Scottish Borders Council
 Revenue Financial Plan 2015/16 - 2019/20
 People

People by Budget Head

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

2015/16 £'000	2016/17 (Provisional) £'000	2017/18 (Provisional) £'000	2018/19 (Provisional) £'000	2019/20 (Provisional) £'000	Total £'000
100,108	101,126	100,339	102,461	104,398	508,433
9,333	9,485	9,618	9,834	10,076	48,345
6,762	6,767	6,768	6,770	6,771	33,838
10,164	10,067	9,671	9,713	9,754	49,370
56,599	56,742	57,304	57,907	58,538	287,089
927	872	872	872	872	4,416
493	493	493	493	493	2,463
0	0	0	0	0	0
184,386	185,552	185,065	188,049	190,901	933,954
(17,050)	(17,159)	(17,163)	(17,167)	(17,171)	(85,712)
167,336	168,393	167,902	170,882	173,730	848,243

Scottish Borders Council
Revenue Financial Plan 2015/16 - 2019/20
People

People Summary Budget Build Up	2015/16 £'000	2016/17 (Provisional) £'000	2017/18 (Provisional) £'000	2018/19 (Provisional) £'000	2019/20 (Provisional) £'000	Total £'000
Base Budget (approved 6 February 2014)	163,025	167,336	168,393	167,902	170,882	837,538
Add/deduct						
Permanent virements	(324)	0	0	0	0	(324)
Manpower adjustments	2,476	3,671	1,663	2,028	1,842	11,680
Non-pay Inflation including Service Specific	416	482	491	460	485	2,334
Department Specific Pressures	5,871	1,128	930	857	878	9,664
Deduct						
Making best use of our People	(2,757)	(3,372)	(3,043)	0	0	(9,172)
Working with our Partners	(530)	(597)	(277)	(162)	(152)	(1,718)
Looking after the Borders	(30)	(30)	(50)	0	0	(110)
Business Process Transformation	(140)	(217)	(200)	(200)	(200)	(957)
Maximising Resources	(670)	(10)	(4)	(4)	(4)	(692)
Base Budget	167,336	168,393	167,902	170,882	173,730	848,243

Scottish Borders Council
Revenue Financial Plan 2015/16 - 2019/20
People

People Detail Budget Build Up	2015/16 £'000	2016/17 (Provisional) £'000	2017/18 (Provisional) £'000	2018/19 (Provisional) £'000	2019/20 (Provisional) £'000	Total £'000
Base Budget (approved 6 February 2014)	163,025	167,336	168,393	167,902	170,882	837,538
Add/deduct						
Permanent Virements	(324)	0	0	0	0	(324)
Manpower adjustments	2,476	3,671	1,663	2,028	1,842	11,680
Pay Inflation and On-costs	2,119	3,113	1,512	1,454	1,668	9,866
Increments	357	558	151	574	174	1,814
Non-pay Inflation including Service Specific	416	482	491	460	485	2,334
Energy Costs	0	118	118	125	144	505
Property Related	79	60	61	62	62	324
Insurances	12	11	12	12	12	59
Licenses	1	1	1	1	2	6
Unitary Charge	132	192	197	175	178	874
Free Personal & Nursing Care	6	13	14	11	12	56
COSLA Residential Care Home Contract	36	87	88	74	75	360
Transport (Schools)	150	0	0	0	0	150

People Detail Budget Build Up	2015/16 £'000	2016/17 (Provisional) £'000	2017/18 (Provisional) £'000	2018/19 (Provisional) £'000	2019/20 (Provisional) £'000	Total £'000
Department Specific Pressures	5,871	1,128	930	857	878	9,664
Accommodated / Looked After Children (LAC)	64	65	65	66	66	326
Movement in ICS school based staff	54	54	55	55	55	273
Increased children with severe / complex needs	30	31	33	34	34	162
Increased number of Out of Authority Placements	1,000	(200)	(200)	(200)	(200)	200
Children's & Young People's Bill - 600 hours (3 & 4 year olds)	283	0	0	0	0	283
Children's & Young People's Bill - 600 hours (LAC)	70	0	0	0	0	70
Children's & Young People's Bill - 2 year olds	651	0	0	0	0	651
CYP Outreach Team	380	0	0	0	0	380
Duns Primary School move	0	255	0	0	0	255
New Kelso High School	0	192	0	0	0	192
Langlee Primary School	0	50	50	0	0	100
Broomlands Primary School	0	0	64	0	0	64
School Refurbishment & Capacity projects	0	0	0	24	32	56
Probationer teachers	(3)	(223)*	0	0	0	(226)
Family Support	(79)	0	0	0	0	(79)
Looked After Children	(23)	0	0	0	0	(23)
Sensory Impairment	(20)	0	0	0	0	(20)
Additional hostel grant	16	(16)	0	0	0	0
Copyright Funding	34	0	0	0	0	34
Free School Meals (P1 - P3)	1,233	0	0	0	0	1,233
Increase in Foster Care fees & allowances	35	36	36	37	37	181
Early Years Centres	0	91	2	2	2	97
Continuing Care	85	(85)	0	0	0	0
Through Care & After care	65	(65)	0	0	0	0
Kinship Care	55	(55)	0	0	0	0
Changed eligibility for After Care	12	(12)	0	0	0	0
Self directed support	96	(96)	0	0	0	0
Gaelic specific grant	4	(4)	0	0	0	0
Older People demographic increases	605	561	575	589	602	2,932
Increased young adults with learning / physical disabilities	765	549	250	250	250	2,064
Older People Realtime Monitoring	319	0	0	0	0	319
Additional cost of Homecare retendering	140	0	0	0	0	140
* Funding not yet confirmed						

People Detail Budget Build Up	2015/16 £'000	2016/17 (Provisional) £'000	2017/18 (Provisional) £'000	2018/19 (Provisional) £'000	2019/20 (Provisional) £'000	Total £'000
Deduct						
Making best use of our people	(2,757)	(3,372)	(3,043)	0	0	(9,172)
Review of all Social Work Business Support Services - CYP	(107)	0	0	0	0	(107)
Review of all Social Work Business Support Services - Adults	(86)	0	0	0	0	(86)
Management & Admin Review of Children & Young People	(388)	(865)	(392)	0	0	(1,645)
Pupil Support Review	(185)	(357)	(612)	0	0	(1,154)
Demographic and Class Composition efficiency savings	(1,181)	0	0	0	0	(1,181)
Learning Delivery Framework Review	(389)	(1,546)	(1,915)	0	0	(3,850)
Extend peripatetic Janitor model	(25)	(100)	0	0	0	(125)
Review of Curriculum Development budgets	(8)	(78)	0	0	0	(86)
Review National Grid for Learning (NGfL) staffing	(15)	0	0	0	0	(15)
Cessation of Salary conservation scheme	0	(124)	(74)	0	0	(198)
Reduce Community Learning & Development budgets	0	(52)	0	0	0	(52)
Strategy for Supporting Independence	(100)	(100)	0	0	0	(200)
Strategy and delivery model for the provision of Night Support	(25)	(50)	0	0	0	(75)
Review Day Services for Older People	(182)	0	0	0	0	(182)
Review of Social Care and Health Specialist Support Services	(18)	0	0	0	0	(18)
Joint Management of Adult Services through Health and Social Care Integration	0	(100)	(50)	0	0	(150)
Review of Social Care Management	(48)	0	0	0	0	(48)
Working with our partners	(530)	(597)	(277)	(162)	(152)	(1,718)
Reduce commissioned services from Leadership Group	(50)	(50)	(100)	0	0	(200)
Implementation of Arms-Length Organisation	(480)	(547)	(177)	(162)	(152)	(1,518)
Looking after the Borders	(30)	(30)	(50)	0	0	(110)
Review of cleaning arrangements in schools	(30)	(30)	(50)	0	0	(110)
Business Process Transformation	(140)	(217)	(200)	(200)	(200)	(957)
Out of Area Placement savings resulting from investment in 2 Outreach Centres	0	(110)	(200)	(200)	(200)	(710)
Review delivery model for ICS short-term outreach service	(30)	0	0	0	0	(30)
Reduce commissioned services on client care by 1%	(60)	0	0	0	0	(60)
Review of Discretionary spending - CYP	(50)	0	0	0	0	(50)
Review of PPP contract	0	(107)	0	0	0	(107)

People Detail Budget Build Up	2015/16 £'000	2016/17 (Provisional) £'000	2017/18 (Provisional) £'000	2018/19 (Provisional) £'000	2019/20 (Provisional) £'000	Total £'000
Maximising Resources	(670)	(10)	(4)	(4)	(4)	(692)
Primary School Meals	(16)	(6)	0	0	0	(22)
Social Work Charging Policy	(400)	0	0	0	0	(400)
Reduction in costs of client care packages	(250)	0	0	0	0	(250)
Bordercare Inflationary Charge	(4)	(4)	(4)	(4)	(4)	(20)
Base Budget	167,336	168,393	167,902	170,882	173,730	848,243

People

The People Department provides services across the following key areas:

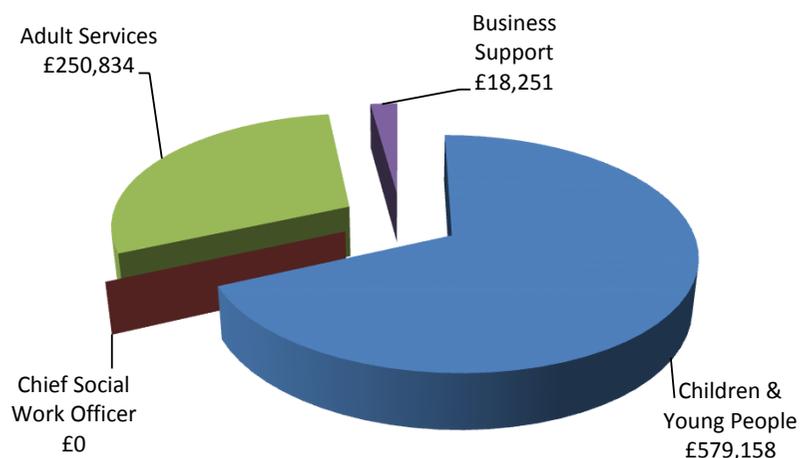
Children & Young People

Early Years: The service runs 45 school nurseries providing 1,848 places for three and four year olds. Services for three and four year olds have been extended to meet the new entitlement for each child to 600 hours. 7 nursery classes also operate wraparound care for 25 children. A further 845 places are commissioned through 30 private and voluntary nurseries. In addition, the service either provides or commissions registered places for eligible 2 year olds entitled to 600 hours. The service also works in partnership with other agencies to support and implement the Scottish Borders Early Years Strategy.

