

SCOTTISH BORDERS COUNCIL

MINUTE of MEETING of the SCOTTISH BORDERS COUNCIL held in the COUNCIL CHAMBER, COUNCIL HEADQUARTERS, NEWTOWN ST BOSWELLS on 7 February 2013 at 10:00 a.m.

Present: Councillors G. Garvie (Convener), S. Aitchison, W. Archibald, M. Ballantyne, S. Bell, C. Bhatia, J. Brown, N. Buckingham, J. Campbell, M. J. Cook, A. Cranston, G. Edgar, Z. Elliot, J. A. Fullarton, J. Greenwell, B. Herd, G. Logan, S. Marshall, D. Moffat, S. Mountford, A. J. Nicol, D. Parker, D. Paterson, F. Renton, S. Scott, R. Smith, R. Stewart, J. Torrance, G. Turnbull, T. Weatherston, B. White

Apologies: Councillors V. M. Davidson, J. G. Mitchell, N. Watson

In attendance: Chief Executive, Director of Education and Lifelong Learning, Director of Environment and Infrastructure, Director of Public Health, Director of Social Work, Chief Financial Officer, Head of Strategic Policy, Clerk to the Council.

FINANCIAL STRATEGY 2013/14 – 2017/18

1. There had been circulated copies of the Financial Strategy for the period 2013/14 to 2017/18. The report explained that the Council aimed to provide the best possible services within the resources available and this required a financial strategy which raised the funds required by the Council to meet approved service levels in the most effective manner and managed the effective deployment of those funds in line with the Council's corporate objectives and approved service plans. The strategy addressed a number of important issues which had to be considered in setting the budget for the coming year. For the first time a 5 year financial plan had been developed to assess the likely level of resources available over that period and the budgetary adjustments that would be required to ensure the Council's financial plans remained prudent and sustainable in the longer term. Firm figures were only available from the Finance settlement for 2013/14 and 2014/15 and consequently it was recognised that the financial strategy would be adapted over time to respond to changing circumstances. The strategy refined the approach to setting council balances using a risk based approach first adopted as part of the 2012/13 budget process. The risk register had been fully reviewed in compiling the updated financial strategy and a recommendation was made regarding the level of unallocated balances.

DECISION

AGREED to approve the Financial Strategy for 2013/14 – 2017/18 as set out in the report including the reserves strategy and level of balances for 2013/14.

GENERAL FUND REVENUE RESOURCES AND COUNCIL TAX 2013/14

2. There had been circulated copies of a report by the Chief Financial Officer on the estimated General Fund Revenue Resources available for 2013/14 to 2017/18, the process used to support the construction of the draft revenue budget and seeking approval for the level of Council Tax for

2013/14. The report outlined the financial constraints and major risks which needed to be addressed. The resources from Central Government and retaining a council tax level frozen again at 2007/08 levels resulted in total resources available to the Council of £248,647m excluding specific grants. There were two conditions specified by the Government which had to be agreed by Scottish Local Authorities in order to access the full level of AEF per the settlement. In addition to the pursuit of joint priorities set out in the local outcome agreement the Council was required to maintain a council tax freeze in each of the remaining two years of the spending review and maintain teacher numbers in line with pupil numbers, securing places for all probationers who require one under the teacher induction scheme. Overall resources from central government reflected an increase of £0.35m (0.18%) compared to 2012/13 comparable totals. Provisional figures for AEF beyond 2012/13 had also been provided in the settlement. These indicated a small decrease in total resources from Central government to Scottish Borders Council of £197.319m in 2014/15. If the level of Council Tax was not be frozen at 2007/08 this would result in resources being withdrawn by central government. The potential “claw-back” from Scottish Borders Council in this eventuality was detailed in the settlement at £1.529m per annum. This would be equivalent to 3% on the council tax levels. Following approval of the financial model on the 13 December 2012 the pressure facing the Council had fallen by £0.216m to £27.122m. This net reduction in overall pressures was due to adjustments to inflation, redeterminations from the Scottish Government and a slight increase in funding offset by some identified new pressures. The final quantified pressures were included in the Financial Outlook detailed in Appendix 2 to the report. The Leader highlighted the importance of continuing the Council Tax freeze for Borders residents and thanked the Chief Financial Officer, his staff and the Corporate Management Team for their help in preparing the budget.

DECISION

(a) NOTED the estimated revenue resources for 2013/14 to 2017/18.

(b) AGREED:-

(i) to approve a Band D council tax of £1,084 for financial year 2013/14, freezing the council tax at 2007/08 levels for sixth successive year; and

(ii) that the Council Taxes to be paid for 2013/14 in respect of chargeable dwellings be set at the following levels:-

| Band | £ |
|-------------|------------------|
| A | £722.67 |
| B | £843.11 |
| C | £963.56 |
| D | £1,084.00 |
| E | £1,324.89 |
| F | £1,565.78 |
| G | £1,806.67 |
| H | £2,168.00 |

(iii) to proceed to consider the Administration’s budget proposals.

DECLARATION OF INTEREST

Councillor Ballantyne declared an interest in the following item of business in terms of Section 5 of the Councillors Code of Conduct but exercised her right to a dispensation in terms of the General Exclusion relating to setting the Council Tax in terms of clause 5.18 of the Code.

MEMBER

Councillor Cranston left the meeting during consideration of the following item.

REVENUE FINANCIAL PLAN 2013/14 – 2017/18

3. There had been circulated copies of the Administration's Draft Revenue Financial Plan for 2013/14 to 2017/18. The Leader highlighted the challenges faced by the Council, the difficult decisions which needed to be taken and the importance of agreeing a sustainable budget which provided a fair division of resources for the people of the Borders. He commented on the increased demand for services in respect of both vulnerable children and older people. Spending on social work had been increased, the number of teachers in schools had been protected and spending on roads increased. He also commented on the savings which had been achieved due to the unique pay freeze agreement with staff. Funding was also to be allocated to each Area Forum to spend on priorities in their areas. Councillor Ballantyne presented proposals on behalf of the opposition Members which included the retention of the Warden Service, not to increase the cost of school meals and not to reduce funding to the CYPPP. Members discussed the various proposals.

VOTE

Councillor Parker, seconded by Councillor Cook, moved approval of the Administration's Revenue Financial Plan.

Councillor Ballantyne, seconded by Councillor Buckingham, moved as an amendment that the Opposition's amendments detailed in Appendix II to this Minute be approved.

On a show of hands Members voted as follows:-

Motion - 20 votes

Amendment - 10 votes

The Motion was accordingly carried.

DECISION

DECIDED to approve the Administration's Revenue Financial Plan, containing the detailed Revenue Budget for 2013/14 and provisional budgets for 2014/15-2017/18, all as set out in the Plan document which forms Appendix I to this Minute.

TREASURY MANAGEMENT STRATEGY 2013/14

4. There had been circulated copies of a report by the Chief Financial Officer seeking approval for the Treasury Management and Investment Strategies 2013/14. The report explained that the CIPFA Code required the Council to approve an annual Treasury Management Strategy which had been through the appropriate scrutiny and was presented at the same time as the Council's Financial Plans. The Treasury Management Strategy 2013/14, a copy of which was appended to the report, had been scrutinised by the Audit Committee and incorporated the Prudential and Treasury Indicators for the next three years. The main development was the incorporation of an amended creditworthiness policy for counterparties with whom the Council invested surplus funds.

DECISION

AGREED to approve:-

(a) the Treasury Management Strategy as contained in the Appendix to the report; and

(b) the Prudential and Treasury Management Indicators as set out in the report.

CAPITAL FINANCIAL PLAN RESOURCES 2013/14 - 2022/23

5. There had been circulated copies of a report by the Chief Financial Officer on the estimated capital resources for 2013/14 to 2022/23. The report outlined the process supporting the compilation of the draft Capital Financial Plan plus the introduction of a long term 7 year Strategic Plan to support the traditional 3 year Operational Plan. The financing constraints were identified along with the major

issues facing the Council and its capital planning process. It was acknowledged that a plan covering a 10 year period would be subject to change as political, financial and service priorities evolved. The report detailed the two year General and Specific Capital Grant allocation to the Council. The principles of affordability and sustainability had been applied in developing an affordable draft Capital Financial Plan 2013/14 to 2022/23 and were financed by Loan Charges of £21.3m per annum. The 7 year Strategic Plan (excluding Plant and Vehicle Replacement) had been maintained at an average of £14.2m per annum and reflected future assumptions concerning grant levels. These would be revised once actual future settlements were confirmed. The total capital resources assumed throughout the 10 years of the draft Capital Plan had increased by £25.9m. The capital receipts estimate included a reduction of £1.1m but this was off-set by the application of a £2.4m capital receipt to support the cost of the new Kelso High School project. The increase of £9.6m in Specific Government Grant Funding represented the £9.9m grant awarded for Kelso High School offset by a small reduction in the Galashiels Flood Protection Grant. The report also highlighted the main changes incorporated in the draft Capital Plan.

DECISION

(a) NOTED the estimated Capital Resources for 2013/14 to 2022/23; and

(b) AGREED to consider a detailed Capital Financial Plan for 2013/14 to 2022/23.

MEMBER

Councillor Marshall left the meeting during consideration of the following item.

CAPITAL FINANCIAL PLAN 2013/14 – 2022/23

6. There had been circulated copies of the Administration's Draft Capital Financial Plan 2013/14 to 2022/23. The Leader highlighted some of the schemes including the new High School for Kelso, the new primary school in Duns, new sports pitches in Selkirk and the Galashiels Interchange. Members commented on various schemes contained in the Plan.

DECISION

AGREED to approve the Capital Financial Plan for 2013/14 to 2022/23, as detailed in the report which forms Appendix III to this Minute.

DECLARATIONS OF INTEREST

Councillors Fullarton, Mountford, Paterson and Scott declared an interest in the following item of business in terms of Section 5 of the Councillors Code of Conduct and left the Chamber during the discussion.

LENDING FACILITIES TO BORDERS BASED RSLs

7. With reference to paragraph 7 of the Minute of 15 December 2011, there had been circulated copies of a joint report by the Chief Financial Officer and the Director of Social Work on the provision of a loan facility to Berwickshire Housing Association (BHA), Eildon Housing Association (EHA) and Scottish Borders Housing Association (SBHA). The report explained that following agreement of discussions had been held with staff from the local RSLs and proposals had now been received from BHA, EHA and SBHA. Waverley Housing had not brought forward any proposals which were in line with Council agreed SHIP priorities. It was envisaged that this lending would assist the development of up to 163 additional affordable housing units which had been previously identified and prioritised via the Council's Strategic Housing Investment Plan (SHIP) processes. The provision of these loan facilities was conditional on obtaining Scottish Government consent to borrow to lend and agreement of the terms and conditions with each RSL. Appendix 1 to the report contained a summary of the proposed outline terms and conditions that would be negotiated with the RSLs. Members welcomed the proposals which would assist in meeting the target for provision of affordable housing.

DECISION

AGREED, subject to Scottish Government approval:-

- (a) to provide an secured loan facility of up to £5.0 million to BHA to assist affordable housing developments at Acredale Eyemouth and Todlaw Duns, in line with the Council's Strategic Housing Investment Plan (SHIP) 2012/15;**
- (b) to provide a secured loan facility of up to £5.0 million to EHA to assist affordable housing developments at Newcastleton, Stichill, Peebles, Lauder and Galashiels in line with the Council's SHIP 2012/15;**
- (c) to provide a secured loan facility of up to £3.0 million to SBHA to assist affordable housing developments at Stonefield and Deanfield, Hawick in line with the Council's SHIP 2012/15; and**
- (d) that powers be delegated to the Chief Financial Officer and the Head of Legal and Democratic Services to finalise the associated financial and legal issues and proceed to provide the loan facilities to BHA, SBHA and EHA.**

URGENT BUSINESS

8. Under Section 50B(4)(b) of the Local Government (Scotland) Act 1973, the Convener was of the opinion that the item dealt with in the following paragraph should be considered at the meeting as a matter of urgency, in view of the need to make an early decision.