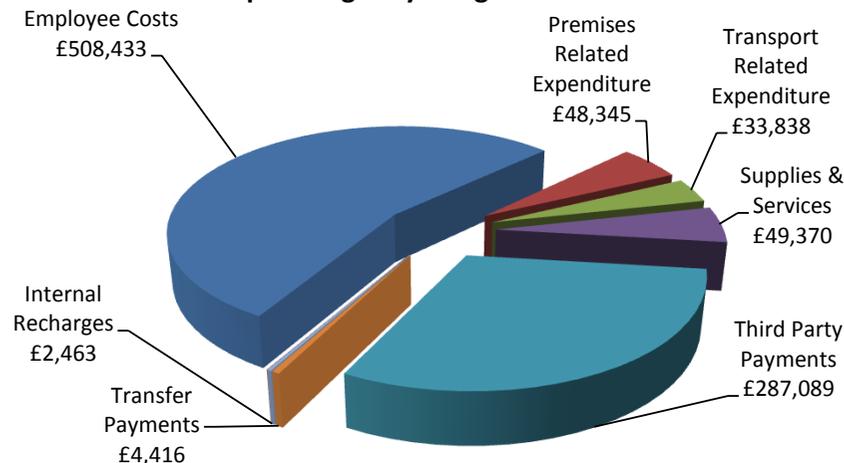
Primary Schools: There are over 8,000 primary pupils, educated in 63 primary schools. All educational material and services are provided within the school's Devolved School Management (DSM) allocation. The Non-Devolved budget provides for medium and long-term teaching absence cover, RICCT cover, evening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

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

5 Year People Budget by Service £'000



5 Year People Budget by Budget Head £'000



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

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

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

School Meals: This budget covers the net cost of providing school meals which incorporates a subsidy on each traditional meal. P1-3 pupils currently in receipt of free school meals, and an uptake of approximately 85% is forecast.

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

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

Adult Services

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

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

- Community Learning Disability Teams (East and West)
- Assertive Outreach Team
- Day Support Services
- Commissioned Services

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

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

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

Business Support

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

Strategic Support: Strategic Services encompasses the central management and support of the department. This includes the Policy, Planning and Performance Management Team as well as the Leadership Group, a strategic partnership group which delivers the Scottish Borders Children and Young People's Services Plan. Strategic Services also provides departmental input to a range of corporate and community planning partnership plans and programmes. Outdoor Education is managed by the Council through this budget.

Scottish Borders Council
Revenue Financial Plan 2015/16 - 2019/20
Place

Place by Service	FTE	2015/16 £'000	2016/17 (Provisional) £'000	2017/18 (Provisional) £'000	2018/19 (Provisional) £'000	2019/20 (Provisional) £'000	Total £'000
Commercial Services	477	7,425	7,997	8,000	8,288	8,388	40,098
Infrastructure Asset Management	36	2,121	2,099	2,073	2,067	2,055	10,414
Pay Parking	2	0	0	0	0	0	0
Fleet Management	37	(215)	(145)	(125)	(69)	(47)	(601)
Passenger Transport	52	2,190	2,268	2,238	2,356	2,321	11,375
Design Services	20	100	131	143	167	180	720
Projects	3	121	128	131	135	138	654
Trading Contribution	69	(652)	(652)	(652)	(652)	(652)	(3,261)
Property & Facilities Management	257	3,760	4,168	4,193	4,284	4,392	20,797
Neighbourhood Services	513	23,355	23,720	24,023	24,402	24,702	120,202
Customer Services	108	1,476	1,549	1,597	1,678	1,729	8,028
Waste	121	9,396	9,421	9,557	9,696	9,825	47,896
Safer Communities	7	390	399	403	409	414	2,015
Neighbourhood Operations	277	12,093	12,351	12,466	12,619	12,735	62,263
Regulatory Services	145	4,066	4,171	3,321	3,472	3,568	18,598
Assessor & Electoral Registration Officer	17	681	676	687	708	719	3,471
Legal Services	25	536	579	594	617	633	2,959
Planning	56	720	778	(113)	(47)	(10)	1,327
Regulatory Services	31	1,276	1,294	1,301	1,330	1,350	6,551
Built and Natural Heritage	17	852	844	852	865	876	4,289
Business Support	52	1,300	1,347	1,367	1,397	1,417	6,829
	1,187	36,145	37,234	36,712	37,559	38,075	185,725

Scottish Borders Council
Revenue Financial Plan 2015/16 - 2019/20
Place

Place by Budget Head

	2015/16 £'000	2016/17 (Provisional) £'000	2017/18 (Provisional) £'000	2018/19 (Provisional) £'000	2019/20 (Provisional) £'000	Total £'000
Employee Costs	30,903	31,936	32,381	33,116	33,651	161,988
Premises Related Expenditure	3,921	4,141	4,116	4,106	4,138	20,422
Transport Related Expenditure	17,336	17,473	17,519	17,698	17,740	87,765
Supplies & Services	9,697	9,703	9,725	9,757	9,760	48,642
Third Party Payments	4,080	3,929	3,930	3,930	3,929	19,797
Transfer Payments	0	0	0	0	0	0
Internal Recharges	75	75	75	75	75	375
Capital Financing Costs	0	0	0	0	0	0
	66,012	67,257	67,745	68,682	69,293	338,989
Income	(29,866)	(30,023)	(31,034)	(31,122)	(31,218)	(153,262)
	36,145	37,234	36,712	37,559	38,075	185,725

Scottish Borders Council
Revenue Financial Plan 2015/16 - 2019/20
Place

Place Summary Budget Build Up	2015/16 £'000	2016/17 (Provisional) £'000	2017/18 (Provisional) £'000	2018/19 (Provisional) £'000	2019/20 (Provisional) £'000	Total £'000
Base Budget (approved 6 February 2014)	36,261	36,145	37,234	36,712	37,559	183,911
Add/deduct						
Permanent virements	(105)	0	0	0	0	(105)
Manpower adjustments	92	1,135	445	735	492	2,899
Non-pay Inflation including service specific	246	293	204	333	207	1,283
Department specific pressures	637	327	74	65	61	1,164
Deduct						
Making best use of our People	(226)	(112)	0	0	0	(338)
Working with our Partners	0	0	0	0	0	0
Looking after the Borders	(458)	(259)	(129)	(90)	(50)	(986)
Business Process Transformation	(192)	(145)	(104)	(104)	(104)	(649)
Maximising Resources	(110)	(150)	(1,012)	(90)	(90)	(1,452)
Base Budget	36,145	37,234	36,712	37,559	38,075	185,725

Scottish Borders Council
Revenue Financial Plan 2015/16 - 2019/20
Place

Place Detail Budget Build Up	2015/16 £'000	2016/17 (Provisional) £'000	2017/18 (Provisional) £'000	2018/19 (Provisional) £'000	2019/20 (Provisional) £'000	Total £'000
Base Budget (approved 6 February 2014)	36,261	36,145	37,234	36,712	37,559	183,911
Add/deduct						
Permanent Virements	(105)	0	0	0	0	(105)
Manpower adjustments	92	1,135	445	735	492	2,899
Pay inflation and on-costs	59	854	429	470	489	2,301
Increments	33	281	16	265	3	598
Non-pay Inflation including Service Specific	246	293	204	333	207	1,283
Energy costs	0	75	75	80	91	321
Property related	25	19	19	19	20	102
Insurances	9	9	9	9	9	45
Licenses	4	4	5	5	5	23
Bus contracts (renewal)	47	91	0	139	0	277
Road fuel	0	25	25	21	22	93
Aggregates and bitumen	2	5	5	5	5	22
Vehicles and spare parts	0	15	15	13	13	56
Winter maintenance (salt)	81	17	17	14	14	143
Carbon Tax on Street Lighting	60	0	0	0	0	60
Catering (food)	18	33	34	28	28	141

Scottish Borders Council
Revenue Financial Plan 2015/16 - 2019/20
Place

Place Detail Budget Build Up	2015/16 £'000	2016/17 (Provisional) £'000	2017/18 (Provisional) £'000	2018/19 (Provisional) £'000	2019/20 (Provisional) £'000	Total £'000
Department Specific Pressures	637	327	74	65	61	1,164
Landfill Tax	76	62	79	70	71	358
DWP subsidy for CTax & HB administration	40	0	0	0	0	40
Additional cost to support the new Kelso High School	0	275	0	0	0	275
Costs associated with the Gala Transport Interchange	71	(10)	(5)	(5)	(10)	41
Leachate management	150	0	0	0	0	150
Planning fee budget pressure	250	0	0	0	0	250
Creation of a feasibility study budget for capital projects	50	0	0	0	0	50
Deduct						
Making best use of our people	(226)	(112)	0	0	0	(338)
Assessors service staffing review	(19)	(26)	0	0	0	(45)
Review of Place administrative services	(150)	0	0	0	0	(150)
Savings in Customer Services	(32)	(46)	0	0	0	(78)
Restructuring of the Planning service	(25)	(30)	0	0	0	(55)
Form a joint-venture Assessors service with Dumfries & Galloway	0	(10)	0	0	0	(10)
Working with our partners	0	0	0	0	0	0
Looking after the Borders	(458)	(259)	(129)	(90)	(50)	(986)
Property rationalisation savings	(88)	(69)	(59)	0	0	(216)
Asset disposal & estate rationalisation	0	0	(30)	(60)	(50)	(140)
Investment in building energy & thermal efficiency to save utility costs	(20)	(40)	(40)	(30)	0	(130)
Develop an Integrated Waste Strategy	(150)	(150)	0	0	0	(300)
Review of Neighbourhood Services	(200)	0	0	0	0	(200)