BY-ELECTION FOR LEADERDALE AND MELROSE

9. There had been circulated copies of a report by the Chief Executive seeking approval to set the date and establish the arrangements for the by-election to be held in the Leaderdale and Melrose Ward, following the resignation of Councillor Watson. In terms of the Local Government (Scotland) Act 1973, as amended, Councillor Watson's resignation took effect on 22 February 2013. The Chief Executive was the designated Returning Officer for the by-election. It was proposed that the by-election for the Leaderdale and Melrose Ward take place on Thursday 2 May 2013 as the minimum time required to prepare for a by-election was 35 working days. There would be 9 polling places/stations in the Ward: at Blainslie, Darnick, Earlston, Gattonside, Lauder, Melrose, Newstead, Oxtou and Tweedbank. It was proposed that the count would take place at Council Headquarters on Friday 3 May 2013, starting at 10.00 a.m. and that the count would be by electronic means. The expected cost of the By-election was estimated at £30k for which there was currently no budget provision.

DECISION

AGREED the following arrangements for the by-election for the Leaderdale and Melrose Ward:-

- (a) Polling Day be fixed as Thursday, 2 May 2013; and,**
- (b) the costs associated with staffing, printing, supplies, venue hire, electronic equipment hire, and other expenses incurred by the Returning Officer, be met from funds identified as part of the Budget Monitoring process.**

COUNCILLOR WATSON

10. The Leader, Councillor Aitchison, Councillor Smith and Councillor Torrance all paid tribute to Councillor Watson's contribution during his time as a Councillor and wished him well for the future.

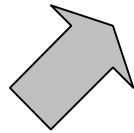
The meeting concluded at 12.15 p.m.

APPENDIX 1

Scottish Borders Council

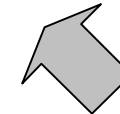
Our Vision

We seek the best quality of life for all the people in the Scottish Borders, prosperity for our businesses and the promotion of health, happiness and confidence in all our communities



Our Values

Public service
Respect for all
Courage
Integrity
Honesty
Commitment



Our Standards

Putting **people** at the heart of what we do
Being **fair, equal** and **open**
Continually **improving** our services
Working with **partners** and **stakeholders**
Delivering **value for money** in the use of our

resources

Ambitious for the Borders

Administration's Revenue Financial Plan
2013/14 – 2017/18



Revenue Financial Plan 2013/14 to 2017/18

Estimated Revenue Resources

| | 2013/14 £'000 | 2014/15 (Provisional) £'000 | 2015/16 (Provisional) £'000 | 2016/17 (Provisional) £'000 | 2017/18 (Provisional) £'000 |
|--|------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
| Aggregate External Finance (1) | | | | | |
| General Revenue Support (2) | 186,233 | 182,951 | 182,957 | 183,469 | 183,900 |
| Reduction in RSG for Police & Fire | (17,015) | (17,015) | (17,015) | (17,015) | (17,015) |
| Non-domestic Rates (distribution from national pool) | 28,503 | 31,183 | 31,183 | 31,183 | 31,183 |
| | 197,721 | 197,119 | 197,125 | 197,637 | 198,068 |
| Reserves | 0 | 200 | 0 | 0 | 0 |
| Council Tax (Band D £1,084 - no increase) | 50,926 | 51,126 | 51,626 | 52,126 | 52,626 |
| Total | 248,647 | 248,445 | 248,751 | 249,763 | 250,694 |

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

| Department | Budget 2013/14 £'000 | Budget 2014/15 (Provisional) £'000 | Budget 2015/16 (Provisional) £'000 | Budget 2016/17 (Provisional) £'000 | Budget 2017/18 (Provisional) £'000 |
|--|----------------------------|---|---|---|---|
| Chief Executive & Resources | 20,241 | 18,778 | 18,877 | 18,846 | 18,766 |
| Education & Lifelong Learning | 94,008 | 93,928 | 93,239 | 92,787 | 92,224 |
| Social Work | 77,051 | 78,356 | 78,864 | 79,960 | 81,923 |
| Environment & Infrastructure | 31,186 | 30,986 | 31,626 | 31,985 | 31,555 |
| Loan Charges | 21,295 | 21,295 | 21,295 | 21,295 | 21,295 |
| CPPP & Other | 4,866 | 5,102 | 4,850 | 4,890 | 4,931 |
| Total | 248,647 | 248,445 | 248,751 | 249,763 | 250,694 |

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

| | 2013/14 £'000 | 2014/15 (Provisional) £'000 | 2015/16 (Provisional) £'000 | 2016/17 (Provisional) £'000 | 2017/18 (Provisional) £'000 |
|---|------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
| Base Budget (approved February 2012) | 264,195 | 248,647 | 248,445 | 248,751 | 249,763 |
| Add/deduct | | | | | |
| Permanent Virements | 74 | 0 | 0 | 0 | 0 |
| Full year effect of previous year's Growths / Savings | (3,357) | (262) | 0 | 0 | 0 |
| Manpower adjustments | 2,102 | 3,357 | 4,617 | 3,406 | 3,339 |
| Non-pay Inflation including Service Specific | 1,377 | 1,592 | 1,089 | 1,152 | 1,170 |
| Department Specific Pressures | 5,018 | 1,856 | 792 | 1,497 | 1,834 |
| Removal of Police and Fire Budget | (17,032) | 0 | 0 | 0 | 0 |
| Deduct | | | | | |
| Business Transformation Projects | (497) | (5,383) | (4,582) | (3,492) | (3,461) |
| Efficiencies in Service Delivery | (2,841) | (825) | (1,530) | (1,481) | (1,743) |
| Service Rationalisations | (156) | (347) | (60) | (60) | (204) |
| Increased Income/New charges | (236) | (190) | (20) | (10) | (4) |
| Base Budget | 248,647 | 248,445 | 248,751 | 249,763 | 250,694 |

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

| | 2013/14 £'000 | 2014/15 (Provisional) £'000 | 2015/16 (Provisional) £'000 | 2016/17 (Provisional) £'000 | 2017/18 (Provisional) £'000 |
|---|------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
| Base Budget (approved 9 February 2012) | 20,684 | 20,241 | 18,778 | 18,877 | 18,846 |
| Add/deduct | | | | | |
| Permanent Virements | (137) | 0 | 0 | 0 | 0 |
| Full year effect of previous year's Growths / Savings | (336) | (12) | 0 | 0 | 0 |
| Manpower adjustments | 309 | 524 | 742 | 529 | 521 |
| Non-pay Inflation including Service Specific | 122 | 148 | 130 | 131 | 132 |
| Department Specific Pressures | 216 | 42 | (50) | 0 | 0 |
| Deduct | | | | | |
| Business Transformation Projects | 0 | (1,250) | 0 | 0 | 0 |
| Efficiencies in Service Delivery | (617) | (915) | (723) | (691) | (733) |
| Service Rationalisations | 0 | 0 | 0 | 0 | 0 |
| Increased Income/New charges | 0 | 0 | 0 | 0 | 0 |
| Base Budget | 20,241 | 18,778 | 18,877 | 18,846 | 18,766 |

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

| | 2013/14 £'000 | 2014/15 (Provisional) £'000 | 2015/16 (Provisional) £'000 | 2016/17 (Provisional) £'000 | 2017/18 (Provisional) £'000 |
|---|------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
| Base Budget (approved 9 February 2012) | 94,182 | 94,008 | 93,928 | 93,239 | 92,787 |
| Add/deduct | | | | | |
| Permanent Virements | (386) | 0 | 0 | 0 | 0 |
| Full year effect of previous year's Growths / Savings | (589) | (40) | 0 | 0 | 0 |
| Manpower adjustments | 984 | 1,277 | 1,777 | 1,417 | 1,323 |
| Non-pay Inflation including Service Specific | 432 | 589 | 443 | 456 | 469 |
| Department Specific Pressures | 160 | (35) | 35 | 182 | 616 |
| Deduct | | | | | |
| Business Transformation Projects | (40) | (1,391) | (2,770) | (2,127) | (1,833) |
| Efficiencies in Service Delivery | (551) | (106) | (98) | (314) | (934) |
| Service Rationalisations | (156) | (347) | (60) | (60) | (204) |
| Increased Income/New charges | (28) | (27) | (16) | (6) | 0 |
| Base Budget | 94,008 | 93,928 | 93,239 | 92,787 | 92,224 |

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

| | 2013/14 £'000 | 2014/15 (Provisional) £'000 | 2015/16 (Provisional) £'000 | 2016/17 (Provisional) £'000 | 2017/18 (Provisional) £'000 |
|---|------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
| Base Budget (approved 9 February 2012) | 75,625 | 77,051 | 78,356 | 78,864 | 79,960 |
| Add/deduct | | | | | |
| Permanent Virements | 141 | 0 | 0 | 0 | 0 |
| Full year effect of previous year's Growths / Savings | (501) | (210) | 0 | 0 | 0 |
| Manpower adjustments | 730 | 1,105 | 1,473 | 1,026 | 1,032 |
| Non-pay Inflation including Service Specific | 224 | 232 | 230 | 236 | 232 |
| Department Specific Pressures | 2,345 | 957 | 841 | 1,308 | 1,211 |
| Deduct | | | | | |
| Business Transformation Projects | (357) | (215) | (1,326) | (994) | (432) |
| Efficiencies in Service Delivery | (994) | (410) | (706) | (476) | (76) |
| Service Rationalisations | 0 | 0 | 0 | 0 | 0 |
| Increased Income/New charges | (162) | (154) | (4) | (4) | (4) |
| Base Budget | 77,051 | 78,356 | 78,864 | 79,960 | 81,923 |

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

| | 2013/14 £'000 | 2014/15 (Provisional) £'000 | 2015/16 (Provisional) £'000 | 2016/17 (Provisional) £'000 | 2017/18 (Provisional) £'000 |
|---|------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
| Base Budget (approved 9 February 2012) | 31,338 | 31,186 | 30,986 | 31,626 | 31,985 |
| Add/deduct | | | | | |
| Permanent Virements | (144) | 29 | 0 | 0 | 0 |
| Full year effect of previous year's Growths / Savings | (450) | 0 | 0 | 0 | 0 |
| Manpower adjustments | 79 | 451 | 625 | 434 | 463 |
| Non-pay Inflation including Service Specific | 526 | 558 | 230 | 272 | 279 |
| Department Specific Pressures | 662 | 692 | 274 | 24 | 24 |
| Deduct | | | | | |
| Business Transformation Projects | (100) | (2,527) | (486) | (371) | (1,196) |
| Efficiencies in Service Delivery | (679) | 606 | (3) | 0 | 0 |
| Service Rationalisations | 0 | 0 | 0 | 0 | 0 |
| Increased Income/New charges | (46) | (9) | 0 | 0 | 0 |
| Base Budget | 31,186 | 30,986 | 31,626 | 31,985 | 31,555 |

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

| | 2013/14 £'000 | 2014/15 (Provisional) £'000 | 2015/16 (Provisional) £'000 | 2016/17 (Provisional) £'000 | 2017/18 (Provisional) £'000 |
|---|------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
| Base Budget (approved 9 February 2012) | 42,366 | 26,161 | 26,397 | 26,145 | 26,185 |
| Add/deduct | | | | | |
| Permanent Virements | 600 | (29) | 0 | 0 | 0 |
| Full year effect of previous year's Growths / Savings | (1,481) | 0 | 0 | 0 | 0 |
| Manpower adjustments | 0 | 0 | 0 | 0 | 0 |
| Non-pay Inflation including Service Specific | 73 | 65 | 56 | 57 | 58 |
| Department Specific Pressures | 1,635 | 200 | (308) | (17) | (17) |
| Removal of Police and Fire Budget | (17,032) | 0 | 0 | 0 | 0 |
| Deduct | | | | | |
| Business Transformation Projects | 0 | 0 | 0 | 0 | 0 |
| Efficiencies in Service Delivery | 0 | 0 | 0 | 0 | 0 |
| Service Rationalisations | 0 | 0 | 0 | 0 | 0 |
| Increased Income/New charges | 0 | 0 | 0 | 0 | 0 |
| Base Budget | 26,161 | 26,397 | 26,145 | 26,185 | 26,226 |