Scottish Borders Council
Revenue Financial Plan 2015/16 - 2019/20
Place

Place Detail Budget Build Up	2015/16 £'000	2016/17 (Provisional) £'000	2017/18 (Provisional) £'000	2018/19 (Provisional) £'000	2019/20 (Provisional) £'000	Total £'000
Business Process Transformation	(192)	(145)	(104)	(104)	(104)	(649)
Review of discretionary spending - Place	(68)	0	0	0	0	(68)
Review of Street Lighting provision (SLEEP project)	(124)	(145)	(104)	(104)	(104)	(581)
Maximising Resources	(110)	(150)	(1,012)	(90)	(90)	(1,452)
Place fees & charges	(80)	(80)	(50)	(50)	(50)	(310)
Planning fee income	0	(35)	(922)	0	0	(957)
Regulated bus fares	(30)	(35)	(40)	(40)	(40)	(185)
Base Budget	36,145	37,234	36,712	37,559	38,075	185,725

Place

The Place Department provides the services across the following key areas:

Commercial Services

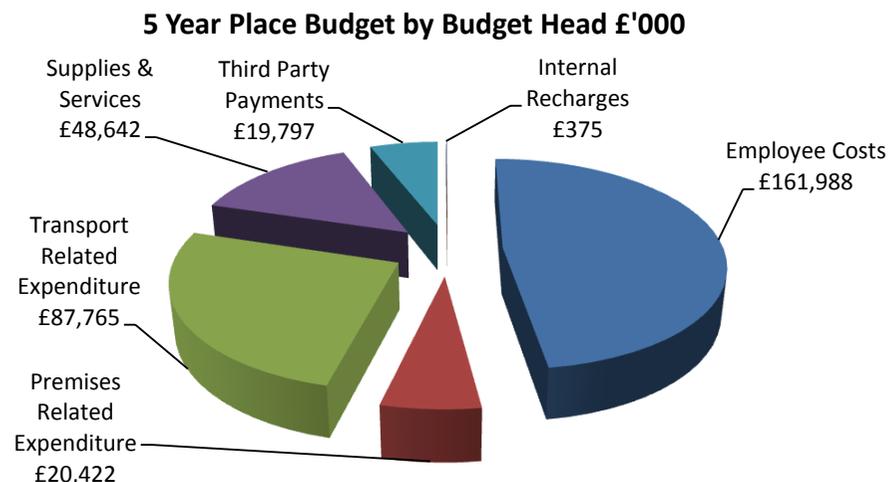
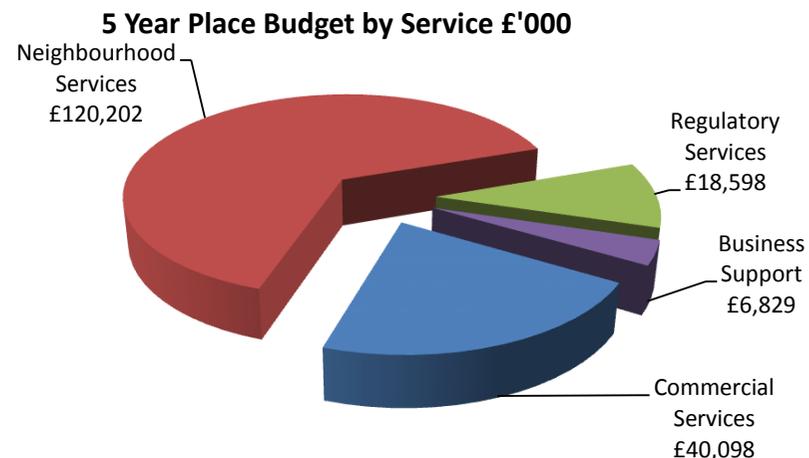
Infrastructure Asset Management: Asset: An asset management approach that defines the strategy, policies and operational standards in the management and maintenance of the Council's engineering assets including, roads, bridges, lighting, flood and coastal protection together with green and open space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

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

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

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

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



Projects : The Projects section within Place provides a project management service to oversee the delivery of major building and infrastructure projects from the Council's Capital Financial Plan. Current projects being undertaken by the Section are a new Kelso HS, refurbishment of Duns PS, Galashiels Transport Interchange and several Flood Protection Schemes (Galashiels, Selkirk and Hawick). The Section also has an involvement in the delivery of the Borders Railway.

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

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

Neighbourhood Services

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

Waste: Collection of 73,500 tonnes of trade & domestic waste annually from 57,500 households and 1,700 businesses across the region, including 2,000 special uplifts. The operation of Easter Langlee Landfill, 4 closed landfills, 6 Community Recycling Centres, 3 Waste Transfer Stations, 72 Bring Sites and a fleet of 40 Refuse Collection & Haulage vehicles. Customer care, education, awareness raising and partnership working in support of re-use and waste minimisation.

Safer Communities: This team is a co-located proactive unit that has a collective from Scottish Borders Council, Police Scotland, the Scottish Fire and Rescue Service, the Scottish Borders Alcohol and Drugs Partnership and staff from the Scottish Borders Pathway Project, tackling domestic abuse. The team addresses community safety priorities based upon analytical analysis. They operate at a strategic, tactical and operational level, influencing policies across the community planning framework as well as directly delivering educational, prevention, intervention and diversionary activities. Recent success includes establishment of the award winning Domestic Abuse Advocacy Service (DAAS) and the Domestic Abuse Safer Housing Options Worker and Intensive Outreach Worker, who are supporting Borders communities.

Neighbourhood Operations: Neighbourhood Services is tasked with delivering a range of local services from local depots.

Parks & Open Spaces: Floral displays, hanging baskets, planting, grass cutting and general maintenance of over 635 hectares of public parks, sports pitches, open spaces and amenity areas and 194 children's play areas. **Burial Grounds:** General maintenance and grass cutting of 148 burial grounds across the region, where approximately 850 burials take place per year. **Street Cleaning:** Regular street sweeping of over 550 km of roads and paths in Border towns and villages and 148,000 sq metres of car parks. Regularly empty litter bins. **Public Conveniences:** Operating 43 unmanned facilities in towns, parks and picnic sites. Operation of rapid reaction hit squads dealing with day to day issues that affect roads, parks and cleansing throughout the whole of the Scottish Borders including verge litter picking squads. Plus a dedicated budget for locally prioritised small schemes. **Winter Maintenance:** Management and provision to meet the cost of the winter service through gritting and snow/ice clearing on the Council's roads, including weather forecasting and bureau management.

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

Regulatory Services

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

Legal Services: The Service provides an extensive range of Legal Services, including - Monitoring Officer, legal services, licensing services and legal services for Common Good Funds across the Scottish Borders.

Planning: Processing of approximately 1,400 planning applications and 1,400 building warrants per annum, together with 150 planning enforcement and 140 building standards enforcement cases. Preparation of Local Development Plan and supplementary planning policy/guidance. Support to City Region planning processes. Information and research, including Geographical Information Systems (GIS), to support departmental planning processes. Environmental appraisal, strategy and climate change work.

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

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

Business Support

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

Scottish Borders Council
Revenue Financial Plan 2015/16 - 2019/20
Other

Other	2015/16 £'000	2016/17 (Provisional) £'000	2017/18 (Provisional) £'000	2018/19 (Provisional) £'000	2019/20 (Provisional) £'000	Total £'000
Corporate Transformation	(322)	(659)	(1,601)	(5,506)	(8,796)	(16,882)
Transformation (Projects)	(322)	(659)	(1,601)	(5,506)	(8,796)	(16,882)
Early Retirement/ Voluntary Severance	418	606	1,062	67	67	2,220
Fairer Scotland	223	223	223	223	223	1,115
Loan Charges	20,710	20,710	19,910	19,910	19,910	101,149
Interest on Revenue Balances IORB	(10)	(10)	(10)	(10)	(10)	(50)
Contribution to Property Maintenance	2,253	2,305	2,358	2,406	2,453	11,775
Provision for Bad Debts	125	125	125	125	125	625
Housing Benefits						
Gross Expenditure	29,910	29,910	29,910	29,910	29,910	149,550
Income	<u>(29,317)</u>	<u>(29,317)</u>	<u>(29,317)</u>	<u>(29,317)</u>	<u>(29,317)</u>	<u>(146,585)</u>
	593	593	593	593	593	2,965
Discretionary Housing Benefit	58	58	58	58	58	290
Council Tax Reduction Scheme	316	199	199	199	199	1,112
Non Domestic rates Relief	150	150	150	150	150	750
Commercial Rents	(1,187)	(1,206)	(1,225)	(1,245)	(1,265)	(6,128)
Scottish Welfare Fund	472	0	0	0	0	472
	23,799	23,094	21,842	16,970	13,707	99,412

Scottish Borders Council
Revenue Financial Plan 2015/16 - 2019/20
Other

Other	2015/16 £'000	2016/17 (Provisional) £'000	2017/18 (Provisional) £'000	2018/19 (Provisional) £'000	2019/20 (Provisional) £'000	Total £'000
Employee Costs	418	606	1,862	962	1,057	4,906
Premises Related Expenditure	2,253	2,305	2,358	2,406	2,453	11,775
Transport Related Expenditure	0	0	0	0	0	0
Supplies & Services	649	532	532	532	532	2,777
Third Party Payments	186	185	185	185	185	926
Transfer Payments	30,259	29,452	27,710	23,711	20,325	131,456
Internal Recharges	208	208	208	208	208	1,040
Capital Financing Costs	20,710	20,710	19,910	19,910	19,910	101,149
	54,684	53,998	52,765	47,913	44,670	254,029
Income	(30,885)	(30,904)	(30,923)	(30,943)	(30,963)	(154,616)
	23,799	23,094	21,842	16,970	13,707	99,412