Scottish Borders Council Revenue Financial Plan 2013/14 to 2017/18

| | Department | 2012/13 Base Budget £'000 | 2013/14 £'000 | 2014/15 £'000 | 2015/16 £'000 | 2016/17 £'000 | 2017/18 £'000 | Total | Notes |
|--|------------|------------------------------------|------------------|------------------|------------------|------------------|------------------|---------------|--|
| <u>Manpower</u> | | | | | | | | | |
| Manpower Adjustments | | | | | | | | | |
| Pay award provision | Corporate | | 1,415 | 1,610 | 3,070 | 3,095 | 3,112 | 12,302 | 1% pay award year 1 & 2, 2% for last 3 years. Increment recommencing from Nov 13. As staff turnover fall increment will not increase at the same levels as staff reached the top of their scale. |
| Staff Increments | Corporate | | 558 | 1,747 | 1,422 | 455 | 257 | 4,439 | |
| Adjustment to pay award and increment | Corporate | | 0 | 0 | (46) | (144) | (207) | (397) | Reduction in pay awards and increments based on reducing workforce identified in the savings proposals. |
| Living wage | Corporate | | 129 | 0 | 0 | 0 | 0 | 129 | Increase in the living wage to £7.50. |
| Pensions employer contribution following revaluation | Corporate | | 0 | 0 | 171 | 0 | 177 | 348 | Increase from 18% to 18.25% in years 2 and to 18.5% in year 5. |
| Total Manpower Adjustments | | | 2,102 | 3,357 | 4,617 | 3,406 | 3,339 | 16,821 | |
| <u>Inflation</u> | | | | | | | | | |
| Statutory | - | | | | | | | | |
| Examination Fees | E&LL | 576 | 14 | 15 | 15 | 16 | 16 | 76 | Based on current number of exams taken. |
| Free Personal Nursing Care | SW | 632 | 13 | 13 | 14 | 14 | 14 | 68 | Uprate based on estimated 2% increase. |
| Free Personal Care | SW | 452 | 9 | 9 | 10 | 10 | 10 | 48 | Uprate based on estimated 2% increase. |
| Total Statutory Inflation | | | 36 | 37 | 39 | 40 | 40 | 192 | |

| | Department | 2012/13 Base Budget £'000 | 2013/14 £'000 | 2014/15 £'000 | 2015/16 £'000 | 2016/17 £'000 | 2017/18 £'000 | Total | Notes |
|--|------------|------------------------------------|------------------|------------------|------------------|------------------|------------------|--------------|--|
| Contractual | | | | | | | | | |
| Bus Contracts (renewal) | E&I | 2,462 | 300 | 300 | 0 | 0 | 0 | 600 | Contracts to be retendered from 30/9/2013. |
| COSLA Res / Nurse Care Home Contract | SW | 6,997 | 140 | 143 | 153 | 156 | 152 | 744 | Uprate based on estimated 2% increase. |
| Unitary Charge | E&LL | 7,918 | 139 | 242 | 208 | 212 | 218 | 1,019 | Based on assumed RPI as per contract. |
| Borders Sport & Leisure Trust | E&LL | 2,504 | 25 | 25 | 13 | 13 | 13 | 89 | Based on assumed RPI less 2%. |
| Jedburgh Sport & Leisure Trust | E&LL | 126 | 1 | 1 | 1 | 1 | 1 | 5 | Based on assumed RPI less 2%. |
| Orchard & Shipman Homelessness PSL Contract Management Fee | SW | 401 | 8 | 8 | 9 | 9 | 9 | 43 | Uprate based on estimated 2% increase. |
| Borders Care & Repair Contract | SW | 255 | 5 | 5 | 5 | 5 | 5 | 25 | Uprate based on estimated 2% increase. |
| Total Contractual Inflation | | | 618 | 724 | 389 | 396 | 398 | 2,525 | |

| | | | | | | | | | |
|---------------------------|-----------|-------|-----|-----|-----|-----|-----|-------|--|
| Business Critical | | | | | | | | | |
| Employee Insurance | Corporate | 252 | 6 | 6 | 7 | 7 | 7 | 33 | Based on CPI & risk management framework. |
| Group Life Insurance | Corporate | 209 | 0 | 4 | 5 | 5 | 4 | 18 | Based on CPI & risk management framework. |
| Property Insurance | Corporate | 287 | 6 | 6 | 6 | 6 | 6 | 30 | Based on CPI & risk management framework. |
| Leased Property Insurance | Corporate | 78 | 2 | 2 | 2 | 2 | 2 | 10 | Based on CPI & risk management framework. |
| Vehicle Insurance | Corporate | 261 | 4 | 4 | 4 | 4 | 4 | 20 | Based on CPI & risk management framework. |
| Car Lease Insurance | Corporate | 61 | 1 | 1 | 1 | 1 | 1 | 5 | Based on CPI & risk management framework. |
| Other Insurance | Corporate | 65 | 2 | 1 | 1 | 1 | 1 | 6 | Based on CPI & risk management framework. |
| Electricity | Corporate | 2,968 | 239 | 321 | 176 | 187 | 195 | 1,118 | Based on procurement contract starting 1/4/2013. |

| | | | | | | | | | |
|--|-----------|-------|------------|------------|------------|------------|------------|--------------|--|
| Gas | Corporate | 674 | 67 | 71 | 39 | 41 | 43 | 261 | Based on current procurement contract. |
| Rent & Way leaves | Corporate | 824 | 8 | 8 | 13 | 13 | 13 | 55 | Best estimate from Estates office. |
| Water | Corporate | 700 | 17 | 18 | 14 | 14 | 15 | 78 | Based on current procurement contract. |
| Rates | Corporate | 5,281 | 77 | 78 | 79 | 81 | 82 | 397 | Assumed increase of 1.5% p.a. |
| Licenses | Corporate | 1,858 | 37 | 38 | 41 | 41 | 40 | 197 | Software license fees based on CPI. |
| Catering (food) | Resources | 1,211 | 36 | 50 | 50 | 50 | 50 | 236 | Based on estimates of food only inflation. |
| Road Fuel | E&I | 0 | 40 | 44 | 48 | 50 | 50 | 232 | Based on CPI. |
| Aggregates & Bitumen | E&I | 424 | 8 | 9 | 9 | 9 | 9 | 44 | Reflects Scotland Excel contract. |
| Vehicles & Spare Parts | E&I | 1,267 | 0 | 0 | 0 | 32 | 32 | 64 | Reflects Scotland Excel contract. |
| Winter Maintenance | E&I | 2,660 | 100 | 105 | 110 | 115 | 120 | 550 | Reflects fuel increases. |
| Property Maintenance | Corporate | 2,089 | 73 | 65 | 56 | 57 | 58 | 309 | Reflects procurement framework agreements. |
| Total Business Critical Inflation | | | 723 | 831 | 661 | 716 | 732 | 3,663 | |

| | | | | | | |
|------------------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Total Inflation | 1,377 | 1,592 | 1,089 | 1,152 | 1,170 | 6,380 |
|------------------------|--------------|--------------|--------------|--------------|--------------|--------------|

| | | | | | | | | | |
|--|----|--------|-----|-----|-----|-------|-----|-------|---|
| Department pressures | | | | | | | | | |
| Demographic-driven pressures/reductions | | | | | | | | | |
| Number of old people requiring care | SW | 22,555 | 643 | 411 | 625 | 1,048 | 865 | 3,592 | TOPS demographic and cost projections. |
| Impact of Young People with LD / PD needs entering adulthood | SW | 16,231 | 250 | 250 | 250 | 250 | 250 | 1,250 | Costed directly from children in transition to adulthood. |
| No / Lifespan children - severe / complex needs | SW | 532 | 27 | 28 | 29 | 31 | 32 | 147 | 5% increase on existing budget to reflect projected trend. |
| Movement in ICS school-based staff | SW | 8,771 | 0 | 0 | 0 | 42 | 26 | 68 | Linked to mainstream education demographic projections. |
| ICS transport | SW | 1,114 | 0 | 200 | 0 | 0 | 0 | 200 | Previously included saving now known not to be deliverable. |

| | | | | | | | | | |
|---|-----------|--------|--------------|------------|-------------|--------------|--------------|--------------|---|
| Pupil Demographics (Teacher Numbers) | E&LL | 40,622 | 0 | 0 | 0 | 147 | 456 | 603 | Demographic increase in 16/17 and 17/18 projected due to impact of new housing. |
| Total Demographic-driven pressures/reductions | | | 920 | 889 | 904 | 1,518 | 1,629 | 5,860 | |
| Government policy changes | | | | | | | | | |
| Localised Council Tax Benefit funding | Corporate | 0 | 669 | (669) | 0 | 0 | 0 | 0 | Part funded by Scottish Government. |
| Landfill Tax (Tonnage x £8 ton increase) | E&I | 2,650 | 312 | 312 | 156 | 156 | 156 | 1,092 | As advised by HM Customs. |
| Food Waste Collection | E&I | 0 | 250 | 500 | 250 | 0 | 0 | 1,000 | Best estimate of cost of introduction. |
| DWP subsidy for CTAX & Housing Benefit administration | Corporate | 976 | 96 | 42 | 0 | 0 | 0 | 138 | Best estimate of cost of introduction. |
| Self-Directed Support Net Transitional Costs | SW | 0 | 0 | 0 | (100) | (100) | 0 | (200) | Net of departmental contribution. |
| Council pledge to retain / recruit foster carers | SW | 1,796 | 18 | 18 | 37 | 37 | 38 | 148 | 1% per annum increase. |
| Landfill tax saving from food waste collections | E&I | 0 | 0 | (120) | (132) | (132) | (132) | (516) | Best estimate of cost of introduction. |
| Other Change Fund | Corporate | 106 | (106) | 0 | 0 | 0 | 0 | (106) | |
| Early years Change Fund | Corporate | 399 | (100) | 0 | (297) | 0 | 0 | (397) | |
| Older people Change Fund | Corporate | 479 | 0 | 239 | 0 | 0 | 0 | 239 | |
| Total Government policy changes | | | 1,139 | 322 | (86) | (39) | 62 | 1,398 | |
| Economic Factors | | | | | | | | | |
| Licensing income pressure | Resources | (434) | 50 | 0 | (50) | 0 | 0 | 0 | Growth required to fund downturn in 2011/12. |
| Total Economic Factors | | | 50 | 0 | (50) | 0 | 0 | 0 | |