Scottish Borders Council
Revenue Financial Plan 2015/16 - 2019/20
Other

Other Summary Budget Build Up	2015/16 £'000	2016/17 (Provisional) £'000	2017/18 (Provisional) £'000	2018/19 (Provisional) £'000	2019/20 (Provisional) £'000	Total £'000
Base Budget (approved 6 February 2014)	24,932	23,799	23,094	21,842	16,970	110,637
Add/deduct						
Permanent virements	133	0	0	0	0	133
Manpower adjustments	0	0	0	94	96	190
Non-pay Inflation including Service Specific	35	52	53	47	48	235
Department Specific Pressures	(1,302)	(420)	437	(1,015)	(20)	(2,320)
Deduct						
Making best use of our People	0	0	(178)	(405)	(465)	(1,048)
Working with our Partners	0	0	(450)	(1,350)	(1,100)	(2,900)
Looking after the Borders	0	0	0	(750)	(750)	(1,500)
Business Process Transformation	0	(336)	(1,114)	(1,494)	(1,071)	(4,015)
Maximising Resources	0	0	0	0	0	0
Base Budget	23,799	23,094	21,842	16,970	13,707	99,412

Scottish Borders Council
Revenue Financial Plan 2015/16 - 2019/20
Other

Other Detail Budget Build Up	2015/16 £'000	2016/17 (Provisional) £'000	2017/18 (Provisional) £'000	2018/19 (Provisional) £'000	2019/20 (Provisional) £'000	Total £'000
Base Budget (approved 6 February 2014)	24,932	23,799	23,094	21,842	16,970	110,637
Add/deduct						
Permanent Virements	133	0	0	0	0	133
Manpower adjustments	0	0	0	94	96	190
Pay Inflation and On-costs	0	0	0	94	96	190
Non-pay Inflation including Service Specific	35	52	53	47	48	235
Energy Costs	0	0	0	0	0	0
Property Related	0	0	0	0	0	0
Insurances	0	0	0	0	0	0
Licenses	0	0	0	0	0	0
Property Maintenance fund	35	52	53	47	48	235
Department Specific Pressures	(1,302)	(420)	437	(1,015)	(20)	(2,320)
Older People Change Fund	(718)	0	0	0	0	(718)
ER/VS - Redundancy Costs	(365)	188	456	(995)	0	(716)
Wide Area Network	(194)	0	0	0	0	(194)
Early Years & Other Change Fund	(297)	0	0	0	0	(297)
Commercial Rent income	(19)	(19)	(19)	(20)	(20)	(97)
Council Tax Reduction Scheme	(298)	0	0	0	0	(298)
Council Tax Reduction Scheme administration	117	(117)	0	0	0	0
Scottish Welfare fund (SWF)	472	(472)	0	0	0	0
Deduct						
Making best use of our people	0	0	(178)	(405)	(465)	(1,048)
Changes to working practices	0	0	(178)	(405)	(465)	(1,048)

Scottish Borders Council
Revenue Financial Plan 2015/16 - 2019/20
Other

Other Detail Budget Build Up	2015/16 £'000	2016/17 (Provisional) £'000	2017/18 (Provisional) £'000	2018/19 (Provisional) £'000	2019/20 (Provisional) £'000	Total £'000
Working with our partners	0	0	(450)	(1,350)	(1,100)	(2,900)
Changes in the way we deliver our services	0	0	(450)	(350)	(100)	(900)
Alternative models of service delivery	0	0	0	(1,000)	(1,000)	(2,000)
Looking after the Borders	0	0	0	(750)	(750)	(1,500)
More efficient property and asset portfolio	0	0	0	(750)	(750)	(1,500)
Business Process Transformation	0	(336)	(1,114)	(1,494)	(1,071)	(4,015)
Phase 2 printer refresh	0	0	0	(500)	0	(500)
Commercial opportunities and Procurement	0	0	0	(394)	(321)	(715)
ICT Investments leading to reduced running costs	0	(336)	(314)	(600)	(750)	(2,000)
Savings on borrowing	0	0	(800)	0	0	(800)
Maximising Resources	0	0	0	0	0	0
Base Budget	23,799	23,094	21,842	16,970	13,707	99,412

Other

Corporate Transformation

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

Early Retirement/Voluntary Severance (ER/VS)

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

Fairer Scotland

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

Loan Charges

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

Interest on Revenue Balances (IORB)

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

Contribution to Property Maintenance

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

Provision for Bad Debts

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

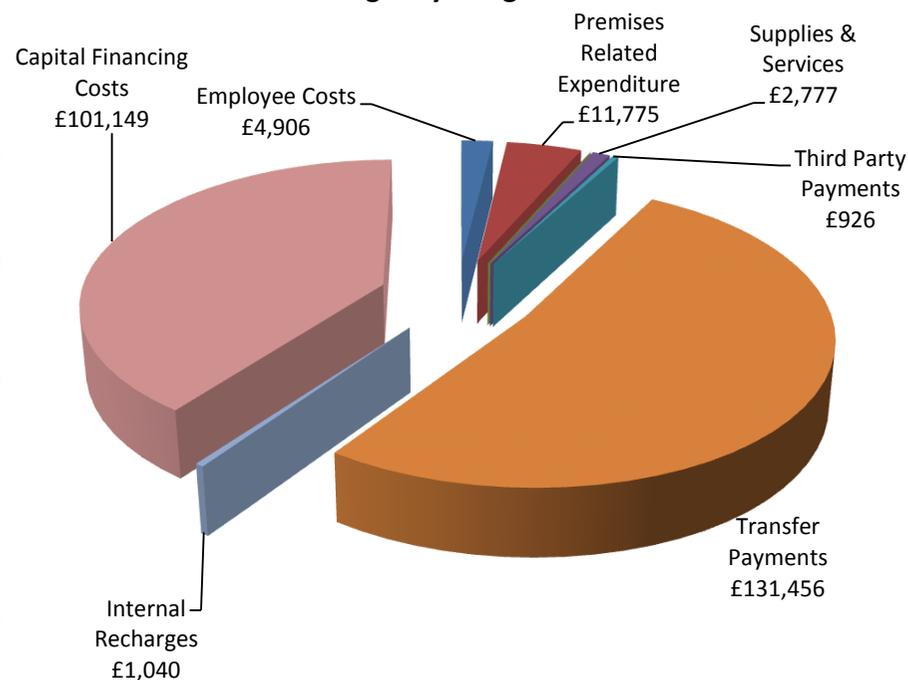
Housing Benefits

Housing Benefits paid out and associated DWP subsidy.

Discretionary Housing Benefit

The cost to the Council of discretionary housing benefit not funded from the Department for Work and Pensions (DWP) subsidy.

5 Year Other Budget by Budget Head £'000



Council Tax Reduction Scheme

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

Non Domestic rates Relief

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

Commercial Rents

Income from commercial rents.

Scottish Welfare Fund

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

Capital Financial Plan 2015/16 - 2024/25

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

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

T 01835 825016 E LMirley@scotborders.gov.uk

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

Scottish Borders Council

Capital Financial Plan 2015/16 - 2024/25

	OPERATIONAL PLAN			Total £000	STRATEGIC PLAN						Grand Total £000	Specific Project Funding £000	Net Cost exc. Specific Funding £000	
	2015/16 £000	2016/17 £000	2017/18 £000		2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000				2024/25 £000
Looking after the Borders														
Galashiels Developments	1,152	442	200	1,794	0	200	0	0	0	0	0	1,994	(361)	1,633
Road & Bridge Infrastructure	3,921	3,940	4,195	12,056	7,620	5,075	5,120	5,120	14,820	12,910	4,910	67,631	(2,100)	65,531
Lighting Infrastructure	1,200	1,200	1,200	3,600	1,100	200	200	200	200	200	200	5,900	0	5,900
Cycling, Walking & Safety Infrastructure	406	257	284	947	497	241	251	261	271	282	294	3,044	(2,147)	897
Flood Protection Infrastructure	11,632	12,212	736	24,580	7,093	17,745	9,891	200	200	200	200	60,109	(45,973)	14,136
Waste Management Infrastructure	1,235	1,661	1,523	4,419	190	148	148	50	50	51	53	5,109	(1,243)	3,866
Other	281	453	104	838	105	106	107	108	109	110	52	1,535	0	1,535
Total Place	19,827	20,165	8,242	48,234	16,605	23,715	15,717	5,939	15,650	13,753	5,709	145,322	(51,824)	93,498
School Infrastructure	23,186	13,889	7,434	44,509	8,743	3,720	5,520	10,750	12,130	5,960	7,340	98,672	(45,467)	53,205
Social Care Infrastructure	899	68	42	1,009	0	0	0	0	0	0	0	1,009	0	1,009
Total People	24,085	13,957	7,476	45,518	8,743	3,720	5,520	10,750	12,130	5,960	7,340	99,681	(45,467)	54,214
Heritage & Cultural Infrastructure	1,168	6,786	911	8,865	2,065	40	0	0	0	0	0	10,970	(5,963)	5,007
Sports Infrastructure	2,118	1,300	320	3,738	1,110	290	290	290	290	890	590	7,488	(1,600)	5,888
Economic & Regeneration Infrastructure	480	116	1,085	1,681	2,490	2,784	184	220	156	100	100	7,715	(1,005)	6,710
Housing Infrastructure	340	375	375	1,090	375	525	5,375	5,375	375	425	425	13,965	(2,538)	11,427
Total Chief Executive	4,106	8,577	2,691	15,374	6,040	3,639	5,849	5,885	821	1,415	1,115	40,138	(11,106)	29,032
Total Looking after the Borders	48,018	42,699	18,409	109,126	31,388	31,074	27,086	22,574	28,601	21,128	14,164	285,141	(108,397)	176,744
Business Process Transformation														
Property Asset Programme	1,000	1,165	1,365	3,530	1,365	1,465	1,465	1,475	1,515	1,515	1,515	13,845	0	13,845
Other Property	524	252	90	866	130	20	20	20	20	20	20	1,116	0	1,116
Investment in Plant & Vehicles	2,000	2,000	2,000	6,000	2,300	2,300	2,000	2,000	2,000	2,300	2,300	21,200	(21,200)	0
Other	55	50	50	155	50	50	50	50	50	50	50	505	0	505
Total Place	3,579	3,467	3,505	10,551	3,845	3,835	3,535	3,545	3,585	3,885	3,885	36,666	(21,200)	15,466
School Infrastructure	908	1,042	405	2,355	550	550	550	550	550	550	550	6,205	0	6,205
Social Care Infrastructure	162	0	0	162	0	0	0	0	0	0	0	162	0	162
Total People	1,070	1,042	405	2,517	550	6,367	0	6,367						
IT Infrastructure	5,462	1,838	4,602	11,902	2,364	1,084	1,035	1,473	997	998	1,048	20,901	0	20,901
Total Chief Executive	5,462	1,838	4,602	11,902	2,364	1,084	1,035	1,473	997	998	1,048	20,901	0	20,901
Total Business Process Transformation	10,111	6,347	8,512	24,970	6,759	5,469	5,120	5,568	5,132	5,433	5,483	63,934	(21,200)	42,734
Emergency & Unplanned Schemes	300	300	300	900	300	300	300	300	300	300	300	3,000	0	3,000
TOTAL CAPITAL PLAN	58,429	49,346	27,221	134,996	38,447	36,843	32,506	28,442	34,033	26,861	19,947	352,075	(129,597)	222,478