| Other Pressures | | | | | | | | | |
|--|-----------|---------|--------------|------------|-----------|-----------|------------|--------------|--|
| Social Work 2012/13 | SW | 45,599 | 1,384 | 0 | 0 | 0 | 0 | 1,384 | Identified Social Care & Health ongoing pressure. |
| Recurring pressures | | | | | | | | | |
| Additional Commitment on Looked after Children | SW | 24,076 | 23 | 0 | 0 | 0 | 0 | 23 | RSG redetermination. |
| Additional Commitment on Family Support | SW | 24,076 | 0 | 50 | 0 | 0 | 0 | 50 | RSG redetermination. |
| Business transformation costs | Corporate | 0 | 70 | 0 | 0 | 0 | 0 | 70 | Funding of Head of Transformation service. |
| New West Linton Primary School | E&LL | 746 | 40 | 0 | 0 | 0 | 0 | 40 | Additional revenue costs of new school. |
| Peebles High School Sports Facility | E&LL | 5,144 | 0 | 85 | 0 | 0 | 0 | 85 | Additional revenue costs of new sports facility. |
| Duns Primary School move | E&LL | 1,047 | 0 | 0 | 35 | 35 | 0 | 70 | Additional revenue costs of new building. |
| New Kelso High School | E&LL | 3,097 | 0 | 0 | 0 | 0 | 160 | 160 | Additional revenue costs of new school. |
| Shortfall in Burial Income | E&I | 0 | 100 | 0 | 0 | 0 | 0 | 100 | Pressure resulting from crematorium opening. |
| ER/VS - Redundancy costs | Corporate | 0 | 819 | (29) | 200 | 0 | 0 | 990 | Additional cost of ERVS. |
| Wide Area Network | Resources | 0 | 406 | 570 | (194) | 0 | 0 | 782 | Estimate of cost of WAN in Borders. |
| Commercial Rent income | Corporate | (1,048) | (61) | (11) | (17) | (17) | (17) | (123) | Initial increase following Admin. Review. |
| Additional Quality of Life funding | Corporate | 0 | 0 | 100 | 0 | 0 | 0 | 100 | Quality of Life funding to be delivered via the 5 Area Forums. |
| CHAS funding | Corporate | 6 | 8 | 0 | 0 | 0 | 0 | 8 | As agreed by COSLA. |
| Rephasing of Culture Trust saving | E&LL | 0 | 120 | (120) | 0 | 0 | 0 | 0 | Transfer of saving from 2013/14 to 2014/15. |
| Total Other Pressures | | | 2,909 | 645 | 24 | 18 | 143 | 3,739 | |

Total Pressures

5,018 1,856 792 1,497 1,834 10,997

Total Manpower, Inflation & Pressures

8,497 6,805 6,498 6,055 6,343 34,198

Scottish Borders Council
Revenue Financial Plan 2013/14 to 2017/18
Decisions commencing in 2013/14
Business Transformation Decisions

| Centralisation of Social Emotional & Behavioural Need Service (SEBN) | Base Budget 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | Total |
|---|---------------------|---------|---------|---------|---------|---------|--------|
| | £000's | £000's | £000's | £000's | £000's | £000's | £000's |
| Integrated Children's Services | 1,168 | (200) | 0 | 0 | 0 | (200) | (400) |
| Ref. SWK/06 | | | | | | | |
| <p>Following the publication of the final recommendations from Transforming Children's Services, a working group was established to consider what changes will be required in our current services to children and young people with significant social, emotional and behavioural needs to enable us to meet their needs more effectively. Led by the Head of Integrated Children's Service, a further full review of the SEBN is currently being undertaken.</p> <p>A key objective of the review will be the creation of a centralised facility that is accessible to more young people and families, ensuring that those who cannot be supported in mainstream facilities have the same access to positive experiences and outcomes.</p> <p>The review will involve redeployment of both staff and other resources to enable such a centralised facility to operate efficiently and create better links with schools. By ceasing the existing model for service provision, the service will not only be more accessible to more young people and families but also redirect current expenditure in a more sustainable manner and seek to reduce long-term costs to the Council.</p> | | | | | | | |

| Review of all Social Work Business Support Services delivery model | Base Budget 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | Total |
|--|---------------------|---------|---------|---------|---------|---------|--------|
| | £000's | £000's | £000's | £000's | £000's | £000's | £000's |
| SW Wide | 4,000 | (80) | (120) | (200) | 0 | 0 | (400) |
| Ref. SWK/01 | | | | | | | |
| <p>Over the last 3 years, there have been a number of reviews across the various support services that support the business of Social Work. During this time however, the demand for services has increased against a backdrop of year on year budget reductions. A further, single, all-inclusive review is planned that aims to identify improved structures and delivery models for business support services within the Social Work Department realigning resources to identified and defined need but taking into account affordability and the delivery of a planned efficiency target.</p> <p>To achieve maximum impact, this project needs to consider all support services and back office functions across Social Work but excludes qualified social work staff. Savings will be achieved through more efficient use of overall staffing through an improved delivery model which will result in a reduction in the overall staff requirement of between 4.0 to 7.0 FTE. This will be achieved through clearer roles and responsibilities being developed.</p> | | | | | | | |

| Review of Night Time Support | Base Budget 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | Total |
|---|----------------------------|----------------|----------------|----------------|----------------|----------------|---------------|
| | £000's | £000's | £000's | £000's | £000's | £000's | £000's |
| SC&H | 1,180 | (59) | (59) | 0 | 0 | 0 | (118) |
| Ref. SWK/05 | | | | | | | |
| <p>Social Care & Health spends considerable resources (£1.18m p.a.) each financial year on waking and sleep-in support to people in registered accommodation, group living situations and their own homes. It is proposed to review the need for night-time support and its current delivery model, identifying alternative more cost-effective delivery models.</p> <p>Whilst a key objective is to continue to provide robust night-time support to those with eligible needs, focus will also be placed on seeking provision of services which are efficient and effective in cost and quality, generating savings in the process by implementing new ways of working and exploring the use of innovative technology.</p> <p>The review will work to deliver an efficiency target that has been set through:</p> <ul style="list-style-type: none"> ○ reviewing all people in receipt of night-time support to determine their level of future need ○ innovative care planning to provide the level of support deemed apposite from the assessment ○ reviewing the arrangements for travel required to provide night-time support ○ reviewing management arrangements supporting the service ○ exploring technological solutions ○ drive down the unit cost of night-time support services | | | | | | | |

| Review the SB Warden Service | Base Budget 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | Total |
|---|----------------------------|----------------|----------------|----------------|----------------|----------------|---------------|
| | £000's | £000's | £000's | £000's | £000's | £000's | £000's |
| Neighbourhood Services | 264 | (50) | (200) | 0 | 0 | 0 | (250) |
| Ref. E & I / P09 | | | | | | | |
| <p>The SB Warden Service is a non statutory service which provides the Borders communities with a visible uniformed presence to address local anti-social behaviour.</p> <p>The remit of the SB Warden service is to liaise with LB Police regarding localised issues of anti-social behaviour and to respond to other community concerns. The proposal is to reduce the service with an aim to ceasing the service by 2014/15.</p> <p>Currently the service costs £264K p.a. with an establishment of 12.0 FTE (currently 4 FTE vacant posts) through the review of the service we will work closely with key stakeholders such as SBC Communities Safety Team, Lothian and Borders Police and others who would play a key part in the engagement process. All affected staff will be offered re-deployment into other appropriate council services. Where possible the department will seek to undertake key SB Warden activities as part of the new Neighbourhood Services function or ensure other partners such as the Police are able to deliver the work required.</p> | | | | | | | |

| Review of Fees and Charges | Base Budget 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | Total |
|-----------------------------|---------------------|---------|---------|---------|---------|---------|--------|
| | £000's | £000's | £000's | £000's | £000's | £000's | £000's |
| Cross Cutting | (1,200) | (50) | (50) | (50) | (50) | (50) | (250) |
| Ref. E & I / P07 | | | | | | | |

Following support from the Council Executive for a new fees and charges policy a review of all discretionary charges will be undertaken.

The objective will be to maximise external fees for all services working towards a full cost recovery model where appropriate and then to ensuring that such charges are reviewed annually. In addition our debt recovery policy ensures transparent accounting and administration to recover a high proportion of income on time to maximise income for the Council.

Budget holders / Members / Communities and all relevant stakeholders should be consulted as part of the review process and when charges are reviewed annually.

This programme of work will commence in January 2013 and will be completed by 31 March 2013.

| Review Early Years delivery model | Base Budget 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | Total |
|-----------------------------------|---------------------|---------|---------|---------|---------|---------|--------|
| | £000's | £000's | £000's | £000's | £000's | £000's | £000's |
| Early Years | 4,845 | (40) | (269) | (186) | 0 | 0 | (495) |
| Ref. ELL/01 | | | | | | | |

Funding to support this review of £297k has been made available to improve services delivered by Early Years services as part of the implementation of the '600 hours' pre-school care and education package as part of the Children's Bill. The review will:

- Explore alternative ways that pre-school care and education can be provided focussing on local services.
- Explore how a more integrated approach to childcare and education can better meet the needs of families, incorporating the requirement to provide 600 funded hours.
- To take a zero-based planning approach to pre-school services in Borders building a system that enables the 10 elements of the Early Years Framework to be delivered effectively and efficiently.

| Review of all Social Care & Health Specialist Support Services | Base Budget 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | Total |
|---|---------------------|---------|---------|---------|---------|---------|--------|
| | £000's | £000's | £000's | £000's | £000's | £000's | £000's |
| SC&H | 727 | (18) | (36) | (18) | 0 | 0 | (72) |
| Ref. SWK/02 | | | | | | | |
| <p>Over the past 4 years there have been a range of new teams established to improve access to Social Work services for the public. These teams have included professional social work staff, specialist support staff, and out of hours services. It is proposed to initiate a project to review the provision and delivery model of these specialist support services, including the Duty Hub, the Reviewing Team, Bordercare, Telehealthcare and the Emergency Duty Team, covering potential and future interfaces between each team.</p> <p>This can be achieved through better use of staffing and clearer roles and responsibilities which will result in a reduction in the overall staff requirement of between 2.0 to 4.0 FTE depending on the new proposed delivery model. Improved access for the public and increased efficiency through reviewing and signposting at first point of contact will be delivered from the review by establishing the effectiveness of current arrangements, exploring opportunities to improve connections/communications, reduce duplication and increase flexibility.</p> | | | | | | | |

| | | | | | | |
|--|--------------|--------------|--------------|-------------|--------------|----------------|
| Total Business Transformation commencing in 2013-14 | (497) | (734) | (454) | (50) | (250) | (1,985) |
|--|--------------|--------------|--------------|-------------|--------------|----------------|

Scottish Borders Council
Revenue Financial Plan 2013/14 to 2017/18
Decisions commencing in 2013-14
Efficiencies in Service Delivery

| Waste Disposal Savings | | Base Budget 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | Total |
|--------------------------------|-------------------------|---|---------|---------|---------|---------|---------|--------|
| | | £000's | £000's | £000's | £000's | £000's | £000's | £000's |
| Waste | Ref. E&I/E08 | 8,695 | (608) | 608 | 0 | 0 | 0 | 0 |
| Description of Proposal | | Waste disposal has temporary savings available for 1 year which can be used to contribute towards the E&I 2013/14 revenue gap. This funding is temporarily available as it has now been agreed that the new waste facility will not now come on stream until 2015. Available waste funding in the interim period arises from reduced tonnages going to landfill, higher levels of re-cycling and better rates for processing dry recycle. | | | | | | |

| Ongoing Review of Care Packages to include a rehabilitative / reablement approach | | Base Budget 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | Total |
|---|--------------------|---|---------|---------|---------|---------|---------|--------|
| | | £000's | £000's | £000's | £000's | £000's | £000's | £000's |
| SCH-wide | Ref. SWK/16 | 40,000 | (500) | 0 | (50) | (50) | 0 | (600) |
| Description of Proposal | | Continue the work started during 2012/13 to review care packages for Adults With Learning Disabilities, People With Mental Health Needs and General care which has adopted a rehabilitative and reablement approach which will support these client to become more independent. | | | | | | |

| One-off increase to Primary and Secondary Staff Turnover Adjustment (STA) | | Base Budget 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | Total |
|---|--------------------|---|---------|---------|---------|---------|---------|--------|
| | | £000's | £000's | £000's | £000's | £000's | £000's | £000's |
| Schools | Ref. ELL/14 | (536) | (125) | 125 | 0 | 0 | 0 | 0 |
| Description of Proposal | | Increase Primary and Secondary STA for one year which will be achieved from the reduction in the number of conserved and preserved posts and a reducing age profile for teachers. | | | | | | |