Scottish Borders Council

Capital Financial Plan 2015/16 - 2024/25

Looking after the Borders	OPERATIONAL PLAN			Total £000	STRATEGIC PLAN							Grand Total £000	Specific Project Funding £000	Net Cost exc. Specific Funding £000
	2015/16 £000	2016/17 £000	2017/18 £000		2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000			
PLACE														
Galashiels Developments														
Transport Interchange	987	16		1,003								1,003	(361)	642
GIRR 5	15	276	200	491								491		491
GIRR 1-3 claims	150	150		300		200						500		500
	1,152	442	200	1,794	0	200	0	0	0	0	0	1,994	(361)	1,633
Road & Bridge Infrastructure														
General Roads and Bridges Block	3,710	3,560	3,560	10,830	4,710	4,910	4,910	4,910	4,910	4,910	4,910	45,000		45,000
A72 Dirtpot Corner - Traffic Management	30	135	210	375	2,460	165						3,000		3,000
A72 Neidpath Corner - Traffic Management	30	170		200								200		200
Selkirk Traffic Management Scheme	101			101								101		101
Selkirk Town Centre (Streetscape works)		50	400	450								450	(100)	350
Peebles Bridge				0			210	210	9,910	8,000		18,330	(2,000)	16,330
Union Chain Bridge	50	25	25	100	450							550		550
	3,921	3,940	4,195	12,056	7,620	5,075	5,120	5,120	14,820	12,910	4,910	67,631	(2,100)	65,531
Lighting Infrastructure														
General Lighting Block	200	200	200	600	200	200	200	200	200	200	200	2,000		2,000
Energy Efficient Street Lighting	1,000	1,000	1,000	3,000	900							3,900		3,900
	1,200	1,200	1,200	3,600	1,100	200	200	200	200	200	200	5,900	0	5,900
Cycling, Walking & Safety Infrastructure														
Accident Investigation Prevention Schemes Block	50	50	50	150	50	50	50	50	50	50	50	500		500
Cycling, Walking & Safer Streets	171	171	173	515	182	191	201	211	221	232	244	1,997	(1,997)	0
Railway Black Path	155			155								155		155
Innerleithen - Walkerburn - shared access route	30	36	61	127	265							392	(150)	242
	406	257	284	947	497	241	251	261	271	282	294	3,044	(2,147)	897
Flood Protection Infrastructure														
Selkirk Flood Protection	10,261	11,392		21,653								21,653	(18,670)	2,983
Hawick Flood Protection	509	517	536	1,562	6,893	17,545	9,691					35,691	(27,303)	8,388
Jedburgh Flood Protection	462	3		465								465		465
General Flood Protection Block	400	300	200	900	200	200	200	200	200	200	200	2,300		2,300
	11,632	12,212	736	24,580	7,093	17,745	9,891	200	200	200	200	60,109	(45,973)	14,136

Looking after the Borders

PLACE

Galashiels Developments	This programme of work continues to deliver Galashiels Inner Relief Road (GIRR) Phases and the Transport Interchange project which will tie in with the Borders Railway. The Transport Interchange project which is under construction has an element of external European funding which supports it.
Roads & Bridge Infrastructure	<p>General Roads and Bridges Block - this relates to capital maintenance and refurbishment works relating to the road and bridge infrastructure in the Scottish Borders. The proposed plan includes additional resources in the Strategic Plan period of £1m p.a. (£7m in total) which is in addition to the £7m extra resources allocated in the 2014/15 Capital Financial Plan.</p> <p>A72 Dirlpot Corner -Traffic Management - to provide improvements to traffic management and road safety at Dirlpot Corner on A72.</p> <p>A72 Neidpath Corner - Traffic Management - road improvement scheme to address the restricted carriageway width and lack of verge at an accident site.</p> <p>Selkirk Traffic Management Scheme (New Project) - project to safely manage traffic in south west of town due to a dangerous wall owned by a third party.</p> <p>Selkirk Town Centre (Streetscape works) - project to enhance the area around the Market Place through more effective traffic management, partly supported by funding from the Selkirk Conservation Area Regeneration Scheme (CARS)</p> <p>Peebles Bridge (New Project) - There is a future requirement to provide a new bridge in Peebles to support the housing development proposed in the draft Local Development Plan. This project is currently estimated at a cost of £18.3m, of which there is an estimate that £2m from developer contributions will be available. The project is still subject to significant public consultation, the development of full design and cost estimates and, final approval of housing development proposals. These factors, coupled with constrained resources in the Draft Capital Financial Plan, have meant this project been included for construction in 2022/23. It should be noted however this will result in a significant inflationary impact, in addition to other costs currently excluded such as land acquisition (including any Compulsory Purchase requirements), utility diversions and flood works, depending on the final design solution.</p> <p>Union Chain Bridge (New Project) - Funding of £0.55m has been assumed to match with the current Northumberland County Council (the lead authority) contribution estimate. There is a risk that as this project is still in development phase, for completion in 2020 to tie in with the bridge's 200 year anniversary, that the costs/phasing will change. It is currently assumed that this is able to be treated as a Council asset, and the two Councils will share all costs on a 50/50 basis with Northumberland, net of Heritage Lottery Grant.</p>
Lighting Infrastructure	<p>Energy Efficient Street Lighting - a project which will improve 13,500 of the Scottish Border's lights by replacing them with LED lanterns.</p> <p>General Lighting Block - allocation for the routine column, cabling and lamp upgrade programme.</p>
Cycling, Walking & Safety Infrastructure	<p>Accident Investigation Prevention Scheme Block - minor schemes to address problems at identified accident cluster sites.</p> <p>Cycling, Walking and Safer Streets - continuation of Specific Scottish Government Funding to encourage more walking and cycling, especially schools and to connect communities.</p> <p>Railway Black Path - to provide appropriate footway/cycleway linkages to the new Transport Interchange in Galashiels, in particular to ensure that of the current amenity of the Black Path through Galashiels and Tweedbank is not lost following introduction of Borders Railway.</p> <p>Innerleithen - Walkerburn - shared access route - extension of the Peebles - Innerleithen shared access route by a further 1.5 miles alongside the River Tweed.</p>
Flood Protection Infrastructure	<p>Selkirk Flood Protection - 80% Scottish Government (confirmed) grant funded major infrastructure project that will provide flood protection to property and businesses in Selkirk currently at risk of flooding. Delivering the Selkirk Flood Protection Scheme and the Bridge Street Bridge Replacement Project.</p> <p>Hawick Flood Protection - Proposed 80% Scottish Government grant (for the construction phase) funded infrastructure project to remove 915 residential and commercial properties from flood risk within the River Teviot's flood plain in Hawick. Additional costs of £7m have been included which is partially covered by an increase in the estimated (unconfirmed) specific funding from the Scottish Government of £3.8m.</p> <p>Jedburgh Flood Protection - to deliver protection measures against flooding from the Skiprunning Burn.</p> <p>General Flood Protection Block - to deliver natural flood management works, small scale flood and coast protection works. Includes an additional £1.3m versus 2014/15 Capital Financial Plan to address specific smaller scale projects, such as Fountainhall.</p>

Scottish Borders Council

Capital Financial Plan 2015/16 - 2024/25

Looking after the Borders	OPERATIONAL PLAN			Total £000	STRATEGIC PLAN							Grand Total £000	Specific Project Funding £000	Net Cost exc. Specific £000
	2015/16 £000	2016/17 £000	2017/18 £000		2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000			
PLACE (contd.)														
Waste Management Infrastructure														
Easter Langlee Cell Provision	175	900	100	1,175	100	100	100					1,475	(942)	533
Waste Treatment Facility	127	587		714								714		714
Food Waste Collections	301			301								301	(301)	0
Waste Containers	42	45	46	133	48	48	48	50	50	51	53	481		481
Easter Langlee Leachate Management Facility	56	63	1,377	1,496	42							1,538		1,538
Community Recycling Centres:														
- Improved Skip Infrastructure	516			516								516		516
- Enhancements		48		48								48		48
Waste Transfer Stations Health & Safety Works	18	18		36								36		36
	1,235	1,661	1,523	4,419	190	148	148	50	50	51	53	5,109	(1,243)	3,866
Other														
Play Facilities	50	51	52	153	53	54	55	56	57	58	0	486		486
Cemetery Land Acquisition & Development Block	150	350		500								500		500
Contaminated Land Block	81	52	52	185	52	52	52	52	52	52	52	549		549
	281	453	104	838	105	106	107	108	109	110	52	1,535	0	1,535
TOTAL PLACE	19,827	20,165	8,242	48,234	16,605	23,715	15,717	5,939	15,650	13,753	5,709	145,322	(51,824)	93,498