| Ongoing reduction in Training Budget | | Base Budget 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | Total |
|--------------------------------------|--------------------|---|---------|---------|---------|---------|---------|--------|
| | | £000's | £000's | £000's | £000's | £000's | £000's | £000's |
| Performance Improvement | Ref. SWK/25 | 250 | (100) | 0 | 0 | 0 | 0 | (100) |
| Description of Proposal | | An assessment of the departmental-wide training budget following prior year reductions to ensure key training requirement is maintained in order to progress delayed and outstanding training requirements. | | | | | | |

| Staffing restructure | | Base Budget 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | Total |
|--------------------------------|--------------------|--|---------|---------|---------|---------|---------|--------|
| | | £000's | £000's | £000's | £000's | £000's | £000's | £000's |
| Business Solutions | Ref. RES/07 | 6,259 | (83) | (233) | (153) | (122) | (113) | (704) |
| Description of Proposal | | It is proposed to delete two posts subject to acceptance of ERVS applications being presented to Council in January 2013. Further staffing restructures are forecast to deliver savings in years 2014 to 2017. | | | | | | |

| Reduction in Management Time costs in line with agreed DSM Scheme | | Base Budget 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | Total |
|---|--------------------|---|---------|---------|---------|---------|---------|--------|
| | | £000's | £000's | £000's | £000's | £000's | £000's | £000's |
| Primary Schools | Ref. ELL/34 | 2,977 | (80) | 0 | 0 | 0 | 0 | (80) |
| Description of Proposal | | Efficiency savings from more stringent application of agreed DSM formula resulting in a lower requirement for management (i.e. non-teaching) time in Primary Schools. | | | | | | |

| Efficiency savings from Ettrick Primary School | | Base Budget 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | Total |
|--|--------------------|--|---------|---------|---------|---------|---------|--------|
| | | £000's | £000's | £000's | £000's | £000's | £000's | £000's |
| Primary Schools | Ref. ELL/32 | 107 | (77) | 0 | 0 | 0 | 0 | (77) |
| Description of Proposal | | Efficiency savings from Ettrick Primary School as the school is currently not operating due to lack of pupils. | | | | | | |

| Staffing restructure | | Base Budget 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | Total |
|-------------------------|-------------|--|---------|---------|---------|---------|---------|--------|
| | | £000's | £000's | £000's | £000's | £000's | £000's | £000's |
| Directorate Support | Ref. RES/01 | 409 | (75) | (14) | (9) | (7) | (7) | (112) |
| Description of Proposal | | Review of Resources senior management structure and deletion of part-time clerical post will achieve savings in 2013/14. Continual review of staffing structures will bring savings from 2014 to 2017. | | | | | | |

| Efficiency savings from Scottish Joint Council (SJC) staffing | | Base Budget 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | Total |
|---|-------------|---|---------|---------|---------|---------|---------|--------|
| | | £000's | £000's | £000's | £000's | £000's | £000's | £000's |
| Primary Schools | Ref. ELL/33 | 4,431 | (64) | 0 | 0 | 0 | 0 | (64) |
| Description of Proposal | | Efficiency savings from SJC staff through the continuation of the programme of work to reduce historical SJC allocations to some Primary Schools. | | | | | | |

| Reduce the costs of all commissioned spend by a further 2% over a 2-year period | | Base Budget 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | Total |
|---|-------------|--|---------|---------|---------|---------|---------|--------|
| | | £000's | £000's | £000's | £000's | £000's | £000's | £000's |
| SCH-wide | Ref. SWK/14 | 16,700 | (60) | (125) | (60) | 0 | 0 | (245) |
| Description of Proposal | | Continue to reduce the cost of commissioned services by a further 2% targeted over the next two years from October 2013 to September 2015. | | | | | | |

| Reduce staff travel and mileage costs | | Base Budget 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | Total |
|---------------------------------------|-------------|--|---------|---------|---------|---------|---------|--------|
| | | £000's | £000's | £000's | £000's | £000's | £000's | £000's |
| Social Work-wide | Ref. SWK/15 | 600 | (60) | 0 | 0 | 0 | 0 | (60) |
| Description of Proposal | | Drive a 10% reduction in staff mileage in their own cars by promoting a culture of efficiency, travel only where essential and review the use of fleet car clusters for higher mileage journeys. | | | | | | |

| Targeted saving through more efficient use of premises for evening lets | | Base Budget 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | Total |
|---|--------------------|--|---------|---------|---------|---------|---------|--------|
| | | £000's | £000's | £000's | £000's | £000's | £000's | £000's |
| Schools | Ref. ELL/15 | 215 | (55) | (33) | 0 | 0 | 0 | (88) |
| Description of Proposal | | Targeted saving through more efficient use of premises for evening lets and attracting additional income from increased usage through marketing. | | | | | | |

| Reduce Self-Directed Support (SDS) price point to 55% | | Base Budget 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | Total |
|---|--------------------|--|---------|---------|---------|---------|---------|--------|
| | | £000's | £000's | £000's | £000's | £000's | £000's | £000's |
| Self-Directed Support | Ref. SWK/18 | 390 | (50) | (100) | 0 | 0 | 0 | (150) |
| Description of Proposal | | Introduce a SDS price point of 55% for all clients following the completion of the pilot scheme which was undertaken in the last year. | | | | | | |

| Out of area placements to local provision | | Base Budget 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | Total |
|---|--------------------|--|---------|---------|---------|---------|---------|--------|
| | | £000's | £000's | £000's | £000's | £000's | £000's | £000's |
| Adults with Learning Disabilities | Ref. SWK/19 | 300 | (50) | (50) | 0 | 0 | 0 | (100) |
| Description of Proposal | | Work is currently ongoing to relocate two clients currently placed out of area back to the Scottish Borders and their local communities. | | | | | | |

| Revise strategy for key contract, moving from block commitment to spot purchase | | Base Budget 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | Total |
|---|--------------------|--|---------|---------|---------|---------|---------|--------|
| | | £000's | £000's | £000's | £000's | £000's | £000's | £000's |
| Adults with Learning Disabilities | Ref. SWK/20 | 500 | (50) | 0 | 0 | 0 | 0 | (50) |
| Description of Proposal | | Move from a block commitment contract to spot purchase strategy producing savings from commissioning only as required. | | | | | | |

| | | | | | | | | |
|--------------------------------|---|-----|------|------|------|------|---|-------|
| ICS | Ref. SWK/23 | 270 | (35) | (35) | (15) | (15) | 0 | (100) |
| Description of Proposal | To bring the service in house through investment in locality models to provide the same level of service. | | | | | | | |

| Remove budget over provision of deprivation allocations to Schools | Base Budget 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | Total | |
|---|---|----------------|----------------|----------------|----------------|----------------|--------------|---------------|
| | | | | | | | | £000's |
| Central Schools | Ref. ELL/19 | 1,115 | (35) | 0 | 0 | 0 | 0 | (35) |
| Description of Proposal | Remove the over provision of permanent budget established during the centralisation of various strands of deprivation budget for schools. | | | | | | | |

| Increased Customer Services income / staff restructuring | Base Budget 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | Total | |
|---|---|----------------|----------------|----------------|----------------|----------------|--------------|---------------|
| | | | | | | | | £000's |
| Customer Services | Ref. RES/03 | 409 | (31) | (87) | (57) | (46) | (42) | (263) |
| Description of Proposal | Additional income from increased charges for blue badges from £10 to £20 bringing the fees in line with the charge levied by most Councils. The national Registration Funding Working Group is considering fees levied by Registrars in Scotland and the current proposals to increase Registrar proposals will generate a minimum of £9k income p.a. is accepted. These fees have not been increased in 2011/12 or 2012/13. Further staffing restructures to deliver savings from 2014/15. | | | | | | | |

| Increase Fleet Management surplus | Base Budget 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | Total | |
|--|---|----------------|----------------|----------------|----------------|----------------|--------------|---------------|
| | | | | | | | | £000's |
| Fleet Management | Ref. E&I/E02 | (215) | (30) | (17) | (3) | 0 | 0 | (50) |
| Description of Proposal | Realign budget to reflect the additional surplus achieved by Fleet Management consistently over the last two years. | | | | | | | |

| Various small savings from the Waste Service | | Base Budget 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | Total |
|--|-------------------------|--|---------|---------|---------|---------|---------|--------|
| | | £000's | £000's | £000's | £000's | £000's | £000's | £000's |
| Waste | Ref. E&I/E07 | 8,695 | (29) | 15 | 0 | 0 | 0 | (14) |
| Description of Proposal | | Savings from the Waste Service from ending of lease on fridge store building, one year savings on waste advertising, bulking of wood waste and reduction in contracted overtime. Additional income from the textiles bank facility provided by Nathans yields. | | | | | | |

| Review Music Instruction | | Base Budget 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | Total |
|--------------------------------|--------------------|---|---------|---------|---------|---------|---------|--------|
| | | £000's | £000's | £000's | £000's | £000's | £000's | £000's |
| Central Schools | Ref. ELL/20 | 420 | (27) | (18) | 0 | 0 | 0 | (45) |
| Description of Proposal | | Review the Instrumental Instruction Service to achieve a 10% budget efficiency and increase income charges by 5% whilst ensuring that children from the lowest income families remain entitled to free tuition. | | | | | | |

| Efficiency Review on spend on preventative services e.g. Local Area Co-ordinators | | Base Budget 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | Total |
|---|--------------------|---|---------|---------|---------|---------|---------|--------|
| | | £000's | £000's | £000's | £000's | £000's | £000's | £000's |
| Adults with Learning Disabilities | Ref. SWK/17 | 247 | (21) | 0 | 0 | 0 | 0 | (21) |
| Description of Proposal | | Efficiency from the deletion of a vacant 1.0 FTE Community Link Worker from the staffing establishment. | | | | | | |

| Identified savings from ongoing office rationalisations | | Base Budget 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | Total |
|---|--------------------|---|---------|---------|---------|---------|---------|--------|
| | | £000's | £000's | £000's | £000's | £000's | £000's | £000's |
| Social Work-wide | Ref. SWK/27 | 75,625 | (20) | 0 | 0 | 0 | 0 | (20) |
| Description of Proposal | | The ongoing office rationalisation programme has led to the identification of savings in 2012/13. | | | | | | |

| HR Staff Restructuring | | Base Budget 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | Total |
|--------------------------------|--------------------|--|---------|---------|---------|---------|---------|--------|
| | | £000's | £000's | £000's | £000's | £000's | £000's | £000's |
| Human Resources | Ref. RES/05 | 1,391 | (19) | (53) | (35) | (28) | (26) | (161) |
| Description of Proposal | | Review of staffing structure in Human Relations and Workforce Planning to deliver savings. | | | | | | |

| Increased license fee income followed by LDS staff restructuring | | Base Budget 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | Total |
|--|--------------------|--|---------|---------|---------|---------|---------|--------|
| | | £000's | £000's | £000's | £000's | £000's | £000's | £000's |
| Legal & Democratic Services | Ref. RES/06 | 2,026 | (14) | (39) | (26) | (21) | (19) | (119) |
| Description of Proposal | | Increase all License fees including Taxi, HMO and Liquor licenses (not increased in 2011 or 2012) by 5% in 2013/14 to achieve additional income of £14k followed by an annual review. The range of fees will increase in 2013/14 from £59 - £472 to £62 - £496 per year (taxi fares will increase from £182 to £191). Savings from staff restructuring within legal and democratic services to achieve savings in 2014-17. | | | | | | |