Looking after the Borders

PLACE

<p>Waste Management Infrastructure</p>	<p>Easter Langlee Cell Provision - management and development of landfill cells at Easter Langlee Landfill Site, Galashiels. Work that is underway in the Waste Management Team will inform and may change the scope and phasing of this work once the options have been evaluated.</p> <p>Waste Treatment Facility - delivery of a waste treatment solution that diverts waste away from landfill and contributes to the recycling requirements set by Scottish Government.</p> <p>Food Waste Collections - capital expenditure required to support the introduction of food waste collections in the Borders.</p> <p>Waste Containers - to supply to new properties or to replace damaged waste containers</p> <p>Easter Langlee Leachate Management Facility - to implement the solution(s) recommended by the option appraisal currently being undertaken to address the management of the cost and environmental impact of the discharge of leachate water from the Easter Langlee Landfill Site. Work that is underway in the Waste Management Team will inform and may change the scope and phasing of this work once the options have been evaluated.</p> <p>Community Recycling Centres - two budgets to improve health and safety at the centres linked to safe movement of skips, improve the use of space and improve the efficiency through purchase of compaction skips at Hawick and Galashiels.</p> <p>Waste Transfer Stations Health & Safety Works - to reduce the risk of accident/injury at the Council's three Waste Transfer Station through improvements to traffic management at the sites.</p>
<p>Other</p>	<p>Play Facilities - to refurbish Council play areas through replacement or addition of equipment in play areas.</p> <p>Cemetery Land Acquisition & Development Block - The Cemetery Team are undertaking a Strategic Review of Cemetery Land Acquisition in order to inform and develop a Cemetery Asset Management Plan. This review will include the development of a policy around urban and rural provisioning which will in turn inform future investment requirements.</p> <p>Contaminated Land Block - to enable appropriate measures to be taken to remove unacceptable risks and support the Council in the delivery of its statutory duty in relation to land which is not suitable for its current use because of unacceptable levels of risk to human health and/or the wider environment.</p>

Scottish Borders Council

Capital Financial Plan 2015/16 - 2024/25

Looking after the Borders	OPERATIONAL PLAN			Total £000	STRATEGIC PLAN						Grand Total £000	Specific Project Funding £000	Net Cost exc. Specific £000	
	2015/16	2016/17	2017/18		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24				2024/25
	£000	£000	£000		£000	£000	£000	£000	£000	£000				£000
PEOPLE														
School Infrastructure														
West Linton Primary School	10	10		20									20	
Duns Primary School & Locality Support Centre	4,485	124		4,609								(2,598)	2,011	
Kelso High School	14,250	5,150		19,400								(19,128)	272	
Galashiels School Review				0		120	4,000	9,000	10,230	4,120	5,500	(21,900)	11,070	
Langlee Primary School	350	350	5,712	6,412	5,713								12,125	
Broomlands Primary School	750	7,125	350	8,225									8,225	
School Refurbishment & Capacity Block	190	635	1,140	1,965	3,030	3,600	1,520	1,750	1,900	1,840	1,840		17,445	
Early Years Centres Block	185			185								(185)	0	
Early Learning & Childcare Block	1,656			1,656								(1,656)	0	
Complex Needs - Central Education Base	1,180	20		1,200									1,200	
SEBN Facilities	30	475	232	737									737	
Eyemouth Early Years Centre	100			100									100	
	23,186	13,889	7,434	44,509	8,743	3,720	5,520	10,750	12,130	5,960	7,340	(98,672)	53,205	
Social Care Infrastructure														
Residential Care Home Upgrade Block	764	3		767									767	
Fire Compartments in Care Homes Block	135	65	42	242									242	
	899	68	42	1,009	0	0	0	0	0	0	0	0	1,009	
TOTAL PEOPLE	24,085	13,957	7,476	45,518	8,743	3,720	5,520	10,750	12,130	5,960	7,340	(99,681)	54,214	

Looking after the Borders

PEOPLE

<p>School Infrastructure</p>	<p>West Linton Primary School - final end of project landscaping and completion costs</p> <p>Duns Primary School & Locality Support Centre - refurbishment of the former high school to provide a relocated primary school to meet future roll projections and provide a Locality Support Centre in Berwickshire for children and young people with Additional and Complex Needs complementing the new Central Complex Needs Education Base. Budget includes an additional £0.15m to undertake the additional site works including demolition of the existing technical block and creation of new car parking following proposals to retain Jim Clark Museum on its existing site. Project supported by Scottish Futures Trust (SFT) funding.</p> <p>Kelso High School - provision of a new Kelso High School to provide a fit for purpose school, secured SFT funding due to being the only secondary school in Scottish Borders Council which had an overall "poor" suitability rating. Recent announcement from SFT resulted in this project being 100% funded for the construction of the school building. The project assumes the provision of a synthetic pitch which is anticipated to attract SportScotland match funding.</p> <p>Galashiels School Review - ambitious large scale project to significantly improve the school estate within Galashiels to match current and future demand. Included in scope is the refurbishment of the Galashiels Academy and the improvement/enhancement of primary school provision. This programme assumes the continuation of Scottish Government funding to support school infrastructure.</p> <p>Langlee Primary School - Planned project accelerated from the 2014/15 approved budget which indicated a site start in 2018/19. Although it has been previously indicated that the school would be completed by March 2017, funding constraints, absence of further additional Scottish Government funding and a technically complex project the construction is now proposed to commence 2017/18. The total project to build a new fit for purpose primary school at Langlee at a budget of £12.1m, as well as being accelerated, has increased by £4m of which £1.6m is supported by the additional funding released from Kelso HS.</p> <p>Broomlands Primary School - Planned project has been accelerated into Operational Plan period and scope expanded to build a new fit for purpose primary school at Langlee, Galashiels including Early Learning and Childcare provision required under the new Children & Young People's Act. The net additional expenditure of £4.8m supported by the additional funding released from Kelso HS.</p> <p>School Refurbishment & Capacity Block - programme of works to improve a number of schools through extension, refurbishment and adaptations to provide to meet increasing demographic demand and addressing issues identified by the School Estate Management Plan in relation to condition and suitability. This block allocation has been included at a similar level as in the previous Capital Plan pending the undertaking of a full School Review which will inform the updating of the School Estate Management Plan and investment priorities.</p> <p>Early Years Centres Block - to support the new model of Early Years Service delivery through Early Years Centres sited in targeted communities of high deprivation. Facilitated by start up funding from the Early Years Change Fund.</p> <p>Early Learning & Childcare Block - Scottish Government Grant funding to support the requirements of the Children and Young Peoples Act in relation to Early Learning and Childcare. The block will provide funding to move nurseries from temporary units into school buildings and support refurbishment of nurseries. In addition it is intended to support the expansion of service provision to eligible 2 year olds and the resulting impact that this will have on the school estate and infrastructure.</p> <p>Complex Needs - Central Education Base - creation of a central facility in Earlston to consolidate existing service provision of Spectrum Support Services and the Complex Needs Outreach Team. Providing increased accessibility and improved travel times and maximise expertise through co-location of staff. Facility will compliment the locality and school based services already in place.</p> <p>Social, Emotional & Behaviour Needs (SEBN) Facilities - to facilitate the adaption of accommodation within existing schools to improve mainstream provision and create a new centrally based facility to provide support for SEBN within the Borders.</p> <p>Eyemouth Early Years Centre (New Project) - A budget of £0.1m has been included to undertake the immediate priorities, pending the completion of the review of the Eyemouth education provision and options.</p>
<p>Social Care Infrastructure</p>	<p>Residential Care Home Upgrade Block - to provide alterations/upgrading of Waverley and Saltgreens care homes to provide en-suite facilities to future proof the service and enable the facilities to be used for intermediate and long-term care.</p> <p>Fire Compartments in Care Homes Block (New Project) - to implement fire compartmentation works in Care Homes to meet legislative requirements.</p>

Scottish Borders Council

Capital Financial Plan 2015/16 - 2024/25

Looking after the Borders	OPERATIONAL PLAN			Total £000	STRATEGIC PLAN							Grand Total £000	Specific Project Funding £000	Net Cost exc. Specific £000
	2015/16 £000	2016/17 £000	2017/18 £000		2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000			
CHIEF EXECUTIVE														
Heritage & Cultural Infrastructure														
Jim Clark Museum	0	0	0	0	515						515		515	
Wilton Lodge Park	893	711	101	1,705							1,705	(1,288)	417	
Sir Walter Scott Court House - Phase 1	75	195		270							270	(175)	95	
Sir Walter Scott Court House - Phase 2		80	810	890	1,550	40					2,480	(2,000)	480	
Great Tapestry of Scotland - Building	200	5,800		6,000							6,000	(2,500)	3,500	
	1,168	6,786	911	8,865	2,065	40	0	0	0	0	10,970	(5,963)	5,007	
Sport Facility Infrastructure														
Selkirk 2G Synthetic Pitch	720			720					300		1,020	(700)	320	
Peebles 3G Synthetic Pitch	1,095			1,095						300	1,395	(300)	1,095	
Jedburgh 3G Synthetic Pitch	13		30	43	820						863	(300)	563	
Hawick 3G Synthetic Pitch		1,010		1,010					300		1,310	(300)	1,010	
Sports Trusts - Plant & Services Block	290	290	290	870	290	290	290	290	290	290	2,900		2,900	
	2,118	1,300	320	3,738	1,110	290	290	290	290	890	7,488	(1,600)	5,888	
Economic & Regeneration Infrastructure														
Central Borders Business Park	100	100	1,000	1,200	1,200	2,600					5,000	(1,000)	4,000	
Eyemouth Seafood Technology Park	15			15							15	(5)	10	
Newtown St Boswells Village Centre		16	20	36	20	84	84	120	56		400		400	
Reston Station (SBC Contribution)	365		65	430	1,170						1,600		1,600	
Borders Town Centre Regeneration Fund Block				0	100	100	100	100	100	100	700		700	
	480	116	1,085	1,681	2,490	2,784	184	220	156	100	7,715	(1,005)	6,710	
Housing Infrastructure														
Private Sector Housing Grant - Adaptations	340	375	375	1,090	375	375	375	375	375	425	3,815		3,815	
Supported Care Housing - Berwickshire				0		150	5,000	5,000			10,150	(2,538)	7,612	
	340	375	375	1,090	375	525	5,375	5,375	375	425	13,965	(2,538)	11,427	
TOTAL CHIEF EXECUTIVE	4,106	8,577	2,691	15,374	6,040	3,639	5,849	5,885	821	1,415	40,138	(11,106)	29,032	
TOTAL LOOKING AFTER THE BORDERS	48,018	42,699	18,409	109,126	31,388	31,074	27,086	22,574	28,601	21,128	14,164	285,141	(108,397)	176,744

Looking after the Borders

CHIEF EXECUTIVE

<p>Heritage & Cultural Infrastructure</p>	<p>Jim Clark Museum - Proposed budget has been reduced to £0.5m to reflect the reduction in capital receipts and need to undertake work at Duns Primary School following new confirmed proposal by the Trustees to stay at the current site. Timing of the project has been delayed until 2018/19 due to the impact of other accelerated projects on the available resources.</p> <p>Wilton Lodge Park - continuation of the capital element of the project to restore the historical features within Wilton Lodge Park, Hawick including the provision of a new bandstand, modern café and additional links to the town. Partially funded by Heritage Lottery Funding.</p> <p>Sir Walter Scott Court House - Phases 1 & 2 - development of the Category A listed property in Selkirk, Phase 1 being the upgrading of the external fabric of the building and is supported by an allocation of grant funding from the Selkirk Conservation Area Regeneration Scheme (CARS). Phase 2 is a major redevelopment of the Courthouse and adjacent building to provide a modern and attractive visitors centre which has disability access and modernised and upgraded exhibition areas and displays. This project is subject to the securing of significant external funding.</p> <p>Great Tapestry of Scotland - Building (New Project) - An indicative budget of £6m, pending feasibility study and business case work, has been included in the Capital Financial Plan to provide the permanent home for the Great Tapestry of Scotland at Tweedbank. This includes the assumption of £2.5m external funding. The project is anticipated to be constructed by the end of 2016/17. There is however a significant amount of work that is still to be undertaken to get the project fully defined, the external funding secured and construction works tendered.</p>
<p>Sport Facility Infrastructure</p>	<p>2 & 3G Synthetic Pitches - a programme to provide synthetic sports pitches which is underpinned by the assumption of match funding support for all projects from SportScotland. The current proposals include (a) the acceleration of Hawick's budget to 2016/17 with an increase in the budget of £0.46m versus the previous Capital Plan, (b) the construction of Peebles in 2015/16 however the complexities around the site selection make this a challenging target.</p> <p>Sports Trusts - Plant & Services Block - capital funding to support the leisure trusts in improving and refurbishing the sports and leisure facilities they run which are owned by the Council.</p>
<p>Economic & Regeneration Infrastructure</p>	<p>Central Borders Business Park (New Project)- to support the development of a Business Park to maximise the inward investment using the opening of the Borders Railway as a catalyst to provide modern, sustainable business space to support the future growth of the Scottish Borders economy. The preparation of a feasibility study has commenced following match funding support by Scottish Enterprise as part of the South of Scotland Strategic Alliance. The proposed budget is included at £5m, with an assumption of £1m from Scottish Enterprise. £1.2m of this expenditure is assumed to be incurred in the Operational Plan period associated with initial design work and site acquisition. There is a significant risk that this project, due to the absence of a detailed scope and design, could result an increased cost. There may however also be a possibility to leverage in additional external funding support which is still being explored.</p> <p>Eyemouth Seafood Technology Park - completion of a project undertaken at Gungreenhill, Eyemouth in 2014/15</p> <p>Newtown St Boswells Village Centre - to provide an initial development phase for the village centre regeneration, with the potential to lead to a wider programme of regeneration activity in the village centre.</p> <p>Reston Station (SBC Contribution) - to support the provision of a new station at Reston supported by potential funding from the Scottish Stations Fund. A contribution towards the project of £1.68m has been included, an increase of £1.4m above the previous Plan. This is based on an estimate construction cost for the new station and ancillary services e.g. car parking of £3.2m of which the Council would support up to 50%. The project costs for this are still being established and there is a potential risk that this could increase further dependant on the treatment of design costs for the project. In addition, consent to borrow from the Scottish Government may be necessary in order to enable the capital funding as the project.</p> <p>Borders Town Centre Regeneration Fund Block (New Project)- An indicative budget of £0.1m per annum in the Strategic Plan period has been identified to support the outcome of the Locality/Town review work that is being initiated. As this work is not fully defined the total budget of £0.7m is a placeholder within the Capital Plan proposals.</p>
<p>Housing Infrastructure</p>	<p>Private Sector Housing Grant - Adaptations - to provide grant funding to assist the provision of major adaptation to private sector housing following a needs and priority</p> <p>Supported Care Housing - Berwickshire (New Project) - to provide a supported care housing offering in Berwickshire to address the deficiency in provision in that area. Work on developing the feasibility study and options appraisal is currently underway and therefore a provisional budget of £10.15m has been included in the draft Capital Budget with an estimated 25% Housing Support Grant to assist in the funding. There is however a lack of clarity at this time in relation to the most effective delivery model for this and that may affect the approach taken to financing this initiative.</p>

Scottish Borders Council

Capital Financial Plan 2015/16 - 2024/25

Business Process Transformation	OPERATIONAL PLAN			Total £000	STRATEGIC PLAN							Grand Total £000	Specific Project Funding £000	Net Cost exc. Specific £000
	2015/16 £000	2016/17 £000	2017/18 £000		2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000			
PLACE														
Property Asset Programme														
Structure/H&S Works Block	280	445	465	1,190	465	465	465	475	475	475	475	4,485		4,485
Asbestos Management Block	50	50	100	200	100	100	100	100	100	100	100	900		900
Building Systems Efficiency Upgrades Block	100	100	200	400	200	300	300	300	340	340	340	2,520		2,520
Electrical Infrastructure Upgrades Block	150	150	150	450	150	150	150	150	150	150	150	1,500		1,500
Fixed Assets Block	20	20	20	60	20	20	20	20	20	20	20	200		200
Building Thermal Efficiency Upgrades Block	400	400	430	1,230	430	430	430	430	430	430	430	4,240		4,240
	1,000	1,165	1,365	3,530	1,365	1,465	1,465	1,475	1,515	1,515	1,515	13,845	0	13,845
Other Property														
Demolition & Site Preparation Block	150	70	70	290	70							360		360
Cleaning Equipment Replacement Block	20	20	20	60	20	20	20	20	20	20	20	200		200
Combined Depot Enhancements	204	12		216	40							256		256
Office Accommodation Transformation Block	150	150		300								300		300
	524	252	90	866	130	20	20	20	20	20	20	1,116	0	1,116
Investment in Plant & Vehicles														
Waste Collection Vehicles - Non P&V Fund				0	300	300				300	300	1,200	(1,200)	0
Plant & Vehicle Replacement - P&V Fund	2,000	2,000	2,000	6,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	20,000	(20,000)	0
	2,000	2,000	2,000	6,000	2,300	2,300	2,000	2,000	2,000	2,300	2,300	21,200	(21,200)	0
Other														
Drainage - Parks & Open Spaces Block	55	50	50	155	50	50	50	50	50	50	50	505		505
	55	50	50	155	50	505	0	505						
TOTAL PLACE	3,579	3,467	3,505	10,551	3,845	3,835	3,535	3,545	3,585	3,885	3,885	36,666	(21,200)	15,466

Business Process Transformation

PLACE

Property Asset Programme	This is a programme of work focused around various capital block allocations to undertake the necessary capital works required to manage the property owned and maintained by the Council. Focus covers health and safety projects, upgrade and replacement works as well as building efficiency improvements to reduce ongoing running costs.
Other Property	<p>Demolition & Site Preparation Block - to undertake works to improve or prepare sites for sale or re-development including as sites for affordable housing.</p> <p>Cleaning Equipment Replacement Block (New Project) - allocation for a programme of capital expenditure on larger scale cleaning equipment.</p> <p>Combined Depot Enhancements Block (New Project) - to provide for a programme of Health and Safety, Environmental and Security upgrades at various depot locations.</p> <p>Office Accommodation Transformation Block - to support work style transformation through capital accommodation works.</p>
Investment in Plant & Vehicles	<p>Waste Collection Vehicles - Non P&V Fund - budget provided through specific funding supported by the Waste revenue budget to provide for the replacement of several refuse lorries not provided for via the Plant and Vehicle Fund.</p> <p>Plant & Vehicle Replacement - P&V Fund - The Plant & Vehicle Fund is used to manage the replacement of plant and vehicles and is "replenished" by departmental revenue budgets over the life of the asset.</p>
Other	Drainage - Parks & Open Spaces Block - to provide a programme of works to deliver landscape drainage improvements throughout the Borders.