| Adopt self insurance model for delivery of life insurance for staff | | Base Budget 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | Total |
|---|--------------------|---|---------|---------|---------|---------|---------|--------|
| | | £000's | £000's | £000's | £000's | £000's | £000's | £000's |
| Audit & Risk Management | Ref. RES/04 | 883 | (14) | (39) | (26) | (21) | (19) | (119) |
| Description of Proposal | | Adopt a self-insurance model for the provision of life insurance for all staff. Premiums paid have exceeded claims paid in 9 out of 10 years and claims due will always be known at year end minimising risks to the Council. | | | | | | |

| Withdrawal of temporary waste disposal points | | Base Budget 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | Total |
|---|---------------------------|---|---------|---------|---------|---------|---------|--------|
| | | £000's | £000's | £000's | £000's | £000's | £000's | £000's |
| Waste | Ref. E&I/E07-3 | 8,695 | (12) | 0 | 0 | 0 | 0 | (12) |
| Description of Proposal | | Withdraw the provision of Saturday morning temporary disposal sites in Newcastleton, Jedburgh, Kelso & Lauder to support the implementation of the proposed new efficient waste strategy to meet Scottish Government targets on Zero Waste. | | | | | | |

| Reduced spend on third party costs | | Base Budget 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | Total |
|------------------------------------|-------------------|---|---------|---------|---------|---------|---------|--------|
| | | £000's | £000's | £000's | £000's | £000's | £000's | £000's |
| Chief Executive Office | Ref. CE/01 | 657 | (9) | (25) | (17) | (13) | (12) | (76) |
| Description of Proposal | | Savings to be achieved from reduced spend on third party costs. | | | | | | |

| Assessor Service Staffing saving | | Base Budget 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | Total |
|--|-------------------|--|----------------|----------------|----------------|----------------|----------------|---------------|
| | | £000's | £000's | £000's | £000's | £000's | £000's | £000's |
| Assessor & Electoral Registration | Ref. CE/02 | 711 | (9) | (25) | (17) | (13) | (12) | (76) |
| Description of Proposal | | 2013/14 deletion of 0.5fte vacant clerical post. Savings in years 2014/17 from further restructuring of the Assessor and Electoral Registration service. | | | | | | |

| Saving from Rates appeals | | Base Budget 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | Total |
|----------------------------------|--------------------|--|----------------|----------------|----------------|----------------|----------------|---------------|
| | | £000's | £000's | £000's | £000's | £000's | £000's | £000's |
| Corporate | Ref. COR/03 | 5,281 | (200) | 0 | 0 | 0 | 0 | (200) |
| Description of Proposal | | SBC has been successful in appeals for Schools and Office Accommodation against the 2010 Revaluation Value achieving ongoing savings of around £200k on our annual Rates bill. | | | | | | |

| New Start Terms & Conditions | | Base Budget 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | Total |
|---|--------------------|--|----------------|----------------|----------------|----------------|----------------|---------------|
| | | £000's | £000's | £000's | £000's | £000's | £000's | £000's |
| Corporate | Ref. COR/04 | 150,000 | (72) | (144) | (215) | (287) | (359) | (1,077) |
| Description of Proposal | | Introduction of new terms and conditions for new employees excluding teachers. This will support the containing pay strategy across the Council. | | | | | | |

| | | | | | | | | |
|---|--|--|----------------|--------------|--------------|--------------|--------------|----------------|
| Total 2013/14 Efficiencies in Service Delivery | | | (2,841) | (645) | (935) | (910) | (809) | (6,140) |
|---|--|--|----------------|--------------|--------------|--------------|--------------|----------------|

Scottish Borders Council
Revenue Financial Plan 2013/14 to 2017/18
Decisions commencing in 2013-14

Rationalisations

| Targeted Devolved School Management (DSM) cash saving | | Base Budget 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | Total |
|---|-------------|--|--------------|--------------|-------------|-------------|-------------|--------------|
| | | £000's | £000's | £000's | £000's | £000's | £000's | £000's |
| Schools | Ref. ELL/25 | 1,748 | (73) | (43) | 0 | 0 | 0 | (116) |
| Description of Proposal | | Target savings from DSM Cash budgets in Primary & Secondary available to Head Teachers. | | | | | | |
| Reduce Management Fee to Sports Trusts | | Base Budget 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | Total |
| | | £000's | £000's | £000's | £000's | £000's | £000's | £000's |
| Strategic Services | Ref. ELL/29 | 2,692 | (60) | (60) | (60) | (60) | (54) | (294) |
| Description of Proposal | | Reduce Borders Sport and Leisure Trust (BSLT) and Jedburgh Leisure Trust Management Fee and Berwickshire Recreation Education Sports Trust (BREST) grant for 5 years from 2013/14 to align their efficiency target with the Council's. | | | | | | |
| Review CPD provision | | Base Budget 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | Total |
| | | £000's | £000's | £000's | £000's | £000's | £000's | £000's |
| Central Schools | Ref. ELL/26 | 162 | (23) | (14) | 0 | 0 | 0 | (37) |
| Description of Proposal | | Reduce Continuing Professional development budget for teachers by 25%. | | | | | | |
| Total 2013/14 Rationalisations | | | (156) | (117) | (60) | (60) | (54) | (447) |

Scottish Borders Council
Revenue Financial Plan 2013/14 to 2017/18
Decisions commencing in 2013-14
Increased Income/New Charges

| Review of charging policy for specific fees and charges | | Base Budget 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | Total |
|---|--------------------|---|---------|---------|---------|---------|---------|--------|
| | | £000's | £000's | £000's | £000's | £000's | £000's | £000's |
| SC&H | Ref. SWK/34 | 45,599 | (150) | (150) | 0 | 0 | 0 | (300) |
| Description of Proposal | | Review Homecare (taper) rate to assess client contributions towards the cost of their homecare whilst still remaining below the national average. | | | | | | |

| Charge for privilege lifts | | Base Budget 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | Total |
|--------------------------------|---------------------------------|---|---------|---------|---------|---------|---------|--------|
| | | £000's | £000's | £000's | £000's | £000's | £000's | £000's |
| Transport | Ref. ELL/30 / E&I/01 | 5,536 | (32) | (18) | 0 | 0 | 0 | (50) |
| Description of Proposal | | Introduce a flat daily return fare of £1 for all catchment school pupils not in receipt of free travel and £2 return for all Privilege Lifts that are a result of the exercising of parental choice in the Scottish Borders from August 2013. Those on low income will be able to apply and be assessed for a free bus pass similar to applying for free school meals. Payment options for paying monthly/per term will also be considered. | | | | | | |

| Increase in Regulated Bus Fares | | Base Budget 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | Total |
|---------------------------------|------------------------|---|---------|---------|---------|---------|---------|--------|
| | | £000's | £000's | £000's | £000's | £000's | £000's | £000's |
| Passenger Transport | Ref. E&I/02 | 2,302 | (30) | 0 | 0 | 0 | 0 | (30) |
| Description of Proposal | | Implementation of the full fares increase approved by the Regulator for First Bus estimated at 3% based on relevant elements of annual inflation. | | | | | | |

| Review pricing of Primary School Meals | | Base Budget 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | Total |
|--|--------------------|--|---------|---------|---------|---------|---------|--------|
| | | £000's | £000's | £000's | £000's | £000's | £000's | £000's |
| School Meals Income | Ref. ELL/31 | (1,516) | (12) | (18) | (16) | (6) | 0 | (52) |
| Description of Proposal | | Increase the price of primary school meals by 10p each year from August 2013 from the current charge of £1.80 per meal . August 2013 £1.90, August 2014 £2.00 and August 2015 £2.10. | | | | | | |

| Inflationary increase on Bordercare charge | | Base Budget 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | Total |
|--|--|---------------------|---------|---------|---------|---------|---------|-------|
|--|--|---------------------|---------|---------|---------|---------|---------|-------|

| | | £000's | | £000's | £000's | £000's | £000's | £000's | £000's |
|---|---|---------------|-----|---------|--------|---------|--------|--------|---------|
| SCH-wide | Ref. | SWK/33 | 190 | (12) | (4) | (4) | (4) | (4) | (28) |
| Description of Proposal | Uprate Bordercare charges in-line with inflation. Charges will increase from £2.30 to £2.45 in 2013/14 to reflect no increases in the last two years, followed by 2% increases (5p) per annum in each year thereafter - £2.50, £2.55, £2.60, £2.65. | | | | | | | | |
| Total 2013/14 Increased Income/New Charges total | | | | (236) | (190) | (20) | (10) | (4) | (460) |
| Total 2013-14 Other Proposals | | | | (3,233) | (952) | (1,015) | (980) | (867) | (7,047) |

| | | | | | | | |
|--|----------------------------|----------------|----------------|----------------|----------------|----------------|---------------|
| Waste | 8,695 | 0 | (500) | (150) | (150) | 0 | (800) |
| Ref. E & I / P01 | | | | | | | |
| <p>An integrated waste management strategy will be developed to assess the current and future service provision. The main aim is to provide services that are sustainable both financially and environmentally and that are compliant with national policy, local policy and legislation.</p> <ul style="list-style-type: none"> •The review will explore alternative ways to deliver waste management services to the Scottish Borders. • The review will take a zero based planning approach to providing waste management. • A final options paper for consideration will be taken to the E & I management team / CMT and to Council. <p>The review will in consult with key stakeholders which will include SEPA / Scottish Government / Zero Waste Scotland / Industrial and commercial waste producers / residents of the Scottish Borders.</p> | | | | | | | |
| Review provision of Secondary Education | Base Budget 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | Total |
| | £000's | £000's | £000's | £000's | £000's | £000's | £000's |
| Secondary | 39,184 | 0 | (275) | (1,328) | (1,354) | (1,054) | (4,011) |
| Ref. ELL/03 | | | | | | | |
| <p>This review will seek to review the current delivery model of Secondary Education and make recommendations on alternative models of delivery. The review will develop a menu of options for budget reductions, ensuring the different requirements of individual schools are recognised, this will focus on:</p> <ul style="list-style-type: none"> • Buildings and use of buildings • Curriculum • Timings • Pupil Support • Staffing • Partnerships • Learning Community • Shared Services | | | | | | | |

| Review of Passenger Transport Services through Community Partners | Base Budget 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | Total |
|--|----------------------------|----------------|----------------|----------------|----------------|----------------|---------------|
| | £000's | £000's | £000's | £000's | £000's | £000's | £000's |
| Passenger Transport | 39,184 | 0 | (270) | 0 | 0 | 0 | (270) |
| Ref. | | | | | | | |
| <p>There is a need for greater integration and this sharing of transport services between Council Departments, the NHS (including the Scottish Ambulance Service) and community transport organisation as recommended by Audit Scotland in their 2011 report.</p> <p>The review would work to identify a delivery model capable of delivering long-term sustainable community transport through a better coordinated and efficient local transport service, with more journey opportunities for clients, which delivers best value to the funding organisations and produces cost savings.</p> <p>This type of model is already being examined for possible implementation in the Peebles area, and the work would be extended to include further possible hubs at Hawick, Kelso and Eastern Berwickshire.</p> | | | | | | | |
| Review of Parks & Open Spaces Provision | Base Budget 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | Total |
| | £000's | £000's | £000's | £000's | £000's | £000's | £000's |
| Neighbourhood Services | 2,245 | 0 | (250) | (200) | 0 | 0 | (450) |
| Ref. E&I / P03 | | | | | | | |
| <p>Parks & Open Spaces are an integral part of Neighbourhood Services and it is considered that an alternative delivery model, more responsive to community needs and greater community involvement could deliver significant cost reductions. This review would deliver:</p> <ul style="list-style-type: none"> • A defined Park and Open Spaces policy applicable to all areas of the Borders • A policy for service designed with the support of Elected Members and members of the community • Greater partnership working with the community • A service delivered with a reduced budget. | | | | | | | |
| Review of the Library Service | Base Budget 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | Total |
| | £000's | £000's | £000's | £000's | £000's | £000's | £000's |
| Libraries | 1,837 | 0 | (190) | 0 | 0 | 0 | (190) |
| Ref. ELL/06 | | | | | | | |
| <p>The Cultural Services review has two core elements:</p> <ol style="list-style-type: none"> 1. A Modernisation Review of Library Services which will include all library services: 2 Branch Libraries, Mobile Libraries, School Libraries and Backroom, Support and Management functions. | | | | | | | |
| Review of Street Lighting Provision | Base Budget 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | Total |

| | | | | | | | |
|-----------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| | £000's | £000's | £000's | £000's | £000's | £000's | £000's |
| Street Lighting | 1,208 | 0 | (41) | (86) | (95) | (104) | (326) |
| Ref. E & I / P04 | | | | | | | |

The Council maintains 19,000 street lights with 7,000 in excess of 20 years old. The street lighting energy and maintenance costs are in excess of £950k p.a. and an opportunity has arisen to invest through the Capital Programme in new technology to reduce this cost.

| | | | | | | | |
|--|----------------------------|----------------|----------------|----------------|----------------|----------------|---------------|
| Review provision of Primary Education | Base Budget 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | Total |
| | £000's | £000's | £000's | £000's | £000's | £000's | £000's |
| Primary | 30,852 | 0 | 0 | (818) | (582) | (329) | (1,729) |
| Ref. ELL/02 | | | | | | | |

A review of the current delivery model of primary education specifically considering reducing the pupil school day to generate savings through a reduction in non contact time cover required and reviewing current management structures within primary schools.

| | | | | | | | |
|---|----------------------------|----------------|----------------|----------------|----------------|----------------|---------------|
| Review in-house Council Services | Base Budget 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | Total |
| | £000's | £000's | £000's | £000's | £000's | £000's | £000's |
| Corporate | 13,000 | 0 | 0 | (617) | (637) | 0 | (1,254) |
| Ref. COR/05 | | | | | | | |

Costs of delivering in-house Council Services are under increasing pressure from increasing demographics and staff costs. The Council has a reputation for delivering good quality services and is now proposing to look at a range of alternative models for the future delivery of public services such as Arms-Length Organisations, Limited Liability Partnerships, etc. Similar models, already operating in other local authorities, include homecare and residential services and other care services such as community alarms, equipment stores, day care and meals at home. Services outwith the arena of health and social care may include environmental cleaning & valet services, homelessness, facilities management services such as janitorial services, school crossing patrols, catering & hospitality services and SBc Contracts. There would be many benefits to the Council. Whilst any new organisation would remain member-owned and Council controlled, greater commercial flexibility would be achieved leading to the ability to increase income to the Council and reduce costs, promoting both improved financial and non-financial performance.

| Supported Living Accommodation | Base Budget 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | Total |
|--|----------------------------|----------------|----------------|----------------|----------------|----------------|---------------|
| | £000's | £000's | £000's | £000's | £000's | £000's | £000's |
| Social Work | 13,700 | 0 | 0 | (250) | 0 | 0 | (250) |
| Ref. SWK/03 | | | | | | | |
| <p>The Learning Disability Service currently commissions support services for people with learning disability to enable community living. A review to ensure that we continue to maximise opportunities for people with complex needs to live in Scottish Borders in accommodation appropriate to their need to prevent long term out of area placements being proposed. This would be provided by a change in our housing strategy where the potential development of Core and Cluster accommodation encompassing the very specific housing needs for this group of people could be developed. This would form a key part of the housing strategy for the next 5 years with joint work between Social Care and Health and Housing Strategy.</p> | | | | | | | |
| Further integration of Integrated Children's Services (ICS) | Base Budget 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | Total |
| | £000's | £000's | £000's | £000's | £000's | £000's | £000's |
| Social Work | 24,000 | 0 | 0 | (241) | (357) | (232) | (830) |
| Ref. SWK/07 | | | | | | | |
| <p>Following the success of the implementation of ICS further work has been identified to enable the service to continue to improve outcomes for Children and families in the Scottish Borders. This could be achieved by identifying both community capacity and further developing the capacity of front-line staff to work directly with children, young people and or families. This would ensure that the Council continues to meet all statutory requirements taking cognisance of local and national policy in our planning redesign.</p> | | | | | | | |
| Review of the school estate | Base Budget 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | Total |
| | £000's | £000's | £000's | £000's | £000's | £000's | £000's |
| Schools | 70,037 | 0 | 0 | (150) | 0 | (450) | (600) |
| Ref. ELL/05 | | | | | | | |
| <p>The school estate currently costs the Council £7.5m to maintain each year for 72 establishments. It is proposed that a more efficient school estate is developed by reducing the property portfolio.</p> <ul style="list-style-type: none"> • A review of the school estate to take into consideration different delivery models to ensure future delivery of a service that meets the needs of a changing educational and community environment. • Starting this review now will allow a formal strategy to be developed taking into account potential changes in guidance and legislation. | | | | | | | |
| New Planning Fee Regime | Base Budget 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | Total |

| | £000's | £000's | £000's | £000's | £000's | £000's | £000's |
|--|----------|----------------|----------------|----------------|----------------|-----------------|---------|
| Planning & Regulatory Services | (1,988) | 0 | 0 | 0 | (76) | (1,042) | (1,118) |
| Ref. E & I / P05 | | | | | | | |
| <p>Income from planning fees has been decreasing over the last few years as the economic downturn continues. The cost of processing many applications runs well in excess of the fees received and a proposal is being supported by COSLA to introduce a more sustainable planning fee structure from 2016/17.</p> | | | | | | | |
| Total Business Transformation commencing in 2014/15 | 0 | (4,649) | (4,128) | (3,442) | (3,211) | (15,430) | |

Scottish Borders Council
Revenue Financial Plan 2013/14 to 2017/18
Decisions commencing in 2014/15 onwards
Efficiencies in Service Delivery

| Extend peripatetic janitor model | | Base Budget 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | Total |
|--|-------------|---|---------|---------|---------|---------|---------|--------|
| | | £000's | £000's | £000's | £000's | £000's | £000's | £000's |
| Central Schools | Ref. ELL/18 | 736 | 0 | (108) | (77) | 0 | 0 | (185) |
| Description of Proposal | | To extend the current peripatetic janitor model to cover additional schools. All schools with a pupil capacity of 175 pupils or less in 2014/15 and a pupil capacity of 241 in 2015/16 will now be included. These additional schools will be included in the peripatetic model where a pool of Janitors support a group of schools in place of a full time Janitor in each school. | | | | | | |
| Reduce Youth Work, Adult Learning and Community Capacity Building budgets | | Base Budget 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | Total |
| | | £000's | £000's | £000's | £000's | £000's | £000's | £000's |
| CL&D | Ref. ELL/22 | 1,353 | 0 | (30) | 0 | 0 | (52) | (82) |
| Description of Proposal | | Further review leading to a reduction in Youth Work, Adult Learning and Community Capacity Building budgets. | | | | | | |
| Review NGfL staffing | | Base Budget 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | Total |
| | | £000's | £000's | £000's | £000's | £000's | £000's | £000's |
| Central Schools | Ref. ELL/16 | 175 | 0 | (22) | (13) | 0 | 0 | (35) |
| Description of Proposal | | A reduction in staffing costs at the end of the current NGfL replacement is planned. Following completion of the current NGfL replacement, future refresh programmes will be approached on a rolling programme which will require less staffing resource. | | | | | | |
| Review Heritage Hub (Heart of Hawick) | | Base Budget 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | Total |
| | | £000's | £000's | £000's | £000's | £000's | £000's | £000's |
| Central Community Services | Ref. ELL/23 | 232 | 0 | (20) | 0 | 0 | 0 | (20) |
| Description of Proposal | | Review Heritage Hub to deliver budget savings in line with current performance. | | | | | | |
| Further roll out locality transformation agenda following the pilot in Cheviot to remaining 4 localities | | Base Budget 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | Total |
| | | £000's | £000's | £000's | £000's | £000's | £000's | £000's |
| SCH-wide | Ref. SWK/29 | 1,773 | 0 | 0 | (255) | (85) | | (340) |

| | |
|--------------------------------|---|
| Description of Proposal | Transformation of Older People's services plans to reduce the cost of staffing, property and transport in the delivery of services. Following the Cheviot pilot, it is now proposed to roll the review out across the remaining 4 localities. |
|--------------------------------|---|

| Review home-based care packages and evaluate their cost-effectiveness relative to the maximum cost of residential care home placement | Base Budget 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | Total | |
|---|---------------------|---------|---------|---------|---------|---------|--------|-------|
| | | £000's | £000's | £000's | £000's | £000's | £000's | |
| SCH-wide | Ref. SWK/28 | 40,000 | 0 | 0 | (250) | (250) | 0 | (500) |

| | |
|--------------------------------|---|
| Description of Proposal | There are a significant number of high-cost home-based care packages in excess of the cost of a residential care-home placement. It is proposed to review these packages and where appropriate, reduce provision based on need. |
|--------------------------------|---|

| Cessation of salary conservation | Base Budget 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | Total | |
|----------------------------------|---------------------|---------|---------|---------|---------|---------|--------|-------|
| | | £000's | £000's | £000's | £000's | £000's | £000's | |
| Schools | Ref. ELL/12 | 296 | 0 | 0 | 0 | (136) | (82) | (218) |

| | |
|--------------------------------|---|
| Description of Proposal | Cessation of salary conservation (teaching staff) in line with the National Agreement in August 2016. |
|--------------------------------|---|

| Reduce the number of Halls and Community Centres | Base Budget 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | Total | |
|--|---------------------|---------|---------|---------|---------|---------|--------|-------|
| | | £000's | £000's | £000's | £000's | £000's | £000's | |
| Community Venues & Community Centres | Ref. ELL/21 | 1,077 | 0 | 0 | 0 | (100) | 0 | (100) |

| | |
|--------------------------------|--|
| Description of Proposal | Reduce number of Halls and Community Centres - Property Estate Review. |
|--------------------------------|--|

| Refinance borrowing on the PPP project | | Base Budget 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | Total |
|--|--------------------|---|---------|---------|---------|---------|---------|--------|
| | | £000's | £000's | £000's | £000's | £000's | £000's | £000's |
| Secondary | Ref. ELL/11 | 7,818 | 0 | 0 | 0 | 0 | (800) | (800) |
| Description of Proposal | | Refinance borrowing on the PPP project in order to generate financial savings. SBC will receive 50% of any financial benefit arising from refinancing with the remaining 50% of the saving being attributed to Scottish Borders Education Partnership (SBEP). | | | | | | |

| | | | | | | | | |
|---|--|--|----------|--------------|--------------|--------------|--------------|----------------|
| Total 2014/15 onwards Efficiencies in Service Delivery | | | 0 | (180) | (595) | (571) | (934) | (2,280) |
|---|--|--|----------|--------------|--------------|--------------|--------------|----------------|

Scottish Borders Council
 Revenue Financial Plan 2013/14 to 2017/18
 Decisions commencing in 2014/15 onwards

Rationalisations

| Review Cleaning arrangements in Schools | | Base Budget 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | Total |
|---|-------------|--|---------|---------|---------|---------|---------|--------|
| | | £000's | £000's | £000's | £000's | £000's | £000's | £000's |
| Schools | Ref. ELL/24 | 1,300 | 0 | (130) | 0 | 0 | 0 | (130) |
| Description of Proposal | | Restructuring of hours to deliver essential cleaning duties with a targeted efficiency saving. | | | | | | |

| Reduce commissioned services from Children and Young People's Planning Partnership (CYPPP) | | Base Budget 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | Total |
|--|-------------|--|---------|---------|---------|---------|---------|--------|
| | | £000's | £000's | £000's | £000's | £000's | £000's | £000's |
| Strategic Services | Ref. ELL/27 | 869 | 0 | (100) | 0 | 0 | (150) | (250) |
| Description of Proposal | | Reduce commissioned services from CYPPP. | | | | | | |

| | | | | | | | | |
|---|--|--|----------|--------------|----------|----------|--------------|--------------|
| Total 2014/15 onwards Rationalisations | | | 0 | (230) | 0 | 0 | (150) | (380) |
|---|--|--|----------|--------------|----------|----------|--------------|--------------|

| | | | | | | | | |
|--|--|--|----------|--------------|--------------|--------------|----------------|----------------|
| Total 2014-15 onwards Other Proposals | | | 0 | (410) | (595) | (571) | (1,084) | (2,660) |
|--|--|--|----------|--------------|--------------|--------------|----------------|----------------|