Scottish Borders Council

Capital Financial Plan 2015/16 - 2024/25

Business Process Transformation	OPERATIONAL PLAN			Total	STRATEGIC PLAN							Grand Total	Specific Project Funding	Net Cost exc. Specific
	2015/16	2016/17	2017/18		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25			
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	
PEOPLE														
School Infrastructure														
School Health & Safety Block	610	610	200	1,420	200	200	200	200	200	200	200	2,820		2,820
School Kitchen Improvement Block	98	282	55	435	200	200	200	200	200	200	200	1,835		1,835
Equality Act School Adaptations (DDA) Block	200	150	150	500	150	150	150	150	150	150	150	1,550		1,550
	908	1,042	405	2,355	550	550	550	550	550	550	550	6,205	0	6,205
Social Care Infrastructure														
Telecare	75			75								75		75
BAES Relocation: Autoclave	87			87								87		87
	162	0	0	162	0	0	0	0	0	0	0	162	0	162
TOTAL PEOPLE	1,070	1,042	405	2,517	550	550	550	550	550	550	550	6,367	0	6,367
CHIEF EXECUTIVE														
IT Infrastructure														
General IT Block	200	200	200	600	200	200	200	200	200	200	200	2,000		2,000
Passenger Transport MIS	75			75								75		75
Corporate IT Equipment Fund	350	350	350	1,050	350	350	350	350	350	350	350	3,500		3,500
Curricular Network IT Equipment Fund	140	383	380	903	380	380	380	380	380	380	380	3,563		3,563
IT Disaster Recovery Programme	40	41	52	133	53	54	55	56	57	58	58	524		524
Unified Communications	0	50	65	115	0	0	50	65	0	0	50	280		280
Infrastructure & Microsoft Refresh	50	470	55	575	150	100	0	405	10	10	10	1,260		1,260
Additional Server Storage	35	44		79								79		79
Next Generation Broadband (BDUK)	4,200			4,200								4,200		4,200
Peoples Network Upgrade				0	214							214		214
Data Backup Replacement	12			12								12		12
Corporate Applications Suite	250	300	3,500	4,050	1,000							5,050		5,050
Confirm Mobile Implementation	110			110	17			17				144		144
	5,462	1,838	4,602	11,902	2,364	1,084	1,035	1,473	997	998	1,048	20,901	0	20,901
TOTAL CHIEF EXECUTIVE	5,462	1,838	4,602	11,902	2,364	1,084	1,035	1,473	997	998	1,048	20,901	0	20,901
TOTAL BUSINESS PROCESS TRANSFORMATION	10,111	6,347	8,512	24,970	6,759	5,469	5,120	5,568	5,132	5,433	5,483	63,934	(21,200)	42,734

Business Process Transformation

PEOPLE

<p>School Infrastructure</p>	<p>School Health & Safety Block - a programme of works across the school estate to ensure compliance with a range of legislation in relation to Health & Safety, Care Inspectorate, Environmental Health and Insurers and enable improvement of safety in schools.</p> <p>School Kitchen Improvement Block - a programme of works to refurbish and improve the infrastructure of school kitchens and dining areas to ensure that they meet current legislative requirements, are fit for purpose and support the improvement of meal uptake.</p> <p>Equality Act School Adaptations (DDA) Block - a programme of works to improve access for all pupils, staff and other users with disabilities and to comply with the relevant legislation as it applies to the school estate. Includes provision of specific adaptations to meet the needs of individual pupils with complex needs.</p>
<p>Social Care Infrastructure</p>	<p>Telecare - facilitates a range of services which enables the Council to support people to live independently.</p> <p>Borders Ability Equipment Store (BAES) Relocation: Autoclave (New Project) - linked to the change fund project to relocate BAES to new premises and will enable the purchase and installation of an Autoclave (high temperature cleaning equipment) which is essential for infection control in relation to the community loan equipment.</p>

CHIEF EXECUTIVE

<p>IT Infrastructure</p>	<p>General IT Block - to provide for a programme of minor capital projects to enable the development of existing business applications and other small scale IT projects.</p> <p>Passenger Transport MIS - pending the completion of the Sustainable Transport Programme, this is to provide for the procurement of a Management Information System (MIS) to meet the identified requirements for Passenger Transport that result from the work under Programme.</p> <p>Corporate IT Equipment Fund - to provide for a rolling replacement of capital expenditure items associated with corporate desktop provision and associated peripherals to ensure that the infrastructure continues to meet the user needs.</p> <p>Curricular Network IT Equipment Fund - to provide for the replacement of capital expenditure items associated with school's curricular network through a rolling replacement programme of network infrastructure and hardware to ensure that the Scottish Borders schools are equipped with up to date and fit for purpose</p> <p>IT Disaster Recovery Block - to enable the continued investment in the resilience and disaster recovery capital expenditure required to manage risk around the potential failure of the Council's HQ data centre.</p> <p>Unified Communications - to provide a modern, fit for purpose suite of communicate tools via Lync Telephony, the Council's Intranet and Corporate Website.</p> <p>Infrastructure & Microsoft Refresh - to provide for the ongoing refreshment of the desktop operating system and enterprise server infrastructure.</p> <p>Additional Server Storage - to increase disk and back-up capacity within the IT infrastructure to support the growth of data within the Council.</p> <p>Next Generation Broadband (BDUK) - this is to augment the national funding for the digital broadband infrastructure across the Scottish Borders to increase coverage and speeds in order to support communities.</p> <p>Peoples Network Upgrade - to refresh the previously nationally funded public access network mainly hosted in libraries and contact centres.</p> <p>Data Backup Replacement (New Project) - to replace the existing infrastructure to ensure that the backup library of the Council's data continues to be on a supported platform.</p> <p>Corporate Applications Suite -This project proposal has been redefined to cover the replacement of the core financial accounting and administration, project and costing, HR and Payroll and Customer Services platforms that underpin the whole Council. The estimated budget requirement has been increased by £2.8m and accelerated into the Operational Plan in order to enable the fundamental platform changes required to transform the back office functions. The project is predicated on making significant improvements to the Council's operational efficiency through the provision of fit for purpose systems and work has started on building up the detailed business case.</p> <p>Confirm Mobile Implementation (New Project) - to provide for handheld mobile devices and software to enable Neighbourhood Operations and Engineering Asset Inspection and maintenance Process to be updated and improved resulting in a revenue budget saving.</p>
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Scottish Borders Council

Capital Financial Plan 2015/16 - 2024/25

CAPITAL FINANCING	OPERATIONAL PLAN			Total £000	STRATEGIC PLAN							Grand Total £000
	2015/16 £000	2016/17 £000	2017/18 £000		2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	
Capital Financed from Current Revenue (CFCR)												
Easter Langlee Cell Provision (from Landfill Provision)	(175)	(767)		(942)								(942)
Early Years Centres	(185)			(185)								(185)
Wilton Lodge Park	(20)	(20)	(20)	(60)								(60)
Selkirk 2G Synthetic Pitch (from Reserves)	(450)			(450)								(450)
	(830)	(787)	(20)	(1,637)	0	(1,637)						
Specific Grants from Scottish Government												
Cycling, Walking & Safer Streets	(171)	(171)	(173)	(515)	(182)	(191)	(201)	(211)	(221)	(232)	(244)	(1,997)
Selkirk Flood Protection	(8,209)	(10,461)		(18,670)								(18,670)
Hawick Flood Protection				0	(5,514)	(14,036)	(7,753)					(27,303)
Duns Primary School (via Scottish Futures Trust)	(2,598)			(2,598)								(2,598)
Kelso High School (via Scottish Futures Trust)	(13,558)	(4,500)	(65)	(18,123)	(65)	(65)	(65)	(65)	(65)	(65)	(65)	(18,578)
Galashiels School Review				0			(2,667)	(6,000)	(6,820)	(2,746)	(3,667)	(21,900)
Early Learning & Childcare	(1,656)			(1,656)								(1,656)
	(26,192)	(15,132)	(238)	(41,562)	(5,761)	(14,292)	(10,686)	(6,276)	(7,106)	(3,043)	(3,976)	(92,702)
Other External Grants & Contributions												
Galashiels Developments - Transport Interchange	(355)	(6)		(361)								(361)
Selkirk Town Centre (Streetscape works)			(100)	(100)								(100)
Innerleithen - Walkerburn - Shared access route			(25)	(25)	(125)							(150)
Kelso High School - Pitches (SportScotland)	(550)			(550)								(550)
2G & 3G Synthetic Pitches (SportScotland)	(550)	(300)		(850)	(300)							(1,150)
Wilton Lodge Park	(643)	(512)	(73)	(1,228)								(1,228)
Sir Walter Scott Court House - Phase 1 & 2	(43)	(132)	(620)	(795)	(1,380)							(2,175)
Supported Care Housing - Berwickshire				0		(38)	(1,250)	(1,250)				(2,538)
Central Borders Business Park			(1,000)	(1,000)								(1,000)
Eyemouth Seafood Technology Park	(5)			(5)								(5)
Great Tapestry of Scotland - Building		(2,500)		(2,500)								(2,500)
	(2,146)	(3,450)	(1,818)	(7,414)	(1,805)	(38)	(1,250)	(1,250)	0	0	0	(11,757)
Developer Contributions												
Peebles Bridge				0						(1,000)	(1,000)	(2,000)
General	(150)	(100)	(100)	(350)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(1,050)
	(150)	(100)	(100)	(350)	(100)	(100)	(100)	(100)	(100)	(1,100)	(1,100)	(3,050)

Scottish Borders Council

Capital Financial Plan 2015/16 - 2024/25

CAPITAL FINANCING	OPERATIONAL PLAN			Total £000	STRATEGIC PLAN							Grand Total £000	
	2015/16 £000	2016/17 £000	2017/18 £000		2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000		
Capital Receipts	(1,699)	(1,435)	(2,630)	(5,764)	(2,000)								(7,764)
General Capital Grant	(15,207)	(12,000)	(12,000)	(39,207)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)		(123,207)
Plant & Vehicle Fund	(2,000)	(2,000)	(2,000)	(6,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)		(20,000)
Borrowing				0									0
Food Waste Collection - from Dept'al Revenue	(301)			(301)									(301)
Fleet - P&V - Waste Collection - from Dept'al Rev.				0	(300)	(300)				(300)	(300)		(1,200)
General Proposed Borrowing	(9,904)	(14,442)	(8,415)	(32,761)	(14,481)	(8,113)	(6,470)	(6,816)	(12,827)	(8,418)	(571)		(90,457)
	(10,205)	(14,442)	(8,415)	(33,062)	(14,781)	(8,413)	(6,470)	(6,816)	(12,827)	(8,718)	(871)		(91,958)
TOTAL CAPITAL FUNDING	(58,429)	(49,346)	(27,221)	(134,996)	(38,447)	(36,843)	(32,506)	(28,442)	(34,033)	(26,861)	(19,947)		(352,075)