APPENDIX II

Opposition Revenue Budget Summary

| Summary | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | Total |
|---|----------------|----------------|----------------|----------------|----------------|-----------------|
| | | (provisional) | (provisional) | (provisional) | (provisional) | |
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Administration Budget Income | | | | | | |
| General Revenue Support | 186,233 | 182,951 | 182,957 | 183,469 | 183,900 | |
| Reduction in RSG for Police & Fire | (17,015) | (17,015) | (17,015) | (17,015) | (17,015) | |
| Non-domestic Rates (distribution) | 28,503 | 31,183 | 31,183 | 31,183 | 31,183 | |
| Reserves | 0 | 200 | 0 | 0 | 0 | |
| Council Tax | 50,926 | 51,126 | 51,626 | 62,126 | 52,626 | |
| | 248,647 | 248,445 | 248,751 | 249,763 | 250,695 | |
| Administration Budget Expenditure | | | | | | |
| Chief Executive & Resources | 20,241 | 18,777 | 18,877 | 18,847 | 18,767 | |
| Education & Lifelong Learning | 94,008 | 93,928 | 93,238 | 92,786 | 92,223 | |
| Social Work | 77,050 | 78,356 | 78,865 | 79,960 | 81,924 | |
| Environment & Infrastructure | 31,186 | 30,986 | 31,626 | 31,984 | 31,555 | |
| Other | 21,295 | 21,295 | 21,295 | 21,295 | 21,295 | |
| CPPP & Other | 4,867 | 5,102 | 4,850 | 4,890 | 4,932 | |
| | 248,647 | 248,445 | 248,751 | 249,763 | 250,695 | |
| Opposition Deduct | | | | | | |
| Central Departmental Operating Efficiency | | (600) | (1,100) | (1,850) | (1,850) | (5,400) |
| Reduce ERVS Provision | (107) | (607) | (807) | (807) | (807) | (3,135) |
| RES 01 - Reduce Publications & Reprographics | (55) | (70) | (70) | (70) | (70) | (335) |
| SWK 04 - Social Work Outsourcing / Efficiencies | | | | (617) | (1,254) | (1,871) |
| RES 07 - Staffing Restructure (Additional) | | (41) | (218) | (295) | (356) | (910) |
| | (162) | (1,318) | (2,195) | (3,639) | (4,337) | (11,651) |
| Opposition Add | | | | | | |
| Transformational Change / Efficiency | | 500 | 250 | 250 | | 1,000 |

| | | | | | | | |
|---|----------|----------|----------|----------|----------|----------|--|
| Resources | | | | | | | |
| Enhanced Neighbourhoods / Road Maintenance | 100 | 438 | 932 | 1,657 | 1,657 | 4,784 | |
| E&I P09 - Reject Wardens saving | 50 | 250 | 250 | 250 | 250 | 1,050 | |
| SWK 04 - Postpone Arms Length External Organisations | | | 617 | 1,254 | 1,254 | 3,125 | |
| E&I P05 - Reject Planning Fee Regime Increase | | | | 76 | 874 | 950 | |
| ELL 31 - Reject Primary School Meals Pricing Increase | 12 | 30 | 46 | 52 | 52 | 192 | |
| ELL 27 - Reject CYPPP Reduction | | 100 | 100 | 100 | 250 | 550 | |
| | 162 | 1,318 | 2,195 | 3,639 | 4,337 | 11,651 | |
| Opposition Surplus / (Deficit) | 0 | 0 | 0 | 0 | 0 | 0 | |
| Revised Opposition Budget Expenditure Base Line (End) | 248,647 | 248,445 | 248,751 | 249,763 | 250,695 | | |

APPENDIX III

Draft Capital Financial Plan 2013/14 - 2022/23

Further information on the Council's

Capital Financial Plan is available from:-

Lynn Mirley

Corporate Finance Manager

Council Headquarters

Newtown St Boswells

Melrose

TD6 0SA

Tel: 01835 825016 **Email:** Imirley@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.

| |
|--------------|
| Fleet |
|--------------|

| | | | | | | | | | | | | |
|----------------------------------|----------|------------|----------|------------|----------|----------|------------|------------|----------|----------|----------|--------------|
| Plant & Vehicle Fund Replacement | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Fleet | 0 | 750 | 0 | 750 | 0 | 0 | 300 | 450 | 0 | 0 | 0 | 1,500 |
| TOTAL FLEET | 0 | 750 | 0 | 750 | 0 | 0 | 300 | 450 | 0 | 0 | 0 | 1,500 |

| |
|--------------|
| Other |
|--------------|

| | | | | | | | | | | | | |
|-------------------------------|------------|------------|------------|--------------|------------|------------|------------|------------|------------|------------|------------|--------------|
| Emergency & Unplanned Schemes | 300 | 300 | 300 | 900 | 300 | 300 | 300 | 300 | 400 | 400 | 400 | 3,300 |
| Private Sector Housing Grant | 340 | 340 | 340 | 1,020 | 340 | 340 | 375 | 375 | 375 | 375 | 375 | 3,575 |
| TOTAL OTHER | 640 | 640 | 640 | 1,920 | 640 | 640 | 675 | 675 | 775 | 775 | 775 | 6,875 |

| | | | | | | | | | | | | |
|---------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|----------------|
| Total Capital Plan | 24,799 | 28,576 | 25,294 | 78,669 | 23,609 | 16,273 | 16,725 | 13,765 | 14,091 | 14,640 | 13,385 | 191,157 |
|---------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|----------------|

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

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

TOTAL ENGINEERING INFRASTRUCTURE

| | | | | | | | | | | | |
|---------------|---------------|--------------|---------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|---------------|
| 10,299 | 10,463 | 6,141 | 26,903 | 6,810 | 7,378 | 8,277 | 5,082 | 4,483 | 4,935 | 3,900 | 67,768 |
|---------------|---------------|--------------|---------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|---------------|

| | | | | | | | | | | | | |
|--|-------|-----|-----|--------------|-----|-----|-----|-----|----|---|---|--------------|
| LUPS Strategic Business Land | 1,391 | 20 | 0 | 1,411 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,411 |
| Kelso Townscape Heritage Initiative | 774 | 0 | 0 | 774 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 774 |
| Sunnybrae, Walkerburn | 152 | 0 | 0 | 152 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 152 |
| Hawick 500Yr Commemorative Statue | 40 | 0 | 0 | 40 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 40 |
| Selkirk Town Centre Regeneration Project | 0 | 0 | 0 | 0 | 50 | 400 | 0 | 0 | 0 | 0 | 0 | 450 |
| Newtown St Boswells Village Centre Regeneration | 0 | 0 | 0 | 0 | 23 | 43 | 103 | 168 | 63 | 0 | 0 | 400 |
| Bongate Mill Ind Area, Jedburgh - Phase 1 Regeneration | 0 | 86 | 2 | 88 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 88 |
| Demolition & Site Preparation | 220 | 280 | 0 | 500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 500 |
| Wilton Lodge Park | 400 | 900 | 900 | 2,200 | 900 | 150 | 0 | 0 | 0 | 0 | 0 | 3,250 |

Total Regeneration

| | | | | | | | | | | | |
|--------------|--------------|------------|--------------|------------|------------|------------|------------|-----------|----------|----------|--------------|
| 2,977 | 1,286 | 902 | 5,165 | 973 | 593 | 103 | 168 | 63 | 0 | 0 | 7,065 |
|--------------|--------------|------------|--------------|------------|------------|------------|------------|-----------|----------|----------|--------------|

Property & Asset Programme

| | | | | | | | | | | | | |
|---|-----|-----|-----|------------|-----|-----|-----|-----|-----|-----|-----|--------------|
| Structural / H&S Works | 300 | 300 | 300 | 900 | 465 | 465 | 465 | 465 | 465 | 465 | 465 | 4,155 |
| Asbestos Management | 100 | 100 | 100 | 300 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 1,000 |
| Building Fabric Upgrades | 150 | 150 | 150 | 450 | 150 | 350 | 350 | 450 | 450 | 460 | 500 | 3,160 |
| Carbon Reduction Measures | 120 | 120 | 120 | 360 | 120 | 120 | 120 | 120 | 120 | 120 | 120 | 1,200 |
| Electrical Safety Works | 120 | 120 | 120 | 360 | 120 | 120 | 120 | 120 | 120 | 120 | 120 | 1,200 |
| Fixed Assets | 20 | 20 | 20 | 60 | 20 | 20 | 20 | 20 | 20 | 20 | 20 | 200 |
| Heating System Replacement | 100 | 100 | 100 | 300 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 1,000 |
| Legionella management | 30 | 30 | 30 | 90 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 300 |
| Thermally Efficient Roof Installation | 30 | 30 | 30 | 90 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 300 |
| Thermally Efficient Window Installation | 30 | 30 | 30 | 90 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 300 |

Total Property & Asset Programme

| | | | | | | | | | | | |
|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|---------------|
| 1,000 | 1,000 | 1,000 | 3,000 | 1,165 | 1,365 | 1,365 | 1,465 | 1,465 | 1,475 | 1,515 | 12,815 |
|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|---------------|

TOTAL LAND & PROPERTY

| | | | | | | | | | | | |
|---------------|---------------|---------------|---------------|---------------|--------------|--------------|--------------|--------------|--------------|--------------|---------------|
| 11,776 | 11,453 | 13,093 | 36,322 | 14,772 | 6,880 | 6,098 | 6,183 | 7,458 | 7,555 | 7,335 | 92,603 |
|---------------|---------------|---------------|---------------|---------------|--------------|--------------|--------------|--------------|--------------|--------------|---------------|

Scottish Borders Council

Proposed Draft Capital Financial Plan 2013/14 - 2022/23

| Fleet | OPERATIONAL PLAN | | | 3 Year Total | STRATEGIC PLAN | | | | | | | 10 Year Total |
|--|------------------|------------|------------|--------------|----------------|------------|------------|------------|------------|------------|------------|---------------|
| | 2013/14 | 2014/15 | 2015/16 | | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | |
| Fleet | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 |
| Plant & Vehicle Replacement | | | | 0 | | | | | | | | 0 |
| Other Fleet | 0 | 750 | 0 | 750 | 0 | 0 | 300 | 450 | 0 | 0 | 0 | 1,500 |
| Total Fleet | 0 | 750 | 0 | 750 | 0 | 0 | 300 | 450 | 0 | 0 | 0 | 1,500 |
| Other | | | | | | | | | | | | |
| Biddable Allocations | | | | | | | | | | | | |
| Emergency & Unplanned Schemes | 300 | 300 | 300 | 900 | 300 | 300 | 300 | 300 | 400 | 400 | 400 | 3,300 |
| Private Sector Housing Grant | | | | | | | | | | | | |
| Private Sector Housing Grant - Adaptations | 340 | 340 | 340 | 1,020 | 340 | 340 | 375 | 375 | 375 | 375 | 375 | 3,575 |
| TOTAL OTHER | 640 | 640 | 640 | 1,920 | 640 | 640 | 675 | 675 | 775 | 775 | 775 | 6,875 |

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

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